

# STUART L. HART

S.C. Johnson Chair in Sustainable Global Enterprise  
Professor of Management  
Johnson Graduate School of Management  
Cornell University  
Ithaca, NY 14853-6201  
Phone: (607) 255-0112; Fax: (607) 254-4590; e-mail: [slh55@cornell.edu](mailto:slh55@cornell.edu)

## Education

Ph.D. 1983 University of Michigan, Ann Arbor, MI (Planning and Strategy)  
Dissertation: Strategic Problem Solving in Turbulent Environments  
M.F.S. 1976 Yale University, School of Forestry and Environmental Studies, New Haven, CT  
(Environmental Management)  
B.A. 1974 University of Rochester, Rochester, NY (General Science)

## Professional Appointments

Cornell University, Ithaca, NY

2003- *S.C. Johnson Chair in Sustainable Global Enterprise*, Johnson School of Management  
2003- *Professor of Management*, Johnson School of Management  
2007- *Founder and Co-Organizer*, Cornell Global Forum on Sustainable Enterprise  
2007- *Founding Director*, Green Leap Global Initiative  
2003- *Founding Director*, Center for Sustainable Global Enterprise  
2003- *Founding Director*, Base of the Pyramid Learning Laboratory Global Network  
2003- *Co-Director*, Base of the Pyramid Protocol Project

University of North Carolina, Chapel Hill, NC

2002-03 *Hans Zulliger Professor of Sustainable Enterprise*, Kenan-Flagler Business School  
2000-03 *Professor of Strategic Management*, Kenan-Flagler Business School  
2000-03 *Sarah Graham Kenan Distinguished Scholar*, Kenan-Flagler Business School  
2000-03 *Founding Director*, Base of the Pyramid Learning Laboratory  
1998-03 *Founding Director*, Center for Sustainable Enterprise (CSE)  
1998-03 *Fellow*, Carolina Environmental Program (CEP)  
1997-00 *Associate Professor of Strategic Management*, Kenan-Flagler Business School.

University of Michigan, Ann Arbor, MI

1994-97 *Adjunct Associate Professor*, Corporate Strategy, U-M Business School.  
1994-97 *Adjunct Associate Professor*, U-M School of Natural Resources and Environment.  
1992-97 *Founding Director*, Erb Institute Dual Masters Program (originally CEMP)  
1987-94 *Assistant Professor*, Corporate Strategy, U-M Business School.  
1985-86 *Adjunct Assistant Professor*, Department of Industrial and Operations Engineering  
1984-85 *Lecturer*, Department of Psychology (Organizational Psychology)  
1983-97 *Faculty Associate*, Ph.D. Program in Urban, Technological and Environmental Planning  
1983-87 *Assistant Research Scientist and Project Director*, Institute for Social Research  
1982-83 *Senior Research Associate*, Institute for Social Research  
1979-81 *Teaching Assistant*, School of Natural Resources

Institute on Man and Science, Rensselaerville, NY

1976-79 *Research Associate*, Economic and Environmental Studies Center

### **Business Initiatives**

*Founder and President*, Enterprise for a Sustainable World, Ann Arbor, MI, [www.e4sw.com](http://www.e4sw.com) (2005-)

*Principal*, The Water Initiative, New York City, NY, [www.thewaterinitiative.com](http://www.thewaterinitiative.com) (2007-)

### **Special Appointments**

Guest Professor, Tsinghua University, Beijing, China (2010-2013)

Co-Chair, Tsinghua University Center for Green Leap Research, Beijing, China (2010-)

Topic Expert/Track Leader (2009), Clinton Global Initiative (Harnessing Innovation for Development)

Fellow (2008-), Cornell Center for a Sustainable Future, Cornell University

Distinguished Fellow (2007-), William Davidson Institute, University of Michigan

Senior Research Fellow (2007-08), Erb Institute for Global Sustainable Enterprise, University of Michigan

Visiting Scholar (2007-08), Tilburg University, Department of Organization Studies, The Netherlands

Professor Extraordinary (2006-08), Graduate School of Business, Stellenbosch University, South Africa

Suncor Visiting Scholar in Sustainable Development (2004-2005), Haskayne School of Business, University of Calgary, Canada.

### **Honors and Awards**

Top 50 Sustainability Book List (2009), Capitalism at the Crossroads (Wharton School Publishing, 2005)

Best Business Book List (2005), Strategy+Business, Capitalism at the Crossroads (Wharton School Publishing, 2005)

Honorary Member (2005), Omega Rho (the Honor Society of INFORMS), founded in 1976 to recognize superior scholarship and encourage leadership in operations research, management science, and related disciplines

Best Paper Prize, Honorable Mention (2003), Strategic Management Society Annual Conference, "Reconsidering Strategies for Emerging Economies"

Gerald Barrett Faculty Award (2002), Kenan-Flagler Business School (Awarded to the faculty member who made the greatest contribution to the MBA Program that year through teaching and service)

Moskowitz Prize (2001), Outstanding research in the Field of Socially Responsible Investing (Dowell, Hart, and Yeung, 2000, see publications)

Faculty Pioneer Award (1999), World Resources Institute (National Award for faculty leadership in integrating environmental and social concerns into business education)

Best Paper Award (1998), Academy of Management Annual Meeting, Organizations and the Natural Environment, “Corporate Global Environmental Standards: Altruism or Value-Added?”

McKinsey Award (1997), Harvard Business Review (Best article in HBR for the year 1997: “Beyond Greening: Strategies for a Sustainable World”)

### **Professional Service**

*Member, Advisory Board*, NextBillion.com (2009-)

*Series Editor*, Business, Value Creation, and Society, Cambridge University Press (2007-)

*Member, Advisory Board*, Greenopolis, Washington, DC (2007-)

*Member, Advisory Board*, Sustainable Business Forum, San Francisco, CA (1997-)

*Member, Editorial Board*; Strategic Management Journal (1990-2010), Academy of Management Review (1994-1996)

*Conference Host and Program Chair*; Greening of Industry Network Conference, Chapel Hill, NC, 14-17 November 1999

*Member, Advisory Board*, Conservation International, Washington, DC (1999-2007)

*Member, Technical Advisory Board*, Innovest Strategic Value Advisors, New York, New York (1998-2005)

*Guest Editor*, Special Issue of Business Strategy and the Environment, Greening of Industry Network Conference, Volume 6, Number 4, September 1997

*Chair*, Program Team, Organizations and the Natural Environment (ONE) Interest Group, Academy of Management (1997-98)

*Member, Roundtable on Science and Technology for Sustainability*, National Academy of Science, Washington, D.C. (2002-)

*Member, Scientific Steering Committee*, International Human Dimensions of Global Change—Industrial Transformation, Amsterdam, The Netherlands (2000-)

*Ad Hoc Reviewer*; Academy of Management Journal, Administrative Science Quarterly, Management Science, Organization Science, Journal of Management Inquiry, Sloan Management Review, California Management Review, IEEE Transactions on Engineering Management, Policy Studies Review, National Science Foundation, John Wiley, Free Press, Prentice-Hall, Sage, Jossey-Bass, Island Press.

### **University Service**

Johnson School of Management

-Iscol Award Committee (2005-)

-University-wide Task Force on Sustainability in the Age of Global Development (2005-06)

-Board Member, Engineers for a Sustainable World (2003-05)

-Faculty Advisor, Net Impact (2003-)

- Diversity Committee (2003-04)
- Global Strategy Committee (2003-05)

#### Kenan-Flagler Business School

- Thought Leadership Committee (2002-03)
- CIBER Operations Committee (2002-03)
- Concentration Area Head, Sustainable Enterprise (1999-03)
- Chair, External Advisory Board, Center for Sustainable Enterprise (1998-03)
- Coordinator, Sustainable Enterprise Speaker Series (1998-03)
- Faculty Advisor, Net Impact (1997-03)
- Faculty Advisory Committee, Carolina Environmental Program (1997-03)
- Executive Education Advisory Board (1999-03)
- MBA Core Curriculum Redesign Team (1999-00)
- Ph.D. Coordinator, Strategy Area (1998-01)
- Core Course Coordinator, Corporate Strategy (1997-99)

#### University of Michigan Business School

- Chair, External Advisory Board, Corporate Environmental Management Program (1994-97)
- Faculty Advisor, Students for Responsible Business (1994-97)
- Advisor, Green Team (1994-97)
- Coordinator, Nathan Lecture Series in Corporate Environmental Management (1994-96)
- Doctoral Program Coordinator, Corporate Strategy (1989-90)
- Core Course Coordinator, Corporate Strategy (1992-93)

### **Degree Program Teaching**

#### Undergraduate Level

- Corporate Strategy (Business School- BBA Core Course; Course Coordinator, 1991-92)
- Management of Technical Change (Industrial Engineering, 1985-86)
- Group Behavior in Organizations (Psychology, 1984-85)
- Ecological Issues (Natural Resources, 1980-81)

#### Masters Level

- Green Leap Strategies (MBA Elective, 2010-)
- Immersion In Sustainable Global Enterprise (MBA Elective, 2006-)
- Sustainable Global Enterprise (MBA elective, 2004-)
- Business Opportunity at the Bottom of the Pyramid (ONE MBA Global Program, 2003-present)
- Sustainable Global Enterprise (EMBA elective, 2003)
- Business Strategy for a Sustainable World (MBA elective, 1999-2003)
- Sustainable Enterprise (MBA elective, 1999-2003)
- Strategy Innovation (MBA Core Course, 1999-2000)
- Competitive Strategy in the Environmental Age (MBA elective, 1998-99)
- Corporate Strategy (MBA Core Course, 1987-94; 1998-99)
- Strategies for Environmental Management (MBA elective, 1992-97)
- Strategies for Sustainable Development (MBA elective, 1994-97)

#### Doctoral Level

- Seminar in Strategic Management and Global Sustainability (1999, 2001)
- Seminar in Research Methods (1989-90)
- Seminar in Strategy-Making Processes (1988-92)

## **Executive Education**

### Johnson School of Management Executive Education Programs

- Nanjing Executive MBA Program (2008-)
- Credit Union Executive Society CEO Institute (2005-)
- OSRAM/Sylvania Global Management Program, Cornell University (2003-)
- Nitro Program (2003)

### Kenan-Flagler Business School Executive Education Programs

- ONE MBA Program (2004-)
- Executive Challenge Program (2000)
- Strategy Innovation (1999-01)
- Advanced Management Program (1998-03)

### University of Michigan Business School Executive Education Center:

- Executive Program (1992-97)
- Global Leadership Program (1994-97)
- Daewoo Global Executive Program (1996-97)
- Strategy Formulation and Implementation (1988-97)
- Strategic Management of Technology (1988-95)
- Manufacturing Executive Program (1992-97)
- Public Utilities Executive Program (1992-93)
- Ford Motor Company; Leadership Education and Development Program (1988-93)

### Company-Specific Programs:

- Steelcase, Green By Design II Program (2005)
- Steelcase, Green By Design Program (2003)
- Abbott Laboratories; Leadership Development Program (1997-2001)
- Reuters America, Inc; Strategy Group Development Program (1994-97)
- IBM; Client Relationship Program (1993)
- United Technologies; Leadership in Transition Program (1992-93)
- International Paper Company; Managerial Excellence Program (1986-87)

### Other Executive Programs:

- Confederation of Indian Industries, Creating Sustainable Organizations, Lead Faculty (2007-)
- Cambridge University, Business and Poverty Leadership Program, Core Faculty (2006-)
- Darden Business School, Sustainability and Beyond: Leadership through Innovation (2004-06)
- IESE Business School, Barcelona, Spain, Empresa y desarrollo Sostenible (2003-05)
- York University, Sustainable Enterprise Academy, Core Faculty (1999-2007)
- INCAE, Costa Rica; Strategy Formulation and Implementation (1994-97)
- INCAE, Costa Rica, Business Leaders for Sustainable Development Program (1995-97)
- Management Institute for Environment and Business; EHS-Business Integration (1995)
- Adolpho Ibanez University, Chile, Is it Profitable to be Green? (1996)

## **Consulting Clients**

ABN AMRO, Air Products, Arthur D. Little, Ascension Health, Abbott Laboratories, BASF, Battelle, Baxter, BP-Amoco, Caterpillar, Cherokee Investment Partners, Collins & Aikman Floorcoverings, Conoco, Dow Chemical, Dow Corning, Deutsche Bank, Dofasco, DSM, DuPont, Environmental Defense, Ford Motor Company, Friesland Food, General Electric, Herman Miller, Hewlett Packard, IBM, Intel, Inter-American Development Bank, Interface, International Finance Corporation, Johnson & Johnson, Kodak, 3M, MasterCard, Monsanto, Natura, Nature Conservancy, Nike, Petrobras, Pew

Charitable Trust, Philip Morris, Philips, Proctor & Gamble, S.C. Johnson & Sons, Shell, Solae, Steelcase, Tetrapak, UN Development Program, Unilever, US-Asia Environmental Partnership, US Environmental Protection Agency, US AID, Wal-Mart, Weyerhaeuser, World Resources Institute, Xerox.

### **Doctoral Dissertation Committees**

Duncan Duke (Ph.D. Candidate, Cornell University, Chair).

Erik Simanis (Ph.D. Cornell University, 2010, Chair) *The Anatomy of Market Creation: Insights from the Base of the Pyramid.*

Samuel Moore (Ph.D. Erasmus University, 2010) *Intentionally Cultivating Sustainable Small-Enterprise Networks: A Way to Enhance Value, Competitiveness and Resilience.*

Martin Klein (Ph.D. Erasmus University, 2008) *Poverty Alleviation Through Sustainable Strategic Business Models: Essays on Poverty Alleviation as a Business Strategy.*

Elizabeth Kurucz (Ph.D., York University, 2005) *The Social Dynamics of Sustainability: An Inductive Exploration of Sustainability as Social Construction.*

Ted London (Ph.D., UNC, 2005, Chair) *How are Capabilities Created? A Process Study of New Market Entry.*

Mark Milstein (Ph.D., UNC, 2004, Chair) *Origins of Top Management Intentions to Explore and Exploit Within the Context of Global Climate Change.*

Deborah Gallagher (Ph.D., UNC, 2003) *Environmental Management Systems: Opportunities for Improved Environmental and Business Strategy?*

Nicole Darnall (Ph.D., UNC, 2002) *Why Firms Signal “Green:” EMS Certification in the US.*

Jorge Rivera (Ph.D., Duke University, 2000) *Does it Pay to Be Green in the Developing World?*

Ronie Garcia-Johnson (Ph.D., Michigan, 1998) *Exporting and Importing Environmentalism: Industry and the Transnational Dissemination of Ideology from the US to Brazil and Mexico.*

Lynn Perry Wooten (Ph.D., Michigan, 1995, Chair) *Strategic Management of Professional Service Firms.*

Kazuo Ichijo (Ph.D., Michigan, 1995) *Information on the Spot: Its Role in Product Development.*

Joel Kahn (Ph.D., Michigan, 1994) *Failure Construction in Organizations: Exploring the Effects of Failure Norms.*

Catherine Banbury (Ph.D., Michigan, 1994) *Stayin’ Alive: Surviving Technological Innovation Pacemakers.*

James Parham (Ph.D., Michigan, 1994, Chair) *The Effects of the Leadership Process on Organizational Performance: An Empirical Analysis.*

Jaesung Cha (Ph.D., Michigan, 1993) *Offensive and Defensive Marketing: The Empirical Investigation of Their Impacts on Business Performance.*

Michael Guolla (Ph.D., Michigan, 1992) *Creating Customer Value Through Functional Integration*.

Douglas Allen (Ph.D., Michigan, 1991) *Achieving Unity in Diversity*.

Douglas Henderson (Ph.D., Michigan, 1990, Chair) *The Influence of Corporate Strategy, Structure and Technology on Location of Procurement and Sales*.

Brian Chambers (Ph.D., Michigan, 1990, Chair) *Alliances for Innovation and the Strategic Intent to Build Core Competence*.

Kwok on Yeung (Ph.D., Michigan, 1990) *Cognitive Consensuality and Organizational Performance: A Systematic Assessment*.

Deborah Ehrich (Ph.D., Michigan, 1989) *The Relationship Between Radiologist Participation in Hospital Strategic Decision Making and Hospital Performance*.

Chester Borucki (Ph.D., Michigan, 1989) *Strategic Human Resource Management, Human Resource Effectiveness, and Organizational Performance: A Longitudinal Study*.

## **Publications**

### Books and Monographs

London, T. and Hart, S. (Eds.) (2011) *Next-Generation Business Strategies for the Base of the Pyramid: New Approaches for Building Mutual Value*, Upper Saddle River, NJ: Financial Times Press, 249 pp..

Hart, S. (2010) *Capitalism at the Crossroads: Next-Generation Business Strategies for a Post-Crisis World*, 3rd Edition. Upper Saddle River, NJ: Wharton School Publishing, 322 pp.

Hart, S. (2007) *Capitalism at the Crossroads: Aligning Business, Earth, and Humanity*, 2nd Edition. Upper Saddle River, NJ: Wharton School Publishing, 260 pp.

Hart, S. (2005) *Capitalism at the Crossroads: The Unlimited Business Opportunities in Solving the World's Most Difficult Problems*. Upper Saddle River, NJ: Wharton School Publishing, 241 pp.

Dussauge, P., Hart, S., and Ramanantsoa, B. (1992) *Strategic Technology Management*. London: Wiley, 218 pp.

Denison, D. and Hart, S. (1987) *Revival in the Rust Belt*. Ann Arbor: Institute for Social Research, 214 pp.

Hart, S., Enk, G. and Hornick, W. (Eds.) (1984) *Improving Impact Assessment*. Boulder: Westview Press, 440 pp.

Hart, S. and Enk, G. (1980) *Green Goals and Greenbacks*. Boulder: Westview Press, 363 pp.

## Journal Articles

- Hart, S. and Dowell, G. (2011) A natural-resource-based view of the firm: Fifteen years after, Journal of Management, forthcoming.
- Simanis, E. and Hart, S. (2009) Innovation from the inside out, Sloan Management Review, Summer: 77-86.
- Simanis, E., Hart, S. and Duke, D. (2008) The Base of the Pyramid Protocol: Beyond 'basic needs' business strategies, Innovations, Winter: 57-83.
- Simanis, E. and Hart, S. (2006) Expanding the possibilities at the base of the pyramid, Innovations, Winter: 43-51.
- Hart, S. and Milstein, M. (2006) In search of sustainable enterprise: The case of GE's ecomagination initiative, Value, 1(1): 36-43.
- Hart, S. (2005) Innovation, creative destruction, and sustainability, Research-Technology Management, 48(5): 21-27.
- Hart, S. and London, T. (2005) Developing native capability: What multinational corporations can learn from the base of the pyramid, Stanford Social Innovation Review, Summer: 28-33.
- Wheeler, D., Zohar, A. and Hart, S. (2005) Educating senior executives in a novel strategic paradigm: Early experiences of the Sustainable Enterprise Academy, Business Strategy and the Environment, 14(3): 172-185.
- London, T. and Hart, S. (2004) Reinventing strategies for emerging markets: Beyond the transnational model, Journal of International Business Studies, 35: 350-370.
- Hart, S. and Sharma, S. (2004) Engaging fringe stakeholders for competitive imagination, Academy of Management Executive, 18(1): 7-18.
- Ricart, J.E., Enright, M., Ghemawat, P., Hart, S., and Khanna, T. (2004) New frontiers in international strategy. Journal of International Business Studies, 35: 175-200.
- Hart, S. and Milstein, M. (2003) Creating sustainable value. Academy of Management Executive, 17(2): 56-69.
- Hart, S. and C. Christensen. (2002) The great leap: Driving innovation from the base of the pyramid. Sloan Management Review, 44(1): 51-56.
- Prahalad, C.K. and Hart, S. (2002) The fortune at the bottom of the pyramid. Strategy+Business, 26: 54-67.
- Christensen, C., Craig, T. and Hart, S. (2001) The great disruption. Foreign Affairs, 80(2): 80-95.
- Dowell, G., Hart, S., and Yeung, B. (2000) Do corporate global environmental standards create or destroy market value? Management Science, 46(8): 1059-1074.
- Hart, S., Arnold, M., and Day, R. (2000) The business of sustainable forestry: Meshing operations with strategic purpose. Interfaces, 30(3): 234-250.



- Hart, S. and Milstein, M. (1999) Global sustainability and the creative destruction of industries. Sloan Management Review, 41(1): 23-33.
- Dowell, G., Hart, S., and Yeung, B. (1998) Corporate global environmental standards: Altruism or value-added? Academy of Management Best Paper Proceedings, 58: 232-235.
- Hart, S. (1997) Beyond greening: Strategies for a sustainable world. Harvard Business Review, January-February: 66-76.
- Dowell, G., Sastry, A., Hart, S., and Bernicke, J. (1997) Corporate environmental reputation: Comparing two industries. Corporate Reputation Review, 1: 140-147.
- Denison, D., Hart, S., and Kahn, J. (1996) From chimneys to cross-functional teams: Developing and validating a diagnostic model, Academy of Management Journal, 39: 1005-1023.
- Hart, S. and Ahuja, G. (1996) Does it pay to be green?: An empirical examination of the relationship between emission reduction and firm performance. Business Strategy and the Environment, 5: 30-37.
- Denison, D., Dutton, J., Kahn, J. and Hart, S. (1996) Organizational context and the interpretation of strategic issues: A note on CEO's interpretations of foreign direct investment. Journal of Management Studies, 33: 453-474.
- Fiegenbaum, A., Hart, S., and Schendel, D. (1996) Strategic reference point theory. Strategic Management Journal, 17: 219-235.
- Hart, S. (1995) A natural resource-based view of the firm. Academy of Management Review, 20: 986-1014.
- Shrivastava, P. and Hart, S. (1995) Creating sustainable corporations. Business Strategy and the Environment, 4: 154-165.
- Hart, S. (1994) How green production might sustain the world. Northwest Environmental Journal, 10: 4-14.
- Hart, S. and Banbury, K. (1994) How strategy-making processes can make a difference. Strategic Management Journal, 15: 235-246.
- Shrivastava, P. and Hart, S. (1994) Greening organizations—2000. International Journal of Public Administration, 17: 607-635.
- Hart, S. and Quinn, R. (1993) Roles executives play: CEO behavioral complexity and firm performance. Human Relations, 46: 543-574.
- Hart, S. (1993) Commentary: Sustainable strategy in a greening world. Advances in Strategic Management, 9: 93-97.
- Hart, S. (1992) An integrative framework for strategy-making processes. Academy of Management Review, 17: 327-351.
- Hart, S. and Quinn, R. (1992) Executive leadership and performance: Comparing high and low technology firms. Advances in Global High Technology Management, 2: 19-32.

- Shrivastava, P. and Hart, S. (1992) Greening organizations. Academy of Management Best Paper Proceedings, 52: 185-189.
- Hart, S. (1991) Intentionality and autonomy in strategy-making process: Modes, archetypes, and firm performance. Advances in Strategic Management, 7: 93-123.
- Hart, S., Denison, D., and Henderson, D. (1989) A contingency approach to firm location: The influence of industrial sector and level of technology. Policy Studies Journal, 17: 599-623.
- Hart, S., Henderson, D., and Denison, D. (1989) The influence of age and size in industrial location preferences. Academy of Management Best Paper Proceedings, 49: 307-311.
- Chambers, B., Hart, S., Denison, D. (1988) Founding team experience and new firm performance, in B. Kirchoff et al (Eds.), Frontiers in Entrepreneurship Research. Wellesley, MA: Babson College.
- Hart, S. and Denison, D. (1987) The creation of new technology-based organizations: A system dynamics model. Policy Studies Review, 6: 512-528.
- Hart, S., (1986) Managing knowledge in policy making and decision making. Knowledge, 8: 94-108.
- Hart, S., Boroush, M., Enk, G. and Hornick, W. (1985) Managing complexity through consensus mapping: Technology for the structuring of group decisions. Academy of Management Review, 10: 587-600.
- Hart, S. (1985) Toward quality criteria for collective judgments. Organizational Behavior and Human Decision Processes, 36: 209-228.
- Enk, G. and Hart, S. (1985) An eight step approach to strategic problem solving. Human Systems Management, 5: 245-258.
- Geurts, J., Hart, S. and Caplan, N. (1985). Decision techniques and social research: A contingency framework for problem solving. Human Systems Management, 5: 333-347.
- Hart, S. (1983) The Federal photovoltaics utilization program: An evaluation and learning framework. Policy Sciences, 15: 325-343.
- Hart, S. (1980) The environmental movement: Fulfillment of the renaissance prophesy? Natural Resources Journal, 20: 501-522.

### Book Chapters and Reviews

- Hart, S. (2011) The third generation corporation, in A. Hoffman and T. Bansal (Eds.) Oxford Handbook of Business and the Environment. Oxford University Press. forthcoming.
- Hart, S. (2010) Taking the green leap to the base of the pyramid, in T. London and S. Hart (Eds.), Next-Generation Business Strategies for the Base of the Pyramid: New Approaches to Building Mutual Value. Upper Saddle River, NJ: Wharton School Publishing, forthcoming.
- Milstein, M., London, T., and Hart, S. (2007) Revolutionary routines: Capturing the opportunity for creating a more inclusive capitalism. In: S. Piderit, R. Fry, and D. Cooperrider (Eds.), Handbook of Transformative Cooperation, Stanford, CA: Stanford Business Books.

- Milstein, M., Simanis, E., Duke, D., and Hart, S. (2007) Poverty. In: W. Visser and D. Matten (Eds.), The A to Z of CSR: The Encyclopedia of Corporate Social Responsibility, London: John Wiley & Sons.
- Milstein, M., Simanis, E., Duke, D., and Hart, S. (2007) Base of the Pyramid. In: W. Visser and D. Matten (Eds.), The A to Z of CSR: The Encyclopedia of Corporate Social Responsibility, London: John Wiley & Sons.
- Hart, S. (2006) Beyond development: Embracing the base of the pyramid. In: M. Epstein and K. Hanson (Eds.), The Accountable Corporation: Corporate Social Responsibility (Volume 3), London: Praeger.
- Hart, S. (2005) Review of "Third-Sector Development: Making Up for the Market," Administrative Science Quarterly, 49(4): 665-666.
- Hart, S. (2004) Greening of business. In: The Environmental Careers Organization (Eds.), The Eco Guide to Careers that Make a Difference, Washington, D.C.: Island Press.
- Milstein, M., Hart, S., and York, Anne (2002) The differential impact of isomorphic pressures on environmental strategies. In: A. Hoffman and M. Ventresca. (Eds.), Organizations, Policy and the Natural Environment: Institutional and Strategic Perspectives, Palo Alto: Stanford University Press.
- Sastry, A., Bernicke, J., and Hart, S. (2002) Changing shades of green: Coupling and Decoupling in Monsanto's Environmental Orientations, 1991-1997. In: A. Hoffman and M. Ventresca. (Eds.), Organizations, Policy and the Natural Environment: Institutional and Strategic Perspectives, Palo Alto: Stanford University Press.
- Milstein, M., Hart, S., and York, A. (2002) Coercion breeds variation: The differential impact of isomorphic pressures on environmental strategies. In: A. Hoffman and M. Ventresca (Eds.), Organizations, Policy, and the Natural Environment, Stanford, CA: Stanford University Press.
- Hart, S. (2000) Review of "Business Management and the Natural Environment: Cases and Text" and "Environmental Management: Readings and Cases," Journal of Industrial Ecology, 15:169-170.
- Hart, S. (1999) Corporations as agents of global sustainability: Beyond competitive strategy. In: D. Cooperrider, and J. Dutton. (Eds.), The Organizational Dimensions of Global Change: No Limits to Cooperation, Beverly Hills: Sage.
- Hart, S. (1998) Review of "From Heresy to Dogma: An Institutional History of Corporate Environmentalism," Academy of Management Review, 23 (2): 354-357.
- Hart, S. (1998) Decision making for strategic environmental advantage: The challenge of sustainability. In: T. Burkhardt, A. Marcus, and K. Sexton (Eds.), Better Environmental Decisions: Strategies for Governments, Businesses, and Communities, New York: Island Press.
- Hart, S. (1997) From corporate citizenship to sustainable development. In N. Tichy, A. McGill, and L. St. Claire (Eds.), Corporate Global Citizenship. San Francisco: New Lexington Books.
- Fiegenbaum, A., Hart, S., and Schendel, D. (1994) Strategic reference point theory. In H. Thomas et al (Eds.), Building the Strategically-Responsive Organization. Chichester: John Wiley.

- Henderson, D., Hart, S., and Denison, D. (1993) Organizational impacts on firm location decisions. In R. McGowan and E. Ottensmeyer (Eds.), Economic Development Strategies for State and Local Governments. Chicago: Nelson-Hall.
- Quinn, R., Spreitzer, G., and Hart, S. (1992) Integrating the extremes: Crucial skills for managerial effectiveness. In S. Srivastva, et al (Eds.), Executive and Organizational Continuity. San Francisco: Jossey Bass.
- Hart, S. and Denison, D. (1988) Strategy-making process in new technology-based firms: Comparing process and performance, in M. Lawless, and L. Gomez-Mejia (Eds.). Managing the High Technology Firm. Boulder: University of Colorado.
- Hart, S. (1986) Steering the path between ambiguity and overload: Planning as strategic social process, in M. Dluhy, and K. Chen (Eds.), Interdisciplinary Planning: A Perspective for the Future. Rutgers: Center for Urban Policy Research.
- Baba, M. and Hart, S. (1986) Portrait of a new state initiative in industrial innovation: Michigan's Industrial Technology Institute, in D. Gray, T. Solomon, and W. Hetzner (Eds.),. Technological Innovation: Strategies for a New Partnership. Amsterdam, North Holland.
- Hart, S. (1984) The costs of environmental review: Assessment methods and trends. In Hart, S. et al. (Eds.), Improving Impact Assessment, Boulder: Westview Press.

#### Work in Progress

- Hart, S. (2011) The end of corporate social responsibility. Working paper.
- Dowell, G. Hart, S. and Sharma, S., (2011) Leaped or shoved? Factors impelling firms to the Base of the pyramid, Working paper.

#### Cases and Teaching Materials\*

- Selco India (with Sachin Joshi) 2010. Delhi: Confederation of Indian Industries.
- S.C. Johnson and Greenlist (with M. Matthews and G. Augustine) 2009. Ithaca, NY: Johnson School of Management, Center for Sustainable Global Enterprise.
- Teaching Note for S.C. Johnson and Greenlist (with M. Matthews and G. Augustine) 2009. Ithaca, NY: Johnson School of Management, Center for Sustainable Global Enterprise.
- Terracycle (with C. Keonig, and S. Kurz) 2009. Ithaca, NY: Johnson School of Management, Center for Sustainable Global Enterprise.
- Teaching Note for Terracycle (with C. Koenig, and S. Kurz) 2009. Ithaca, NY: Johnson School of Management, Center for Sustainable Global Enterprise.
- Tandus 2010: Race to Sustainability (with J. Buffington, G. Augustine, and M. Milstein) 2009. Ithaca, NY: Johnson School of Management, Center for Sustainable Global Enterprise.

Teaching Note for Tandus 2010: Race to Sustainability (with G. Augustine, and M. Milstein) 2009. Ithaca, NY: Johnson School of Management, Center for Sustainable Global Enterprise.

Patrimonio Hoy: At the Tipping Point? (with M. Kotek and T. London) 2005. Chapel Hill, NC: Kenan-Flagler Business School.

Village Phone (with A. Garg, M. Kotek and T. London) 2005. Chapel Hill, NC: Kenan-Flagler Business School.

Jarcel Cellulose (with B. Sardinha and M. Milstein) 2004. Chapel Hill, NC: Kenan-Flagler Business School.

Teaching Note for Jarcel Cellulose (with B. Sardinha and M. Milstein) 2004. Chapel Hill, NC: Kenan-Flagler Business School.

Expanding the Playing Field: Nike's World Shoe Project (A) (with H. McDonald and T. London) 2002. Washington, D.C.: World Resources Institute.

Expanding the Playing Field: Nike's World Shoe Project (B) (with H. McDonald and T. London) 2002. Washington, D.C.: World Resources Institute.

Teaching Note for Nike's World Shoe Project (with T. London and H. McDonald) 2002. Washington, D.C.: World Resources Institute.

Videotape: Nike's World Shoe Project. 2002. Washington, D.C.: World Resources Institute.

Monsanto Company (A): Quest for Sustainability (with E. Simanis) 2000. Washington, D.C.: World Resources Institute.

Monsanto Company (B): Quest for Sustainability (with E. Simanis) 2000. Washington, D.C.: World Resources Institute.

Teaching Note for Monsanto Company (with E. Simanis) 2000. Washington, D.C.: World Resources Institute.

Weyerhaeuser: The Next 100 Years (with M. Milstein) 1997. Washington, D.C.: World Resources Institute.

Teaching Note for Weyerhaeuser (with M. Milstein) 1997. Washington, D.C.: World Resources Institute.

Deja Shoe (A): The Recycled Footwear Company (with P. Hardy) 1996. Washington, D.C.: World Resources Institute.

Deja Shoe (B): Product Launch (with P. Hardy) 1996. Washington, D.C.: World Resources Institute.

Teaching Note for Deja Shoe (with P. Hardy) 1996. Washington, D.C.: World Resources Institute.

Videotape: Deja Shoe 1996. Washington, D.C.: World Resources Institute.

Management Simulation: Trans-Formation- The Sustainable Corporation Game (D. Duke and S. Svoboda) 1994. Washington, D.C.: Realia Group.

McDonald's (A): Environmental Strategy (with S. Svoboda) 1993. Washington, D.C.: World Resources Institute.

McDonald's (B-1): The Clamshell Controversy (with S. Svoboda) 1993. Washington, D.C.: World Resources Institute.

McDonald's (B-2): Decision (with S. Svoboda) 1993. Washington, D.C.: World Resources Institute.

Note on the Trash Crisis (with S. Svoboda) 1993. Washington, D.C.: World Resources Institute.

Note on Life Cycle Analysis (with S. Svoboda) 1993. Washington, D.C.: World Resources Institute.

McDonald's (C): Sustaining Environmental Success (with S. Svoboda) 1993. Washington, D.C.: World Resources Institute.

Videotape: The McDonald's/EDF Partnership 1993. Washington, D.C.: World Resources Institute.

Teaching Note for McDonald's Case Series (with S. Svoboda) 1993. Washington, D.C.: World Resources Institute.

\*Most of these teaching materials are available through the William Davidson Institute, University of Michigan at [www.globalens.com](http://www.globalens.com).

### Technical Reports

Simanis, E. and Hart, S. 2008. "The Base of the Pyramid Protocol: Toward Next Generation BoP Strategy" (Ithaca, NY: Center for Sustainable Global Enterprise), 51 pp.

Hart, S. and Touesnard, M. 2008. "Back to the Future: Integrating Sustainability into Credit Union Strategy" (Madison, WI: Filenes Research Institute), 71 pp.

Simanis, E., Hart, S., Enk, G., Duke, D., Gordon, M., Lippert, A. 2005. "Strategic Initiatives at the Base of the Pyramid: A Protocol for Mutual Value Creation." Cornell University: Center for Sustainable Global Enterprise ([www.bop-protocol.org](http://www.bop-protocol.org)).

Reck, J. and Hart, S. 2004. "Water for the Masses: An Assessment of Point of Use Water Treatment Solutions." University of North Carolina: Center for Sustainable Enterprise.

Enk, G. and Hart, S. 2003. "Developing and Commercializing Sustainable New Wood Products." US Department of Agriculture, Forest Products Laboratory: General Technical Report FPL-GTR-136

Lempert, R., Popper, S. Resetar, S., and Hart, S. 2002. "Capital Cycles and the Timing of Climate Change Mitigation Policy." Los Angeles, CA: RAND Corporation.

Hart, S., and Levin, C. 1996. "The Evolution of Environmental Management in the Chemical Industry." Corporate Environmental Management Program, University of Michigan.

Denison, D., Hart, S., Henderson, D., Hooijberg, R., Mishra, A. and Parham, J. 1990. "Oakland County Business Survey: Year Four Project Report." Graduate School of Business Administration, University of Michigan.

- Denison, D., Hart, S., Andersen, J., Chambers, B., Henderson, D., Hooijberg, R., Mishra, A., Parham, J., and Stovern, S. 1989. "Oakland County Business Survey: Year Three Project Report." Graduate School of Business Administration, University of Michigan.
- Denison, D., Hart, S., Chambers, B., and Henderson, D. 1988. "Oakland County Business Survey: Year Two Project Report." Graduate School of Business Administration, University of Michigan.
- Denison, D. and Hart, S. 1986. "Oakland County Business Survey: Project Report, Year One." Institute for Social Research, Ann Arbor, MI.
- Hart, S. 1986. "Technology Assessment in the Netherlands: What Can be Learned from the U.S. Experience in Environmental Impact Assessment?" in Smits, R. Technology Assessment: An Opportunity for Europe. European Congress on Technology Assessment, Amsterdam.
- Pelz, D., Hart, S. and McAfee, L. 1985. "An Assessment of the Technological and Managerial Needs and Opportunities of Minority Business in Michigan: A Pilot Project." Report to the Minority Technology Council of Michigan. Institute for Social Research and Engineering College, University of Michigan, Ann Arbor, MI.
- Pelz, D. and Hart, S. 1985. "Frustrated Business Users of University Services." Report from the Michigan Project on Industry-University Cooperation. Institute for Social Research, University of Michigan, Ann Arbor, MI.
- Pelz, D. and Hart, S. 1984. "Report on Evaluation Panel for Human Services Software." Institute for Social Research, Ann Arbor. Report to the U.S. Department of Health and Human Services.
- Michigan Project on Industry-University Cooperation. 1984. "Report of Focus Workshop Proceedings." Institute for Social Research, Ann Arbor. Report to the National Science Foundation.
- Borouh, M., Enk, G. and Hart, S. 1983. "Determining the Health Consequences of Inhalable Particle Emissions from Coal-Fired Power Plants: Recommendations for an Integrated Research Agenda," Gordon Enk and Associates, Medusa, NY. Final Report to the Electric Power Research Institute.
- Chen, K., Hart, S., Jarboe, K. and Appasamy, P. 1982. "Anticipation of Future Environmental Problems: Proceedings from a 1982 EPA/Private Sector Workshop." University of Michigan, Ann Arbor. Report to the U.S. Environmental Protection Agency.
- Enk, G., Finin, G., Hart, S., Hornick W. and Jordan, J. 1980. "Review of a Methodology for Assessing the Visual Impacts of Overhead Transmission Lines." Institute on Man and Science, Rensselaerville, NY. Report to the U.S. Department of Energy.
- Enk, G., Cummings, M., Hornick, W. and Hart, S. 1980. "A Citizens' Review of the Criteria and Process for Power Plant Siting in New York State." Institute on Man and Science, Rensselaerville, NY. Report to the N.Y. State Public Service Commission.
- Hart, S. and Enk, G. 1978. "Assessing the Benefits Derived from the Environmental Impact Statement Process: Toward a Methodology." Institute on Man and Science, Rensselaerville, NY. Report to the Rockefeller Foundation.
- Sherwood, S. and Hart, S. 1977. "A Status Report of the Environmental Quality of the Canandaigua Lake Watershed System." Sherwood Associates, Rochester, NY. Report to the Canandaigua Lake Association.

## **Sponsored Research Projects**

Green Leap Global Initiative (William Davidson Institute, UN Development Program, 2007-, Principal Investigator)

Organizational Capabilities, Institutional Influences, and Environmental Management Systems (SSHRC Grant, 2005-2007, Co-Principal Investigator)

Base of the Pyramid Protocol Project (Multiple Corporate Sponsors, 2004-2006, Co-Principal Investigator).

Corporate Initiatives to Serve Poor Markets as a Driver for Innovation and Change: A Longitudinal Study (National Science Foundation, 2002-2006, Principal Investigator).

Center for International Business Education and Research (U.S. Department of Education, 2002-04 Component Leader).

Competitiveness and Sustainable Enterprise (US-Asia Environmental Partnership, 2000-02, Project Director).

Center for International Business Education and Research (U.S. Department of Education, 1999-02 Component Leader).

Sustainable Forestry Project (MacArthur Foundation, 1996-97, Case Study Director).

Japan Technology Management (U.S. Air Force Office of Scientific Research; 1992-1993, Study Co-Director).

Ford Motor Company Program Management Survey (Ford Motor Company; 1991-92, Co-P.I.).

Oakland County Business Survey (Oakland County Economic Development Group; 1985-1990, Co-P.I.).

Industry-University Cooperation (National Science Foundation, 1983-85, Project Associate).

A Case Study of the Industrial Technology Institute (ITI; 1985, Co-P.I.).

Technology Assessment in the Netherlands (Netherlands Organization for Applied Scientific Research, 1985, P.I.).

Technology for Minority Business in Michigan (Minority Technology Council of Michigan; 1985, Co-P.I.).

Originality and the Innovating Processes in Public Services (National Science Foundation; 1983-84, Project Associate).

Computers in the Social Services (Department of Health and Human Services, 1983, Project Associate).

Development of a Research Agenda for Determining the Health Effects of Inhalable Coal Fly-Ash (Electric Power Research Institute; 1982-83, Co-P.I.).

The Anticipation of Future Environmental Problems (U.S. Environmental Protection Agency, Office of Strategic Assessments and Special Studies; 1981-82, Project Associate).



A Review of the Methodology for Visual Impact Assessment of Transmission Lines (U.S. Department of Energy, 1980-81, Project Associate).

Improving the Quality and Utility of Scientific and Technical Information in Environmental Impact Assessment (National Science Foundation, 1979-81, Co-P.I.).

New York Power Pool Site Selection Criteria Review Project (N.Y. Public Service Commission; 1978-80, Project Associate).

The New Village Project (a variety of public and private sources, 1978-79, Project Associate).

Human Values in Technology Assessment (U.S. Department of Energy; 1977-78, Project Associate).

Solar Energy and the Decentralization of Decision-Making (U.S. Department of Energy; 1977-79, Project Associate).

The Economics of Environmental Impact Statements (Rockefeller Foundation; 1977-78, Project Associate).

### **Academic Presentations**

“Sustainable Prosperity Through Green Leap Strategy.” Presented at Tsinghua University, Beijing, China, 7 December 2010.

“Taking the Green Leap: Embedded Innovation for the 21<sup>st</sup> Century.” Presented at Wuhan University, School of Economics and Management, Wuhan, China, 3 December 2010.

“Developing Humanity, Reducing Poverty: The Emergence of the Third Generation Corporation.” Presented at the Zurich Economists’ Forum, University of Zurich, Switzerland, 16 September 2010.

“Honoring the Life and Contributions of C.K. Prahalad.” Presented at the Academy of Management Annual Meeting, Montreal, Canada, 8 August 2010.

“Tightrope Walking Dare-to-Care Devils: Difference Makers, Edgewalkers, and Intellectual Shamans.” Symposium presenter at the Academy of Management Annual Meeting, Montreal, Canada, 8 August 2010.

“Sustainable Global Enterprise: Building Research on Caring and Daring MNEs.” Symposium presenter at the Academy of Management Annual Meeting, Montreal, Canada, 6 August 2010.

“Taking the Green Leap: Embedded Innovation for the 21<sup>st</sup> Century.” Presented at the University of Pittsburgh, Annual Heinz Lecture, Pittsburgh, PA, 8 April 2010.

“Taking the Green Leap.” Presented at the David O’Brien Center for Sustainable Enterprise, Molson School of Business, Concordia University, Montreal, Canada, 19 March 2010.

“The Green Leap: A New Strategy for Sustainable Development.” Presented at Tsinghua University’s Conference on Taking the Green Leap, Beijing, China, 14 December, 2009.

“Base of the Pyramid: Breeding Ground for the Green Leap Revolution?” Presented at the University of Michigan Conference on Creating a Shared Roadmap for the Base of the Pyramid Community, Ann Arbor, MI, 1 October, 2009.

“Toward Sustainable Enterprise.” Presented at the University of Toronto, Toronto, Ontario, Canada, 24 February 2009.

“The Great Convergence: Taking the Green Leap.” Presented at Tsinghua University, Beijing, China, 8 December 2008.

“Base of the Pyramid Protocol: Beyond Selling to the Poor.” Presented at Tilburg University, The Netherlands, 5 June 2008.

“Sustainability: Where Have We Been, Where Are We Going?” Presented at the GRONEN Research Conference, Nicosia, Cyprus, 29 May 2008.

“Beyond Selling to the Poor.” Presented at Ecole Polytechnic, Paris, France, 21 May 2008.

“Beyond Selling to the Poor.” Presented at INSEAD, Fontainebleau, France, 20 May 2008.

“Beyond Selling to the Poor.” Presented at the Erb Institute Colloquium, University of Michigan, 21 April 2008.

“The Base of the Pyramid: A Theory of MNC Entry and Success.” Presented at the Hosmer Lecture Series, Ross School of Business, University of Michigan, 5 February 2008.

“Creating Sustainable Value” Presented at IMD, Lausanne, Switzerland, 24 January 2008.

“What is Sustainable Enterprise?” Presented at the Nelson Institute for Environmental Studies, University of Wisconsin, Madison, WI, 2 November 2007.

“Capitalism at the Crossroads: Aligning Business, Earth, and Humanity.” Presented at the Abbott Fund Lecture Series, DePaul University, Chicago, IL, 8 October 2007.

“Capitalism at the Crossroads.” Presented at the California Polytechnic State University, San Luis Obispo, CA, 21 May 2007.

“Capitalism at the Crossroads.” Presented at the Kennedy School of Government, Harvard University, Boston, MA, 10 April 2007.

“Base of the Pyramid: Background and Global Perspective.” Presented at BOP Learning Lab, Stellenbosch University, South Africa, 11 December 2006.

“Creating Sustainable Value: Innovation and the BOP.” Presented at KTH (Royal Swedish Technical University), Stockholm, Sweden, 16 October 2006.

“Base of the Pyramid: Early Learnings from an Inductive Study.” Presented at Tilburg University, Department of Organizational Studies, The Netherlands, 3 October 2006.

“Base of the Pyramid: A Theory of MNC Entry and Success.” Presented at the Interdisciplinary Committee on Organizational Studies (ICOS) Seminar, University of Michigan, 22 September 2006.

- “Born in the BOP: Toward a Base of the Pyramid Protocol.” Presented at the William Davidson Institute Seminar Series, University of Michigan, 21 September 2006.
- “Capitalism at the Crossroads.” Presented at Biological and Environmental Engineering Seminar Series, Cornell University, 2 November 2006.
- “Revolutionary Routines.” Presented at the Academy of Management Annual Meeting, Atlanta, GA, 15 August 2006.
- “The Base of the Pyramid: Predicting MNC Entry and Success.” Presented at the Academy of Management Annual Meeting, Atlanta, GA, 13 August 2006.
- “Toward a Base of the Pyramid Protocol.” Presented at Conference on Corporate Responsibility and Global Business, London Business School, 14 July 2006.
- “Base of the Pyramid: Where Have We Been, Where Are We Going?.” Presented at Base of the Pyramid Research Workshop, Michigan Business School, 18-20 May 2006.
- “Poverty, Development and the Environment.” Panel Presentation with Jeff Sachs, Ravi Kanbur, Alice Pell, and Robert Howarth, Iscol Distinguished Environmental Lecture, Cornell University, 21 April 2006.
- “Toward a Base of the Pyramid Protocol.” Presented at the Conference on Global Poverty: Business Solutions and Approaches, Harvard Business School, 3 December 2005.
- “Capitalism at the Crossroads.” Presented at the International Institute for Resource Industries and Sustainability Studies (IRIS), Haskayne School of Business, University of Calgary, 16 November 2005.
- “Creating Sustainable Value.” The Omega Rho Distinguished Lecture, INFORMS Annual Meeting, San Francisco, CA, 13 November 2005.
- “Capitalism at the Crossroads.” Presented at the Business as Agent of World Benefit Colloquium Series, Weatherhead School of Management, Case Western Reserve University, 8 November 2005.
- “Fringe Stakeholders as a Source of Competitive Imagination.” Presentation at Foro de la Empresa Responsable Y Sostenible, IESE Business School, Barcelona, Spain, 19 May 2005.
- “Base of the pyramid strategy: Early learning from an inductive study.” Presentation at McGill University, 29 April 2005.
- “Framing the Discussion.” Presentation at the 3<sup>rd</sup> Annual Sustainable Enterprise Symposium: An Agenda for Innovation, Johnson School of Management, Cornell University, 1 April 2005.
- “Base of the pyramid: Challenges and opportunities.” Presentation at Oikos International Winter School, St. Gallen, Switzerland, 9 December 2004.
- “Creating sustainable value: Fusing the business and sustainability agendas.” Closing Plenary Presentation, First United Nations Global Compact Academic Conference, Wharton School, University of Pennsylvania, Philadelphia, PA, 18 September 2004.

- “Research frontiers in sustainable enterprise.” Keynote address at the GRONEN Research Conference, University of Granada, Spain, 22 April 2004.
- “Base of the pyramid and sustainable growth: Concepts and experiences.” Panel presenter at the Strategic Management Society Annual Conference, Baltimore, MC, 11 November 2003.
- “Reconsidering strategies for emerging economies.” Presented at the Strategic Management Society Annual Conference, Baltimore, MD, 10 November 2003.
- “Disruption for sustainability.” Presented at New Designs for Transformative Cooperation Conference, Case Western University, Cleveland, OH, 30 October 2003.
- “Business opportunities at the base of the economic pyramid: Current research and practice.” Panel presenter at the Greening of Industry Conference, San Francisco, CA, 13 October 2003.
- “The role of corporations at the base of the economic pyramid: Exploring opportunities for knowledge sharing and collaboration.” Panel presenter at the Sustainable Resources Conference, University of Colorado, Boulder, CO, 4 October 2003.
- “Disruption, creative destruction, and sustainability.” Presented at the Academy of Management Annual Meetings, Seattle, Washington, 5 August 2003.
- “Technological innovation, green chemistry, and sustainable development.” Presented at the Center for Environmentally Responsible Solvents and Processes, Innovation Process Speaker Series, Chapel Hill, NC, 12 June 2003.
- “Strategies for the Base of the Pyramid.” Presented at the First Annual Conference on Emerging Research Frontiers in International Business (Journal of International Business Studies), Duke University, Durham, NC, 7 March 2003.
- “What is Sustainable Enterprise?” Presented at the Bren School of Environmental Science and Management, University of California, Santa Barbara, 17 January 2003.
- “The Bottom of the Pyramid: Accessing a Market of Four Billion.” Presented at Tec de Monterrey, Campus Santa Fe, Mexico City, Mexico, 1 October 2002.
- “Radical Transactiveness and Competitive Imagination.” Presented at the Strategic Management Society Annual Conference, Paris, France, 23 September 2002.
- “Creating Sustainable Value.” Presented at the Babcock School of Business, Wake Forest University, Winston-Salem, NC, 6 September 2002.
- “Networks Between Business and Regulators: A Win-Win Approach to Environmental Protection.” Chaired Symposium at the Academy of Management Annual Meetings, Denver, Colorado, 14 August 2002.
- “Radical Transactiveness and Competitive Imagination.” Presented at the Academy of Management Annual Meetings, Denver, Colorado, 12 August 2002.
- “Disruption and Sustainability.” Presented at the University of Calgary Institute for Resource Industries and Sustainability Studies, Calgary, Alberta, Canada, 17 May 2002.

- “Sustainable Global Enterprise: A Research Agenda.” Presented at the Johnson School of Management, Cornell University, Ithaca, NY, 6 March 2002.
- “Conceptualizing Corporate Citizenship and Sustainable Enterprise.” Presented at the Leeds School of Business, University of Colorado, Boulder, CO, 7 February 2002.
- “Certification Institutions and Private Governance.” Panel presenter at the Colloquium on Certification Institutions and Private Governance, Duke University, Durham, NC, 8 December 2001.
- “Governments and Sustainable Enterprise.” Panel presenter at Academy of Management Annual Meetings, Washington, D.C., 6 August 2001.
- “Strategies for the Bottom of the Pyramid: Setting the Research Agenda.” Presented at Business, Environment, Learning and Leadership Conference (BELL), World Resources Institute, The Wharton School, University of Pennsylvania, 21 July 2001.
- “Conceptualizing Corporate Citizenship and Sustainable Enterprise.” Presented at Kellogg Graduate School of Management, Evanston, IL, 13 April 2001.
- “Reducing World Poverty Through Sustainable Business Strategies.” Presented at the CERES Annual Conference, Atlanta, GA, 6 April 2001.
- “Linking Global Sustainability to Shareholder Value.” Presented at Workshop on Capital Markets and Environmental Performance, Laguna Beach, CA, 24 February 2001.
- “Must Green Kill? Reassessing the Success Factors of Strategies for Sustainability in Light of the Monsanto Experience.” Presented at the Greening of Industry Network Conference, Bangkok, Thailand, 23 January 2001.
- “Global Sustainability and Shareholder Value.” Presented at Yale School of Organization and Management, New Haven, CT, 15 November 2000.
- “Poverty and the Challenge of Global Business.” Panel presenter at the Role of New Technology in Poverty Alleviation and Sustainable Development, National Academy of Sciences and Tata Energy and Resources Institute, Washington, D.C., 6 November 2000.
- “Globalization Horizons.” Panel presenter at the Sustainable Enterprise Summit, World Resources Institute, Washington, D.C., 20 September 2000.
- “Shell, Nigeria, and the Ogoni: A study in unsustainable development.” Chaired Symposium at the Academy of Management Annual Meeting, Toronto, Ontario, 9 August 2000.
- “Strategic Process and Global Sustainability.” Presented at the Academy of Management Annual Meeting, Toronto, Ontario, 9 August 2000.
- “Strategies for the Bottom of the Pyramid.” Presented at the Business, Environment, Learning and Leadership Conference (BELL), World Resources Institute, Nashville, TN, 22 July 2000.
- “Strategic Process and Global Sustainability.” Presented at the Academy of Management Annual Meeting, Toronto, Ontario, 9 August 2000.
- “Global Sustainability as a Strategy Driver: A Research Perspective.” Presented at the Hautes Etudes Commerciales, Paris, France, 13 March 2000.

- “Strategies for the Bottom of the Pyramid.” Presented at the Sustainable Enterprise Summit, World Resources Institute, Washington, D.C., 21 October 1999.
- “Capital Markets and Environmental Performance.” Presented at the Workshop on Capital Markets and Environmental Performance, Laguna Beach, CA, 8 October 1999.
- “Strategies for the Bottom of the Pyramid.” Presented at the Academy of Management Annual Meeting (All Academy Session), Chicago, IL, 10 August 1999.
- “Strategies for the Bottom of the Pyramid.” Presented at the Business, Environment, Learning and Leadership Annual Conference (BELL), World Resources Institute, Ann Arbor, MI, 10 July 1999.
- “Executive Education and the Environment.” Panel presenter at the Business, Environment, Learning and Leadership (BELL) Annual Conference, World Resources Institute, Ann Arbor, MI, 10 July 1999.
- “Strategy and the Environment.” Presented at the Yale School of Forestry and Environmental Studies, Corporate Environmental Leadership Seminar, New Haven, CT, 8 June 1999.
- “Strategy and Global Sustainability.” Presented at the National Town Meeting for a Sustainable America, Detroit, MI, 4 May 1999.
- “Global Sustainability and the Creative Destruction of Industries.” Address given as part of Cornell University’s Seminar on Sustainable Development, Ithaca, NY, 9 April 1999.
- “The Environmental Evolution of Business and Industry.” Presented at the North Carolina Environmental Education Conference, Business and Industry Forum, Research Triangle Park, NC, 12 February 1999.
- “Beyond Greening: Sustainability as a Driver for Business Strategy.” Address given at the Darden School, University of Virginia, 28 January 1999.
- “Beyond Greening: Sustainability as a Driver for Business Strategy.” Keynote speaker at Workshop on Corporate Strategy and Environmental Decision-Making, Houston Advanced Research Center, The Woodlands, TX, 14 January 1999
- “Sustainability: Theory and Practice.” Plenary Panelist at the 1998 Greening of Industry Network Conference, Rome, Italy, 17 November 1998.
- “Beyond Greening: Strategies for a Sustainable World.” Nicholas School of the Environment Speaker Series on Corporate Environmental Management, Duke University, 12 November 1998.
- “Strategic Corporate Environmental Management.” Panelist at the Students for Responsible Business Annual Conference, New Haven, CT, 7 November 1998.
- “Global Sustainability and the Creative Destruction of Industries.” Presented at INFORMS Annual Meeting, Seattle, WA, 26 October 1998.
- “Corporate Global Environmental Standards: Altruism or Value Added?” Presented at the Academy of Management Annual Meeting, San Diego, CA, 11 August 1998.
- “Environmental Management Strategy and Competitive Advantage.” Presented at the Academy of Management Annual Meeting, San Diego, CA, 10 August 1998.

- “Global Sustainability and the Creative Destruction of Industries.” Keynote address at the Business Environment Learning and Leadership Conference (BELL), World Resources Institute, Los Angeles, CA, 7 August 1998.
- “The Business of Sustainable Forestry.” Presented at the Business Environment Learning and Leadership Conference (BELL), World Resources Institute, Los Angeles, CA, 6 August 1998.
- “Empirical Research in Environmental Management.” Panel moderator at the Business Environment Learning and Leadership Conference (BELL), World Resources Institute, Los Angeles, CA, 6 August 1998.
- “Corporate Environmental Strategies: Comparing Two Industries.” Presented at the Greening of Industry Network Conference, Santa Barbara, CA, 18 November 1997.
- “European Versus U.S. Environmental Management: Implications for Corporate Behavior.” Co-Chaired Symposium Session at the Academy of Management Annual Meeting, Boston, MA, 11 August 1997.
- “Expanding the Notion of Value Creation.” Served as discussant for this session at the Academy of Management Annual Meeting, Boston, MA, 13 August 1997.
- “Global Environmental Strategy.” Served as discussant for this session at the Academy of Management Annual Meeting, Boston, MA, 12 August 1997.
- “Grand Theories of Environmental Management.” Served on a panel at the Business and Environment Learning and Leadership (BELL) Conference, Washington, D.C., 19 July 1997.
- “Environmental Strategy: Using EHS as a Business Lever.” Presented at the Environmental Management Excellence Program, University of Minnesota, 30 May 1997.
- “Creating the Sustainable Enterprise: A Research Focus.” Presented at the Academy of Management Annual Meeting, Cincinnati, Ohio, 10 August 1996.
- “Organizational Learning, Firm Capabilities, and Environmental Strategy.” Served as discussant on this Symposium at the Academy of Management Annual Meeting, Cincinnati, Ohio, 12 August 1996.
- “Integrating Environment and Strategy.” Presented at the Miami University Sustainability Project Symposium, Oxford, Ohio, 23 February 1996.
- “Educating for Sustainability.” Presented at the Greening of Industry Network Conference, Toronto, Ontario, 14 November 1995.
- “European Environmental Management.” Co-chaired panel at Academy of Management Annual Meeting, Vancouver, BC, 14 August 1995.
- “A Natural-Resource-Based View of the Firm.” Presented at Eindhoven Technological University, The Netherlands, 2 June 1995.
- “Corporations as Agents of Global Change: Beyond Competitive Strategy.” Presented at the Organizational Dimensions of Global Change Conference, Case Western Reserve University, 4 May 1995.

- "A Natural Resource-Based View of the Firm: Creating Sustainable Corporations." Presented at the National University of Singapore, 27 April 1995.
- "Does it Pay to Be Green?" Presented at the Greening of Industry Network Conference, Copenhagen, Denmark, 15 November 1994.
- "A Natural Resource-Based View of the Firm." Presented at the Intra-University Consortium on Organizational Studies (ICOS), University of Michigan, 28 October 1994.
- "Business and the Natural Environment: Can We Create Sustainable Corporations?" Chaired this All-Academy Symposium, Academy of Management Annual Meeting, Dallas TX, 14 August 1994.
- "Does Pollution Prevention Really Pay." Presented at the Academy of Management Annual Meeting, Dallas TX, August 1994.
- "A Natural Resource-Based View of the Firm." Presented at the University of Tilburg, The Netherlands, 28 July 1994.
- "What Does it Mean to Be a Green Organization." Presented at the Annual IOOB Graduate Student Conference, Chicago, IL, 5 March 1994.
- "From Chimneys to Cross-Functional Teams." Presented at the Academy of Management Annual Meeting, Atlanta, GA, August 1993.
- "Up Against the Walls: Cross-Functional Management of Product Development in U.S. and Japanese Automobile Companies." Presented at the Academy of Management Annual Meeting, Atlanta, GA, August 1993.
- "Creating Sustainable Corporations." Presented at the Society for the Advancement of Socio-economics, Panel on Socio-economics and the environment, Washington, D.C., April 1993.
- "Green Production: The Next Frontier of Competitive Advantage?" Presented at the University Colloquium on Environmental Research and Education, Durham, NC, September 1992.
- "Greening Organizations." Presented at the Academy of Management Annual Meeting, Las Vegas, Nevada, August 1992.
- "Strategy-Making Process Capability." Presented at the Academy of Management Annual Meeting, Las Vegas, Nevada, August 1992.
- "Strategic Reference Point Theory." Presented at the Strategic Management Society Annual Meeting, Toronto, Ontario, October 1991.
- "From Chimneys to Cross-Functional Teams." Presented at the Strategic Management Society Annual Meeting, Toronto, Ontario, October 1991.
- "The Four Faces of Strategy-Making." Presented at the Academy of Management Annual Meeting, San Francisco, CA, August 1990.
- "Vision, Vitality and the Middle Manager: A Systematic Intervention at Ford Motor Company." Symposium at the Academy of Management Annual Meeting, San Francisco, CA, August 1990.



- "Leadership and Performance in High Technology Firms." Presented at the Second International Conference on Managing the High Technology Firm, Boulder, CO, January 1990.
- "The Influence of Age and Size in Industrial Location Preferences." Presented at the Academy of Management Annual Meeting, Washington, DC, August 1989.
- "A Contingency Approach to Firm Location." Presented at the American Collegiate Schools of Planning Annual Meeting, Buffalo, NY, October 1988.
- "Strategy-Making Process and Firm Performance." Presented at the Academy of Management Annual Meeting, Anaheim, CA, August 1988.
- "Strategic Management Style and Venture Performance in High Technology Firms." Presented at the Managing the High Technology Firm Conference, Boulder, CO, January 1988.
- "Strategic Management Style and Venture Performance." Presented at the TIMS/ORSA, College on Organizations Annual Meeting, New Orleans, LA, May 1987.
- "Businesses Seeking University Interaction: An Organizational Typology." Presented at the Academy of Management Annual Meeting, Chicago, IL, August 1986.
- "A Regional Model of New Technology Based Venture Creation." Presented at the American Society of Public Administration Annual Meeting, Los Angeles, CA, April 1986.
- "Suppose We Understood Decision Making." Panel member at the Midwest Academy of Management Annual Meeting, St. Louis, MO, April 1986.
- "Creation and Development of New Business Organizations." Co-chaired symposium at the Academy of Management Annual Meeting, San Diego, CA, August 1985.
- "Creating New Technology-Based Organizations: A Conceptual Integration." Presented at the Academy of Management Annual Meeting, San Diego, CA, August 1985.
- "University Spin-Offs: Process and Policy." Participant in panel at the University of Illinois, Champaign, IL, June 1985.
- "Managing Knowledge in Policy and Decision Making: An Applied Model." Presented at Conference on Utilization Focused Research and Planning, The University of Technology, Eindhoven, The Netherlands, December 1984.
- "The Costs of Environmental Review." Presented at Conference on Improving the Quality and Utility of Scientific and Technical Information in Environmental Impact Assessment, Rensselaerville, NY, May 1980.
- "Streamlining Environmental and Land-Use Regulation." Served on panel at the Annual Institute of the American Society for Public Administration, Albany, NY, May 1979.
- "The Environmental Assessment Process." Served on panel at Growth with SEQR: A Workshop for Towns, Bear Mt., NY, April 1978.
- "The Costs of Environmental Review." Served on panel at Conference on The State Environmental Quality Review Act: How Will It Work? New York, NY, September 1977.

## **Plenary Addresses and Keynotes**

- “Base of the Pyramid Business: Next-Generation Strategies.” Keynote Address at the EVENPRO Summit on Social Marketing and Corporate Responsibility, Caracas, Venezuela, 12 November 2010.
- “Disruptive Innovation and Green Leap Strategies.” Keynote Address at the Second China Entrepreneur Forum, Ann Arbor, MI, 6 November 2010.
- “Toward Next Generation BoP Strategy.” Plenary Presentation at the Net Impact Conference, Ann Arbor, MI, 29 October 2010.
- “Enterprise for a Sustainable World.” Keynote Address at Dominican University’s Power of Commerce for Social Good Symposium, Chicago, IL, 13 October 2010.
- “Taking the Green Leap to the Base of the Pyramid.” Keynote Address at the BoP Innovation Center Launch Event, Zeist, The Netherlands, 6 October 2010.
- “Next-Generation BoP Strategy.” Keynote Address at the Accenture Emerging Consumer Project Roundtable, Sao Paulo, Brazil, 16 August 2010.
- “Co-Creating Markets for the Base of the Pyramid.” Keynote Address at the Grupo de Lideres Empresarial (LIDE) Marketing Forum, Guarujá, Brazil, 14 August 2010.
- “Building Business Value Through Sustainable Business Practices.” Keynote Address at the Sustainable Business Practices Forum, Davenport University, Grand Rapids, MI, 18 June 2010.
- “Taking the Green Leap: A Management Education Imperative for the 21<sup>st</sup> Century.” Plenary Address at the National MBA Curriculum Reform and Innovation Seminar, China-Europe International Business School, Shanghai, China, 10 June 2010.
- “Creating Sustainable Value.” Plenary Address at the Concisous Capitalism Conference, Bentley University, Waltham, MA, 25 May 2010.
- “Taking the Green Leap: Embedded Innovation for the 21<sup>st</sup> Century.” Keynote Address at the National Association of Research, Development and Innovation Annual Conference (ANPEI), Curitiba, Brazil, 26 April 2010.
- “New Businesses for a Sustainable Economy.” Keynote Address at the International Congress on Business Citizenship: Practice and Innovation for Inclusive Business, Recife, Brazil, 22 April 2010.
- “Toward a New Capitalism: Greening and Health Equity Through the BoP Protocol.” Plenary Address at the McGill World Platform on Health and Economic Convergence, Montreal, Canada, November 18, 2009.
- “Leading Clean Technology at the Base of the Pyramid.” Plenary Address, Net Impact Annual Conference, Cornell University, Ithaca, NY, November 14, 2009.

- “Base of the Pyramid 2.0: Food Security and Sustainability.” Plenary Address, Social Enterprise and Entrepreneurs Platform (SEEP) Network Annual Conference, Washington, DC, November 3, 2009.
- “Sustainable Enterprise: Taking the Green Leap.” Dinner Address, Union Club of New York, NY, October 28, 2009.
- “Rebuilding Communities Through Sustainable Enterprise.” Luncheon Plenary, New York State Grantmakers’ Forum, Ithaca, NY, October 27, 2009.
- “Harnessing Innovation for Development.” Plenary Address, Clinton Global Initiative, New York, NY, September 23, 2009.
- “Base of the Pyramid: Co-Creating Company Value and Public Health Solutions.” Luncheon Plenary Session, Global Business Coalition Annual Conference, Washington, D.C., June 23, 2009.
- “Cooperative Extension: Incubator of the New Green Economy?” Keynote Address, Cornell Cooperative Extension Annual Leadership Summit, Ithaca, NY, 11 June 2009.
- “Roundtable on the Great Convergence” With Al Gore, Fisk Johnson, and Ratan Tata; moderated by Charlie Rose, The 92<sup>nd</sup> Street Y, New York, NY, June 3, 2009.
- “The Great Convergence: Taking the Green Leap.” Keynote Address, Cornell Global Forum on Sustainable Enterprise, American Museum of Natural History, New York, NY, June 1, 2009.
- “Driving Innovation from the Base of the Pyramid.” Argentina Base of the Pyramid Learning Laboratory, Buenos Aires, Argentina, 24 April 2009.
- “Toward Sustainable Enterprise.” Northwood University, University Reading Program, West Palm Beach, FL, 10 February 2009.
- “Integrating Sustainability into the Curriculum.” AACSB Dean’s Conference, San Francisco, CA, 5 February 2009.
- “Sustainable Mobility.” Session Moderator, World Economic Forum, Davos, Switzerland, 31 January 2009.
- “From World Factory to World Lab.” Plenary Panel Presentation, China Entrepreneurs Club Summit, Beijing, China, 6 December 2008.
- “Creating Sustainable Value.” Keynote Address, Baldwin-Wallace College, Cleveland, OH, 20 October 2008.
- “Creating Sustainable Value.” Keynote Address, The IMPACT Speaker Series, Georgia Tech, Atlanta, GA, 15 October 2008.
- “Driving Sustainable Innovation.” Keynote Address, The MasterCard Leadership Forum, Rio de Janeiro, Brazil, 20 June 2008.

- “Beyond Selling to the Poor.” Keynote Address, The Second Subsistence Marketplace Conference, University of Illinois-Chicago, Chicago, IL, 14 June 2008.
- “Sustainable Strategies for Innovation, Growth, and Profitability.” Plenary Address at the European Leadership Summit, Dublin, Ireland, 16 May 2008.
- “Base of the Pyramid: A Vehicle for Sustainable Enterprise Development.” Plenary Address at the CHAMSA National Conference (South African Chamber of Commerce), Johannesburg, South Africa, 16 April 2008.
- “BoP for Sustainable Development.” Plenary Address at CHAMSA CEO’s Networking Dinner, Johannesburg, South Africa, 15 April 2008.
- “Low Income: Capitalism at the Crossroads.” Plenary Address at the Wal-Mart Retail Forum, Sao Paulo, Brazil, 25 March 2008.
- “Creating Sustainable Value: Aligning Business, Earth, and Humanity.” Plenary Address at Boston Consulting Group’s Annual Conference, Chicago, IL, 7 December 2007.
- “Business and the Base of the Pyramid.” Plenary Address at the Benelux Base of the Pyramid Conference, University of Tilburg, Netherlands, 30 November 2007.
- “Leveraging Sustainability Through Tourism in Ireland.” Plenary Address at the Ireland National Tourism Conference, Dublin, Ireland, 27 November 2007.
- “Fostering Sustainable Development in Jamaica.” Dinner Address at the National Strategic Planning Summit, Montego Bay, Jamaica, 3 November 2007.
- “The Collaborative Action Imperative.” Plenary Address at the Expanding Economic Opportunity Through Collaborative Action Symposium, Harvard University, Cambridge, MA 18 October 2007.
- “Sustainability: Where Have We Been, Where Are We Going?” Address at the Advisory Board Meeting of the Erb Institute for Global Sustainable Enterprise, University of Michigan, Ann Arbor, MI, 5 October 2007.
- “What is Sustainable Enterprise.” Plenary Address at the the CreativeNation Conference: Working Together Towards Sustainability, Campaign for Denmark, New York City, 20 September 2007.
- “BoP Capabilities.” Plenary Panel Session at the Business with Four Billion Conference, University of Michigan, Ann Arbor, MI, 11 September 2007.
- “BoP: State of the Field.” Plenary Address at the Business with Four Billion Conference, University of Michigan, Ann Arbor, MI, 9 September 2007.
- “Developing Sustainable Business Models for the Base of the Pyramid.” Plenary Session at the Greening of Industry Network Conference, Wilfrid Laurier University, Waterloo, Ontario, Canada, 16 June 2007.

- “Is There a Market at the Bottom of the Pyramid?” Plenary Address at the Reaching for the Fortune at the Bottom of the Pyramid Conference, Danish Confederation of Industries, Copenhagen, Denmark, 6 June 2007.
- “Opportunities for the Majority: The Base of the Pyramid Protocol.” Plenary Address at the Opportunities for the Majority Conference, Inter-American Development Bank, Montego Bay, Jamaica, 18 May 2007.
- “Beyond Green: Toward a Truly Sustainable World.” Plenary Address at the CoreNet Global Summit, Sustainability Beyond Green Buildings, Denver, CO, 1 May 2007.
- “Driving Innovation from the Base of the Pyramid.” Plenary Address at IDEA07 International Engineered Fabrics Annual Conference, Miami Beach, FL, 26 April 2007.
- “Beyond Greening: Strategies for a Sustainable World.” Plenary Address at the BASF Building Systems, Think Beyond Conference, Austin, TX, 16 April 2007.
- “Private Sector Strategies: The Base of the Pyramid.” Plenary Address at the Conference on Economic Empowerment in Strategic Regions, US State Department, Washington, D.C., 13 March 2007.
- “Testing the Base of the Pyramid Protocol: A Case Study from SC Johnson.” Plenary Address at the Conference Board’s Leadership Conference on Global Corporate Citizenship, New York, NY, 27 February 2007.
- “Business and the Base of the Pyramid.” Address at the Oikos Convergence 2007, Ithaca, NY, 20 January 2007.
- “SC Johnson in Kenya: Business Co-Creation at the Base of the Pyramid.” Address at the Business for Social Responsibility Annual Conference, New York, NY, 9 November 2006.
- “Business as an Agent of World Benefit: Where Have We Been, Where Are We Going?” Keynote Address at the Business as an Agent of World Benefit Conference, Cleveland, Ohio, 25 October 2006.
- “What Do We Know About Our Sustainability Impact?” Keynote Address at the Global Reporting Initiative G3 Conference, Amsterdam, The Netherlands, 5 October 2006.
- “Business for a Sustainable World.” Keynote Address at the Engineers for a Sustainable World Annual Conference, Iowa City, Iowa, 30 September 2006.
- “Green Chemistry and Sustainable Value.” Keynote Address at the Green Chemistry Institute Annual Conference, Washington D.C., 28 June 2006.
- “Sustainable Global Enterprise.” Address at Cornell Alumni Meeting, Mumbai, India, 12 June 2006.
- “Reaching the Base of the Pyramid.” Address to the Senior Management of DSM, Scheneveningen, The Netherlands, 26 April 2006.
- “BOP Update.” Address at The CEO Luncheon, The Hague, The Netherlands, 25 April 2006.

“Green Design and Development.” Address at President’s Council of Cornell Women Annual Meeting, Ithaca, NY, 31 March 2006

“Enterprise as a Driver of Sustainable Development.” Keynote Address at State of the Planet Conference, Columbia University, New York, NY, 29 March 2006.

“Creating Tomorrow’s Leadership Today.” Keynote Address at the Conference Board’s Leadership Conference on Global Corporate Citizenship, New York, NY, 17 February 2006.

“Creating Sustainable Value at GE.” Address at General Electric’s Experienced Commercial Leadership Program, Orlando, FL, 20 January 2006.

“Creating Sustainable Value: Implications for Nike.” Address to the Senior Management of Nike, Beaverton, OR, January 9, 2006.

“Reaching the Base of the Pyramid.” Address to the Senior Management of Friesland Foods, Inc., Rotterdam, The Netherlands, 13 December 2005.

“Base of the Pyramid: Source of Business Growth and Innovation.” Address to the Unilever Executive Team, Rotterdam, The Netherlands, 30 November 2005.

“The Business of Sustainable Global Enterprise.” Address at the Cornell Alumni Club of Washington, Washington, D.C., 7 November 2005.

“Toward an Inclusive Commerce.” Plenary Address at the 10<sup>th</sup> International Business Forum, World Bank Institute, New York City, 12 September 2005.

“Reaching the Base of the Pyramid: The MNC Challenge.” Plenary Address at the Conference on Business Growth and Innovation at the Base of the Pyramid, Mexico City, Mexico, 1 September 2005.

“Capitalism at the Crossroads.” Plenary Address at the International Conference on Opportunities for Business and Innovation at the Bottom of the Pyramid, Sao Paulo, Brazil, 30 August 2005.

“Creating Sustainable Value.” Address to Senior Management of ABN AMRO Real, Sao Paulo, Brazil, 29 August 2005.

“Creating Sustainable Value.” Address to Senior Management of CST Corporation, Vittorio, Brazil, 26 August 2005.

“Capitalism at the Crossroads.” Address and book signing at the Cornell Entrepreneurs Network Meeting, Boston, MA, 10 August 2005.

“3B2M: Bringing Another 3 Billion People into the Market Economy.” Address at the Tallberg Forum, Tallberg, Sweden, 2 August 2005.

“Framing the Discussion: Sustainable Technology Development and New Market Creation.” Opening Keynote address at the 11<sup>th</sup> Annual BELL Conference, Cornell University, Ithaca, NY, 21 July 2005

“Understanding the World of Poverty.” Address at the 11 Annual BELL Conference, Cornell University, Ithaca, NY 22 July 2005.

“Capitalism at the Crossroads.” Plenary Address at the Credit Union Executive Society Annual Conference, Vancouver, BC, 20 June 2005.

“Capitalism at the Crossroads.” Address and book signing at the Ann Arbor Public Library, Ann Arbor, MI, 10 June 2005.

“Addressing the Underlying Conditions that Foster Terrorism: Lifting the Base of the Pyramid.” Address at the Army War College, Carlisle, PA, 9 June 2005.

“Sustainable Global Business Strategies for 2005 and Beyond.” Address and book signing at the Cornell Club, New York, NY, 2 June 2005.

“Education for a Sustainable Future.” Plenary Address at the Ibero-American Congress on Sustainability, Rio de Janeiro, Brazil, 1 June 2005.

“The Great Dialogue.” Opening Plenary Panel Address for the Ibero-American Congress on Sustainability, Rio de Janeiro, Brazil, 31 May 2005.

“Creative Destruction and Sustainability.” Address at Green Materials Conference, Cornell Center for Materials Research, 24 May 2005.

“Sustainable Growth.” Plenary Address at the Pearson Publishing Finance Conference, Upper Saddle River, NJ, 12 May 2005.

“The Base of the Pyramid: Emerging Business Models and Strategies.” Address at the Society of Organizational Learning Sustainability Consortium, Ocean Edge Conference Center, Brewster, MA, 27 April 2005.

“Doing Business With the Base of the Pyramid: Three Breakthrough Seminars with Stuart Hart” (CEO Breakfast, Workshop for Young Professionals, and High-Level Seminar), ABN AMRO Headquarters, Amsterdam, The Netherlands, 14 April 2005.

“Driving Innovation from the Base of the Pyramid.” Address at the Akzo Nobel Chemicals R&D Conference, Lokeberg, Sweden, 13 April 2005.

“Creating Sustainable Value (via videoconference).” Keynote Address at MD/CEO Seminar, S.P. Jain Management Institute, Mumbai, India, 6 April 2005.

“Disruption and Sustainability: How Clean Technology and Base of the Pyramid Markets Can Drive Corporate Innovation.” Address at Magellan II: Corning Innovation at the Intersection of Energy and the Environment, Corning, NY, 30 March 2005.

“Capitalism at the Crossroads.” Address and book signing at the World Affairs Council, University of Washington, Seattle, WA, 21 March 2005.

“Creating Sustainable Value: Fusing the Business and Sustainability Agendas.” Address at Tompkins County Area Development, Inc., Ithaca, NY, 17 March 2005.

- “Low Income Markets: Strategies and Business Models.” Address at Procter & Gamble’s Low Cost Business Model Synthesis Session, Cincinnati, OH, 11 March 2005.
- “Sustainable Technology for a Sustainable World.” Keynote Address at the Sustainable Technology Showcase, Ithaca, NY, 28 January 2005.
- “Toward a Base of the Pyramid Protocol.” Plenary Address at the Eradicating Poverty Through Profit Conference, World Resources Institute, San Francisco, CA, 14 December 2004.
- “MNC BOP Business Laboratory.” Chaired Plenary Panel at the Eradicating Poverty Through Profit Conference, World Resources Institute, San Francisco, CA, 13 December 2004.
- “Opportunities and Challenges of Sustainability from a Learning Perspective.” Plenary Panel Address at the Society of Organizational Learning’s Business Innovation for Sustainability Forum, Ford Motor Company Conference and Event Center, Dearborn, MI, 12 October 2004.
- “Fusing the Business and Sustainability Agendas.” Keynote Address at the Roadmap to the Future: Tomorrow by Design, Elon University, Elon, NC, 8 October 2004.
- “Innovation, Technology and Sustainability.” Address at the Engineers for a Sustainable World Annual Conference, Stanford University, Palo Alto, CA, 1 October 2004.
- “Embedding Sustainability in the Global Company: The Implications for Development.” Keynote Address at the 5<sup>th</sup> International Sustainability Forum, Zurich, Switzerland, 26 August 2004.
- “A Ten Year Retrospective of BELL.” Plenary Panel Address at the 2004 BELL Conference, World Resources Institute, Chicago, IL, 23 July 2004.
- “The Base of the Pyramid: Challenges and Opportunities.” Keynote Address at the Forum Barcelona 2004, Barcelona, Spain, 21 July 2004.
- “The Base of the Pyramid as a Growth Engine.” Keynote Address at the DuPont Annual Corporate Officers’ Meeting, Hyatt Regency Chesapeake Bay, 15 July 2004.
- “Competencies for Creating Sustainable Value.” Keynote Address at the CAHRS International Sponsors’ Meeting “HR and Sustainability,” Lausanne, Switzerland, 24 May 2004.
- “Innovation, Creative Destruction and Sustainability.” Keynote Address at the Industrial Research Institute Annual Meeting, Marco Island, FL, 19 May 2004.
- “Sustainable Enterprise.” Keynote Address at Executive Business Symposium, Kenan-Flagler Business School, University of North Carolina, Chapel Hill, 1 May 2004.
- “Business Issues in Sustainability.” Address at the CSE Engineering Conference, Cornell University, Ithaca, NY, 16 April 2004.
- “Sustainable Enterprise: A Map of the Territory and Its Edges.” Address at the Global Mind Change Forum, World Business Academy, Santa Barbara, CA, 12 March 2004.



- “Strategies for the Base of the Pyramid.” Keynote Address at the Base of the Pyramid Laboratory Meeting, Mexico City, Mexico, 25 February 2004.
- “Sustainable Development as an Opportunity for Dofasco.” Address to the Board of Directors, Dofasco Steel Co., Hamilton, ON, 14 November 2003.
- “Affordable Initiatives: Reaching the Base of the Pyramid.” Keynote Address at Proctor & Gamble’s Global Process Community Symposium, Cincinnati, OH, 22 October 2003.
- “Corporate Sustainability and the Base of the Pyramid.” Keynote Address at International Iron and Steel Institute Annual Conference, Chicago, IL, 6 October 2003.
- “The Business Case for Sustainability.” Plenary Address at the Second Annual Sustainable Enterprise Symposium, Johnson School of Management, Cornell University, 12 September 2003.
- “The Base of the Pyramid: A New Lens for Sustainable Enterprise.” Plenary Address at the Business and Environment Learning and Leadership (BELL) Conference, Ft. Lauderdale, Florida, 19 July 2003.
- “Business Opportunities at the Bottom of the Economic Pyramid.” Address at the International Finance Corporation (IFC), Washington, D.C., 13 May 2003.
- “Business Infrastructure and Sustainability.” Address at the Green by Design Symposium, Steelcase University Learning Center, Grand Rapids, MI, 5-6 February 2003.
- “Creating Sustainable Value.” Address at Manteo Field Site Speaker Series, University of North Carolina, 25 November 2003.
- “What is Sustainable Enterprise?” Address at Sustainability: Today’s Strategy for North Carolina Business, Chapel Hill, NC, 23 October 2002.
- “La Fuerza de Los Pobres (The Power of the Poor).” Keynote Address at the Mexico Industrialists Club, Mexico City, Mexico, 1 October 2002.
- “Sustainability in Business Schools.” Address at the World Summit on Sustainable Development (Tomorrow Magazine’s Session on Capacity Building for Sustainability), Johannesburg, South Africa, 31 August 2002.
- “Base of the Pyramid: Strategic Logic.” Address at the World Summit on Sustainable Development (Session on Inclusive Entrepreneurship: Opportunities and Challenges), Johannesburg, South Africa, 31 August 2002.
- “Sustainable Enterprise.” Keynote Address at the Executive Session on Competitiveness and Sustainable Enterprise, Chulalongkorn University, Bangkok, Thailand, 30 May 2002.
- “Sustainable Business Management.” Keynote Address at the 2<sup>nd</sup> CEO Forum on Strategies for Sustainable Business: Raising the Bottom of the Pyramid, Thammasat University, Bangkok, Thailand, 29 May 2002.
- “Business Models to Incubate and Grow Sustainable Technology at the Bottom of the Pyramid.” Keynote Address at the Dutch Conference on Economy, Ecology, and Technology, Amsterdam, The Netherlands, 14 March 2002.

“Business Models for the Bottom of the Pyramid.” Keynote Address at Procter & Gamble’s Community of Learning on Developing Country Markets, Cincinnati, OH, 11 January 2002.

“The Sustainability Challenge.” Keynote Address at Corporate Environmental Advisory Council 10<sup>th</sup> Anniversary Meeting, Dow Chemical Company, Midland, MI, 4 November 2001.

“Defining Sustainability.” Plenary Panel Address at 2001 Net Impact Conference, Chapel Hill, NC, 2 November 2001.

“Creating Sustainable Value.” Keynote Address at Corporate Leadership Forum, Conoco, Houston, TX, 11 October 2001.

“Sustainable Enterprise.” Address at Greytage Imaging, Inc., Zurich, Switzerland, 6 September 2001.

“Creative Destruction: Sustainable Business Strategy.” Keynote Address at the 2001 Conference Board Program on Business, Quality, Energy, and Environment, Mexico City, Mexico, 30 May 2001.

“Sustainability and Disruption.” Address at Petrobras’s Senior Management Seminar in Business for Sustainability, Rio de Janeiro, Brazil, 23 May 2001.

“The Business Case for Sustainable Development.” Address at Pratt & Whitney’s Environment, Health & Safety Leadership Program, E. Hartford, CT, 22 May 2001.

“Developing Products for the Poor.” Keynote Address at the 2001 Conference Board Environment Conference: Sustainable Development and Corporate Power, New York, NY, 25 April 2001.

“Environmentalism and Sustainable Development for Corporate and Competitive Strategy.” Keynote Address at the Nature Conservancy’s Corporate Leadership Council, Sea Island, GA, 28 February 2001.

“The Business Case for Sustainability.” Plenary Address at the Woodlands Conference, Houston, TX, 29 January 2001.

“Global Sustainability as a Strategy Driver.” Address at DuPont i-Technologies, Research Triangle Park, NC, 16 January 2001.

“Sustainable Enterprise: Tapping Opportunities at the Bottom of the Pyramid.” Address at Procter & Gamble, Cincinnati, OH, 8 January 2001.

“Global Sustainability as a Corporate Strategy Driver.” Keynote Address at Steelcase Sustainable Business Forum, Grand Rapids, MI, 8 November 2000.

“Global Sustainability and Shareholder Value.” Address to internal panel on sustainability, Deutsche Bank, New York, NY, 1 November 2000.

“Corporate Strategy and Global Sustainability.” Keynote Address at Executive Luncheon Series, Johnson & Johnson, New Brunswick, NJ, 22 September 2000.

“Sustainable Enterprise and Shareholder Value.” Address at the Keystone Leadership Forum, Gloucester, MA, 12 September 2000.

“Sustainable Enterprise.” Address at Micell Technologies, Research Triangle Park, NC, 8 September 2000.

- “Challenges in the Pursuit of Sustainability.” Keynote Address at the Sustainable Business Forum 2000 CEO Forum, San Mateo, CA, 28 March 2000.
- “Global Sustainability as a Technology and Strategy Driver.” Address at Shell Global Solutions, Amsterdam, Netherlands, 16 March 2000.
- “Sustainable Development: Where Have We Been, Where are We Going?” Address at the Experts Meeting on Product and Supply Chain Focused Policies and Tools for Sustainable Development, Ottawa, Ontario, 14 February 2000.
- “Global Sustainability as a Technology and Strategy Driver.” Address at Shell Chemical Company, Houston, TX, 9 February 2000.
- “Executive 21: Business Education for a Sustainable Future.” Address at the 10<sup>th</sup> Environment Foundation Consultation, Windsor Castle, England, 20 January 2000.
- “Business Strategy and Sustainable Development.” Address at the 1999 Forum on the Environment, The Conference Board, Monterrey, Mexico, 9 November 1999.
- “Sustainable Development as a Strategy Driver.” Address at the 1999 Emerging Issues Forum, The Nature Conservancy, Washington, D.C., 4 November 1999.
- “Sustainable Development: Strategies for the Bottom of the Pyramid,” Keynote Address, Ruffin Lecture Series in Business Ethics, Darden Graduate School of Business, University of Virginia, Charlottesville, VA, 1 October 1999.
- “Global Sustainability as a Strategy Driver.” Address at 3M Corporation, St. Paul, MN, 7 June 1999.
- “Strategy and Global Sustainability.” Address at the National Town Meeting for a Sustainable America, Detroit, MI, 4 May 1999.
- “Global Sustainability as a Strategy Driver.” Keynote Address at Battelle’s Environmental Strategy Project Workshop, Columbus, OH, 23 March 1999.
- “Pioneers in Sustainability.” Keynote Address at Collins & Aikman Floorcoverings Annual Sales Meeting, Phoenix, AZ, 19 March 1999.
- “Sustainability as a Driver for Business Strategy.” Keynote Address at Millennium Chemical’s Annual Environment, Health and Safety Conference, Baltimore, MD, 18 January 1999.
- “Beyond Greening: Sustainability as a Driver for Business Strategy.” Keynote Address at Conference Board’s Townley Management Center for EH&S, New York City, 29 October 1998.
- “What is Sustainability?.” Keynote Address at National Agri-Marketing Association Conference on Beyond Greening: Your Role in Marketing Sustainable Agriculture, St. Louis, MO, 16 October 1998.
- “The U.S. Perspective on Sustainability.” Address at the Swedish-American Chamber of Commerce Symposium, Can Industry be Profitable Yet Environmentally Correct, New York City, 14 October 1998.
- “CEO Forum on Sustainability.” Address at the Society of Environmental Journalists Annual Conference, Chattanooga, TN, 10 October 1998.

- “Beyond Greening.” Keynote Address at New Business Opportunities for Hewlett Packard in Sustainable Development, Palo Alto, CA, 9 September 1998.
- “Strategies for a Sustainable World.” Keynote Address at the National Association of Environmental Management Annual Meeting, Dallas, Texas, 29 October 1997.
- “Corporate Sustainability.” Keynote Address at the World Vinyl Forum, Akron, Ohio, 8 September 1997.
- "Profits With Principles." Introduced Anita Roddick as the third speaker in the Nathan Lecture Series in Corporate Environmental Management, Michigan Business School, Ann Arbor, MI, September 1994.
- "Design and Development of Environmentally Friendly Products." Chaired session featuring Kerm Campbell, CEO Herman Miller and Bill Elson, V.P. Steelcase, Industrial Designers Society of America National Conference, Detroit MI, 18 August 1994.
- "Automotive Industry: The Road to Safety and Environmental Responsibility." Moderated Plenary Panel consisting of five industry representatives, Michigan Business School, Ann Arbor, MI, 18 March 1994.
- "A Partnership for Environmental Progress." Moderated Panel for the first Nathan Lecture Series in Corporate Environmental Management, Michigan Business School, Ann Arbor, MI, March 1993.
- "A Question of Vision." Plenary Panel Address at the Society of Environmental Journalists Annual Meeting, Ann Arbor, MI, November 1992.
- "Oakland County Economic Outlook." Address at the Annual Oakland County Economic Development Luncheon, Pontiac, MI, February 1988.
- "Oakland County Economic Outlook." Address at the Annual Oakland County Economic Development Luncheon, Northfield, MI, February 1987.