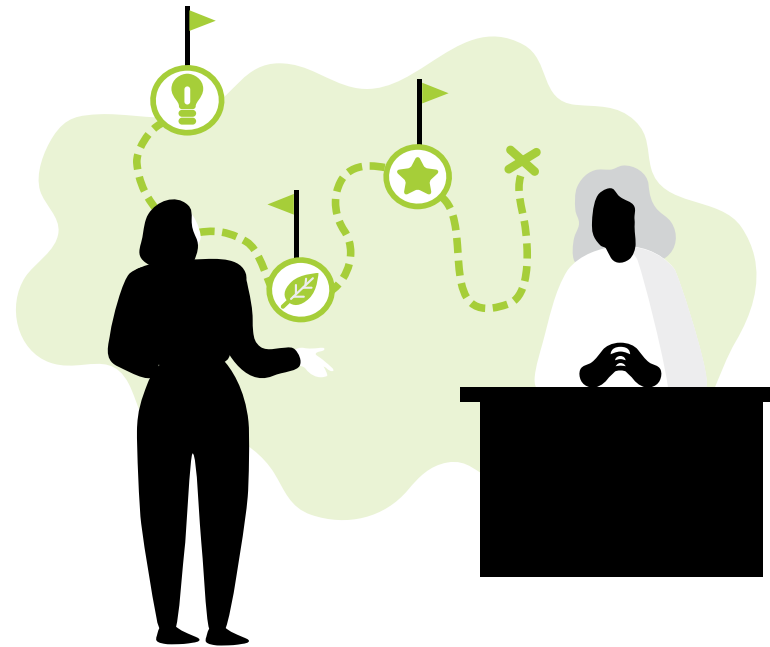


BR.4

Pitch the implementation roadmap to the CEO

Complex activity

The aim of this activity is to pitch the complete business strategy, business model and roadmap to the CEO and gain approval to start on the IMPLEMENT phase.



INPUTS

- New business strategy from the activity *ST.14 Pitch the new business strategy to the CEO.*
- New business model from the activity *BM.19 Pitch the new business model to the CEO.*
- Roadmap for eco-innovation implementation from the activity *BR.2 Do a roadmapping workshop with input from value chain partners.*

OUTPUTS

- Decision from the CEO as to how to proceed. This output is not used elsewhere but is necessary to allow you to proceed to the *IMPLEMENT* phase.

BR.4 Pitch the implementation roadmap to the CEO

This pitch provides a summary of all the key outputs to date and provides the CEO and Senior Management Team a chance to review the whole plan for eco-innovation at the company covering the business strategy, the business model and the roadmap of projects through which the strategy and business model will be implemented. A suggested structure for the pitch is provided below.

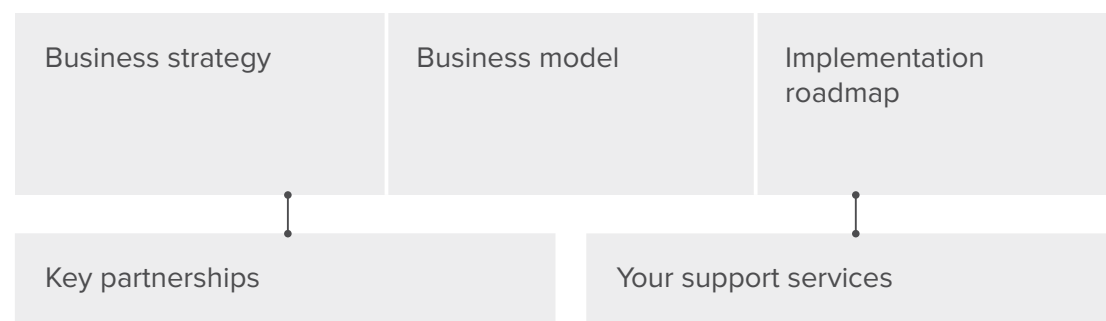
HOW TO GO ABOUT IT

- Begin by providing a brief reminder of the business strategy and business model.
- Describe the benefits of implementing the proposed strategy and business model, providing as much detail as you can about the economic, environmental and social benefits. You might also want to remind the senior management team of the risks of taking a business as usual approach by highlighting some of the sustainability hotspots and the threat they pose to the company.
- Provide an overview of the roadmap for implementation that you have generated.
- Describe in more detail some of the early projects on the roadmap, including the likely costs and payback period if available.
- Introduce the value chain partners that will be involved in the implementation activities and how you both benefit from the partnership. If you have already met with the partner describe the level of agreement you have reached concerning how the project will work.
- Finish by providing an overview of the on-going services that you can offer to support the implementation activities.

The output of the meeting is likely to be one of the following decisions:

- Agree to proceed – Well done! Proceed to the *IMPLEMENTATION* phase.
- Request for more information – if there are unanswered queries following the presentation you may be required to go back to some of the earlier steps to fill in missing details or identify evidence in support of key assumptions. It is important to agree a timescale for the next review in order to avoid the project stalling.
- Pause – there may be many reasons why the company might not feel ready to proceed with the project. Try to determine exactly what it is about their current situation that is making them reluctant to proceed. Try to identify ways that you can help the company to get to a position where they would be ready to begin the project.
- Abandon – at this stage it is unlikely the company will abandon eco-innovation entirely but it may be that another idea is now preferred. Try to investigate what has caused this change of preference before deciding how to proceed.

Template of Roadmap Pitch



Roadmap pitch

Project _____

Date _____

Version _____

Business strategy

What are the key benefits of the proposed business strategy in economic, social and environmental terms?

What risk are we avoiding with it?

Business model

What are the key benefits of the proposed business model in economic, social and environmental terms?

What risk are we avoiding with it?

Implementation roadmap

What are the key moments of the roadmap you are proposing?

What details are worth highlighting about early projects, its costs and payback periods?

Key partnerships

What key partners will be involved in the proposed roadmap?

How will both parties benefit from the partnership?

Your support services

What on-going services can you offer to support the roadmap implementation?

Used during activities

BR.4

BR.4 Pitch the implementation roadmap to the CEO

LEARNING CASE STUDY ROADMAP PITCH

Business strategy

- Reducing fish loss and waste will reduce costs across the value chain
- Focus on sustainable product lines will permit access to new niche markets
- Working with fisherpeople to introduce sustainable fishing methods will help to create jobs and improve security of supply of fish in the long term
- Introducing non-tuna product lines will reduce pressure on tuna stocks and generate new revenue streams
- Reducing employee turnover rate and focusing on family friendly working policies will help to address gender balance in management, enhance productivity and reduce recruitment costs
- Increase sales to over \$1 million

Business model

- Estimated gross profit of \$160,000 per year once fully implemented
- Enhances security of supply of fish for processing
- Incentive for fisherpeople to transition to sustainable fishing methods and improve working conditions on boats
- Member network fees can be invested in energy saving and waste reduction measures

Implementation roadmap

- Establishing sustainable fishing member network will enhance relationship with fisherpeople and will be a key early test of the business model
- Projects on family friendly policies and reducing fish loss in factory will help to demonstrate to employees our commitment to sustainability improvements
- Introduction of non-tuna, seafood dishes will be a key test of consumer acceptance of the new product range

Key partnerships

- Need to establish collaboration with Fisheries Ministry to support the implementation of sustainable fishing methods

Your support services

- Proposed service includes three days per week project management during first three years