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2010-09-30 Thomas Professor Sterner As Thomas Sterner points out, the economic 'toolkit' for dealing with environmental problems has become formidable. It includes taxes, charges, permits, deposit-refund systems, labeling, and other information disclosure mechanisms. Though not all these devices are widely used, empirical application has started within some sectors, and we are beginning to see the first systematic efforts at an advanced policy design that takes due account of market-based incentives. Sterner's book encourages more widespread and careful use of economic policy instruments. Intended primarily for application in developing and transitional countries, the book compares the accumulated experiences of the use of economic policy instruments in the U.S. and Europe, as well as in select rich and poor countries in Asia, Africa, and Latin America. Ambitious in scope, the book discusses the design of instruments that can be employed in a wide range of contexts, including transportation, industrial pollution, water pricing, waste, fisheries, forests, and agriculture. Policy Instruments for Environmental and Natural Resource Management is deeply rooted in economics but also informed by perspectives drawn from political, legal, ecological, and psychological research. Sterner notes that, in addition to meeting requirements for efficiency, the selection and design of policy instruments must

satisfy criteria involving equity and political acceptability. He is careful to distinguish between the well-designed plans of policymakers and the resulting behavior of society. A copublication of Resources for the Future, the World Bank, and the Swedish International Development Cooperation Agency (Sida).

1999-06 James A. McAlexander We changed our attitudes, we listened, we learned, we cooperated, and we took the initiative. - Granqvist, supervising forester, STORA. Over the past ten years, Swedish forest products giant STORA has transformed its forest management to implement and verify a commitment to sustainable forestry. The company has hired a staff ecologist, implemented ecological landscape planning, brought local environmentalists into its management planning, retrained its workforce, and adopted new forest conservation measures. Most recently, STORA became Europe's first major timber company to have a large block of its forests certified by a third party as sustainably managed. Headquartered in Falun, Sweden, STORA is one of the largest forest products companies in the world with 1996 sales of \$5.9 billion. The company ranks fifth worldwide in paper and board production, producing 1.9% of the world's production compared to 3.2% for industry leader, International Paper Co. STORA sells primarily paper products, but also runs four sawmills and is involved in power

production, banking, and associated financial operations. The company owns a total of 2.3 million hectares of forest, primarily in Sweden, but it has holdings in Portugal and Canada, as well. In 1996 STORA became one of the first large commercial forestry operations in the world to attain third-party certification. The Forest Stewardship Council (FSC), the oldest and most credible certification system with environmentalists, certified STORA's holding in the Ludvika district. STORA's size and its importance in the global forest products industry makes its actions a milestone in the development of sustainable forestry. As STORA's evolution towards sustainable forestry indicates, certification has already become a strategic consideration for some forward-looking companies.

1999-06 Catherine M. Mater As experience grows with sustainable forest management (SFM) practices throughout the world, one single factor continues to emerge as noncontroversial: SFM practices do appear to cost more to implement in the forest. It is this factor that continues to drive the debate over whether SFM practices are economically-feasible for the forest products industry. If SFM proponents fail to recognize the importance of helping industry to increase the higher value of wood produced with equal or less resource use, then incentive-based efforts to infuse SFM practices and certified wood product development into accepted industry standards

will not succeed. Finding ways to foster the adoption of emerging technologies that enable the forest industry to accomplish better bottom-line results could prove to be of significant benefit to fast-tracking the implementation of SFM practices worldwide. Identifying these emerging technologies, however, and providing a pathway for easier entry into the market is no simple task. This Emerging Technologies note highlights some of the most promising technologies, techniques, and strategies that may foster the implementation of SFM practices by offering improved environmental and bottom-line results to the forest products industry.

1999-06 Tony Lent "The forest products industry ranks as one of the world's most important industries; for the global economy and the environment. It represents close to 3% of the world's gross economic output. The forests upon which it depends are among the most critical ecosystems for the health of the planet and for human well-being. The size of the industry, its links to the rest of the world economy, and the importance of its resource base for environmental services make it the target of intense public scrutiny and government regulation. Understanding sustainable forestry requires understanding the evolving dynamics of the forest products industry an evolution that is increasingly making the cost of wood a smaller fraction of the final value of a forest product. Two

frameworks are used here as prisms through which to view the industry. The first section describes how the major business and environmental trends sweeping the industry are transforming Sustainable Forest Management (SFM) into a major industry force. It then outlines the most critical nonenvironmental drivers that make or break all businesses within the industry, and explains how they will influence sustainability issues. The second section describes how all these forces play out within each of the three major industry segments: paper, solid wood, and engineered wood products, and maps out in which parts of the industry sustainable forestry is already a major issue, where it is not, and why. This approach makes sense given the history of SFM. Most sustainable forestry businesses have started from the forest, then tried to move forward to the market. An analysis that assesses the industry and links market conditions back to sustainable forestry supply capabilities reveals where sustainable forestry is well integrated, where it may not have much current opportunity, and where opportunity for closer end-market integration remains untapped. The forces transforming the industry include: tightening supplies, a shift in production regions, globalization, increased raw material efficiency, intensified product consistency, and heightened government regulation. Just as these forces are affected by environmental pressures, they also have environmental impacts of their own. As

population growth and burgeoning economies spur the consumption of forest products, wood supplies are tightening worldwide. While no crisis is imminent, the industry is turning to new regions, especially South America and South Asia, as a source for wood. It is also gradually shifting from a supply based largely on natural forests to one that depends on plantations, many located in the southern hemisphere. Just when environmental restrictions are curtailing wood production in many northern countries, heightened demand elsewhere is causing the industry to expand into delicate ecosystems in the Southern Hemisphere. Meanwhile, the industry is becoming increasingly globalized, with raw materials sourced throughout the world to create products for equally diverse markets. Shifts in producing regions and globalization are creating new opportunities for value-added industries in the southern hemisphere. Primary and secondary processing industries will follow wood supplies for financial reasons, as timber producing nations try to capture a larger share of the production from forest products. These changes will draw significant investment to the Southern Hemisphere. Globalization brings improvements in communications, shipping, and distribution that facilitate the transfer of knowledge about state-of-the-art forest management techniques. These same developments make the emergence of an international trade in certified forest products

possible. As capital travels to formerly untapped forest reserves, for example those in eastern Russia, the forces unleashed by globalization will exert even greater pressures on forests worldwide in the next twenty years. Evermore efficient raw material use and increasing product standardization are also contributing to the industry's transformation. Over the past several decades, the industry has created many technological silver bullets that enable it to create more product from less wood. The industry-wide drive for standardization and consistency is moving down the value chain from final consumer products through to the forest. Instead of emphasizing efforts to use individual species such as oak and cherry, resources are now allocated to figure out how to make a vanilla feedstock such as rubber wood look and perform like oak or cherry. Eventually, this trend will lead to more investment in processing assets that can guarantee consistency, and a movement toward either tree plantations or homogenization during primary and secondary processing. Environmental forces have flexed their political and market muscles, placing the forest products industry under intensifying public scrutiny and government regulation of its environmental performance. New regulations and market initiatives are curtailing access to government controlled forest resources, and influencing the management of private forests. While a number of international

agreements designed to improve forest practices might eventually affect the industry, few now have the teeth to do so. In the past five years "certification" has emerged as a nongovernmental initiative that may further transform the way the industry manages its forests. Certified forest products are defining the market for wood products grown in an environmentally sound fashion. While the full impact of certification is still unknown, if it focuses the concerns of consumers and purchasers on the quality of the forest from which a product is harvested, and if certification is widely adopted, it could dramatically improve forest management and change markets. How the business and environmental forces affect the paper, panels, and sawnwood segments of the industry will determine, in large measure, the future of sustainable forest products. The paper industry, with its massive capital investments, huge pollution abatement costs, extreme business cycles, and susceptibility to buyer power, has long been beleaguered. The paper industry's recent shift to greater use of recycled paper demonstrates both its vulnerability to outside pressures and its ability to adapt rapidly to a new business environment. Panels and engineered wood products may be a model for the future. Products in this segment, capitalizing on rapid-fire technological advances, are among the fastest growing in the industry. From an environmental perspective, these products' ability to use a variety of woods

now makes them more attractive than plywood, the once dominant panel product. On the other hand, certified panel products will be much tougher to bring to market because it is so difficult to ensure that all the woods used in them come from sustainably managed forests. Sawnwood products draw most of the attention from the certification community. The sawnwood segment is more fragmented, less capital intensive and adds relatively less value to its products than paper or panels. Sawnwood companies in temperate regions that produce hardwood will have opportunities to sell to markets opened up by a new resistance to tropical hardwoods. The forest management practices of softwood producers, however, are under heavy scrutiny, and they will find fewer opportunities to leverage superior forest management. Although tropical countries are under enormous international pressure to improve their forest management practices, most of the internal and Pacific Rim markets they serve, so far, remain relatively uninterested in the environmental qualities of forest products. Niche opportunities, though, are available in Europe to tropical producers that can produce certified forest products. In the future, the successful forest products company will understand and embrace the forces that are transforming the industry. Environmental trends are at the leading edge of these changes, and will be instrumental in determining the industry's winners and losers. Companies that understand the role of the

environment will profit by doing so: Those that underestimate the force of environmental issues will do so at their peril."

2004 Ed Bowker Staff

1999-06 Eric Hansen Born during the cut and run days of early twentieth century America, Weyerhaeuser defied conventional industry logic by holding onto timberlands after they were cut rather than walking away. By the late 1930s, the company was faced with a decision: What to do with previously logged land on which natural regeneration had been ineffective. It decided to regenerate forests and grow timber as a crop, first by seeding harvested areas (1940s) and later by planting seedlings (1950s to present). Beginning in the 1960s, Weyerhaeuser began producing seedlings in nurseries and integrated replanting into its plantation operations. Following this strategy, Weyerhaeuser, headquartered in Federal Way, Washington, has become the world's largest private owner of standing softwood timber, North America's largest producer of softwood lumber, and the world's largest supplier of softwood pulp. Weyerhaeuser initiated sustained yield forestry to provide a guaranteed and consistent supply of wood, not out of direct concern for the environment. However, the company has come to realize that by investing in a long-term strategy, their decisions have positive ecological and economic consequences that will

amplify into the future. Over the past thirty years, Weyerhaeuser has developed a form of sustainable forestry based upon high-yield plantations that are among the most productive in the world. This high-yield model provides higher returns while simultaneously minimizing overall environmental impacts by producing high-quality wood and fiber on substantially fewer, continuously regenerated, acres. In this sense, the Weyerhaeuser Forestry model may facilitate both environmental and economic sustainability.

1999-06 Eric Hansen Sustainable forest practices have become a pivotal issue within the forest products industry for a variety of reasons ranging from a broad sense of environmental awareness and responsibility to a more self-interested concern for maintaining the economic productivity of forests. Whether the forest products industry widely adopts sustainable practices, however, depends on their long-term economic viability. The development of broad demand and markets for sustainably produced wood products will be a key component of that economic viability. The efforts of retailers J Sainsbury plc (JS) in the United Kingdom and The Home Depot (HD) in the United States to stock their shelves with products drawn from well-managed forests place them at the forefront of this global issue. These large, respected retailers are uniquely positioned to merchandise sustainable forest products to the mass market and by so doing,

lend credibility to these products and demonstrate the importance of the issue to the industry and the public. The buying power of these two companies is of such a magnitude that their purchasing practices can exert a strong influence on the forest products' industry worldwide. The initial programs of these two retailers and that of the 1995-Plus Group, a group of major wood products buyers in the United Kingdom, indicate that retailers and large wood products buyers will be instrumental in cultivating consumer awareness of certified products, as well as pulling suppliers toward certification and sustainable forest practices. A comparison of the activities of the two companies, which operate in different competitive, cultural, and political environments, identifies a variety of salient issues that will influence whether or not their initial efforts to market certified products are successful. The ability of these retailers to obtain and merchandise sustainable forest products is a barometer for the future direction of sustainable forestry. The material presented is drawn from a number of different sources and research methods. In-depth interviews with senior executives, wood products buyers, marketers, environmental managers, store managers, and retail employees from both companies were the primary sources of data. These interviews were balanced by discussions with the 1995-Plus Group, competing firms, and suppliers, visits to stores of both companies in different regions while posing as consumers,

and supplemented with a review of published materials.

2001 People like forests- they have many emotional and cultural attachments to them. They also like forest products - and need increasing quantities of them. But they often don't like, don't understand, and don't trust what comes in between: forest management, which lies at the interface of public services (biodiversity, watersheds, etc) and private goods (timber, food, etc). Certification was developed to independently verify the quality of forest management, to communicate this to market players, and so to improve market benefits for the products of good management. The growing influence of the Forest Stewardship Council is one of the most striking recent developments in forestry. Certification is increasingly common in all continents. But has it actually improved forest management? Has it created sufficient market incentives? Above all, has it enabled trust to develop between stakeholders, so that they can work together better, to build the institutions required for sustainable forest management? This book is the result of two years' study by IIED and collaborators in several countries: it provides evidence for considerable policy and institutional change as a result of certification, and the beginnings of change in forest and market practice.

1998

1999-06 Catherine M. Mater "The Menominee Tribe has lived in northeast Wisconsin and on Michigan's Upper Peninsula for generations, where ancestral tribal lands once encompassed more than 10 million acres. Following several treaties and land cessions, the Menominee people established a Reservation in 1854 totaling 235,000 acres of predominantly timber land. Since then, the backbone to the economy of the Menominee Nation has been its forests and the industry surrounding the sustainable management of that resource. The Menominee Tribal Enterprises (MTE) has been an engine of the Menominee economy over the last 140 years and, within the last 30 years, has pioneered the implementation of sustainable forest management (SFM) throughout the Menominee Forest. Today, the Menominees remain the only Native American tribe to have their forestlands independently certified as being sustainably managed. They are also the only forestlands operation in the United States and Canada that holds dual environmental certification from both the Forest Stewardship Council-approved SmartWood and Scientific Certification Systems (SCS). The concepts of sustainability in forest ecosystems and surrounding the communities that the Menominee have practiced for so many years include three components of a sustainable forest system: The forest must be sustainable for future generations. The forest must be cared for properly to provide for the many varying needs of people over time. All the

pieces of the forest must be maintained for diversity. Looking closely at what MTE has accomplished in SFM and product development during the last twenty-five years provides unique insight into the economic opportunities and constraints that face other forest products operations considering SFM practices. With a twenty-five-year track record, MTE is one of the few examples in the world where realized forest management performance over time can be compared with intended results to determine whether SFM actually does what it is purported to do: Increase the quality and volume of wood grown in a forest system over time. Provide more consistent and stable annual harvested timber volumes while maintaining or improving forest ecosystems. Maintain or improve a forest ecosystem health that recognizes the value of multiple uses of a forest. Sustain communities that surround the forest through job generation and the creation of educational opportunities. Increase the value per unit of wood products produced from SFM forest resources through documented performance in the marketplace. MTE's forest management choices may not apply to all forest products concerns. MTE's management and decision-making structure does not appear to be well suited to the management of larger private forestry operations in North America and Europe. It could, however, be applicable to forest businesses owned and/or operated by other tribal or native entities throughout North and South America, and smaller privately-owned

forest products concerns worldwide. Equally important, MTE's process of managing tribal forests and the techniques it uses may be well suited for managers of public forestland throughout the world, especially those required to balance the multiple use of forests and deal with the issues of community and public stakeholder trust in the management of the forests."

2000

2005 Kerstin Canby

1999-06 Diana Propper De Callejon Destruction of the world's tropical forests remains a dramatic problem. In the midst of this destruction, sustainable forest management (SFM) has grown from a theoretical concept to a set of practical, procedural guidelines for harvesting natural forests in a way that minimizes damage to forest and ecosystem, while maximizing sustainable economic value. Still, the commercial viability of SFM has not been clearly demonstrated. Precious Woods, LTD., a Swiss-founded corporation active in Costa Rica and Brazil, is one of the few companies in the world attempting to conduct SFM. This case study examines Precious Woods' efforts to establish a sustainable tropical forestry business in Brazil, and identifies both the company's challenges and potential. This report is a project of The Sustainable Forestry Working Group

Individuals from the following institutions participated in the preparation of this publication: Environmental Advantage, Inc. Forest Stewardship Council The John D. and Catherine T. MacArthur Foundation Management Institute for Environment and Business Mater Engineering, Ltd. Oregon State University, Colleges of Business and Forestry Pennsylvania State University, School of Forest Resources University of California at Berkeley, College of Natural Resources University of Michigan, Corporate Environmental Management Program Weyerhaeuser Company The World Bank, Environment Department World Resources Institute

2018-04-04 Jopke, P. This research critically examines implementation gaps and externality problems associated with the recent proliferation of zero deforestation commitments (ZDC) by large commodity producers. By developing and employing a hierarchical framework, we evaluate

2005-01-01 Thorsten Mrosek The concept of criteria and indicators (C&I) for sustainable forest management (SFM) is suitable for defining, measuring and assessing sustainability in forestry. Within this study, the concept was developed further to a C&I system for application at the local level and tested as a case study at the Haliburton Forest & Wild Life Reserve Ltd. in Canada. The research involved: development of a generic set of local level C&I,

identification of verifiers and norms, field testing the C&I, development of indicator measurement databases, assessment of the state of the forest and its management, and the application of adaptive management procedures. Based on the generic C&I system for SFM and the comprehensive field test, the study provides a model for evaluating sustainability in the management of temperate forests around the world.

2004

1999-06 Tony Lent Most forest products analysts exploring the market for sustainable forest products have been searching for the green consumer. They have assumed that the well-documented consumer concerns about the impact of the industry on the forest would make consumer demand the dominant force propelling the industry toward sustainability. While consumers' concerns about the industry's environmental impact remain important, many other, more powerful, forces are at work that will lead to an overall market shift towards sustainable forest management (SFM). These factors are converging to shift environmental attention on the industry from process controls and recycling to the management of forest resources. Today, a greater emphasis on the entire life cycle of forest products is pushing environmental concerns through the value chain from retail stores and pulp mills back down to the forest

floor. This paper assesses the major drivers and pressures on the forest products industry that are combining to bring about more SFM; thereby, significantly increasing the volume of sustainably produced forest products entering the markets. The paper first looks at push drivers - those drivers putting pressure on the industry, pushing it towards greater sustainability. Second, external pull drivers are examined. These are incentives that encourage the forest products industry to change its practices and operate more sustainably. The third section describes how these push and pull drivers are converging to gradually create a market for sustainably produced forest products. Finally, geographic and industry structure factors are examined to identify how and where the transition to sustainable forestry is most likely to emerge.

1999-06 Jeff Romm This case study supports the concept that sustainable forestry is a process of adaptive learning that depends upon spontaneous innovation, investment, and institutional reform.

2000-01-01 Costa Rica was once one of the most deforested countries in the world. Today it is a pioneer in reforestation, forest management, and forest protection policies. The report describes the evolution of these policies since the 1950s, focusing on internal and external influences, particularly those of the World Bank. This case study is one of six

evaluations of the implementation of the World Bank's 1991 Forest Strategy

2013 César Sabogal This paper reports on three regional assessments carried out to identify and draw lessons from on-the-ground initiatives in multiple-use forest management in the Amazon Basin, the Congo Basin and Southeast Asia. In all three regions, information was collected through interviews with country-based forestry experts, forest managers and technicians. A complementary, web-based questionnaire further examines the reasons for the successes and failures of multiple-use forests management initiatives.

1998 Sustainable Forestry Working Group This volume provides 16 detailed case studies of major companies representing each step in the commercial chain from forest management to retailing forest products. The studies, from around the world, demonstrate what the shift to sustainability means for businesses involved in forest products - some of the world's most important renewable resources. Introductory chapters characterize the process and the gains for all companies, organizations and business schools engaged with sustainable forestry.

2008-01-01 Patricia Shanley A focus on forest management standards. NTFPs within the forest management certification framework: challenges and recommendations. Accessibility and applicability of NTFP certification. A

Country case study: NTFP certification in Brazil. Opportunities and challenges of NTFP certification. Social opportunities and challenges. Market and economic opportunities and challenges. Legal and institutional opportunities and challenges. Broader applications for standards and certification. Collaboration and Harmonization: the way forward?.

1999-06-01 MacArthur Foundation Increasingly, countries encounter a dilemma: How to protect their forests while maximizing their economic potential. In developing countries the dilemma is particularly acute. Poverty leads to multiple, short-term demands on forests, and governments in poorer countries are often unable to mediate economic demands on forests with the broader concerns of forest sustainability. In such an environment, wood products companies find it harder to secure reliable supplies of high quality tropical hardwoods, and to operate where governments are increasingly regulating forest management. Portico, S.A., of Costa Rica, has confronted those challenges by adopting sustainable forest management (SFM) as a means to obtain a stable supply of high quality logs that it can use to manufacture high-end residential mahogany doors and accommodate increasingly stringent controls on the use of commercial forests. This booklet contains the history of logging practices in Costa Rica as well as Portico's market and strategic decisions.

1997 Sustainable Forestry Working Group

1998-05 Scott M. Mater In 1990, with the forests of British Columbia the focus of economic, environmental, and social conflict over resource management, British Columbia's Ministry of Forests established the British Columbia Forest Resources Commission. At the time the public was vocal in its concern over the visual impacts of clearcuts. Forest communities were dissatisfied over the loss of jobs because small operators were unable to gain access to timber and with the processing of harvested trees outside the region; and in those communities demand was rising to develop smaller value-added wood product manufacturing. The commission was mandated to examine the state of the province's land base, recommend ways to improve its management, and address the economic and social issues. In 1993, the commission recommended that the provincial government conduct a pilot project to evaluate new forest management techniques that would embrace an ethic of enhanced stewardship. The project was carried out in the Vernon District of the Kamloops Forest Region with a goal of balancing the old values of forest economics with new values that support the preservation of wilderness, environmental protection, water quality, recreation, and community stability. This case study examines that project.

2002 Asia-Pacific Forestry Commission

1999-06-01 Michael Jenkins A range of powerful forces -- increasing demand for wood, uncertain and decreasing supply, increasing environmental pressures, and growing markets for environmentally certified wood -- are changing the way the forest products industry conducts business. Forward-thinking firms have recognized the significance of these forces and are developing a new business model, one that will not only sustain revenues, but can ensure the long-term health of the forests upon which the industry depends. The Business of Sustainable Forestry integrates and analyzes a series of 21 case studies of industry leaders carried out by the Sustainable Forestry Working Group. The motivations of the pioneering firms studied are as varied as their characteristics, yet each has made significant progress. The authors of this book argue that the operations that have been most successful are those that have integrated sustainable forestry principles and practices into their overall corporate strategy. The book: describes the forces that are pushing the industry toward sustainability presents an overview of the new techniques and technologies that are making sustainable forestry more feasible than ever presents in clear, engaging prose company profiles that demonstrate both the promise of and the obstacles to sustainable forest management gives a clear-eyed look at practices such as certification and their capacity to transform the forest products market provides conclusions drawn from the

cases by Stuart Hart of the University of North Carolina and Matt Arnold of the Management Institute for Environment and Business offers a succinct set of lessons learned The Business of Sustainable Forestry is the first book to present a composite snapshot of the business of sustainable forestry and the lessons learned by early adopters in form and language accessible to the general business reader. Forest and natural resource managers, forest products industry managers, and students and academics in schools of business and forestry will find the book a unique and valuable guide to an industry in transition.

2012-12-06 Wolfram Kägi Climate change is one of the major global environmental problems, one that has the potential to confront us with great costs during the decades to come. Climate change is caused by emissions of greenhouse gases (GHGs) such as carbon dioxide (CO₂). As deforestation leads to CO₂ emissions and growing forests sequester CO₂, forestry projects provide us with options to mitigate CO₂ effects. This study analyses the contribution forestry projects can make within the context of climate change. The contribution of forestry projects is here discussed on two levels. On a first level, the CO₂ effect of individual projects is analysed. On a second level, the study asks whether the analysis of forestry projects can contribute to questions on climate change which have been discussed in the economic literature during the past two

decades. While most studies on forestry projects focus on particular details, predominantly on technical issues, this study takes a rather broad perspective, drawing together different relevant aspects: the stability of international agreements is discussed, costs and benefits of reducing GHG emissions in industrial countries are reviewed, the underlying causes of deforestation are analysed and insights from resource economics are taken into consideration. Such a wide perspective allows the identification, discussion and appreciation of problems and opportunities associated with forestry projects in the context of climate change which are otherwise not recognised.

1999-06 Catherine M. Mater The discussion of the certification of forest systems has, until recently, revolved largely around the forests

and those landowners who elect to invest in certification. However, the response of wood products manufacturers to certification efforts and their willingness to work with certified wood is as important to the acceptance of certification as timber producers' willingness to adopt it. If certification is, as many argue, incentive-based and market-driven, then a system must be in place beyond the forest that tracks certified wood flow through to finished products for consumers. Between the forest and the consumer stands the wood product manufacturer. Wood product manufacturers have their own set of criteria for deciding if and when to invest in certification. Some argue that in the present environment investment in certification is premature, since many questions about its economic viability and performance remain unanswered. They ask, for instance: Is

there documented demand of sufficient size for certified wood products in the marketplace to warrant manufacturers to change their traditional business practices? Can a wood product manufacturer capture a premium off the sale of certified wood products? Is there added market and business advantage to offering certified wood products that is demonstrated in either increased product market share and/or increased company visibility? Can a manufacturer be cost competitive in product development if required to separate certified and noncertified wood supply and finished product at the production facility? Can certified wood production make a positive difference to the business bottom line? The business case surrounding Colonial Craft provides some surprising answers.

2001