

Ahead for Business

*A team-based sustainability
roleplaying game*



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OVERVIEW

Objectives of the Game

The following roleplaying activity is designed to provide insight into the challenges of developing sustainability visions and strategies in a scenario of competing priorities, inhibitors and crises. In the game, 70% of participants are asked to represent different ‘company employees’ within a fictional organisation (e.g. CEO, CFO, Head of Marketing, etc). 30% of participants are asked to represent the ‘external stakeholders’ that influence the goals of that fictional organisation (e.g. shareholders, suppliers, consumer groups).

The goal of the game is for the ‘company employees’ to create a sustainability vision and strategy for their organisation, which meets the needs of their external stakeholders. During the game they will be given 40-45 minutes to create a 3-5 minute presentation, in which they will outline their vision and strategy. Every 5 minutes in the game is equivalent to 1 month in the real world, meaning that there is the risk that external ‘events’ and ‘crises’ may happen during their development period, to which they must respond and adapt. In order to develop a successful vision and strategy, each company will need to balance three core tasks:

1. Negotiating with different employees within their organisation (each of whom has competing challenges and needs);
2. Negotiating with external stakeholders (each of whom has competing needs and priorities); and,
3. Adapting their vision and strategy in line with unexpected events and twists that may occur during the game.

At the end of the game, the CEO of each of the fictional companies will give a short presentation about their sustainability vision and strategy to the participants who represent their external stakeholders. These external stakeholders will then rate the presentation, based on the degree to which that company has aligned their vision and strategy with the needs and priorities of their external stakeholders.

This final ‘rating’ is designed to motivate participants by creating a sense of friendly competition. Unofficially, however, the goal of the game is not to ‘win’. Instead, the goal of the game is to provide participants with greater ‘primacy’ of insight regarding the difficulties of creating a sustainability vision and strategy that can account for the evolving needs of multiple challenges, stakeholders and events. If possible, it is worth playing the game twice, to provide all participants with the chance to play ‘company employees’ at least once.

Copyright and Contributions

This roleplaying scenario has been developed by Dr Duraid Jalili and Dr Fatima Wang of King’s College London. The development process involved contributions from... Evan D’Alessandro,

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Additional Opportunities

If you have any questions regarding the game design or the instructions provided, or if you would like to discuss the possibility of collaborate on developing similar roleplaying scenarios, please reach out to environmental-security@kcl.ac.uk

INSTRUCTIONS FOR FACILITATORS

Overview of Phases of the Game

1. Allocate the players to specific roles (either by delegation or self-selection)
2. Set up the room and provide an overview of the game
3. Answer any questions raised by participants
4. Give participants 45 minutes to play the game (whilst administering challenging 'events')
5. Give each company the opportunity to present their 'vision and strategy'
6. Present each company with the final 'rating' from the external stakeholders

Phase 1: Allocate the players into specific roles (can be done in advance of the session)

Before the game, the participants should be divided into specific roles. Depending on your preference, you can allocate participants to a specific role yourself or you can let the participants choose which role they wish to play (i.e. within the roles available). The details for these roles are provided below:

Group 1 (the 'company employees')

This group will be made up of between 3-8 people (depending on the number of participants). Each participant will represent a different 'function' or 'role' within the company (e.g. CEO, CFO, Head of Marketing, etc). Most importantly, whichever participant is playing the role of 'CEO' will make the final decisions on the sustainability vision and strategy and will need to give the company presentation at the end of the game.

Group 2 (the 'external stakeholders')

The remaining players will represent the 'external stakeholders' for Group 1. In order to develop their strategies, the 'company employees' from Group 1 will need to consult and negotiate with these external stakeholders. The participants in Group 2 will also be responsible for rating the final sustainability 'visions' and 'strategies' that are presented at the end of the game.

If you do choose to allocate the players yourself, then your decision on which participants to allocate to which roles depends on what outcome you wish to achieve. For example, you may wish to allocate individuals based on their professional expertise, personality, or level of interaction within your course.

Depending on the number of participants, you may wish to divide the players in the following ways:

No. of Players	Player Roles
3-5	<ul style="list-style-type: none">• All participants will represent the 'company employees' of one company.• The facilitator will represent the 'external stakeholders'. In order to negotiate with the external stakeholders, the participants will need to say which 'external stakeholder' they wish to speak to each time they interact with the facilitator.
6-10	<ul style="list-style-type: none">• 5 participants will represent the 'company employees' of one company.• The other participants will represent the 'external stakeholders'.
11+	<ul style="list-style-type: none">• 70% of participants will play the role of 'company employees'. They will be divided into different 'companies' with a minimum of 3 people per company (but ideally at least 5 people per company).• 30% of participants will be allocated to the role of 'external stakeholders'

A handout with a 'summary' of all of the individual roles is available in the player handout further down in this document.

Phase 2: Set up the room and provide an overview of the game

There is no specific way in which you 'must' set up the room for this game. However, you should ensure that participants can move around the room and to engage with other players. As such, try to achieve the following criteria:

- The 'employees' of each company have their own table or area where they can compile their sustainability vision and strategy.
- The 'external stakeholders' are located in one or more areas that are easily accessible for all company employees (i.e. for negotiations).
- There are one or more areas in which individual 'company employees' and 'external stakeholders' can go if they want to have a 'side bar' conversation (i.e. they don't want the other companies or stakeholders to hear their discussions).

One option for achieving this is to push the tables and chairs to the outer perimeter of the room (i.e. up against the walls). This creates an open space in the centre of the room in which participants can move between stakeholders and can have 'open' or 'private' discussions.

Overview of the Game:

Please read the following checklist and instructions to the participants at the start of the game. This is information they should already know if they have received the player handout. However, it is useful to reiterate it to ensure that all participants have a shared understanding.

1. Goal. The goal of this game is to develop a sustainability vision and strategy for a company, which accounts for the needs of external stakeholders.
2. Roles.
 - There are two groups, the 'company employees' and the 'external stakeholders'. The company employees are responsible for creating their sustainability strategy. The shareholders are responsible for influencing this strategy and rating the final presentation.
 - You should all be aware of what company you are representing. This will either be a real company of our choice, or one of the fictional companies provided for this game. If you have chosen a fictional company, you should have access to a one-page brief about that company.
 - You should also be aware of what individual 'role' you are representing. And you should each have a one-page brief of the goals and challenges of that specific role.
 - Please make sure that you have reviewed these documents before the start of the game.
3. Activity
 - You will have 45 minutes to create and influence the company strategy.
 - You are welcome to undertake your negotiations and team discussions in whatever way works best for your organisation.
 - Please be aware that the CEO in each company has final say on all areas of negotiation and strategy development.
4. Presentations
 - At the end of your team collaboration, your CEO will present the vision to the company shareholders, who will give them a rating of between 1-10 (1 being the lowest, 10 being the highest). They will rate your presentation based on how far it aligns with their needs and priorities. After all of the presentations have finished, we will compile the scores and announce which company has the most persuasive strategy.
5. Any other questions?

Phase 3: Answer any questions raised by participants

As the game is currently undergoing development, we cannot confirm what questions your participants will ask. We would be grateful if you could provide feedback to us on any questions or recommendations they may provide by emailing environmental-security@kcl.ac.uk

Given the nature of the game, however, it is likely that many of the participants' questions will relate to issues that do not require an official response. For example:

- Issues that they must make decisions about as a team (e.g. who should negotiate with individual stakeholders, who should be in charge of compiling the presentation);
- Aspects of the game that relate to real world dynamics (e.g. why are some roles less 'powerful' than others, why did you change the

In such instances, rather than providing them with a definitive answer, you can tell them that this is representative of ambiguities they will face in a 'real life' work environment and tell them that it is up to them how they wish to address this within the game.

Phase 4: Give participants 45 minutes to play the game (whilst administering challenging 'events')

The main phase of the game is when participants develop their strategies and negotiate with external stakeholders. They are allowed to do this in whatever way they wish and can move around the room freely. During this phase, the facilitator has two main tasks:

- (A) If you are representing one (or more) of the 'external stakeholders' then you will need to make yourself available to companies who wish to negotiate with you.
- (B) You will also need to administer some 'events' or 'changes' during the game, to which the companies and stakeholders will need to respond. Further details on these 'events' are available below.

Example 'Events' to administer during the game:

Event Type 1 'Changing Roles'	Change the roles or goals of individual participants, based on changes that could occur in real life. For example: <ul style="list-style-type: none">• Announce that participants in one or more of the teams have recently applied for and been given a new job with a different company. Move these players to a different team.• Announce that an individual within a team has taken 'official leave' due to a family emergency. Remove this player from the game for 5 minutes.• Provide external stakeholders with an updated set of priorities that they should factor into their decisions. It is up to those stakeholders whether they communicate this to the companies, or whether they wait for the companies to approach them. Example priorities include:<ul style="list-style-type: none">○ Shareholders: 20% of your company's shares have just been bought by an 'environmental shareholder advocacy' organisation. Although they do not have enough leverage to change the course of shareholder votes just yet, they are helping to coordinate greater focus and pressure on the company's sustainability goals. Please start to represent their interests in a proportionate manner.
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Event Type 2
'Systemic Crises'

Announce certain 'crises' that have occurred in the wider world. Inform all participants – including company employees and external stakeholders – that it is their decision how their organisation would respond to this.

Potential examples include:

- Consumer Groups: New polling indicates that 70% of your members are no longer happy to support businesses that do not have a clear vision and strategy to achieve Net Zero by 2045.
- Suppliers: You have gained a potentially lucrative contract with a competitor of the company you currently supply. This increases your willingness to push for long-term contracts and financial support for sustainability initiatives.
- Provide external stakeholders with priorities that increase their desire to work with each other, to achieve a force multiplier effect.

- Several of your trading countries have shifted into recessions. This has affected consumer confidence and reduced their willingness to pay more for goods and services.
- A major environmental disaster strikes a key trading country, affecting access to suppliers and requiring a humanitarian response.
- New environmental legislation has been signed which will require your company to integrate sustainability criteria within supplier contracts.
- Increasingly stringent ESG regulations puts several of your suppliers out of business. You are now highly reliant on your remaining suppliers in the short term, until you can find alternatives.
- Rapid technological advances are reducing the need to retain personnel whose role is to implement routine back-office processes.

Event Type 3
'Public Relations Crises'

Announce certain 'crises' that require an immediate marketing and PR response from the companies. Tell the companies that they are required to delegate one of their officials to give a public response to the crisis within 3 minutes. This response will be delivered to one or more specific 'external stakeholders' who will rate the different responses from 1-10 and feed this into their final rating at the end of the game. For example:

- A news outlet has released an investigative report, which shows that a factory being used by the company has forced its employees to operate in hazardous conditions with limited pay and no labour rights. Please deliver your company response to the 'consumer group' in the next 3 minutes.
- An independent report has accused several companies (including yours) of greenwashing and a lack of transparency surrounding your sustainability plans. Please deliver a response to the 'consumer group' in the next 3 minutes.
- A whistle-blower has leaked emails that appear to demonstrate that some senior officials in your organisation are sceptical of some of the predictions surrounding climate change and have raised questions of how far the company could 'massage the narrative' to appease consumers. Please deliver your company response to the 'consumer group' and 'shareholders' in the next 3 minutes.
- Environmental protests have disrupted your supply chains. They are demanding that you rapidly divest from polluting suppliers and

assets. Please deliver a response to your 'shareholders', 'supplier' and 'consumer group' in the next 3 minutes.

- A shift in your competitors' practices has created an increased level of market saturation. Please deliver a short marketing message to your 'consumer group' in the next 3 minutes, to differentiate yourself from your competitors.

The examples above have been provided for ease of reference. However, you are not required to use these specific crises and are welcome to create your own (or to use large language programmes, such as Chat GPT, to generate randomised crises).

The type, number and timing of the events that you introduce during the game is entirely your choice. However, please try to account for the fact that 5 minutes in the game is meant to represent one month in the real world.

Phase 5: Give each company the opportunity to present their 'vision and strategy'

In the final phase of the game, you will give each CEO an opportunity to present their sustainability 'vision and strategy'. The length of time that you provide to each CEO will depend on how many teams you have and how much time you have in the session. However, we recommend that you provide them with no more than 3-5 minutes to ensure brevity. You may wish to cut their presentation off if it exceeds their allotted time (depending on how lenient you are feeling).

Phase 6: Present each company with the final 'rating' from the external stakeholders

Whilst the CEOs are delivering their presentations, the 'external stakeholders' must write down a 1-10 rating for each presentation (depending on the degree to which each company's vision and strategy aligns with that stakeholder's needs and priorities). After all of the presentations, you will combine the ratings from each stakeholder and will present the final scores to the teams.

If you have sufficient time following the final scores, you can provide the external stakeholders with the opportunity to comment on one or two key 'factors' that influenced their ratings. Sample questions to prompt discussion could include:

- For external stakeholders:
 - What were the key 'factors' that influenced your ratings?
- For company employees:
 - What were the main challenges you faced in creating your vision and strategy?
 - Which stakeholders did you prioritise with your vision and strategy? And why?
 - To what degree do you feel like balancing needs of multiple external stakeholders is an impediment to progress?
- For all:
 - How far did your pre-existing personal relationships with other participants affect your decisions or agreements?
 - How far did you feel pressure to...
 - How far did you feel that you needed to sacrifice...

PLAYER HANDOUTS

This handout should be provided to all players prior to the game.

STRATEGIC CONTEXT

Increasing focus on Environmental, Social, and Governance (ESG) in the commercial sector has created risks and opportunities for businesses, suppliers, shareholders, and consumers alike. Governments, regulatory bodies, and investors are increasingly scrutinizing companies' ESG performance. Organisations that fail to meet ESG standards risk losing investor and consumer support, as well as access to a new generation of employees with strong environmental ethics. This has resulted in a growing need for businesses to adopt ESG strategies and report on their progress towards achieving sustainability goals. It has also led to new areas for mistrust, misinformation and tension in local, national and global markets.

In terms of mid- to long-term risks, adopting sustainable practices is integral to financial viability. Increasing volatility and insecurity in global supply chains, for example, has reinforced the critical need for making one's value chain resilient and sustainable. However, significant short- to mid-term challenges exist for companies seeking to enhance their ESG, particularly smaller businesses and suppliers with limited resources. Implementing such practices can require large investments in technology, infrastructure, personnel time, and training. The lack of a unified, global regulatory standard for ESG has enabled legal freedom of manoeuvre for companies but has also provided companies with limited clarity on how to achieve ESG goals.

Alongside this lack of regulatory clarity, there is an increasing demand from consumers for more sustainable products and services. This creates significant reputational risks for companies that cannot persuade consumers of their ESG credentials. It also presents a significant opportunity for businesses that can align their ESG strategies with consumer demand, and/or that can persuade consumers of their belief in social and environmental responsibility. However, businesses face pressure to achieve this whilst maintaining profitability and affordability across their goods and services. Some sectors also face existential challenges, given the disconnect between evolving ESG goals and the central purpose or product of that sector.

GAME OVERVIEW

The following roleplaying activity is designed to provide insight into the challenges of enhancing sustainability in a scenario of competing priorities. It asks participants to imagine that they are involved in shaping the sustainability strategies of different companies.

During the game, some participants will be asked to represent 'company employees' in a fictional business (e.g. CEO, COO, etc). Their goal is to create a sustainability vision and strategy for their business, which accounts for the needs and priorities of their external stakeholders, as well as random events that may occur during the development process. The other participants will represent the 'external stakeholders' of those companies (e.g. shareholders, suppliers, etc). Their goal is to ensure that the sustainability vision and strategy of each company accounts for their own needs and priorities.

The schedule of the game is as follows:

1. **Set Up:** Allocate roles, set up room, read instructions and Q&A with the facilitator (10-15 mins)
2. **Negotiations:** Companies create their strategy, in negotiation with external stakeholders (45 mins)
3. **Presentations:** CEOs present their strategy, whilst stakeholders write their ratings (20 mins)
4. **Wrap Up:** Final scores are announced and participants discuss the experience (10 minutes)

HOW TO PLAY (FURTHER DETAIL)

As noted above, there are four stages to the game. This section provides a breakdown of what occurs during each of these stages:

Stage 1: Set Up

Allocate roles, set up room, read instructions and Q&A with the facilitator

Allocate Roles:

Prior to the session or at the start of the game, individuals will be allocated their 'role' (or will be given the opportunity to choose their role). They will be given a written brief regarding the objectives of their organisation and their role within that organisation. After having reviewed these documents and asked any questions they wish to ask, the game will commence. The actions that individual participants must take depend on which group and role they have been allocated to:

Group 1 (the 'company employees')

The goal of each company is to create a sustainability vision and strategy that accounts for the needs of their stakeholders. Each company should contain 3-8 people (depending on the number of total participants). Each participant will represent a different 'role in the company. These roles include, in descending order of importance:

- Chief Executive Officer (CEO)
- Chief Operations Officer (COO)
- Chief Financial Officer (CFO)
- Head of Marketing
- Head of Business Development
- Head of Product Development

Group 2 (the 'external stakeholders')

The goal of the external stakeholders is to ensure that the sustainability vision and strategy of the companies account for their needs and priorities as much as possible. The stakeholders will also be responsible for 'rating' the presentations at the end of the game. External stakeholders include, in descending order of importance:

- Shareholders
- Suppliers
- Consumer Groups
- Government Regulators

Set Up Room:

The game space should be set up so that each team has one or more tables of their own, around which they can work and negotiate. It is useful if external stakeholders have a dedicated area so that company employees can identify where to reach them. It is also helpful (though not necessary) to identify different team members by a name-tag with their role and organisation.

Q&A with Facilitator:

After setting up the room, you will be given the opportunity to ask your facilitator about any areas of uncertainty. Please remember that some of the ambiguities within the game purposefully replicate ambiguities that you would face in a real life work environment. For example, how transparent should you be about the goals and challenges of your role? Who should negotiate with individual stakeholders? Who should be in charge of compiling the presentation? Why are some roles less 'powerful' than others? Etc.

It is your choice how you wish to address these ambiguities within the game (either individually or collectively within your team).

Stage 2: Negotiations

Companies create their strategy, in negotiation with external stakeholders

Each company will have 45 minutes to create their vision and strategy (in negotiation with each other and the external stakeholders). Players should try to imagine that every five minutes in the game is equivalent to one month in the real world. In simple terms, this game will involve the following actions:

Group 1 (the 'company employees')

To develop a successful vision and strategy, each company will need to:

- Negotiate with colleagues in their organisation (to balance their competing challenges and needs);
- Negotiate with external stakeholders (to account for their needs and priorities); and,
- Adapt your vision and strategy to external trends and events that may occur during the game.

Remember, the CEO has the power to dictate certain actions and decisions and will need to give the presentation at the end of the game.

Group 2 (the 'external stakeholders')

To influence the vision and strategy of the companies, the external stakeholders will need to:

- Negotiate with company employees (to ensure that they account for your needs and priorities);
- Negotiate with other stakeholders (to find areas in which you can collectively pressure companies or in which you may need to compete with each other); and,
- Adapt your lobbying in line with any external trends and events that may occur during the game.

Remember, you will each be responsible for giving an individual rating for each company's presentation at the end of the game.

At its core this game requires a co-operative approach. Yet, because each role and organisation has its own set of challenges and objectives, the process inherently possesses elements of competition and negotiation.

Stage 3: Presentations

CEOs present their strategy, whilst stakeholders write their ratings

At the end of the 45 minutes, each company should have produced a short 'pitch' or 'presentation' on their sustainability vision and strategy. The CEO of each company will present this to the external stakeholders.

Format: There is no set format for the presentation. Some teams may wish simply to deliver a short 'off the cuff' pitch or a powerpoint presentation. Others may wish to take a more creative or alternative approach. At its core, the format of the presentation should seek to balance accessibility with impact.

Timing: The length of this presentation will depend on the number of teams and the time available (e.g. if there are 4 companies and 20 minutes for the presentations, then each team will receive just under 5 minutes for their presentation).

Rating: After each presentation each stakeholder will write a 1-10 rating of the strategy (i.e. 1 = lowest and 10 = highest rating). This rating will be a personal decision. However, at its core the rating will represent how far each company's vision and strategy meets that stakeholder's specific needs and priorities.

Stage 4: Wrap Up

Final scores are announced and participants discuss the experience

After all of the presentations have been completed, the stakeholders will give all of their ratings to the facilitator of the game, who will compile them into an overall score for each company. After announcing the final scores, the facilitator will have any remaining time for discussions and reflections on the game.

EXAMPLE ORGANISATIONS (FOR ROLEPLAYING)

The following pages include a set of one-page briefs for fictional companies. These briefs include aspects including the companies’:

- Products and/or services
- Market share and competitors
- Areas for consideration

The event facilitator or participants are welcome to represent any one of these fictional companies if they wish. However, facilitators and players are welcome to choose a real company to represent if they prefer. If they wish to represent a real company, then they should undertake some research about that company in advance.

Aneeq (a mid-sized fashion brand)

Business Model: Our fashion chain operates a relatively traditional business model. We undertake in-house design, warehousing and distribution of clothing and accessories (with a focus on designs inspired by themes and patterns from across the Orient), but we outsource their production to independent factories (predominantly in the Global South). We sell these products in mid-sized physical stores on the high street. We have been seeking to increase the proportion of online sales through a new online shopping and delivery system. This has resulted in some positive financial growth but has not replaced our in-store presence (which has historically been central to creating market awareness and a sense of local developme).

Market: We have a 2-3% market share in consumers in the 25-40 bracket in Western European markets. We generate around £7 million in annual revenue with a net profit of around 10-11%. Our shareholders want to expand net profit by an extra 2% within the next three years. Our consumers want access to distinctive patterns at an affordable cost. They increasingly recognize the importance of sustainability in their purchasing decisions but face financial, professional and familial pressures that reduce the time and energy they have to undertake in-depth research the sustainability credentials of each of their goods and services providers.

Competition: Although we have managed to maintain a stable foothold as an 'alternative' provider of commercial designs, our business model faces significant risks from other brands. Our historical focus on Oriental patterns is something that could be replicated easily and at lower cost by larger companies with greater financial leverage with their suppliers. Our focus on accessible pricing and mass manufacturing places us at risk of losing the confidence of consumers who are increasingly prioritising sustainability. This risk relates not only to smaller, boutique companies and fashion startups (capable of building narratives around their in-built sustainability, including less carbon-intensive operating models and partnerships with indigenous designers and fair trade producers), but also larger companies with the financial resources required to mount large marketing campaigns around their sustainability actions.

Areas for Consideration:

Supply Chain Transformation	To what degree are your suppliers achieving or working towards sustainable development goals (including ethical sourcing, fair labour practices, and reduced environmental impact)? What auditing process do you need to put in place to ensure this? What is the cost-benefit of supporting sustainability and transparency actions amongst existing suppliers, versus developing relations with new suppliers with proven track records in sustainable sourcing and production?
Product Innovation	What level of benefit would be gained from investment in more sustainable production of current fabrics (e.g. organically produced textiles, eco-friendly dyes, and low-carbon production)? Are there more sustainable alternatives to conventional fabrics, and what issues would be faced in terms of the durability, cost and marketing of these fabrics?
Consumer Engagement	How far can we nurture consumer demand for more sustainable fashion at a higher cost bracket? What level of risk do we face in terms of accusations of greenwashing (in comparison to major brands)? How far should we adapt our USP to account for sustainability? How do we address consumer skepticism about sustainability claims (and avoid the perception that our agenda is tokenistic or false)?
Financial Constraints	How can we balance sustainability investment (e.g. R&D, supplier auditing, eco-friendly practices) whilst maintaining growth targets? Can we incentivize shareholders to embrace sustainability as an integral part of the business? What opportunities exist to support and incentivise personnel to drive low-cost, grass roots innovation?

COMPANY EMPLOYEE ROLES (FOR ROLEPLAYING)

The following pages include the 'company employee' roles that the event facilitator or participants can choose to play from.

These should be chosen in descending order (i.e. if there are four players, they should play the first four roles; if there are six players, they should play the first six roles; etc).

Individual participants can choose the degree of transparency they want to give other players about the goals, challenges and opportunities that exist for their specific stakeholder role.

Companies must include at least 3 of the following roles, in descending order of importance:

- Chief Executive Officer (CEO)
- Chief Operations Officer (COO)
- Chief Financial Officer (CFO)
- Head of Marketing
- Head of Business Development
- Head of Product Development

Chief Executive Officer (CEO)

As the CEO, your primary goal is to ensure the long-term success and profitability of the company. You are accountable to the board of directors and shareholders. Your core goal is to implement systems that have the best chance of for ensuring impressive growth within a short time frame.

In order to achieve this, you must make strategic decisions that maximize your return on investment and that ensure your company's competitiveness and growth in the marketplace. You're conscious that long-term profitability requires a more sustainable operating system and that there is a need to demonstrate sustainable credentials. However, your core deliverable must remain profitability.

Your personal goals include maintaining a positive public image and avoiding negative publicity that could damage the company's reputation. You also want to maintain your status as a thought leader within the industry. You need to demonstrate that you are able to imagine and work towards alternative and innovative systems of commerce. Given your core responsibilities, however, this may mean incentivising others to generate new visions and ideas, which you can then present as evidence of your own personal leadership, expertise and innovative thinking.

Indeed, your biggest challenge is also your biggest opportunity: marshalling the talent within your company to achieve the greatest possible effect. This will require you to manage different personalities and to create the correct balance between delegating responsibilities and empowering talented individuals to achieve their individual goals. You must remain conscious that each of your employees has their own priorities and goals and you should seek to understand these and, if possible, help them achieve these in order to enhance their productivity and motivation. A key ally within your team is the Chief Financial Officer (CFO), whose priorities align with yours and with whom you have developed a strong working relationship.

Opportunities and ideas to push for include investing in energy efficiency and waste management, such as renewable energy and recycling schemes. These are areas that do not require radical changes to your operating model, but that can be marketed to demonstrate your desire for sustainability. Indeed, ignorant of your actual progress and strategy, you must push for strong PR and marketing narratives regarding your sustainability ethos. Without these, you will be unable to retain the investment and customer base required to maintain profitability and to fund sustainability initiatives. You should also emphasise the need for a culture of innovation and collaboration within the company, encouraging employees to contribute their ideas and expertise to the sustainability strategy.

Key Objectives:

- Make sure that, by the end of the negotiations, you have a good quality presentation that you feel confident delivering.
- Try to create strong relations with external stakeholders (whether personally or through your employees). This should help to understand stakeholder needs as well as acting as a 'shaping activity' to persuade them of the 'genuine' nature of your desire for change when you deliver your presentation.
- Manage your talent in a way that ensure you are able to maintain a focus on the 'strategic vision' of the company. Try to achieve a good balance between delegation and empowering your employees.
- Ensure that your strategy provides the greatest possible value for shareholders. Keep your employees mindful of this, without making them feel like their own functional goals are being deprioritised.
- Adapt (as required) to challenges related to regulatory changes, market disruptions, changing consumer demand, and shifting shareholder priorities.

Chief Operating Officer (COO)

As the Chief Operating Officer (COO), your primary goal is to ensure the efficient and effective delivery of the company's operations (including production, supply chain management, and quality control). Your role requires you to integrate resilience and cost-effectiveness in day-to-day operations to meet current consumer demand, as well as envisioning and developing an operating model for the future (i.e. in which supply chain disruptions are liable to be more intense and long-lasting). Collaboration with other functions, particularly finance and legal, is crucial to align operational strategies with core business objectives.

Your organizational goals include optimizing operational efficiency, reducing costs, and enhancing productivity. In line with the practical realities of the role, you need to demonstrate your ability to streamline processes, eliminate bottlenecks, and leverage technology and innovation to improve the overall performance of the company. Achieving these goals with existing suppliers requires the continued refinement of processes, which takes significant amounts of time, patience and flexibility. The timescales involved increases the chance that your company will be seen by consumers as 'too slow' in transitioning to sustainable practices. As such, you must seek to genuinely understand how fast your suppliers can adapt, whilst incentivising them to push for far stronger 'stretch targets'.

Opportunities and ideas to push for include implementing sustainable practices throughout the value chain, such as adopting renewable energy sources, optimizing transportation logistics to reduce carbon emissions, and partnering with suppliers committed to sustainability. You can also explore opportunities for digital transformation and automation to streamline operations and improve data-driven decision-making. It is important to remember, however, that switching over to leaner and more sustainable producers comes with its own risks. These can include the risk of an untested relationship, contractual losses in moving away from existing providers, and reputational risks if there is the perception that you 'abandon' suppliers (particularly suppliers who employ marginalised or deprived communities).

On a personal level, you are hoping to build a profile as a 'thought leader' in operations. This requires you to demonstrate your ability to build strong cross-functional teams, foster a culture of continuous improvement, and to imagine and communicate more 'far reaching' and 'alternative' visions for future operations. Ultimately, you would like to shift towards a role in which you consult across a wider portfolio of companies. In this sense, you must establish yourself as a leader in operational management within your company whilst quietly scoping for opportunities in which you can advance your reputation amongst other suppliers, regulators and perhaps even other companies (e.g. perhaps by trying to find areas for mutual benefit in terms of operational resilience and profitability).

Key Objectives:

- Try to reduce the company's environmental footprint, minimize waste, and promote responsible sourcing without compromising productivity or quality.
- Try to develop strong relations with suppliers and regulators, in support of your company and personal goals.
- Consider opportunities for collaboration with other companies to enhance your networks and opportunities for progression.
- Adapt (as required) to challenges related to supply chain disruption, technological advancement, or changing customer demands.

Chief Financial Officer (CFO)

As the Chief Financial Officer (CFO), your primary goal is to ensure the financial health and stability of the company. You are responsible for managing the company's financial resources, overseeing financial planning, budgeting, and reporting, and making strategic decisions on investment that align with the overall business objectives.

Your organizational goals include optimizing profitability, managing cash flow, and ensuring efficient resource allocation. You strive to maintain a strong balance sheet, enhance shareholder value, and provide accurate and transparent financial information to stakeholders, including the CEO, board of directors, and investors. Central to this is the need to balance the needs of your sales and business development staff, with logistical realities. In particular, your business development staff are increasingly pushing the narrative that your company is already improving its sustainability at a rapid pace but will simultaneously be able to maintain price points that can compete with the larger fashion chains. You need to ensure that your sales officials are able to deliver the narratives that work best for sales, whilst simultaneously (a) avoiding the potential for conflict with the COO and Head of Marketing, and (b) mitigating the potential financial risk that comes from such sales tactics.

On a personal level, you have developed a good relationship with the CEO of the company over several years. You are conscious that they have higher ambitions and you would like to move from your current role into the role of CEO when they decide to move on. In this sense, whilst you will benefit from working closely from the CEO and helping to implement their vision, you also want to demonstrate your abilities in managing the other employees. You also want to ensure that you are able to demonstrate your worth to the shareholders (e.g. by building relationships with them during negotiations or getting the CEO to publicise your inputs and value within the sustainability presentation). Remember, however, that you must tread a fine line in terms of pushing your name forwards. If the shareholders respond badly to the presentation, you may be an obvious candidate to take the blame.

Opportunities and ideas to push for include exploring sustainable financing options, such as green bonds or impact investments, to fund sustainability projects. You can also analyse cost-saving measures through energy efficiency improvements or waste reduction initiatives. Moreover, you can advocate for integrated reporting that incorporates financial and non-financial sustainability metrics to provide a comprehensive view of the company's performance. Collaboration with other functional areas, such as operations and production, is vital to identify cost efficiencies and align financial strategies with sustainability objectives. By fostering transparency and communication between teams, you can contribute to the development of a sustainable business model that balances short term financial goals with long-term sustainability objectives.

Key Objectives:

- Try to balance the need to hit short-term financial goals with the need for long-term sustainability investment and development. This may include trying to reign in the more costly visions for sustainability that may emerge during discussions.
- Push employees to deliver approximate costs for their suggested plans. Analyse and highlight to them the potential impact of these on short- and long-term profit and loss (using, as your central reference point, the growth target you need to achieve).
- Mediate any tension that arises between business development officials and the COO and Head of Marketing.
- Adapt (as required) to challenges related to economic uncertainty, changing market conditions, or financial constraints that require creative problem-solving and strategic financial planning.

Head of Marketing

As the Head of Marketing, your primary goal is to drive brand awareness, customer acquisition, and revenue growth through strategic marketing initiatives. You are responsible for developing and implementing marketing strategies that effectively promote the company's products or services, whilst also communicating its ESG credentials and persuading consumers about its genuine desire to enhance sustainability.

Your organizational goals include increasing market share, enhancing customer loyalty, and positioning the company as a leader in sustainability within the industry. You aim to build a strong brand identity that resonates with customers and differentiates it from competitors. This can result in challenges. In particular, whilst you have to provide strong messaging on sustainability initiatives you must also avoid accusations of greenwashing. This can lead to tensions between your goals and the goals of the company's business development and sales teams. In particular, marketing the affordability of your products can bring in the short term revenue required for investment in sustainability initiatives, but it may simultaneously increase the difficulty you face in shaping customer expectations and behaviours towards a more mid- to long-term business model which requires consumers to value quality, durability and sustainability above affordability. In this regard, you must navigate the tension between marketing messages that emphasize sustainability and those that drive immediate customer action.

On a personal level, you have been hoping to increase the level of innovation within the company's marketing by integrating new technologies and paths to market. In particular, you see significant opportunities in using: new digital technologies such as Virtual Reality for a more immersive engagement with your products and services; using Artificial Intelligence programmes in combination with customer data to significantly create marketing radically tailored to the needs and preferences of each individual customer; and, marketing campaigns that use radical honesty and transparency to grab consumers' attention and demonstrate your brand's innovation and leadership in the field. It may be of value to take a leadership role in crafting the format and phrasing of the shareholder presentation (offering your marketing expertise), as a means of using the company's sustainability strategy as a vehicle for investment in these wider goals.

Opportunities and ideas to push for include investing in new technologies and methods for sustainability messaging in marketing campaigns and using storytelling to create a compelling brand narrative. You can push for increased investment in digital marketing, social media, and content marketing, with a focus on educating and shaping consumer habits regarding sustainability in a more transparent and forward thinking manner. You may wish to explore partnerships and collaboration with like-minded individuals (including consumer groups), to build your vision and strategy. Within your company, it may be worth aligning with product development and operations to (a) ensure that marketing initiatives align with sustainable product offerings and supply chain practices, and (b) push back against any sales initiatives that seem to be undeliverable or undesirable.

Key Objectives:

- Try to balance the need to support your 'business development' teams in hitting financial goals with the need to manage customer expectations and behaviours, as you shift towards a more sustainable model that will require higher costs.
- Push for greater investment in the kinds of high impact sustainability initiatives that can create beneficial PR and help mitigate accusations of greenwashing.
- Try to increase the openness of other company officials towards more radical approaches to marketing and brand identity.
- Adapt (as required) to challenges related to resource constraints, market saturation, or changing consumer preferences that require agile marketing strategies and innovative approaches.

Head of Business Development

As the Head of Business Development, your primary goal is to identify and seize new growth opportunities for the company. You are responsible for driving strategic partnerships, exploring new markets, and expanding the company's customer base. Although you are aware of the value of sustainability messaging, you must prioritise revenue generation above all else.

Your organizational goals include increased market penetration, driving revenue growth, and fostering long-term business relationships. Currently that requires a balance to be struck between demonstrating the accessibility and affordability of your products and services, and highlighting the progress being made in terms of sustainability. Although the emphasis on sustainability amongst partners and consumers is growing, you need to ensure that the progress you have made in generating growth and building strategic relationships is not undermined. Achieving this may require you to push back on any vision or strategy that seems overly 'radical' or 'implausible' (i.e. that could scare off your partners and consumers, or that could lead to a lack of growth in the short-term).

On a personal level, you strive to be a proactive and results-oriented leader. You have built a trust-based relationship with the company CFO and you should be able to work with them to deliver your agenda. You are hoping to work more closely with consumer groups, not simply to gain insights into their key goals and priorities, but also to shape those priorities in ways that ensure continued revenue growth. Your key challenges include identifying viable methods for converting existing, loyal customers towards the price points that may be required to achieve sustainability. To overcome this, you must assess the market landscape and evaluate the potential risks and rewards of different sustainability messages.

Opportunities and ideas to push for include exploring strategic alliances with sustainable technology providers and suppliers to enhance the company's eco-friendly offerings. You should try to translate industry trends and consumer preferences into a narrative that can be used by your marketing department. At the same time, you should also seek to identify new markets and customer segments with a high demand for sustainable products and services, and to develop tailored value propositions to meet their needs.

Key Objectives:

- Try to balance the core goal of achieving continued growth with the need to adapt to growing consumer demand for sustainability criteria. This may include trying to push back on 'radical' visions for sustainability that you think could scare off partners and consumers.
- Try to develop strong relationships with consumer groups, in order to gain greater insights into their agenda as well as trying to shape and inform their priorities.
- Try to influence the sustainability vision in a way that opens the potential for accessing new markets and revenue streams.
- Adapt (as required) to challenges related to resource limitations, regulatory constraints, or market uncertainties that require strategic thinking and adaptability.

Head of Product Development

As the Head of Product Development, your primary goal is to drive the innovation and successful launch of new products or services that align with the company's sustainability vision and meet customer needs. You are responsible for overseeing the entire product development lifecycle, from ideation to commercialization, while ensuring alignment with business objectives and sustainability goals.

Your organizational goals include developing sustainable and market-leading products that drive revenue growth, enhance customer satisfaction, and differentiate the company from its competitors. You aim to create value by delivering innovative, high-quality, and environmentally responsible products that resonate with target markets.

On a personal level, you are hoping to create a reputation as a visionary and innovative thinker. You are extremely concerned with the lack of global progress towards sustainability and have become impatient at what you perceive as an overly conservative and unimaginative attitude towards investment in research and development (R&D) within the sector. You are trying to use your department as a testbed for creativity, collaboration, and innovation (both within the products and services you develop and deliver, and within the culture and mindset of your employees). You believe that innovation, profit and sustainability should be at the very core of your company's purpose and strategy.

The key challenge you face in developing products is in navigating the trade-offs between environmental impact, cost-effectiveness, and product performance. This is made more difficult by the increasingly short turnaround times that are expected from your product development team, in response to the increasing pace of change within the global marketplace. Although you must attempt to fulfil these requirements, you also wish to use the sustainability agenda as a vehicle through which to gain greater company buy-in for your vision of a work culture in which employees are incentivised to take risks, to prioritise long-term goals, and to embed sustainability in all aspects of their purpose and function.

Opportunities and ideas to push for include 'quick wins' such as incorporating sustainable materials, manufacturing processes, and packaging into product designs. You can also seek to push for more resources for lifecycle assessments to minimize environmental impacts and identify areas for improvement. However, you should also seek to push for more radical alternatives, such as rapidly upscaling 'circular economic' systems of production, recycling and reuse, and creating products with enough longevity and durability to enable a form of 'managed degrowth'. Although you should aim to integrate these more 'far reaching' visions in your company's sustainability vision and strategy, it may be worth networking with shareholders and suppliers to generate greater awareness of your agenda, in case it is not prominently featured in the final presentation. You may find a natural ally in the Head of Marketing, given that they could enhance the perceived credibility and agility of the company by publicising the kinds of innovations and visions that you are seeking to drive forwards.

Key Objectives:

- Lobby for your company to use their presentation to deliver a more far-reaching vision, with investment in innovation at its very heart.
- Try to push back against anyone who argues that there is an inherent trade-off between profit and sustainability, and push your colleagues to embrace intellectual risk and a long-term mindset.
- Try to create excitement about the prospects for innovation not only amongst employees, but amongst relevant and influential stakeholders.
- Adapt (as required) to challenges related to resource constraints, regulatory requirements, or technological limitations that require problem-solving and strategic decision-making.

EXTERNAL STAKEHOLDER ROLES (FOR ROLEPLAYING)

The following pages include the 'external stakeholder' roles that the event facilitator or participants can choose to play from.

Players should seek to represent all of these roles if possible (e.g. if the facilitator is the only person playing an external stakeholder, they should represent all of the roles; if there are two players, they should each represent two roles; etc).

If there are more players than there are roles, then more than one player can be allocated to one role and they can work as a team to fulfil their goals. Players will be allocated to these roles in order of importance (i.e. additional players are allocated to the role of shareholder, then supplier, then consumer group, etc).

Potential external stakeholders include, in descending order of importance:

- Company Shareholders
- Suppliers
- Consumer Groups
- Government Regulators

Company Shareholder

As a shareholder, your primary goal is to maximize financial returns on your investments and ensure the continued growth and profitability of the company. You are conscious of the need to enhance sustainability across the company's operations and outputs, but this cannot come at the cost of financial performance. Your actions and decisions as a shareholder will shape the company's direction, creating the financial foundation required to take advantage of sustainability innovations with proven returns on investment.

Actions to take during negotiations:

- **Financial Growth.** Actively emphasize the need to maintain financial growth in your discussions with company employees and other stakeholders. Advocate for strategies that prioritize financial growth. Encourage the company's leadership to present clear plans for revenue generation and profitability.
- **Risks and opportunities.** Assess potential risks associated with sustainability initiatives that may impact financial performance. Analyse how the company can leverage sustainability as a means of gaining competitive advantage, increasing market share, or enhancing operational efficiency.
- **Data-driven insights.** Advocate for companies to provide data and analysis on the financial impact of sustainability practices (both profit and loss). Request that they provide clear insights on financial indicators tied to sustainability (e.g. cost savings, market differentiation, customer preferences).
- **Engage with the company's leadership.** Communicate your expectations as a shareholder regarding financial performance and the integration of sustainability in a manner that aligns with profitability. Encourage open dialogue with the company's top leadership to better understand their strategic direction and decision-making processes.

Criteria for rating company presentations:

- **Prioritize financial metrics.** Give greater ratings for companies that demonstrate a clear vision for revenue, profitability, and return on investment (ROI).
- **Assess sustainability through the lens of continued growth.** Give positive ratings for sustainability initiatives that you believe will enhance financial gains in the short- to mid-term, and that do not compromise the company's ability to generate returns for shareholders.
- **Be cautious about resource allocation.** Consider the potential costs and benefits of financial investments in sustainability and prioritize more conservative approaches to resource allocation.
- **Seek transparency and accountability.** Give positive rating for transparent reporting on financial performance and the viability of sustainability initiatives.

Supplier

As a supplier to the company, you have a critical role in supporting their sustainability goals. Your primary goal is to ensure that the company will maintain their support for your business. Ideally, you will also gain agreements that they will work with you in a collaborative fashion, as you seek to transition towards a more sustainable operating model.

Actions to take during negotiations:

- Nurture partnerships. Bolster your relationships with the companies, to ensure that they are bought into your vision and the sincerity of your desire to change to a more sustainable operating model. Highlight your achievements and certifications, including information about your eco-friendly production processes and materials
- Gain insights. Engage in open communication with the company to assess the intent and direction of their vision and strategy. Assess whether they are seeking to adhere to any specific sustainability standards and certifications.
- Gain proportionate support for reforms. Ensure that the company is aware of the challenges and financial constraints you face in transitioning to a more sustainable model. Emphasise that it is easier for you to implement ESG reforms if these are built into clear, 'long-term' agreements (i.e. to provide you with greater financial assurance).
- Provide challenge. Push back on any strategies that would require you to make sustainability reforms, without providing you with sufficient financial support to achieve these reforms. Advocate either for a less significant strategy or for greater financial support. Emphasise other ways in which support for your company aligns with enhancing the UN Sustainable Development Goals.

Criteria for rating company presentations:

- Give good ratings for companies that emphasize partnership and collaboration with their suppliers. Provide particularly positive ratings to those who emphasise the need for reasonable deadlines and the importance of balancing sustainability objectives with operational viability.
- Give good ratings to companies that explicitly mention you in a positive light within their presentations (i.e. solidifying your status as a trusted provider with their shareholders).
- Prioritise companies that push for investment in innovation and research, particularly relating to best practices for sustainable sourcing. Give particularly high ratings for those that discuss the value of co-creating and piloting sustainable initiatives.
- Seek transparency and accountability. Give positive rating for transparent reporting on financial performance and the viability of sustainability initiatives.

Consumer Group

As a member of the consumer group, your role is vital in shaping the company's sustainability vision. Your core goals are to lobby the company towards a more sustainable operating model while safeguarding consumer interests. Although shareholders remain the most important stakeholder for these companies, the balance of power is increasingly shifting towards consumers (aided the capacity to organise boycotts and protests across multiple demographics through social media).

Actions to take during negotiations:

- **Sustainability:** Advocate for the adoption of sustainable policies and practices across the company's operations. This includes encouraging the mainstreaming of environmental and social considerations into the company's day-to-day decision-making processes. Leverage the collective power of consumers to drive demand for sustainable products and services (e.g. provide 'insights' on polls highlighting consumer expectations on sustainable practices).
- **Cost Effectiveness:** Advocate for fair pricing and affordability of sustainable products and services. Place pressure on companies to avoid them passing on the costs of sustainability initiatives onto consumers through higher prices or shrinkflation. Recommend cost-effective strategies and operational efficiencies that minimize the impact on product/service pricing.
- **Consumer awareness:** Highlight the importance of giving consumers sufficient transparency and information on products, to enable them to make informed choices aligned with sustainability values.
- **The other SDGs:** Support companies in understanding the interlinked nature of the different UN Sustainable Development Goals, and the need to create sustainability strategies that account for more than simply GHG emissions and resource insecurity.
- **Alliances:** Build alliances with regulators to ensure that they take a strict approach to ESG compliance and that they will require companies to provide clear evidence within their presentations in support of their sustainability strategies.

Criteria for rating company presentations:

- **Cost Effectiveness.** Prioritise companies that seek to ensure that the costs of the sustainability transition are not disproportionately borne by consumers. Give particularly high ratings to those that explore alternative funding models and incentives to support sustainability investments.
- **Consumer Behaviours.** Give higher ratings to companies that seek to develop marketing and resources to support consumers in making more informed and sustainable choices (particularly if companies agree to do this in collaboration with consumer groups). Deduct points from any companies whose initiatives appear to place the 'burden of responsibility' on consumers (i.e. deflecting attention from the need for systemic reform within the company itself).
- **Circularity.** Give particular emphasis to strategies that emphasise circular economies, durability and the right to repair.
- **Transparency and accountability.** Give positive rating for transparent reporting on ESG compliance and the specific investments being made within sustainability initiatives.

Government Regulator

As a government regulator, your role is pivotal in shaping the company's sustainability vision and strategy. Your core goal is to ensure compliance with regulations, promoting sustainable practices, and fostering a responsible business environment.

Actions to take during negotiations:

- **Sustainable Practices.** Advocate for the adoption of sustainable practices and technologies within the company's operations. Encourage the integration of sustainability principles in decision-making processes and long-term strategic planning. Collaborate with the company to develop and implement sustainability initiatives that align with broader societal goals.
- **Compliance and Ethics.** Confirm the degree to which the company is aware of sustainability regulations and legal requirements within its sector. Assess the degree to which the company appears to be acting in the public interest and promote accountability in the company's sustainability efforts.
- **Collaboration.** Assess areas of potential conflict between regulatory requirements and the company's business objectives. Ensure that sustainability regulations are effective in driving positive change without placing undue burden on the company. Provide guidance and resources to help the company navigate regulatory requirements and implement sustainable practices. Collaborate with the company – as well as its suppliers and consumer groups - to find innovative regulatory options that balance ESG compliance with business viability. Share industry trends, research findings, and best practices to support the company's sustainability journey.

Criteria for rating company presentations:

- **Current compliance.** Give positive ratings to companies that adhere to existing sustainability regulations and legal requirements.
- **Regulatory Enhancement.** Give positive ratings to companies that advocate for stronger regulatory frameworks and standards that encourage sustainable practices across industries. Be wary of companies that argue that this should be achieved through voluntary cross-sectoral initiatives (i.e. with no requirements for legally binding systems of compliance).
- **Give good ratings for sustainability strategies that include funding and programmes for promoting public awareness and engagement in sustainability, creating a broader culture of responsibility.**
- **Transparency and accountability.** Give positive rating for transparent reporting on ESG compliance and the specific investments being made within sustainability initiatives.

APPENDIX

Feel free to use the following Business Model Canvas as a jumping off point for potential questions to consider as part of your sustainability vision and strategy. You do not need to address every single question on this document. Instead, think of this as a ‘catalyst’ for ideas and a means of reflecting upon the kinds of factors you may wish to account for

<p>Key Partners Who should be our Key Partners for achieving sustainability? Who should be our key suppliers? Which Key Resources should we acquire from partners? Which Key Activities should they perform?</p> <p>MOTIVATIONS FOR PARTNERSHIPS: Optimization and economy, Reduction of risk and uncertainty, Acquisition of particular resources and activities.</p>	<p>Key Activities What Key Activities do our Value Propositions require? What are our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES: Production, Problem Solving, Platform/Network</p> <p>Key Resources What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships Revenue Streams?</p> <p>TYPES OF RESOURCES: Physical, Intellectual (brand patents, copyrights, data), Human, Financial</p>	<p>Value Propositions What value should sustainability deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services should we offer to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS: Newness, Performance, Customization, "Getting the Job Done", Design, Brand/Status, Price, Cost Reduction, Risk Reduction, Accessibility, Convenience/Usability</p>	<p>Customer Relationships What type of relationships do Customer Segments want us to establish and maintain with them regarding sustainability? How will this integrate with the rest of our business model? How costly might they be?</p> <p>Channels Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p>	<p>Customer Segments For whom are we creating value through sustainability? Who are our most important customers? Is our customer base a Mass Market, Niche Market, Segmented, Diversified, Multi-sided Platform.</p>
<p>Cost Structure What are the most important costs inherent in our business model? Which Key Resources are most expensive? What impact could sustainability initiatives have on these?</p> <p>IS YOUR BUSINESS MORE: Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing), Value Driven (focused on value creation, premium value proposition).</p> <p>SAMPLE CHARACTERISTICS: Fixed Costs (salaries, rents, utilities), Variable costs, Economies of scale, Economies of scope</p>		<p>Revenue Streams For what kinds of sustainability value are our customers really willing to pay? For what sustainability value do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream activity contribute to overall sustainability innovation and progress?</p> <p>TYPES: Asset sale, Usage fee, Subscription Fees, Lending/Renting/Leasing, Licensing, Brokerage fees, Advertising</p> <p>FIXED PRICING: List Price, Product feature dependent, Customer segment dependent, Volume dependent</p> <p>DYNAMIC PRICING: Negotiation (bargaining), Yield Management, Real-time-Market</p>		

<p>Key Partners</p>	<p>Key Activities</p> <p>Key Resources</p>	<p>Value Propositions</p>	<p>Customer Relationships</p> <p>Channels</p>	<p>Customer Segments</p>
<p>Cost Structure</p>		<p>Revenue Streams</p>		