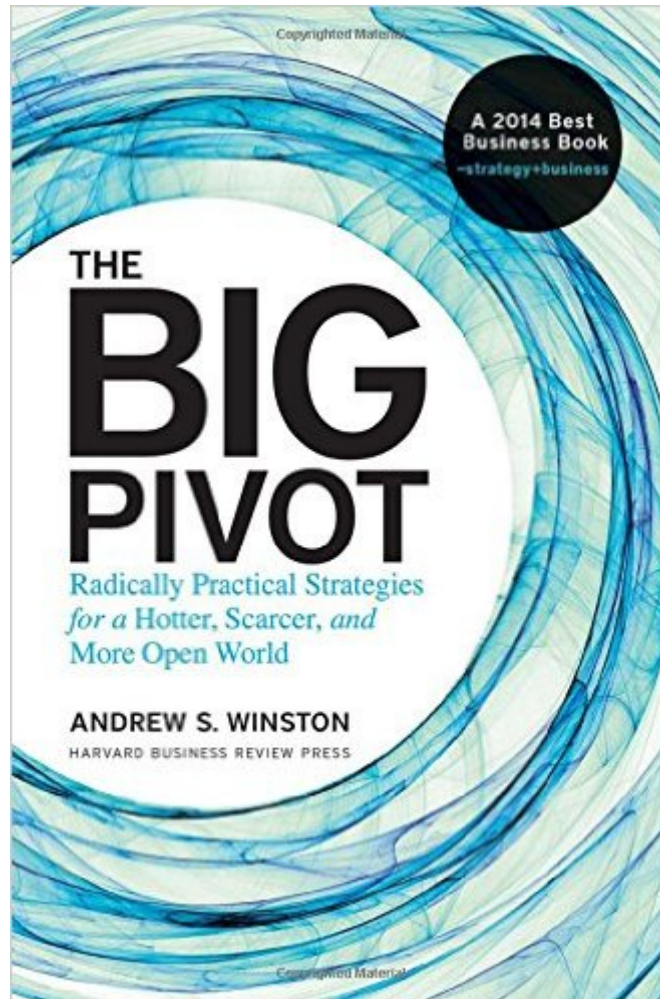


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# The Big Pivot: Radically Practical Strategies For A Hotter, Scarcer, And More Open World



## Synopsis

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

## Book Information

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## Customer Reviews

This review makes the assumption that the reader of the book is part of upper or middle corporate management. I have to admit that having read the promotion of the book and the many quotes on the back cover, at the beginning of the book (18 endorsements of Who's Who in the sustainability world! All of them read the book?), and several websites my expectations about this book were very high. Even this site is full of endorsements. Lots of hype. But no, this is an average book with very little new material, with a great promotional job behind and a title that is supposed to make the book different, unique: Big Pivot. The impression is that it will make your (sustainability?) strategy change direction, pivoting on your current position. But barely anything that it proposes represents a radical change in directions, at most some adjustments. It is a very typical, light, management consultant book: Graphs with concentric circles, divided into sections, which are supposed to unify new concepts or present new theories. Then quotes after quotes: almost every page has a "I spoke with .....and s(he) told me that.....". Full of anecdotal evidence, very little research on the current state of the art (the notes are mostly references to "personal conversation"). Not that there is anything wrong with the quotes, all are supportive of the points the author is trying to make and according with generally accepted opinions. The point is that it makes it look very light, with little rigor. But such are management books for a general, beginners, audience. If you are relatively new to the field of sustainability and like light reading, then this is your book.

One of the best things about having good relationships with publishers is that I end up reading and reviewing titles that range beyond procurement or spend management. And yet, there is no question that the value and competitive advantage of a well-managed supply chain runs right through the center of all business strategy books. The Big Pivot, by Andrew S. Winston, is no exception. The core message of the book is that there are three "mega challenges"™ that every lasting business must be prepared to face: 1. Climate change 2. Resource constraints and rising commodity prices, and 3. Technology-driven demands for more transparency. (p. 6) Businesses that are prepared to recognize and face these challenges head on must "pivot"™. The changes required to maneuver an organization through this new economic reality may be complex and even painful. Leaders that do so successfully will look like geniuses and innovators "partly because only a minority of companies are likely to be able to make the requisite commitment to transformation. The Big Pivot recognizes the importance and potential of supply chains. One statement that is both empowering and haunting is "companies should heed one lesson: any operation, anywhere in your supply chain, no matter how remote, is now your responsibility." (p. 2) And as long as we can remember

that all supply chains eventually lead to our consumers, procurement is positioned to occupy a critical role in any transformation. Green initiatives are a current running through the entire book, and yet the author's working definition of sustainability is less environmental than the requirements many of us have come to associate with sustainability initiatives.

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