

technologies including solar, wind, water, biomass, liquid biofuels, and geothermal technologies. Pahl details the history of the development of each technology and includes examples of the application of the technologies including micro, small and large scale applications. He also describes current efforts in research and development for each of the renewable energy technology options, which could lead to greater use of renewable options and reduced reliance on non-renewable energy sources.

For those interested in how public policy can affect the application of renewable energy technologies, Pahl provides examples of how policy decisions impede or encourage the use of these technologies. European countries, for example, tend to have more favorable policies for the development of renewable energy projects, resulting in their leadership in the application of those technologies, especially wind power. Other examples show how the removal of subsidies for renewable energy technology slows the development of these energy options.

Individuals interested in transitioning to renewable energy for their homes or businesses will find examples throughout the book of small and micro-scale renewable energy technologies used to transition away from non-renewable energy sources. Community developers working with communities willing to invest time and effort into designing and implementing community-based renewable energy models will find examples of local applications of renewable energy technologies. *Re-localization* initiatives are an emerging response to “peak oil” and global climate change. These initiatives aim to empower communities to enhance their own local economies and infrastructure through community-supported energy programs. Patterned after community-supported agriculture programs,

community-supported energy programs can engage government, businesses, and citizens in creating community-based renewable energy systems that lead to a reduced reliance on non-renewable energy resources and an increased use of renewable energy resources with positive benefits for both the environment and local economy.

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Strategy for sustainability: a business manifesto, by Adam Werbach, Boston, MA: Harvard Business Press, 2009, 224 pp.

Roughly a decade ago I read Adam Werbach’s book *Act Now, Apologize Later*. For the longest time the book was one of my favorites. Werbach’s recent work, *Strategy for Sustainability: A Business Manifesto*, can now be added to that list as he puts forth a timely book for all business leaders who want to survive and thrive in today’s volatile economy. The main thesis of the work is that too many companies do not have a strategy for running a sustainable business. Sustainability should be focused on four coequal components—social, economic, environmental, and cultural. Werbach contends that it is never too late for a company to develop such a strategy. After defining the concept of sustainability as a “bottom-line strategy to save costs, a top-line strategy to reach a new consumer base and a talent strategy to get, keep, and develop employees, customers, and your community,” (p. 9), Werbach moves the reader through a process of developing a strategy for sustainability

which includes: mapping opportunities, using tools for implementation, opening the business up for scrutiny, engaging individuals, finding a network of sustainability partners, and utilizing inspiration as a leadership technique.

Werbach provides practical steps and examples to follow in formulating strategic plans to become more sustainable. As any good author does in a book that suggests a shift in paradigm, Werbach provides major tenets of his sustainability strategy conceptual framework, including the ideas that people are the most important renewable resource, cash flow matters more than quarterly earnings, and only the truly transparent businesses will survive. This final point is central to what Werbach calls the “TEN cycle” which stands for three major initiatives—transparency, engagement, and networking that are prerequisites for idea generation, selection, and implementation in any business creating a strategy for sustainability. In implementing a strategy for sustainability, Werbach points out that a company cannot “go it alone.” In creating a healthy network of sustainability partners, businesses should focus on five key aspects: a network cannot function without explicit rules or protocols, networks fail without lots of activity, a network is only as strong as the nodes of people who participate, information fuels networks and the information will come from transparency initiatives, and a network must have an administrator.

It is difficult to list a few positive aspects of *Strategy for Sustainability*—so many exist. For instance, Werbach makes use of many informative and vivid case studies of businesses (e.g., Xerox, Clorox, Google, Nike, McDonald’s, and Dell) that have taken measures to become more sustainable and highlight to readers what strategies are important for other businesses to

follow. Almost every page includes an example. Figures and tables throughout the text allow the reader to realize major points, while aiding the visual learner in all of us. I marveled at Werbach’s ability to convey difficult concepts and processes in such an eloquent and readable way, using non-verbose text so that the general public, business leaders, practitioners, and academics can all read the book with ease. Further, one could finish the text in a relatively short timeframe which is vital if a business is to follow Werbach’s suggestions.

As an academic, I find this book to be practical in teaching and conducting research concerning sustainability in the context of tourism development. It has been widely accepted that four major impacts can be experienced in a community as a result of tourism development—those four mirroring the components of sustainability as put forth by Werbach—social, economic, environment, and cultural. For so long we have focused on sustainability from primarily the environmentalist perspective. Werbach demonstrates, through numerous case studies, how if a business is to survive (and communities and locals thrive) we must focus our efforts on considering short-term and long-term positive social, economic, environment, and cultural impacts to be sustainable. Such cases serve as wonderful teaching tools to convey best sustainable practices among private sector businesses.

All business leaders—whether entrepreneurs, small or large, for-profit or not for-profit—should read this book. The time has come where we need to ‘act now’ as Werbach claims, and be good stewards of the economic, natural, social, and cultural resources that are entrusted to us. The author points out that when it comes to change, many companies will have reasons as

to why their “company is uniquely unqualified to change now” (p. 187). They are too small, too big, too much of a manufacturer, they are in the process of changing business executives, they are growing too fast, they are too old or too new. Werbach put it best by saying, “As far as I’m concerned, as long as the instigators of the effort are committed, there is no right time [to formulate a strategy for

sustainability] and no wrong time, up economy or down economy, so you might as well start now” (p. 187). There is no time like the present.

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