

*Jay and Shel show how to lift people out of poverty—
and into profit. The World Needs Guerrilla Marketing to
Heal the World.*

—JACK CANFIELD

co-creator, *Chicken Soup for the Soul* series

GUERRILLA MARKETING

—TO—

HEAL THE WORLD

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*Combining **Principles and Profit**
to Create the World We Want*

JAY CONRAD LEVINSON
AND SHEL HOROWITZ

A SAMPLER FROM GUERRILLA MARKETING TO HEAL THE WORLD by Jay Conrad Levinson and Shel Horowitz

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This sampler is designed to give you a sense of how wonderful this book is, and how much you need it. Where they fit neatly on whole pages, you have that chunk. Yes, it's true—some of these sections continue on pages you don't have. The purpose is to give you a taste and leave you wanting more. And there is so much more in the full book, as you can see from the endorsements, Table of Contents, and index.

But you don't have to stay frustrated. Just click over to <http://goingbeyondsustainability.com/guerrilla-marketing-to-heal-the-world/> and get your very own copy from your favorite bookseller. If you buy directly from lead author Shel Horowitz, you can even get it autographed and personally inscribed.

Also, Shel offers no-cost Green Business and Social Transformation Business Profitability Assessments: <http://transformpreneur.com/assess-your-readiness/>

The success of *Chicken Soup* is because most people want to help others and want to do the right thing. Jay and Shel show that not only do people want to change the paradigm toward people-centered, planet-friendly behavior, but that they can lift people out of poverty and profit handsomely by doing so. I'm delighted to recommend *Guerrilla Marketing To Heal the World*—the world needs more of this.

—**Jack Canfield**, co-creator, *Chicken Soup for the Soul* series, co-author, *The Success Principles*, and CEO, Canfield Training Group, JackCanfield.com

Like all of the best *Guerrilla Marketing* books, this one is powerful, direct and simple. Unlike the other ones, this book also heals our communities, fortifies the planet and helps you build an enterprise for the long haul. Just in time.

—**Seth Godin**, author and blogger, SethGodin.com

For decades, I've supported the idea that business has a higher purpose. *Guerrilla Marketing to Heal the World* offers practical examples and fresh insights into how business can address poverty, war, and climate—profitably and collaboratively. I'm delighted to recommend this book.

—**Ivan Misner, Ph.D.**, founder of BNI (Business Network International), BNI.com

A wonderful combination of guerrilla marketing chockfull of practical green and social change marketing tips—and first-hand advice from two pros.

—**Jacquelyn Ottman**, Author of *The New Rules of Green Marketing*, GreenMarketing.com/

The tools that wire the social web are perfect for driving interest and action around sustainability and bringing people up out of poverty. Jay Levinson and Shel Horowitz have a clever blend of ideas, recipes, and thoughts for the future. Their ideas might just become your blueprint, if you want to see the successful greening of the world and empowerment of its citizens.

—**Chris Brogan**, co-author of *Trust Agents*, ChrisBrogan.com

As consumers use their own guerrilla techniques to hold companies accountable, *Guerrilla Marketing to Heal the World* levels the playing field, a playbook for companies that want to succeed in a world where integrity and

transparency trump slick slogans. This is a gem that should be required reading—not just for so-called green marketers, but for any marketer who wants to succeed in today’s economy, and tomorrow’s.

—**Joel Makower**, Executive Editor, GreenBiz.com,
and author of *Strategies for the Green Economy*

Guerrilla Marketing to Heal the World proves marketing and making the world a better place are not mutually exclusive. Jay Conrad Levinson and Shel Horowitz demonstrate how you can build a better business based on ethical, Green and value-centered principles.

—**Michael Port**, New York Times best-selling author of
The Think Big Manifesto, MichaelPort.com/

Taking a long-overdue holistic approach, *Guerrilla Marketing to Heal the World* shows business how to heal the world—not through guilt and shame, but by weaving the profit motive into this work and honorably embracing core business values that honor humanity and the planet.

—**Alicia Bay Laurel**, author of *Living On the Earth*, AliciaBayLaurel.com/

In a world filled with shameless self-promoters and hype-filled hucksters, Shel Horowitz and Jay Conrad Levinson stand out as honest, ethical marketers. I like the clear, high-content, value-based, forthright approach to selling with integrity they teach in *Guerrilla Marketing to Heal the World*, and from experience, I know their ideas can generate highly profitable results.

—**Bob Bly**, author of 80+ books and the man
McGraw-Hill calls “America’s top copywriter,” Bly.com

Green, social change marketing is here for good. This book will show you how to market, influence others and resonate with the times. The advice is simple and the premise is compelling—read this and join the 21st century.

—**Tim Sanders**, author of *Saving The World At Work*,
Love is the Killer App, etc., TimSanders.com

When it comes to finding your voice online or offline, it takes much more than transparency and authenticity. It takes connectivity and inspiration. Jay and Shel are no strangers to helping brands and entrepreneurs build creative

and effective channels to reach and attract customers. Now they're helping businesses increase profitability through green, socially conscious, and eco-friendly strategies and services that also benefit our environment. Build in a higher purpose or go home!

—**Brian Solis**, leading digital analyst and best-selling author, @briansolis

In Jay Levinson's and Shel Horowitz's world, people do matter. The book combines the best of marketing and relationship theory with real-world examples and practical advice to create a winning, inspirational package. If we all adopted their advice to create value for others in everything that we do, the world would be a better place.

—**Melanie Rigney**, former Editor of Writer's Digest magazine/Editorial Director of Writer's Digest Trade Books, author of *Sisterhood of Saints*,
MelanieRigney.com/

Guerrilla Marketing to Heal the World is a clear call to action and a magnificent mandate for the rewards of our better nature. Jay Conrad Levinson and Shel Horowitz enlighten you with a bright new world and give you a clear manifesto for feeling good about yourself as you reap bigger profits and create a better, more ethical place to live and work in. This book will IMPACT!

—**Ken McArthur**, best-selling author of *Impact: How to Get Noticed, Motivate Millions and Make a Difference in a Noisy World*
and founder of JValertLive.com

No message could be more timely than Jay Conrad Levinson's and Shel Horowitz's. In the long run, only an ethical approach to marketing works.

—**Al Ries**, author of several best-selling marketing books including *Positioning*, *The 22 Immutable Laws of Marketing*, and *The Fall of Advertising and the Rise of PR*, Ries.com

Good marketing is about doing things right, but more importantly about doing the right thing. *Guerrilla Marketing to Heal the World* will show you how to be more successful by doing both.

—**Brian Jud**, Executive Director of the Association of Publishers for Special Sales, BookAPSS.org/

A course in marketing for mensches. Stop wallowing in the sleazy world of dog-eat-dog business and learn how making the world better will actually improve your bottom line! *Guerrilla Marketing to Heal the World* is the wave of the future. Books on green, ethical, socially beneficial business practices, like this one, are sorely needed in today's world. This is one of the best books on the topic that I've seen. Buy it for your CEO.

—**Fern Reiss**, Director of PublishingGame.com

Very wise words from very wise men. Shel and Jay are seasoned marketing pros who not only talk the talk, but walk the walk...of business both making a real difference in the world—and making a profit. Their brilliance shines through and their methods will not only help you to make lots of money, but to feel great while doing so. And that, in essence, is free enterprise—that the money you make is directly proportionate to how many people you serve and how well you serve them. Follow the advice of *Guerrilla Marketing to Heal the World*. Your current customers, your new customers, and your bank account will be richer for it.

—**Bob Burg**, author of *Endless Referrals*, co-author of *The Go-Giver*, Burg.com/

The essential key to marketing is making friends, creating relationships. My friend and competitor Shel Horowitz explains in clear terms why those two roles are in harmony and not conflict, and how serving the most underserved can build on this idea. A must read for anyone who wants to understand the new way of doing business and doing it well.

—**John Kremer**, author of *1001 Ways to Market Your Books*, BookMarket.com

It's about time someone wrote a book about the way things REALLY work at the values, ethics, and service levels in the marketplace. Yes, there are scandals and scoundrels in business. But they're truly in the minority. Because the people who last... the people with whom others most want to do business... the people who set the pace for the rest... are quietly and consistently principled individuals operating to help the world overcome its hardest problems. This book spells out what those people are doing and why it's to your advantage to follow their lead.

—**David Garfinkel**, best-selling author of *Breakthrough Copywriting*, DavidGarfinkel.com/

Jay Conrad Levinson and Shel Horowitz show, on every page, that not only can business succeed by tackling hunger, poverty, war, and climate change, but that doing so can change the world. Doing the right thing not only feels good, it works. *Guerrilla Marketing to Heal the World* should be required reading in every marketing class.

—**Mary Westheimer**, Marketing Director of
Kevin Caron Studios, L.L.C., kevincaron.com

Creating socially responsible businesses is not only a good thing to do, but it will give you company a unique competitive advantage. And *Guerrilla Marketing to Heal the World* shows you how to do that. This book will give you dozens of new and fresh green ideas about how to not only market your business responsibility, but break new ground in solving the world's most pressing problems—AND beat the pants off your competitors.

—**David Frey**, author of *The Small Business Marketing Bible*,
MarketingBlogger.com

This is a refreshing, wonderful, and practical book. Jay Conrad Levinson and Shel Horowitz tell you that integrity is not naiveté and that you can stand up for what you believe in and still make a profit. I'd like to thank the authors... Bravo!

—**Jeffrey Eisenberg**, New York Times best-selling co-author of
Waiting for Your Cat to Bark, *Call to Action*, and other books, [@JeffreyGroks](https://twitter.com/JeffreyGroks)

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THE NEW VISION: NOT SCARCITY, NOT PROSPERITY, BUT ABUNDANCE

Here's another way to express that radical, heretical idea:

Your life can be abundant and full of blessings,
with or without material wealth

Abundance is fundamentally different from prosperity. Prosperity still works on the idea that you have to conquer others, that you have to strive for more money, and that the pie is finite; your gain is someone else's loss. Abundance says that the pie is infinite, and that helping others is one way to help yourself—the more you help, the more the whole pie expands. And this is key as we, the business community, develop profitable ways to turn hunger and poverty into sufficiency, war and violence into peace, and catastrophic climate change into planetary balance and regeneration.

If you think and act from a scarcity model, you will find scarcity. If the energy you put into the universe comes from the mindset that you can easily get what you need and more, that's what you're likely to find.

We've been talking about this idea long before it was popularized as the Law of Attraction, in the movie, "The Secret." As we've already seen, abundance and attraction thinking attracts clients and customers who seek you out; you're not chasing them down and competing with others.

The Abundance Model in Business

Lots of things change once you start looking at business through the abundance filter. The biggest difference is that your competitors don't threaten you. Because there's enough for everyone, you can cooperate. Form powerful alliances; they're far better than scrambling like mice to beat one other to the cheese—never realizing that the cheese is inside a mousetrap.

Most importantly, you benefit yourself. Your business thrives, you feel good about what you do, you build warm relationships based on the best human qualities. You walk the streets with a light heart and your head held high.

Internet marketing consultant B.L. Ochman of <http://www.whatsnextblog.com> says:

I used to be afraid to put news about my competitors' ebooks, newsletters and teleconferences in my newsletter. But I've completely changed my mind. I have begun to promote my competitors' works and to include them in the affiliate program for my ebooks. I do teleseminars with them.

Why? There is plenty of work to go around. People looking for Internet marketing are going to shop around anyway so why deny that fact? We can refer work to each other and we can enjoy the halo effect of being associated with smart, accomplished people. Try it, you'll benefit.

Huh—what just happened here? As copywriters and marketing strategists—why on earth would we give you the name and contact info of one of our competitors?

Maybe, just maybe, it's because we really do believe in abundance thinking.

And B.L. believes in abundance too; when Shel wrote for permission to use her story in his earlier book, *Principled Profit: Marketing That Puts People First*, she not only reviewed it in her newsletter, but even connected him with a very well-known author who blurbbed the book.

Yes, this philosophy really does pay back. B.L. had been living just blocks from the World Trade Center in New York City until 9/11; she'd had to move when her apartment became uninhabitable after the attacks, and her ex-landlord was trying to retain many thousands of dollars that she would have paid in rent. She turned to her allies online, and within weeks, the pressure campaign she created accomplished the desired effect.

We think the reason B.L. was able to get so much help from some of the world's heavy hitters in sales and marketing is because she had long ago established herself as a person who doesn't just take, but gives—again, operating out of that abundance mentality. If B.L. had been a cutthroat, if she had tried to steal business from her competitors or turn in useless work to her clients, would there have been a mass movement to come to her rescue? We strongly doubt it.

Scottie Claiborne is another entrepreneur who succeeded by embracing the abundance paradigm: Recognizing that she was getting national and international traffic to her website for a local service, she turned her site into a directory to find the nearest vendor—then asked other companies to list on her site. In other words, she drove traffic to competitors. She believes her listing of other sites was directly responsible for her Number 1 rank at Google, which in turn generated lots and lots of traffic directly. The site was successful very quickly, and she started selling equipment to other companies—all of whom knew her company because she'd been funneling inquiries to them.⁸⁸

She eventually sold that business and turned her new expertise in search engine marketing into a new career.

Abundance and Going Green/Addressing Social Change

We've been told for decades that going green means sacrifice—that we have to choose between doing the right thing and our quality of life. Fortunately, this is a bunch of nonsense.

Of course, it's possible to make unwise choices that reduce your energy and resource use. But there's no need. Embracing green from an abundance mindset is a lot more comfortable. We know literally thousands of ways to lower energy and materials costs *and usage* by going green. (111 of those ways are in one of the free gifts you get for reading this book: Shel's ebook, *Painless Green*.) A green mindset in business will save money, make money, and *increase* quality of life.

Similarly, in the past, many companies have chosen to address the world's deepest problems through philanthropy. That's fine and good, but why not make it better? The solutions to problems like hunger, poverty, war, and catastrophic climate change can actually become profit centers, rather than a giving program strapped onto (and sapping money from) more conventional products and services.

We'll explore many pieces of the green/social change abundance mindset throughout this book. Here are two great thinkers who use the Abundance Principle in business; it's not a coincidence that the first of them uses a biological (in other words, green and natural) key metaphor:

88 Scottie Claiborne, "Links Are Good for Business," *High Rankings Advisor*, Nov. 20, 2002.

by 83 percent by the time Anderson died in 2011. All the costs of this effort were more than paid for out of the \$433 million saving in waste costs.¹³⁶

OFFERING GREEN PRODUCTS AND SERVICES

As you begin to explore eco-friendly possibilities to serve your market, keep in mind these four categories—think of them as a ladder of possibilities:

Green Versions of Traditional Products and Services

Pretty much every industry now has greener ways to do what they've been doing all along. Eco-friendly real estate brokers offer green or bike-friendly properties...organic goods supplant conventional in food, personal care, and apparel...electricity-sipping LED lights replace their inefficient incandescent cousins...Even a fitness center that collects the energy of its members as they pedal their bikes.¹³⁷

To show how this works, let's look at one industry in a bit more depth—in this case, printing:

Putting words onto paper has all sorts of environmental issues: logging forests, chemicals in the waste water, paper going into landfills after it's read, carbon impact of powering all those presses (to name a few).

However, you have lots of leeway to choose a printer who's working hard to minimize negative environmental impacts. Things to look for include

- Forest Stewardship Council or other reputable certification that monitors chain-of-custody from the time the wood is harvested until the paper is used (note: there are several different levels of FSC certification, so make sure you know what you're getting)
- Recycled paper, processed without chlorine bleach, with a high post-consumer waste (PCW) percentage
- Renewable energy used for all or most of the printing plant's energy needs (a net-zero or net-positive building is even better)

¹³⁶ Ray C. Anderson, "Good Greed," *Green Money Journal*, December 2014, <http://www.greenmoneyjournal.com/december-2014/good-greed/>, accessed 4/14/15.

¹³⁷ <http://energiastudios.com/going-green/>, accessed 2/17/15.

- Short-run and on-demand printing options, allowing customers to use just-in-time inventory management instead of warehousing large quantities of printed materials.
- Recycling of paper-roll ends and other usable scrap
- Biodegradable, vegetable-based inks
- Zero contamination of water sources through waste discharge

Most printing companies offer at least a selection of recycled paper these days (and often at prices comparable to non-recycled). But as an aware consumer, you can go much further, and seek out printers who proudly offer these sorts of green add-ons.

And not just for small-format printing like brochures and books. Carmen Rad, a California printer, worked with Hewlett-Packard to develop an eco-friendly banner printing process that produces zero waste—and the banners themselves are compostable.¹³⁸

Swedish entrepreneur Mehrdad Mahdjoubi thought about how little water astronauts use in space and how much of their water gets recycled; he wondered why we couldn't adapt that water use pattern to our own households.

The result? The OrbSys: A shower that uses only 3 percent of the water and 20 percent of the energy of a typical shower, while claiming to produce higher comfort and better sanitation (note the appeal on multiple benefits). Mahdjoubi claims typical users could save \$1000 per year.

By recycling most of the water, much less is needed. But the extra benefit was that much less energy is required as well, *because the water going back into the showerhead is already hot from its first pass*. If you've ever stood to the side as a whole lot of cold water came out of the showerhead before it was warm enough to step under, you know exactly why this is important. (Read more about Mahdjoubi and the OrbSys at <http://www.ibtimes.com/eco-shower-orbsys-inspired-astronauts-recycles-90-percent-water-used-1466878>¹³⁹ and many other places; he's good at getting publicity.)

138 <http://www.environmentalleader.com/2010/03/04/american-latinos-greening-the-nation/>, accessed 2/15/15.

139 Verified 2/11/15

Green Alternatives to Traditional Products and Services

Pedal Power

In many parts of the world, when people think about transporting people, animals, or products, they think first about gasoline-powered motor vehicles: cars, trucks, and buses. Yet, we've all seen those pictures of human-powered contrivances cobbled together from old parts and carrying enormous loads, often through traffic-choked streets where they can make better time than a motor vehicle.

Even in the early 1970s when Shel was a high school student in New York City, he learned that bicycling the five hilly miles to his school on his 3-speed was generally faster than taking the bus the long way around, and almost always much more enjoyable.

And local grocers often used delivery bikes: industrial, heavy-duty one-speed bikes with a big storage compartment on the front.

Modernizing that concept, we discover that bikes with trailers can haul enormous loads. In Northampton, Massachusetts, for example, Pedal People, a bicycle-powered trash hauling and produce delivery service, has been operating many years. Its small fleet of trailer-equipped bikes prices its services fairly close to truck-powered trash haulers, and has picked up contracts from many local stores and offices.

But let's not stop there. The bicycle world has been full of innovation lately.

Want examples? How about the Copenhagen Wheel, a nonmotorized device that stores a bicyclist's kinetic energy and releases it when that rider needs extra power (like going uphill)?¹⁴⁰ Or the ELF, a pedal vehicle with solar assist, an enclosed cab, disc brakes, enough lockable storage for 12 bags of groceries, infinitely variable gearshifting, and enough other cool features that Jerry Seinfeld bought one.¹⁴¹ With a 14-mile range on just battery power (much farther if you're pedaling some of the time), this can actually replace a commuter car. It

¹⁴⁰ <http://sharepowered.com/copenhagen-wheel-mit-bike-invention/>, verified 2/11/15.

¹⁴¹ <http://www.usatoday.com/story/news/nation-now/2014/03/31/elf-bike-car-ends-first-year-of-production/6961901/>, accessed 2/11/15.



CHAPTER 13

THREE KINDS OF CUSTOMERS: ARE YOU REACHING THEM ALL?

In the last few chapters, we discussed that sexiness is in the eye of the beholder. We looked at an eco-friendly car that pretty much anyone would find sexy, and a superefficient home that only Deep Greens would find sexy.

Let's explore that further. No matter what industry you're in, you have three very different types of customers. Although some common principles apply to each—see Shel's article on GreenBiz.com, "10 Ways to Make Your Message Resonate with Green Consumers,"²⁴⁷ you will almost always get better results when you treat these three classes of customers differently. As noted in Chapter 6, you have to use different framing.

After all, would you run the same ad in the *New Yorker* and the *National Enquirer*?

Who makes up these three different markets?

²⁴⁷ Shel Horowitz, "10 Ways to Make Your Message Resonate with Green Consumers" <http://www.greenbiz.com/blog/2010/08/26/10-ways-make-your-message-resonate-green-consumers>, verified 2/12/15.

1. THE OBSESSED

They love your niche. They read all the trade magazines, follow the websites, attend the conferences...They can cite comparative statistics on product performance, name the key people in your industry, and go head-to-head about which configuration is better, and why. Get them on your side, and they'll be not just fans but champions, ambassadors, even evangelists for you. But anger or even disappoint them, and they'll quickly become your sworn enemies.

They may or may not know your company, but they certainly know your top competitors.

Shel deliberately targeted this group when he wrote an article called "Cognoscenti vs. Hoi Polloi." Those who understood the headline, knew they were in the know, part of a "secret society."

There's actually a lot to be said for marketing to an in-group...When you make your prospects feel special, they're more likely not only to do business with you, but to maintain an ongoing business relationship. You make them feel appreciated, you talk to them on their own level. Just as with my headline, I'm identifying you, my reader, as someone sophisticated enough to be curious about the headline and to read the article. After all, I could have said "snobs vs. the masses" or "the elite vs. the common people." But those are so...ordinary! You get no satisfaction from conquering those molehills.

Writing for the masses, make your language very accessible. But small doses of jargon and "secrets" have their place when speaking to the inner circle. Your audience feels you talking directly to them, and that *you're one of them*.

Shel's article was a response to copywriter Ivan Levison's critique of an ad with the headline,

Can a grid leave a mark but not a footprint?

Levison wrote,

“It seems to me that this is less a headline than a secret message that needs decoding, and make no mistake. Writing an ambiguous headline like this can destroy readership of an ad, email, Web page, brochure, you name it.”²⁴⁸

Involved with energy and environmental issues all the way back to the 1970s, this headline made perfect sense to Shel. The grid is the infrastructure that transmits the nation’s electricity. The footprint, of course, is a carbon footprint: the impact on our environment, and specifically on climate change.

Levison is right that the headline needs decoding—but he’s wrong in seeing it as ineffective. Those who grapple daily with issues of climate change and CO₂ in electricity transmission will be immediately clued in that this ad is for them.²⁴⁹

2. THE INTERESTED

They like the idea of what you do, but they’re fuzzy on the details. They have no strong commitment, but if you can show that you’re the best alternative, they’ll come on over to your side.

3. THE INDIFFERENT OR HOSTILE

They either don’t care about you, your product, or your company, or even your niche—or worse, they actively oppose your agenda. They do care about releasing a pain point or achieving a goal. Even if they hate you at the beginning, you can win them over, slowly, if you solve their problems and ease their way.

In the green world, let’s call these types of buyers...

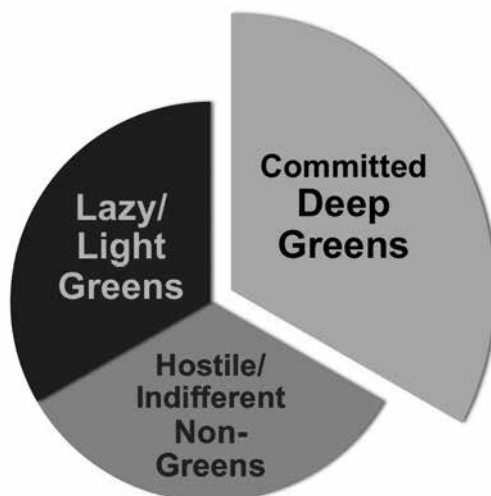
- Obsessed: *Committed Deep Greens* (focused on improving the planet)
- Interested: *Lazy, or Light Greens* (will do the right thing if it’s not too much trouble)

²⁴⁸ http://www.levison.com/august_2009_cc.html, verified 3/6/15.

²⁴⁹ <http://thecleanandgreenclub.com/cognoscenti-vs-hoi-polloi-shel-horowitzs-frugal-marketing-tip-oct-09/>

- Indifferent or Hostile: *Non-Greens/Anti-Greens* (this includes everything from people who've never paid attention to the environment on up to full-blown climate-change deniers)

HOW DO YOU MARKET TO EACH?



Deep Greens

They wake up in the morning thinking about how to save the planet. Green criteria factor into every buying decision: How will this lower my carbon footprint, my energy consumption, the amount of trash I generate, my water use? How will using this make me a more responsible steward of the earth?

These might not be questions you ask—but they do!

To market to the Deep Greens, answer these kinds of questions—thoroughly, but not intimidatingly.

And answer with unflinching honesty. They will like you much better if you say, “we’re trying, we’re not there yet, but these are the steps we’re taking” than if you pretend to be more green than you really are. If they think you’re greenwashing, not only won’t they buy, they’ll smear your company all over social media.

Here are some broad topic areas to frame your messaging to Deep Greens:

testing and marketing through the sexual exploitation of women. However, L'Oreal promised operational independence, and Roddick expressed the belief that rather than The Body Shop being corrupted by L'Oreal, The Body Shop's values could spread through the larger entity.³¹⁹

Ben & Jerry's and Common Cause: A Tasty Partnership

Perhaps the best-known example of a company that put social and environmental good front and center, Ben & Jerry's frequently models specific social change business practices such as

- Tying CEO and senior executive pay to the pay of the lowest line workers (for its first several years)
- Sourcing ingredients from companies with a commitment to social and environmental progress (such as Greyston Bakery, as we saw earlier, as well as Fair Trade certified farmers around the world)
- Funding renewable energy initiatives
- Partnering with human service agencies to operate scoop shops that both employ people with disabilities and fund the agencies

Like The Body Shop, Ben & Jerry's was sold to a multinational corporate conglomerate (Unilever) that promised it could retain its operational independence.

While Ben & Jerry's was known for its social activism when the company was still controlled by founders Ben Cohen and Jerry Greenfield, the company continues significant social commitment under the current ownership. Consider this note that the advocacy organization Common Cause sent to all its members in January, 2009 with the subject line, "Yes Pecan!" (To fully understand the naming of this flavor, it's important to know that in metropolitan New York City where Ben Cohen and Jerry Greenfield were raised, "pecan" and "we can" rhyme.)

319 "The Body Shop: Social Responsibility or Sustained Greenwashing?" <http://www.icmrindia.org/casestudies/catalogue/Business%20Ethics/BECG067.htm>, accessed 3/13/15.

We've got BIG news. And it's pretty sweet.

For the month of January, Ben & Jerry's is renaming its butter pecan ice cream flavor to "Yes Pecan!" and donating a portion of the proceeds from scoop shop sales of the new flavor to the Common Cause Education Fund!

We're honored to be working with Ben & Jerry's to celebrate the spirit of activism and the newfound optimism that government can work for the common good.

Here's how you can help:

1. Find your local Ben & Jerry's scoop shop and get a cone of "Yes Pecan!" Proceeds will benefit our efforts to help citizens make their voices heard in the political process.
2. Join us on Facebook! Ben & Jerry's is also donating \$1 for each person who signs up on our Facebook "cause" during the month of January or who donates to the Common Cause Education Fund, up to \$10,000!
3. Tell your friends about these easy (and delicious!) ways to help Common Cause. Forward this message to your friends, and if you're on Facebook, invite them to join our cause.

I'm off to get some ice cream. Best wishes for a happy and healthy new year.

Sincerely,

Bob Edgar

and the rest of the team at Common Cause³²⁰

Consider some of what this message accomplished:

- Reached hundreds of thousands of Common Cause email subscribers with a time-sensitive call to action
- Built incentive to patronize Ben & Jerry's during its winter slow season

³²⁰ Email from Common Cause, January 5, 2009

- Reinforced the branding for Ben & Jerry's, Common Cause, Facebook, and then-newly elected President Barack Obama, whose campaign slogan was "Yes we can!"
- Publicized Common Cause's Facebook cause page
- Raised matching funds for an organization in financial need

In short, a four-way win whose only downside (the \$10,000 maximum outlay) is more than made up by the promotional value. Very strategic—and totally replicable.

Even better—the argument Anita Roddick made about values percolating up from the small, socially conscious business unit to the wider corporation seems like it's working pretty well at Ben & Jerry's and Unilever, as you'll see in the B Corp discussion in chapter xx.

HOW BEN & JERRY'S USES SOCIAL GOOD TO COMPETE

In a market crammed with hundreds of superpremium ice cream companies and thousands of ice cream companies, Ben & Jerry's has over 40 percent of the US superpremium ice-cream market; its plant is Vermont's single largest tourist attraction. Only Haagen-Dazs, with a 17-year head start and the marketing muscle of another enormous food corporation behind it, sells slightly more superpremium ice cream.³²¹

In a world ruled by enormous consumer conglomerates, it's really difficult for small startups even to get shelf space in supermarkets. How did these two young guys with neither business experience nor ice cream experience start a supersuccessful company, working out of a converted garage in small-town Burlington, Vermont—and achieve 40 percent of the market?

Yes, Ben & Jerry's ice cream is delicious—and so are the company's willingness to donate 7.5 percent of pretax profits to social causes, its socially conscious

321 While B&J's is now owned by the multinational food conglomerate Unilever, its popularity and market share long predated its acquisition. Haagen-Dazs first started using that name in 1961; its origins trace back to a family-owned ice-cream wagon in the 1920s (Ben & Jerry's was founded in 1978). Pillsbury bought Haagen-Dazs in 1983; Nestlé owns it as of this writing—see <http://www.nestleusa.com/brands/Ice-Cream/Haagendazs>, accessed 4/19/15. The two brands together account for 87 percent of the superpremium category, according to B&J's board member Terry Mollner in an interview Shel conducted April 13, 2009.

purchasing and employment practices, environmentally friendly manufacturing methods, and counterculture marketing strategies. All of those behaviors and positions help consumers justify its premium prices—and provide a major differentiation point from less conscious companies.

We believe that Ben & Jerry's success was a direct result of the company's pioneering and very public commitment to greater social good. When customers chose between two brands with excellent ice cream, one of which was very public about making the world better, many of them took the socially responsible choice.

COMMON GOOD CORPORATIONS

Socially responsible investing pioneer Terry Mollner, who co-authored the original criteria for social investing and co-founded the first fully-screened social investment fund back in 1982, happens to serve on the Ben & Jerry's board. He sees the future not in the triple bottom line, but in “common good corporations,” that explicitly and eagerly put social good ahead of purely profit-based approaches.

Mollner insists on a business climate where human beings make decisions to benefit other human beings, and are accountable to them—following patterns found in nature. Today's laws that force businesses to put shareholder interests above all else, and subsume humanity to what he calls “an immoral contract” between business and government, have to be changed for species survival.

He sees this shift as both a “moral imperative” on par with addressing environmental issues, and a path to immense financial returns.

28 companies moving in this direction had profits eight times higher than the S&P 500 over a ten year period...Sustained and deepening customer loyalty will naturally gravitate toward common good corporations even more than they have toward socially responsible companies. The environment movement has grown, widened, and deepened over the last 38 years because it spoke to an increasingly obvious truth: if we do not take care of our planet we could all die. The common good corporation also speaks to an increasingly obvious

Todd notes, “The biotech industry looks for magic bullets—single solutions to complex problems. Nature is a symphony”; it doesn’t work that way.

JANINE BENYUS: MOTHER NATURE, CHIEF ENGINEER

Think about this: *Whatever engineering challenge we face, nature has probably already solved it.*

Imagine the fortunes awaiting companies that can roll out a construction material as strong and lightweight as spider silk...a desalination process as cheap and effective as the one that mangrove roots use...a water collection method as powerful as the one used by the Namib desert beetle. John Kremer talked about “biological marketing”—so why not biological engineering, also known as biomimicry? It’s just as miraculous—and just like biological marketing, the results can be outsized. Nature has figured out Zero Waste, and figured out how to do pretty much anything that humans feel a need to do: housing, transportation, flood resistance...

These technologies have been around for thousands, maybe millions, of years, and they outperform what we humans have come up with.

Meet Janine Benyus, TED speaker and author of several books on biomimicry. When she walks you through Lavasa, India, where native vegetation has not grown for 400 years, and tells you that the area gets 27 feet of rainfall during the three-month monsoon season and basically nothing the rest of the year, you know that maintaining a thriving city here will be challenging.

Yet, immediately abutting this city, she finds proof that nature knows quite well how to handle this environment: a hilly wilderness area that, despite the alternating torrents and droughts, experiences zero erosion. As she walks us through this wilderness, she shows us adaptations like an anthill built with curves and swales, so that it doesn’t get washed away in the flood. She walks us through a sacred grove there, cool and delightful even in the dry season, and lets us understand that our cities could be just as pleasurable to live in.³⁶⁰

360 “Cities that Function Like Forests,” speech by Benyus to ESRI, January 30, 2014, accessed 2/8/15 at <http://video.esri.com/watch/3158/cities-that-function-like-forests-biomimicry-maps-a-sustainable-future>. Her work has clearly influenced the city’s thinking; evidence can be seen in Lavasa’s visionary “Smart City” plan, which incorporates a plethora of cutting-edge technologies to create an eco-city that will be attractive to western investment: <http://indiasmartgrid.org/en/resource-center/Conference%20Presentations2/Lavasa%20A%20>

She shows us a 1500-year-old live oak tree in Louisiana that has designed itself to withstand hurricanes, and points out that only four of New Orleans's hundreds of live oaks were killed in Hurricane Katrina.

And whether it's in India, Louisiana, China, or New York City, she captures metrics like carbon sequestration, energy and water use from those neighboring wilderness areas—things no one has bothered to measure in the past—and then cheerfully announces, “Because this is happening in the wild land next door, no one can say it's impossible. A city that does this, that's generous in its ecosystem services, is going to be great to live in.” She describes ecosystems in terms like “generous” and “competent,” and reminds us that the human species, at 200,000 years old, is still a baby, and we can learn much from our “elders” in the plant, animal, insect, fungal, and bacterial realms.

Her approach combines human-built infrastructure and nature-built ecostructure together to provide “ecological services” that contribute to meeting per-acre and per-block metrics, carried in part by the buildings and in part by the landscapes.

Species adapt and evolve over time, growing more able to influence their environment while being influenced by it in turn—and most of these adaptations are positive both for the organism and the ecosystem. Maladaptations create room for better-adapted species to move in. Species that fail to provide these ecological services are maladapting, and will be replaced by those that do contribute, she says. She remains optimistic that humans will learn to positively adapt, and be welcomed by other species.

A lot of her work is based on the idea that because each place is unique, the technologies we use should be matched to each place, as they are in nature. In nature, organisms ensure the survival of the species by protecting the survival of their habitat; they can't directly take care of offspring many generations in the future, but they can protect the place where those future generations will live.

How can biomimicry change our patterns of design and construction? Thousands of ways. Here are just a few projects Benyus and other biomimicry researchers are working on:

- Concrete that sequesters CO₂ rather than emits more of it (Bank of America did a building this way, and the exhaust air was three times as clean as the intake air)³⁶¹
- Altered wind patterns through urban rooftops, modeled after the reverse-hydraulics of an Indian forest³⁶²
- Artificial leaves that—just as real leaves do—convert sunlight to energy far more efficiently, and using far less expensive inputs, than today’s solar panels³⁶³
- A robot hand with more agility and dexterity, because it was inspired by cockroaches’ spring-like feet³⁶⁴
- Desalination systems that not only create drinking water from the sea at a fraction of the energy requirement, but can green the desert at the same time.³⁶⁵
- GeckSkin™, an ultra-powerful adhesive developed at the University of Massachusetts after studying the way gecko lizards climb walls³⁶⁶
- The Biomimetic Office Building, whose designers encourage starting not with reality, but with the ideal, and then seeing how close they can come to it. They “found inspiration from spookfish, stone plants and brittlestars for daylighting; bird skulls, cuttlebone, sea urchins and giant amazon water lilies for structure; termites, penguin feathers and polar bear fur for environmental control; and mimosa leaves, beetle wings and hornbeam leaves for solar shading.”³⁶⁷

361 “Cities that Function Like Forests,” op. cit.

362 Ibid.

363 Jaymi Heimbuch, “14 Best Inventions Using Biomimicry in 2011,” <http://www.treehugger.com/clean-technology/14-best-inventions-using-biomimicry-2011.html>, accessed 2/8/15

364 Ibid.

365 Michael Pawlyn, “Using Nature’s Genius in Architecture,” TED talk available at http://www.ted.com/talks/michael_pawlyn_using_nature_s_genius_in_architecture?language=en, accessed 9/1/14.

366 <https://geckskin.umass.edu/>, accessed 2/8/15. Similar research has been conducted at Stanford (<http://news.sciencemag.org/biology/2014/11/gecko-inspired-adhesives-allow-people-climb-walls>) and elsewhere.

367 Cameron Jewell, “Michael Pawlyn on the promise of biomimicry for a better future,” op. cit.

PROFIT BY THINKING LIKE LOVINS, TODD, AND BENYUS

It doesn't surprise us that Lovins, Todd, and Benyus focus a big portion of their social change work through the business community, not just the academic and government worlds. Their innovations are not in a vacuum, but designed quite consciously to make a profit. They've found ways to integrate profound social change into a traditional capitalist business—as have Barbara Waugh, John Kremer, Bob Burg, and countless others.

These models of sweeping social change within the business context can change the world. If their stories can inspire you to create a business whose ultimate purpose is a significant betterment of the world, then we've done a very good job with this book. I hope that many of you will write to us and tell us how you've put the ideas in this book—not just the last couple of chapters—into practice. Perhaps we'll be able to gather so many success stories that we can write a sequel all together, sharing your successes with the world.

Any kind of verifiably green enterprise—that holds up to thorough scrutiny and isn't just greenwashing—appeals to a much less price-sensitive, more caring market. In a 2014 study, 29 percent of the population was willing to pay up to 20 percent more to get a green product.³⁶⁸ When you add innovations that remove the old ways of thinking and the old processes entirely, like building a house that doesn't need a furnace, purifying water by using nothing more than a pipe running through the desert, or reducing air resistance by adapting innovation from birds and whales, you combine higher prices and lower costs, and profits soar. The demand for truly planet-improving products is high; those who harness these sweeping efficiencies toward a greater social and environmental good can profit handsomely.

With the right kind of green initiatives, big savings are there for the taking. The Asian green business site *eco-business.com* estimated that switching to a circular economy where “waste” is recycled into something else could generate more than a trillion dollars in global materials savings by 2025.³⁶⁹

368 “The State of Sustainability in America Report: Trends & Opportunities,” Natural Marketing Institute, 2014, p. 28. PDF of highlights: <http://www.nmisolutions.com/opt/excerpts/1502/NMI-2015-State-of-Sustainability-in-America-Excerpts-1-19-2015.pdf>, accessed 2/20/15.

369 *Eco-Business.com*, “The circular economy: How do we get there?,” <http://www.eco-business.com/opinion/circular-economy-how-get-there>, accessed 3/11/15.

Here are a few more among thousands of examples of both profit-seeking and nonprofit ventures:

- The Kenguru, a tiny electric car, even smaller than a Smart or a Mini-Cooper, can transport a person in a wheelchair. Instead of needing a huge van with complex and energy-drinking lift systems, a hatchback and simple ramp allows the driver to roll into place through the back of the car.³⁷⁰
- Earthship, a community just outside Taos, New Mexico (and replicated elsewhere), has built a 70-family deep-eco-village using primarily recycled materials (including used tires). The community generates all of its own power and most of its own water (a scarce commodity in Taos, which gets a mere eight inches of rainfall in a typical year). Read Shel's blog post about touring this community, which he describes as looking like "a mating between the Taos Pueblo adobe of 1000 years ago and Starship Enterprise," at <http://greenandprofitable.com/earthship-redefining-sustainable-housing/>
- Wattsaver, marketed to hotels, turns off AC and lights when guests have left their room³⁷¹
- The amazing book *Influencers* (see Resources) describes how a dreadful parasitic worm was pretty much eliminated just by changing the way water was gathered and stored in a remote African village.
- Mr. Ellie Pooh is an innovative venture that produces a toxin-free fine-art/gift paper line made of—are you sitting down?—75 percent elephant poop and 25 percent post-consumer recycled paper! The project accomplishes a number of interlinked objectives: lowering carbon output by reducing the need to produce virgin paper, preserving elephant habitat, and reducing the problem of elephant conflict with agriculture (which has caused the destruction of thousands of elephants).³⁷²

370 "Four Wheelin'," *Utne Reader*, November-December 2008, p. 17, verified 4/19/15.

371 <http://wattsaver.com/english/wattsaver.php>, accessed 4/21/15. Shel was informed of this via a Twitter post, incidentally.

372 Quoting from <http://mrelliepooh.com/pages/our-paper> as of April 19, 2015:

"According to 'The State of the Paper Industry (2007)' a report by the Environmental Paper Network, 50% of the world's forests have been cleared or burned, and 80% of what's left

- Science Daily reports on very promising technology that uses bacteria and solar power to capture carbon waste and turn it into plastics and other useful products, using green chemistry.³⁷³

LESSONS

- Like Amory Lovins, John Todd, Janine Benuyus, and other practical visionaries, we can develop the greenest *and* most profitable solutions by looking holistically
- Often, it takes no more resources to make big, sweeping, game-changing shifts than it does to make little ones
- Nature can show us affordable, practical technologies for solving tough problems while keeping energy and resources in balance

ACTIONS

- Think about how your company or some other entity might use three different byproducts that you now throw away
- Determine how much their disposal is costing you, and budget it instead toward their reuse or elimination
- Select one product or service you currently offer. Brainstorm for ten minutes on how it could be reengineered on biomimicry principles.

has been seriously degraded. If the United States cut office paper use by just 10% it would prevent the emission of 1.6 million tons of greenhouse gases—the equivalent of taking 280,000 cars off the road. <http://www.greenpressinitiative.org/documents/StateOfPaperInd.pdf> [greenpressinitiative URL verified 4/19/15].

“Compared to using virgin wood, paper made with 100% recycled content uses 44% less energy, produces 38% less greenhouse gas emissions, 41% less particulate emissions, 50% less wastewater, 49% less solid waste and—of course—100% less wood.”

373 <http://www.sciencedaily.com/releases/2015/04/150416132638.htm>



CHAPTER 21

PROFIT BY HELPING THE WORLD



beyond going green and marketing green—can business actually help create the regenerative, thriving future we previewed in Chapter 20?

Could you create a profitable business whose core mission was creating a better world?

Good news: you can.

HOLISTIC, SYSTEMIC THINKING

Have you noticed a common thread running through the many “practical visionary” examples we’ve seen in these pages?

Whether it’s closed-loop energy systems, biomimicry in industrial design, permaculture gardens, or even biological marketing, these people think holistically. They think in systems—even in ecosystems and microclimates. They look at the whole picture.

They have a clear sense of what resources are needed, and they compare the full impact of each system. They understand that if they count time from door to door rather than gate to gate, train travel is often just as fast as air for

trips under 300 miles or so, once you factor in traveling an hour to your local airport, getting there two hours early, and then traveling another hour from the destination airport to the center of the city. (Sometimes, even a bicycle can be faster!³⁷⁴) They analyze the entire nuclear fuel cycle to prove that nuclear has a very destructive carbon impact (among other serious problems).

That's why they're able to design elegantly simple multi-purpose systems, like the single arch performing 12 functions in Amory Lovins's house and the d.light lantern addressing poverty, environmental degradation, and personal safety all at once—or enormously complex ones, like John Todd's dozens of different restorers working together to clean up pollution.

ONE PRODUCT, MULTIPLE BENEFITS

Just like Lovins and d.light, you can achieve multiple purposes with a single item. The item could be a product, a component, a service, or maybe even an idea. Systems that incorporate this principle are generally much more sustainable, need fewer components, and are therefore also more economical.

Does that sound like a bunch of abstractions that's a bit too complicated to puzzle out? Two more examples might make the concept more real:

Purus Pavers: Old Soda Bottles Solve Water Runoff Problems

Green builders are discovering eco-friendly substitutes for the traditional asphalt paving area. Asphalt prevents water from seeping into the ground and diverts it—usually into sewers, but sometimes into places where it causes harmful erosion.

By contrast, a paving system that allows the water to drain back into the ground right there and yet insulates vehicles from the problems of parking or driving directly on the ground can maintain the water table, reduce concentrations of toxic contaminants, eliminate the erosion problem, and even allow for plantings that grow close to the ground—thus adding oxygen and reducing CO₂ emissions, which in turn help preserve the earth in the face of catastrophic climate change.

These pavers create a latticework of support above an open area, so the water can freely drain, right where the rain falls.

³⁷⁴ <http://GreenAndProfitable.com/when-bicycles-are-faster-than-planes/>

We've seen concrete pavers like this, and they're very cool. A company called Purus³⁷⁵ took things up a notch, making the pavers out of recycled polyethylene from old soda bottles. This adds several more benefits: longer lasting landfills, avoiding toxic fumes from incineration of plastic (which should NEVER be burned), reuse of materials, among others.

Organic and Biodynamic Farming: Benefiting All Stakeholders

You're probably already familiar with organic farming. You may have even heard of its more tightly regulated cousins, Demeter Certified Biodynamic agriculture <http://www.demeterbta.com/> and veganic <http://www.goveganic.net/> (grown without any animal-based fertilizers), or of the growing permaculture movement, all of which go much further than mere organic certification.

You already know that organic foods not only eliminate harmful chemicals but also typically produce tastier foods. But you might not know that organic agriculture can sequester 7000 pounds of carbon per acre...that agriculture can raise a significant portion of our energy needs through oilseed crops like sunflowers (yes, we're aware there are issues in using cropland for energy)...that a good organic diet of grasses and flax can significantly reduce the (very troubling greenhouse gas) methane emissions from cow burps...and that a cow fed an organic diet will be far more profitable for farmers, because she is likely to live up to three times as long, have many more lactation cycles, and even yield 20 percent more beef.³⁷⁶

But we don't have to stop there! Consider the biodynamic Hawthorne Valley Farm, in Columbia County, New York. The farm uses synergistic marketing to attract people to a wide range of offerings—for instance, attracting kids to its summer camp through its yogurt packages reaching parents a thousand miles away—and regularly brings in 600 children and teens a year, many of whom are inner-city children with no previous exposure to nature. Martin Ping, Hawthorne Valley's Executive Director, describes what happens:

³⁷⁵ <http://www.purus-plastics.de/en/ecorasterr/ecorasterr-s50.html>, verified 4/22/15.

³⁷⁶ These statistics are taken from Shel's report on the 2011 Sustainable Foods Summit held in San Francisco, <http://GreenAndProfitable.com/its-about-tradeoffs-part-1/>

We find nine years old is the sweet spot for education. You pull out a carrot and they say, “whoa, food comes out of the ground!” You get them mucking out a stall, taking care of another sentient being—a chicken, a goat, a cow—for the first time in their lives. Kids are not standardized. They’re individual and spiritual...They get a sense of the relationships, that it doesn’t magically appear. There are 100 pounds of milk in 10 pounds of cheese. Kids get a lesson in economics, in food miles, in the relationships of the whole food system.

The farm was founded to counterbalance the domination of farming by large-scale agribusiness while at the same time, kids were more and more isolated from nature. The farm’s mission:

Founding the seed of a living organization: agricultural, artistic, educational. The goal is to become full human beings...renewal of society and culture through education, agriculture, arts. It’s a food shed, a watershed. We think of the whole farm as a living organism.³⁷⁷

And You?

These are just two of thousands of examples. How can you incorporate holistic, systemic thinking to create multiple benefits with one innovation? The next section will give you a big hint.

SIMPLE ELEGANCE

If your goal is to let astronauts write in deep space, you could spend millions of dollars researching, designing, and prototyping pens that will work without gravity—or you could simply hand out a box of pencils. Maybe they could even be special pencils that make a deeper, darker writing imprint and don’t fade quickly (such pencils already exist).

Just as in the space program, in the world of complex environmental problems, the best solution is often surprisingly simple and very elegant. And we

³⁷⁷ Martin Ping, speech to the Slow Living Summit, Brattleboro, VT, June 6, 2014, as documented in Shel’s June, 2014 newsletter, <http://thecleanandgreenclub.com/the-clean-and-green-club-june-2014/>.

as green business people need to find those solutions, bring them to consumers—and market their benefits.

The massive consumer products company Procter & Gamble understands this concept and has capitalized on it. Company engineers realized that one of the biggest consumers of energy in households is heating water, and one of the largest uses of hot water is laundry. You could attack that problem with complex solutions such as heating the water with solar systems—or you could market a detergent that works perfectly well in cold water.

P&G chose the latter course, and developed Tide Coldwater, as we saw in Chapter 10.

Tide Coldwater's big lesson here is the simple and elegant solution. For the average householder, it's going to be far easier to heat 30 percent less water than to install a greener hot water system—and the savings start immediately, with no big cash outlay to pay back first. For tenants who would never pony up a big capital investment to improve a property they don't own, cold-water washing is an extremely sensible choice.

Two of the practical visionaries we met earlier, John Todd and Amory Lovins, are especially good at solving complex problems with simple elegance:.

Decades ago, Todd grasped the simple and elegant concept that the waste from one production process could almost always be raw material for another one. And you can create an ecosystem of several of these processes layered together.

For Lovins, the three simple and elegant ideas are:

1. You can design for such deep conservation that you don't need to buy big expensive systems like furnaces and air conditioners—and the savings on these capital costs, along with the savings on energy, pay for the improvements.
2. Enormous amounts of energy are wasted in transmission losses. If you generate power where you need it, you need considerably less than if you transport it across great distances.
3. One design component can achieve multiple purposes, as we've already noted.



CHAPTER 22

IMPOSSIBLE IS A DARE: BUSINESS FOR A BETTER WORLD

“The desire to leave the world better than you find it is as basic a drive as needing to eat, needing a home, needing a purpose and a career... It’s a biological need, just like food and sex and shelter. Many people shut that down because it feels too scary—but we don’t feel whole unless we’re somehow making the world better.”

—Shel Horowitz

WE ALREADY KNOW HOW TO FIX THE WORLD



Well into the 21st century, isn’t it time to finally say goodbye to the big crises that hold our whole society back? We should no longer have to put up with hunger, poverty, war, violence, and catastrophic climate change.

“But we’ve always suffered with these things. It’s impossible to make them go away.”

Well, guess what: we actually already know how to eliminate or greatly reduce most of the biggest problems the world faces. In fact, *we do hundreds of things every day that were considered “impossible” not all that long ago.*

When my (Shel’s) house was built, in 1743, we assumed that humans couldn’t travel faster than the fastest horse. Yet the International Space Station hurtles astronauts through space at 17,247 miles per hour. When I was born, in 1956, most people who even had one at all shared one phone, tethered by a wire to a wall, for a whole household—or sometimes several households. Most people had never even seen a computer, let alone owned one. Music came into our houses on big vinyl platters or over a scratchy, low-fidelity radio. Apartheid reigned over South Africa, Rhodesia, and the American South, while communist dictatorships ruled Eastern Europe. And life expectancy was decades less than it is today.

Those are just a very few of the thousands of shifts we’ve made, in just 60 years (a microsecond relative to human history, a nanosecond in the history of the earth).

In short, “impossible” is a mindset, a self-imposed limitation—and we can change it.

We’ve known this for years. Henry Ford said, “Whether you think you can do a thing or think you can’t do a thing, you’re right.”

Muhammad Ali put it this way:

“Impossible is just a big word thrown around by small men who find it easier to live in the world they’ve been given than to explore the power they have to change it. Impossible is not a fact. It’s an opinion. Impossible is not a declaration. It’s a dare. Impossible is potential. Impossible is temporary. Impossible is nothing.”³⁸⁰

This quote struck me so deeply that I built my entire TEDx talk around it: <http://www.business-for-a-better-world.com/tedtalks/> Spend 15 inspirational minutes listening to it.

380 <http://www.goodreads.com/quotes/121663-impossible-is-just-a-big-word-thrown-around-by-small>, accessed 2/12/15.

After all, I have first-hand experience achieving several “impossible” things, including the Save the Mountain campaign you’ve already read about. While the “experts” were wringing their hands, we went out and got it done.

Let’s restate a key insight: when you look deeply, a lot of the causes of hunger, poverty, war, violence, and catastrophic climate change turn out to be about resources: who uses how much, whether they’re taken sustainably, how fairly they’re distributed.³⁸¹ When we address resources systemically, we’re able to transform hunger and poverty into sufficiency, war and violence into peace, and catastrophic climate change into planetary balance.

We actually know how to do this. Passive-energy construction expert David Bainbridge estimates that not only can we reduce the typical building’s energy footprint by 90 percent on new construction, but we can even cut the footprint on existing buildings by 50 to 70 percent.³⁸² We knew how to build near-zero net-energy buildings at least as far back as 1983, when Amory Lovins built his house. We understand how to significantly increase crop yields without using chemicals and without compromising quality.

We know how to replace nearly all our fossil and nuclear fuels with the combination of clean, renewable energy and deep conservation, thus reversing the increase in greenhouse gases. We even know how to imitate nature’s best engineers to achieve zero waste while developing stronger, lighter materials and incredible processes to do things like extract water out of fog.

On the peace side, we’ve developed all sorts of conflict resolution techniques that don’t involve shooting each other. We also have wonderful ways to frame alternatives to violent conflict, such as Anthony Weston’s concept of “delightism” as the opposite of terrorism: “The *opposite* of a terrorist might be someone who is an ever-present disruptive possibility like the threat of terror, except in the other direction.” He envisions secret flashmob armies spreading joy in the world by stealth:

381 Tom Standage, in his book, *An Edible History of Humanity*, argues that we can trace most sweeping societal change to one resource in particular, food, over thousands of years. See Shel’s review at <http://thecleanandgreenclub.com/the-clean-and-green-club-april-2014/>.

382 <http://www.triplepundit.com/2012/11/resilient-design-buildings-be-designed-change/>, accessed 2/15/15.

Roving bands of youth, maybe, who transform people's yards while they're out. Or paint magnificent murals on freeway underpasses or leave flowers on whole neighborhoods' doorsteps, or stage unplanned Shakespeare performances...vanishing away afterwards as quickly as they come. Anonymous companies or congregations that give away subway tokens, or food or art, "targeting" the weakest and most vulnerable.³⁸³

He takes the metaphor further, advocating that we preemptively spread peace—using South Africa's Truth and Reconciliation Commission as one possible model.

We also know the tremendous profitable business opportunities at the intersections of two or more of these problems. We saw this, for instance, with d.light, in Chapter 9. Let's take d.light's concept further and look at a way to power homes with solar for an initial cost of just \$10—this is happening now, in Kenya. Users pay the remaining cost out of savings, and at \$80, they own the unit free and clear.³⁸⁴ This article appeared in the very conservative UK magazine, *The Economist*, back in 2012. The times, indeed, are a changing.

Now, slash energy needs by switching to equipment that can use solar-generated DC power directly, without converting it to AC. When we eliminate the substantial power loss of converting the energy, and tap the inherently greater efficiency of direct current, we can cut back dramatically on power. Even a super-efficient 15-inch LED AC TV consumes 15 watts, while a 50-inch plasma model chomps down 300 watts.³⁸⁵ When you power a DC television with just 5.5 watts,³⁸⁶ and obtain similar savings on other energy hogs, you need less generating capacity. It's the Amory Lovins principle all over again.

Using technology to address poverty isn't always about renewable energy, either. The Grameen Phone project has changed the way Bangladesh

383 Anthony Weston, *How to Re-Imagine the World: A Pocket Guide for Practical Visionaries*, New Society Publishers, 2007, p. 40.

384 "Starting from scratch," *The Economist*, May 3, 2012. Online at <http://www.economist.com/blogs/babbage/2012/01/solar-energy>, verified 2/16/15.

385 "Electricity usage of an LCD/LED Display or TV Screen," http://energyusecalculator.com/electricity_lcdleddisplay.htm, accessed 3/22/15.

386 Helene Smertnik, "DC Power for the Off-Grid Market," <http://www.gsma.com/mobilefordevelopment/dc-power-for-the-off-grid-market>, accessed 3/22/15.

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