

**GX**

A large, solid red triangle is positioned in the top-left corner of the image, extending diagonally towards the center. The rest of the background is white.

**THE GREEN XCHANGE**

# GREENEQUALSGREEN

To find solutions,  
You need to understand  
The equation:

$$P \uparrow NR \downarrow C \$ \uparrow = C(R)$$

As population increases,  
the availability of natural resources  
decreases, raising costs and causing  
consumers to choose and regulators to act.

# SUSTAINABILITY DEMANDS

## **SUSTAINABILITY DEMANDS INNOVATION**

Every great leap forward was met with skepticism by those whose vision was too limited to see beyond the horizon.

Innovation, by its nature, requires the disruption of today in order to define the future.

If we are to have a future, it must be defined by sustainability, the pursuit of which is already disrupting today's status quo.

It only makes sense to put your best innovators on achieving sustainability.



# SUSTAINABILITY DELIVERS

## SUSTAINABILITY DELIVERS INNOVATION

Every great endeavor energetically pursued creates a ripple effect, advancing the cause and forever changing the conversation.

Will the pursuit of sustainability create the new Google? The new Nike? The new disruptive view of business models, markets, profits and consumers?

The answer is almost certainly yes.

Even if, like the last digit of  $\pi$ , 100% sustainability is never attained, its pursuit will most surely lead to new designs, new products, new services, new markets, new consumers, new business models, better margins and economic growth.

In the pursuit, we create victories along the way.

# WASTE EQUALS WASTE

**$Tx\$/Wa=(-Op)$**

If time is money, then time wasted is money down the drain.

When we waste time solving the same problem, we waste money.

When we improve incrementally what could be improved exponentially through shared action, we waste resources.

When we fail to capitalize on the economies of scale between us, we waste opportunity.

# CLOSE THE LOOP

## **CLOSE THE LOOP, GROW THE BUSINESS.**

Some words to live, and thrive, by:

Imagination is infinite. Resources aren't.  
Act accordingly.

Design products to be reused and reborn.

Everything has a use. Waste nothing.

Apply nothing to the product  
or process that harms.

Seek fossil fuel independence.

# OPEN INNOVATION NOT A WARRANT

## **LEAD THROUGH OPEN INNOVATION.**

When we are guided only by the light we carry with us, we see only where we are—the way ahead and behind remains dark. When we light the torches as we go, we truly lead, illuminating a path for all to follow.

We used to think the best way to win was through secrecy, competition, and proprietary trademarks.

Then the digital folks proved that an open model of shared knowledge for common use could be just as successful, if not more so.

# COMMON INTERESTS

## CONSIDER WHAT WE HAVE IN COMMON.

We all want sustainable innovation.  
We all have dedicated time and resources to it.  
We all have something to offer that each other  
could benefit from.

What if we shared?  
What could that lead to?

Shortcuts revealed by shared intellectual property  
could create new partnerships, and new revenue  
streams from existing knowledge.

Consider this:  
We share a common purpose. By sharing ideas,  
we could achieve uncommon results.

**JOIN**

## **JOIN THE EVOLUTION**

Nike envisions a world where our sustainable innovations are shared within the Green Xchange.

We have dedicated a decade worth of time, talent and resources to reducing our environmental impact and enhancing our positive impact on communities and workers around the world. Now, we want to maximize these efforts.

It's time to dust off the research, the assets, the knowledge, the innovation you've developed on sustainability. Imagine the impact it could have if we gifted it to the world.



**GX**

Feed it, live it, love it. Be loved.

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**INNOVATE FOR A BETTER WORLD**

