

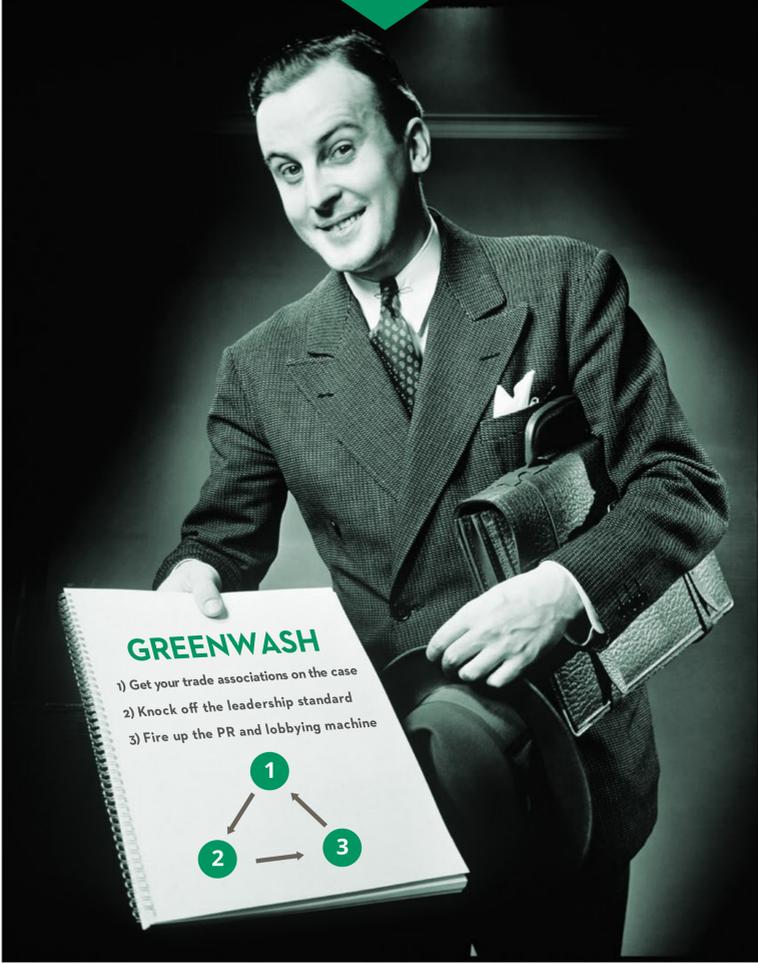
Imagine You're a Top Executive with a Major Corporation with Billions in Annual Sales...

A group of concerned citizens from outside your industry have come up with an environmental program that challenges your company, and others like you, to reform in fundamental ways.

You think this "leadership standard" is bad for business: not only does it tarnish your industry's public image, it could affect your ability to profit in a competitive global environment.

What To Do? Fortunately, There is a Playbook You Can Follow.

It's Greenwash 1-2-3!



1 Get Your Trade Associations on the Case

This is a situation that calls for collective action. Also, some of what needs to be done is best accomplished by surrogates. It could be bad for your brand if your company were to undertake this directly.



2 Knock Off the Leadership Standard



You need a program of your own that superficially resembles the leadership standard that you dislike, but that preserves and protects your core interests. It would look bad if you and your trade associations were to administer this tool directly.

Better to create a front organization. Naturally, you and your industry colleagues will control the board, but over time you can work to recruit representatives of organizations that make you look more balanced and independent to the outside world.

3 Fire Up the PR and Lobbying Machine



Now it's time to mobilize your army of communications and lobbying professionals: the best that money can buy. On the PR side, your people will generate wave after wave of reports, studies, articles and op-eds that put the leadership standard in a bad light and advance your own cause.

Through a thousand channels, you will make the case that the leadership standard is unscientific, expensive, and bureaucratic, while your tool is reasonable, business-friendly, grounded in science -- AND good for the environment. A major talking point will be that you are simply bringing choice to the marketplace, while the other side wants monopoly.

In the meantime, you will work to create a monopoly of your own. Your campaign contributions and lobbyists will pressure government to use your tool and ban your competition until and unless they change in ways acceptable to you. If the public sector has to use your tool, then over time you'll probably get significant traction in the private sector as well.

You have to admit that what you're doing is insidious. You are putting your industries' short-term interests over the public interest, while making it seem like the opposite. But this strategy will probably keep working unless your playbook is widely exposed and this produces a backlash against you.