About the UN Environment Economy Division

The UN Environment Economy Division helps governments, local authorities and decision-makers in business and industry to develop and implement policies and practices focusing on sustainable development.

The Division works to promote:
• sustainable consumption and production,
• the efficient use of renewable energy,
• adequate management of chemicals,
• the integration of environmental costs in development policies.

The Office of the Director, located in Paris, coordinates activities through:
• The International Environmental Technology Centre - IETC (Osaka, Shiga), which implements integrated waste, water and disaster management programmes, focusing in particular on Asia.
• Production and Consumption (Paris), which promotes sustainable consumption and production patterns as a contribution to human development through global markets.
• Chemicals (Geneva), which catalyzes global actions to bring about the sound management of chemicals and the improvement of chemical safety worldwide.
• Energy (Paris), which fosters energy and transport policies for sustainable development and encourages investment in renewable energy and energy efficiency.
• OzonAction (Paris), which supports the phase-out of ozone depleting substances in developing countries and countries with economies in transition to ensure implementation of the Montreal Protocol.
• Economics and Trade (Geneva), which helps countries to integrate environmental considerations into economic and trade policies, and works with the finance sector to incorporate sustainable development policies.

UN Environment Economy Division activities focus on raising awareness, improving the transfer of knowledge and information, fostering technological cooperation and partnerships, and implementing international conventions and agreements.

For more information see www.unep.org
Acknowledgements

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Overall coordination and supervision, technical editing and support at UN Environment, Economy Division: Liazzat Rabbiosi, Elisa Tonda, Andrea Floudiotis, Cristina Battaglino, Katie Tuck, Joni Pegram, and Garrette Clark.

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9 Windows on the world

Used during activities
BM.7 and BM.12
### Business Model Canvas

<table>
<thead>
<tr>
<th>Key Partners</th>
<th>Key Activities</th>
<th>Value Propositions</th>
<th>Customer Relationships</th>
<th>Customer Segments</th>
</tr>
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<tbody>
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<table>
<thead>
<tr>
<th>Key Resources</th>
<th>Channels</th>
<th>Cost Structure</th>
<th>Revenue Streams</th>
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</thead>
<tbody>
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</table>

## Business model evaluation

<table>
<thead>
<tr>
<th>Metric</th>
<th>Current situation</th>
<th>Option 1</th>
<th>Option 2</th>
<th>Option 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Resource use</td>
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<td></td>
</tr>
<tr>
<td>Ecosystem quality</td>
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<tr>
<td>Human health and toxicity</td>
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<tr>
<td>Other social issues</td>
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<tr>
<td>Profitability</td>
<td></td>
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<tr>
<td>Job creation and security</td>
<td></td>
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<tr>
<td>Risks</td>
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<tr>
<td>Long term risk (after mitigation actions and successful implementation)</td>
<td></td>
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<tr>
<td>Implementation risk (High/Medium/Low)</td>
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<tr>
<td>Costs</td>
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<tr>
<td>Upfront capital investment (state cost estimate)</td>
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<tr>
<td>Implementation effort (High/Medium/Low)</td>
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</tbody>
</table>

Used during activities

**BM.18**
Business model pitch

Operations
What details about the operational level will support the implementation of the business model?

Benefits
What are the main economic, social and environmental benefits?

Costs
What are the main economic costs in terms of the major initial investments required?

Effort
What effort would be required to implement this business model based on the results of the Business Model Evaluation?
<table>
<thead>
<tr>
<th><strong>Business model and roadmap review</strong></th>
<th><strong>Project</strong></th>
<th><strong>Date</strong></th>
<th><strong>Version</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Results from project review</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are there any implications for the business model or roadmap?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Are there any important issues that need to be addressed before proceeding with the next project? e.g. additional training, new partnerships, input from suppliers?</td>
<td></td>
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</tr>
<tr>
<td><strong>Validity of business model</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Is there any new information of evidence that strengthens or weakens your confidence in the validity of the business model?</td>
<td></td>
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<tr>
<td>In particular, what has been the response of competitors? How are they adapting, and are new competitive threats emerging?</td>
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<tr>
<td><strong>Progress on sustainability hotspots</strong></td>
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<tr>
<td>What progress was made during the last project on the sustainability hotspots identified during the In-Depth Assessment?</td>
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<tr>
<td><strong>Performance gaps</strong></td>
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<tr>
<td>Were any new performance gaps identified over the course of the project?</td>
<td></td>
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<tr>
<td>What new project ideas could be good to overcome those gaps and add them to the roadmap?</td>
<td></td>
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<tr>
<td><strong>Validity of roadmap</strong></td>
<td></td>
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<tr>
<td>Is there any new information of evidence that strengthens or weakens the case for completing any of the roadmap items?</td>
<td></td>
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</tr>
<tr>
<td><strong>New ideas to roadmap</strong></td>
<td></td>
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<tr>
<td>Are there any new ideas that should be added to the roadmap? Where should they fit in?</td>
<td></td>
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</tr>
<tr>
<td><strong>Roadmap order</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Is the order of the roadmap items still valid? If not, how should it change?</td>
<td></td>
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</tr>
<tr>
<td><strong>Next project for the company</strong></td>
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<tr>
<td>Which idea, or combination of ideas on the roadmap, would make a logical next project for the company?</td>
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</tbody>
</table>
Value of your process
What would be an overview of the process you have followed to develop this proposal?

Strategy pitch
What is the strategy proposed about? What is the story behind this strategy?

Vision

Goals

Story

Fit with current strategy
How is the strategy proposed building on the current company’s strategy? How is it changing it?

Next steps and feedback
Vision
Is this vision aligned and consistent with the goals? If not, what should be modified?

Strategic goals
Does the goals sound ambitious but achievable within the timescales proposed? If not, what should be modified?

Market, product and selling points
Are the changes proposed to the markets, products and selling points consistent with the vision and goals? If not, what should be modified?

Facing the CEO
If you were the CEO of this company, what concerns would you have about this strategy?

Facing the employee
If you were an employee at the company, what concerns would you have about this strategy?
### Marketing

Are your customers interested in sustainability performance? Or are they simply interested in the potential financial or functional benefits of eco-innovative products such as reduced energy consumption?

If claims are made about the sustainability benefits of your products, can we back them up with solid (preferably quantitative) evidence?

Are there recognized eco-labels or sustainability standards that are relevant for your markets?

What are your competitors saying about the sustainability performance of their products?

Would there be business benefits from communicating your sustainability message to other stakeholders such as possible financiers, local governments or environmental lobby groups?

### Sales

Are there any opportunities for partnerships to build new sales channels in order to access markets that were previously inaccessible?

### Delivery

Are there any opportunities for innovation regarding packaging, warehouse impacts, logistics optimisation or product damage in transportation?
## Company engagement planning

<table>
<thead>
<tr>
<th>List of potential engagement activities</th>
<th>Criteria</th>
<th>Criteria</th>
<th>Criteria</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>What types of engagement activity are most suited to your context?</td>
<td></td>
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</tr>
<tr>
<td>You can get inspiration from the ones provided in Tips &amp; Tricks in activity PR.8.</td>
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</tr>
</tbody>
</table>

List here the companies to engage with and the relevant contact person

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Used during activities

**PR.8**
Company vision

SWOT
What priorities from the SWOT analysis are important to keep in mind?

Value chain vision
What could be the role of the company in the value chain vision?

Company vision
What do you envision for the company in 3-10 years?
What are the sustainability hotspots that the company has helped to address?
How is the company performing from a commercial perspective (growth, profitability, market position)?
How do customers feel about the company?
What are the first things that other people outside the company think of when they hear the company name?
Why are employees proud to work for the company?

Feedback
What feedback have you received from this version of the vision?
<table>
<thead>
<tr>
<th>Competence, skill or knowledge type</th>
<th>Essential or beneficial?</th>
<th>Do we have this competence, skill or knowledge in-house?</th>
<th>If not, how can we get the competence/skill/knowledge we need?</th>
</tr>
</thead>
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| Business strategy development      |                          | Team member 1                                             | Training
| Business model innovation          |                          | Team member 2                                             | Recruit
| Sector specific knowledge          |                          | Team member 3                                             | Partnership
| Life cycle thinking               |                          |                                                          | Buy-in services
| Design for Sustainability          |                          |                                                          | Others
| Creative thinking tools            |                          |                                                          | Comments on solution proposed
| Innovation management              |                          |                                                          |
Cost structure ideas

Economies of scale
How could you reduce costs by producing more of a single type of product?

Economies of scope
How could you reduce costs by sharing the costs of key activities across several product lines?

Impacts on social sustainability
What negative consequences could these cost reduction strategies have on employees, customers, or other stakeholders?

Value-driven

Where does the company sit in this continuum?

Cost-driven

Used during activities
BM.14
Customer relationship ideas

SWOT
What key outputs from activity ST.7 could affect customer relationships?

Customer relationships
In what ways could the relationship between the company and the customer be enhanced?

Additional data on the business model
What key outputs from activity BM.2 could affect customer relationships?

Additional data on operational performance
What key outputs from activity BM.3 could affect customer relationships?

Used during activities
BM.9
Customer research

Scope and objectives of customer research
What do you need to know about the customer segment?

Customer understanding
How well do you know your customer segment?

Accessability
How accessible are the people you are trying to study?

Time
How long do you want to spend in research?

Budget
How much are you planning to spend on research?

Research methods
What research methods would be most appropriate?

Customer segment

Used during activities
BM.5
## Data gathering strategy

<table>
<thead>
<tr>
<th>Type of data</th>
<th>Do I need it?</th>
</tr>
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<tr>
<td>Current strategic goals</td>
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<tr>
<td>Current products, markets and selling points</td>
<td></td>
</tr>
<tr>
<td>Current business model</td>
<td></td>
</tr>
<tr>
<td>Main competitors and what they offer</td>
<td></td>
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<tr>
<td>Flow diagram of main internal production steps</td>
<td></td>
</tr>
<tr>
<td>Biggest contributors to production costs</td>
<td></td>
</tr>
<tr>
<td>Biggest contributors to materials and water consumption (for company and for value chain)</td>
<td></td>
</tr>
<tr>
<td>Biggest contributors to energy consumption (for company and for value chain)</td>
<td></td>
</tr>
<tr>
<td>Biggest contributors to health &amp; toxicity concerns (for company and for value chain)</td>
<td></td>
</tr>
<tr>
<td>Biggest contributors to social impacts (for company and for value chain)</td>
<td></td>
</tr>
<tr>
<td>Sales revenue data for last three years</td>
<td></td>
</tr>
<tr>
<td>Profit and loss data for last three years</td>
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<tr>
<td>Number of employees including breakdown by role/department</td>
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</tr>
<tr>
<td>Details of key suppliers</td>
<td></td>
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<tr>
<td>Details of key partners and nature of partnership</td>
<td></td>
</tr>
<tr>
<td>Details of environmental and social management system or policies in place</td>
<td></td>
</tr>
<tr>
<td>Understanding of how the company is viewed by the local community, suppliers and customers</td>
<td></td>
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<tr>
<td>Details of the company’s policies and practices to promote innovation</td>
<td></td>
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<tr>
<td>Details of facilities and resources to support product research and development</td>
<td></td>
</tr>
<tr>
<td>Understanding of procurement policies and practices to promote sustainability</td>
<td></td>
</tr>
</tbody>
</table>

Used during activities

ST.1
# Data gathering update

**Business strategy**

- What topics covered within the strategic goals require new data?
- What sustainability hotspots for the company require new data?
- What, if any, new markets proposed in the new business strategy require new data?

**New data**

What new data needs to be collected (in addition to what you already have)?

<table>
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<tr>
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<td></td>
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<tr>
<td>Biggest contributors to health &amp; toxicity concerns (for company and for value chain)</td>
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</tr>
<tr>
<td>Biggest contributors to social impacts (for company and for value chain)</td>
<td></td>
</tr>
<tr>
<td>Sales revenue data for last three years</td>
<td></td>
</tr>
<tr>
<td>Profit and loss data for last three years</td>
<td></td>
</tr>
<tr>
<td>Number of employees including breakdown by role/department</td>
<td></td>
</tr>
<tr>
<td>Details of key suppliers</td>
<td></td>
</tr>
<tr>
<td>Details of key partners and nature of partnership</td>
<td></td>
</tr>
<tr>
<td>Details of environmental and social management system or policies in place</td>
<td></td>
</tr>
<tr>
<td>Understanding of how the company is viewed by the local community, suppliers and customers</td>
<td></td>
</tr>
<tr>
<td>Details of the company’s policies and practices to promote innovation</td>
<td></td>
</tr>
<tr>
<td>Details of facilities and resources to support product research and development</td>
<td></td>
</tr>
<tr>
<td>Understanding of procurement policies and practices to promote sustainability</td>
<td></td>
</tr>
</tbody>
</table>
Initial pitch to CEO

Benefits of eco-innovation

Your organisation

What is eco-innovation

Key CEO questions to answer

Partnerships

Hotspots

Case studies

Threats and opportunities

Next steps
Key resources ideas

**Key resources**

In what ways could the resources of the company - including physical, intellectual, human and financial resources - be used to address hotspots or strategic challenges?

- **Competitive advantage**
  Do the key resources the company possess offer a competitive advantage?

- **Gender equality**
  If the workforce is a key resource, are equal opportunities available for both women and men?

- **Effectiveness**
  How can the resources be exploited more effectively to enhance the competitive advantage?

- **Future risks**
  Is there a risk that the key resource may not be available in the future?
  How can this risk be reduced or mitigated?

- Other ways in which the company’s resources could help eco-innovation?

**SWOT**

What key outputs from activity ST.7 could affect key resources?

**Additional data on the business model**

What key outputs from activity BM.2 could affect key resources?

**Additional data on operational performance**

What key outputs from activity BM.3 could affect key resources?

---

Used during activities

**BM.11**
## Life cycle business benefits

<table>
<thead>
<tr>
<th></th>
<th>Environmental impacts</th>
<th>Social Impacts</th>
<th>Economic impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Materials</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Production</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Use</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>End of life</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Used during activities

BM.15
Life cycle inventory

Emissions

Key activities and product outputs

Inputs

Activities out of scope

Used during activities
PR.4 and ST.6
<table>
<thead>
<tr>
<th>Phase</th>
<th>Activity</th>
<th>Inputs</th>
<th>Product outputs</th>
<th>Emissions</th>
<th>Environmental impacts</th>
<th>Social Impacts</th>
<th>Economic impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Resource use</td>
<td>Ecosystem quality</td>
<td>On workers</td>
</tr>
</tbody>
</table>

Used during activities
PR.4, ST.6, BM.3 and BM.15
Management issues

Culture
What cultural traits or values of the company can support, ease and accelerate the implementation of the changes proposed?
What is making it difficult to progress?

Message and communications
What is the most important message that now needs to be spread around the company for the success of eco-innovation?
Who are the people managing the communication?
How can we promote a conversation about the message within the company?

Practices and setting
What practices and activities can be establish so to make it easy for employees working on eco-innovation to achieve their goals?
What practical solutions regarding space, time, or resources can help them focus on eco-innovation activities?

Competences
What knowledge and skills are needed? How could those be addressed?
**Operational performance review**

**Strengths and weaknesses**
What key strengths and weaknesses in the current operational performance did you identify during the Walk-through Audit?

**Innovation and product development — Sustainability performance — Management — Suppliers and partners — Competition — Marketing and communication**

**Key questions**
Considering the topics listed above, what are the key questions do you need to ask?

Get inspiration from the questions provided in the Tips & Tricks of activity ST.5

**Participants**
Who are the participants?
How do questions need to adapt to fit their expertise and knowledge?

- Are all those questions aligned with the Data Gathering Checklist?
### Partnerships ideas

**Key partnerships**
What key partners could help the company address hotspots or strategic changes and make the new business model more successful?

<table>
<thead>
<tr>
<th>Partner</th>
<th>Challenges to partnership</th>
<th>Strategies to overcome them</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Get inspired by the ones provided in Tips &amp; Tricks</td>
<td>Get inspired by the ones provided in Tips &amp; Tricks</td>
</tr>
</tbody>
</table>

**Main benefits of the partnership**

- 
- 
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-
People, planet, profit

Used during activities

BM.6
# Personal review

<table>
<thead>
<tr>
<th>What did I do well?</th>
<th>What did I find challenging?</th>
<th>Feedback from others</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>What would I like to see more of in future projects?</th>
<th>What have I learned?</th>
</tr>
</thead>
<tbody>
<tr>
<td>What five actions could I take to improve my performance in supporting future projects for eco-innovation?</td>
<td></td>
</tr>
</tbody>
</table>

Are there other markets that I should target with my eco-innovation services?

---

Used during activities

RE.2
<table>
<thead>
<tr>
<th>Heading</th>
<th>Description of issue/trend [Source or example]</th>
<th>Time scale (0-6/7-24/ 24+ months)</th>
<th>Impact (1= Very low, 5= Very high)</th>
<th>Likelihood (1=very unlikely, 5 = certain)</th>
<th>Significance (Impact x Likelihood)</th>
</tr>
</thead>
<tbody>
<tr>
<td>POLITICAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ECONOMIC</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>SOCIAL</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>TECHNOLOGICAL</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>ENVIRONMENTAL</td>
<td></td>
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<td></td>
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<tr>
<td>LEGAL</td>
<td></td>
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</tr>
</tbody>
</table>

**Used during activities**

**PR.5**

---

**Project**

**Date**

**Version**

---

**Eco-i Templates**
<table>
<thead>
<tr>
<th>Political</th>
<th>Economic</th>
<th>Social</th>
<th>Technological</th>
<th>Environmental</th>
<th>Legal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Definition</strong></td>
<td>Includes issues such as policy context, including tax policy, labour law, environmental law, trade restrictions, tariffs, and political stability. Also relates to the governments influence in areas such as health, education, agriculture and the infrastructure of a nation.</td>
<td>Refers to the general economic situation in the value chain e.g. economic growth, interest rates, exchange rates and the inflation rate. Issues to do with market competition can also be included under the economic heading.</td>
<td>Relates to social trends, demographics and cultural aspects such as health consciousness, population growth rate, age distribution etc.</td>
<td>Includes issues such as R&amp;D activity, automation, technology incentives and the rate of technological change within a value chain.</td>
<td>Can refer to issues such as the abundance of raw materials, eco-labelling practices, environmental policy and regulation, long-term risks from climate change (e.g. flooding, drought, sea-level rises).</td>
</tr>
<tr>
<td><strong>Prompting questions</strong></td>
<td>• Is the government in your country implementing sustainable procurement principles? • Is it possible that a change of government could lead to a significant positive or negative shift in support for sustainability policies? • Has there been a recent disruption to value chain due to political events, industrial action, or failure of a key supplier?</td>
<td>• How is the economy in your country performing? • How is the economy performing in countries served by your target value chain (in cases where there are international markets)? • Are exchange rates having an impact on profitability within the value chain (if purchasing supplies or making sales in a different currency)? • How easy is it to get loans or attract investment? • How is the competitive landscape changing? Who is winning and why?</td>
<td>• How is the market changing in terms of demographics, attitudes etc.? • What is the ‘industry and social buzz’? • What are people in the markets served by the value chain talking about and wanting? • What social issues are large companies reporting on? • What social sustainability issues are trending on social media platforms? • What social problems are people concerned about (poverty, employment conditions, HIV/AIDS, lack of equal opportunities etc.)?</td>
<td>• What new technology is emerging in this market? Or in related markets? • What global technology trends might impact this market? Examples of technology trends include: The ‘Internet of Things’, ‘Big Data’ analytics, ‘Additive Manufacture’, ‘Mass customisation’ and ‘Artificial intelligence’ (further information about these trends can be found in Section 1.10 References and resources)</td>
<td>• How is government policy supporting (or hindering) eco-innovation in your country? • What voluntary environmental standards are being implemented by leading companies in the industry? • How is legislation supporting (or hindering) eco-innovation in your country?</td>
</tr>
</tbody>
</table>
Which existing markets are important to achieving the company’s goals and vision? Do the vision and goals suggest the need to enter new markets?

Which products are important to achieving the company’s goals and vision? Do the vision and goals suggest the need to create new products?

Which selling points are important to achieving the company’s goals and vision? Do the vision and goals suggest the need to focus on new selling points?
**Project implementation**

**Big picture of the project**
- Are decisions being made that are consistent with the business model and business strategy that have been set?
- Is the project having a positive impact on the company’s social issues such as gender equality?
- What other operational areas of the company will be impacted by this project?
- What have we learned that reinforces or casts doubt on the assumptions that were made prior to beginning the project?

**Roles and responsibilities**
- Who does what?

**Communication**
- What are the communication channels? Who are the people managing the communication?

**Feedback from the customer**
- How is the customer reacting to our implementing activities?

**Emerging issues**
- How could they be addressed creatively?
Project review

Project data and documentation
What data sources can provide evidence of the performance of the project? e.g. requirements specification vs solution specification, budget vs actual spend etc.

Scope
Which aspect of the project will be covered and who will be consulted during the review?

Key aspects to review
What are the one or two key aspects we should focus attention on during the review?

Workshop participants
Who should participate in the review workshop?

Review questionnaire
Did the project accomplish what it set out to achieve?
What went well within the project?
What was challenging about the project?
What could have been done differently?
What wider benefits has the project generated beyond its primary scope? e.g. any new knowledge and skills, new partnerships, improved gender equality or brand and public relations benefits?
What have you learned from participating in the project?
# Requirements specification

<table>
<thead>
<tr>
<th>Number or code</th>
<th>Requirement</th>
<th>Comments</th>
<th>Priority (MSCW)</th>
<th>Review date</th>
<th>Reviewed / Approved</th>
</tr>
</thead>
</table>

Used during activities

BR.3
Revenue streams ideas

Value proposition

Revenue streams
What new sources of revenue could be explored?

Maintenance contracts and service fees
In what ways performing regular maintenance and service operations can help to ensure optimal performance of a product, contributing to reach its design lifetime brand leading to loss of brand value?

Training
What training courses can lead to higher customer satisfaction and at the same time can provide a useful revenue stream for the company?

Licensing
Could it lead to a new competitor within the company’s core customer segments? Could it involve a loss of control of the brand leading to loss of brand value?

Advertising
Will the presence of adverts annoy or alienate the company’s target customer segments?

Other ideas for new revenue streams?

Other ideas for new revenue streams?
Review presentation

Analysis of business model and roadmap validity

Key recommendations for improvement

Results and benefits of the project

Next steps

Used during activities
RE.4
<table>
<thead>
<tr>
<th>Risk code and name</th>
<th>Impact description</th>
<th>Probability (1-3)</th>
<th>Impact (1-3)</th>
<th>Risk score</th>
<th>Mitigation</th>
<th>Contingency</th>
<th>Action date</th>
<th>Action by</th>
</tr>
</thead>
</table>

Used during activities

BM.17
## Roadmap

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Time</th>
</tr>
</thead>
</table>

**Years**

---

**Used during activities**

**BR.2**

---

**Eco-i Templates**
<table>
<thead>
<tr>
<th>Innovation idea title</th>
<th>Benefits</th>
<th>Capital investment</th>
<th>Implementation effort (and labour cost)</th>
<th>Approx total cost and payback period</th>
<th>Implementation risk (High/Medium/Low)</th>
<th>Scheduling considerations</th>
</tr>
</thead>
</table>

**Used during activities**

BR.1
Roadmap pitch

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
<table>
<thead>
<tr>
<th>STRATEGIC GOAL #</th>
<th>STRATEGIC GOAL #</th>
</tr>
</thead>
<tbody>
<tr>
<td>What hotspot or other SWOT issue does the goal help to address?</td>
<td>What hotspot or other SWOT issue does the goal help to address?</td>
</tr>
<tr>
<td>What is the desired change?</td>
<td>What is the desired change?</td>
</tr>
<tr>
<td>How will you know if the goal has been achieved?</td>
<td>How will you know if the goal has been achieved?</td>
</tr>
<tr>
<td>When will the change be achieved?</td>
<td>When will the change be achieved?</td>
</tr>
<tr>
<td>Final formulation of the goal:</td>
<td>Final formulation of the goal:</td>
</tr>
</tbody>
</table>
## Strategy idea evaluation

### Idea title

<table>
<thead>
<tr>
<th>RISKS</th>
<th>BENEFITS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of risk</td>
<td>Description</td>
</tr>
<tr>
<td>Product</td>
<td></td>
</tr>
<tr>
<td>Market</td>
<td></td>
</tr>
<tr>
<td>Selling point</td>
<td></td>
</tr>
</tbody>
</table>

**Total**

**Risk rating**

<p>| Economic | |
| Environmental | |
| Social | |</p>
<table>
<thead>
<tr>
<th>Internal origin (attributes of the company)</th>
<th>Helpful - to becoming more sustainable</th>
<th>Harmful - to becoming more sustainable</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRENGTHS</td>
<td></td>
<td>WEAKNESSES</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>External origin (attributes of the environment)</th>
<th>Helpful - to becoming more sustainable</th>
<th>Harmful - to becoming more sustainable</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPPORTUNITIES</td>
<td></td>
<td>THREATS</td>
</tr>
</tbody>
</table>
Target identification

A - Sector-level analysis

Sector name: 
Score:

A1 – To what extent does the sector contribute to global greenhouse gas emissions and climate change (taking into account the full lifecycle of the product or service delivered by the sector)?
• Major contributor e.g. agriculture, chemicals, automotive, energy etc. 2 points
• Moderate contributor e.g. insurance, banking, software etc. 1 points
• Contribution is negligible 0 points

A2 – To what extent does the sector contribute to global consumption of non-renewable resources and potable water (taking into account the full lifecycle of the product or service delivered by the sector)?
• Major contributor e.g. agriculture, chemicals, automotive, energy etc. 2 points
• Minor contributor e.g. Insurance, banking, software etc. 1 points
• Contribution is negligible 0 points

A3. To what extent does the sector contribute to global pollution problems (taking into account the full lifecycle of the product or service delivered by the sector)?

N.B. A 2012 report defined the 10 worst global pollution problems as follows:

10 worst global pollution problems in 2012
(Blacksmith Institute & UNIDO, 2012)

<table>
<thead>
<tr>
<th>Lead-Acid Battery Recycling</th>
<th>Industrial Estates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Smelting</td>
<td>Artisanal Gold Mining</td>
</tr>
<tr>
<td>Mining and Ore Processing</td>
<td>Product Manufacturing</td>
</tr>
<tr>
<td>Tannery Operations</td>
<td>Chemical Manufacturing</td>
</tr>
<tr>
<td>Industrial/Municipal Dump Sites</td>
<td>Dye Industry</td>
</tr>
</tbody>
</table>

A4. How important is the sector for the national economy?
• High importance, contributes over 15% of GDP or employs over 15% of workforce 2 points
• Medium importance, contributes over 5% of GDP or employs over 5% of workforce 1 points
• Low importance, contributes less than 5% of GDP and employs less than 5% of workforce 0 points

A5. To what extent has this sector been targeted by Non-Governmental Organizations (NGOs) to encourage improvements in sustainability performance?
• Major focus of sustained, global campaigns by NGOs. 2 points
• Focus of occasional, local campaigns by NGOs. 1 points
• No focus/attention from NGOs. 0 points

Used during activities

PR.1
B - Market-level analysis

Description of the market:

Score:

N.B. Questions B1-B6 assess the likely demand for eco-innovation services in the market. Questions B7-B10 assess the probability that your organization could successfully provide this service.

B1. How strong is the growth of this market?
• Strong (>5% per year)  2 points
• Moderate (2-5% per year)  1 points
• Weak (<2% per year)  0 points

B2. How strong is the competition in this market?
• Strong (6+ companies competing)  2 points
• Moderate (2-5 companies competing)  1 points
• Monopoly (1 company)  0 points

B3. To what extent is government policy encouraging and supporting moves towards improved sustainability performance?
• Major support from policy, including financial measures.  2 points
• Moderate support from policy, but no financial measures.  1 points
• No support from policy.  0 points

B4. Is this market affected by new or forthcoming legislation?
• Major changes required to meet new or forthcoming legislative requirements  2 points
• Moderate changes required to meet new or forthcoming legislative requirements  1 points
• No new or forthcoming legislation.  0 points

B5. How interested are the end customers of this market in improved sustainability performance?
• Major interest – willing to switch products/suppliers or pay a price premium for better sustainability performance.  2 points
• Moderate interest – information about sustainability performance is considered as part of the purchase decision, but not a deciding factor.  1 points
• No interest.  0 points

B6. Are there trends that would encourage eco-innovation in this market?

List the relevant legislation that you have identified in the space below: Fisheries Ministry currently considering imposing fishing quotas on tuna.

• Major changes required to meet new or forthcoming legislative requirements  2 points
• Moderate changes required to meet new or forthcoming legislative requirements  1 points
• No new or forthcoming legislation.  0 points

B7. Do you have existing customers, reputation and credibility in this market?
• Yes, significant number of existing customers and well known in this market.  2 points
• Yes, some existing customers but not well known in this market.  1 points
• No customers or reputation in this market.  0 points
B8. Are the potential companies in this market similar to the types of organization that we normally choose to work with? Would they make good companies for our organization?
- Yes, exactly the type of company that we aim to work with. **2 points**
- Possibly, some similarities but some differences. **1 point**
- No, not the type of company that we aim to work with. **0 points**

B9. Do we have the necessary sector and market knowledge within our organisation today to deliver eco-innovation services to this market?
- Yes, we have several staff with relevant sector and market knowledge. **2 points**
- Possibly, we have one member of staff with some relevant sector and market knowledge. **1 point**
- No relevant sector or market knowledge. **0 points**

B10. How easy would it be to collaborate with other organisations within this market based on geographic location?
- Relatively easy – majority of market, including final customer, is within the same country. **2 points**
- Somewhat difficult – significant proportion of market or final customer is in a different country. **1 point**
- Very difficult – majority of market, including final customer, is in a different country. **0 points**

C - Company-level analysis

Name of the company:
Score:

C1. To what extent is sustainability an explicit and public part of the core strategy and values of the company?
- Major focus on sustainability – public statements or literature explicitly stating that sustainability is a core part of the company strategy and values. **2 points**
- Moderate focus on sustainability – sustainability not mentioned in company strategy or values but some evidence of interest in sustainability performance. **1 point**
- No existing focus on sustainability. **0 points**

C2. To what extent is sustainability performance of the company’s products and services part of their product marketing and positioning?
- Major focus on sustainability – sustainability performance a major and consistent feature of the marketing and branding of the products and services of the company. **2 points**
- Moderate focus on sustainability – a minor and occasional feature of the marketing and branding of the products and services of the company. **1 point**
- No existing focus on sustainability in marketing and positioning. **0 points**

C3. What experience and capability does the company have in innovation?
- Significant experience and capability – frequent, successful innovations with evidence of significant resources dedicated to innovation, such as the existence of an R&D team. **2 points**
- Moderate experience and capability – some notable innovations, but no resources dedicated to supporting innovation. **1 point**
- No experience or existing capability in innovation. **0 points**
C4. What experience and capability does the company have in managing environmental issues?

• Significant experience and capability – formal environmental management system in operation and resources dedicated to supporting environmental improvement. 2 points

• Moderate experience and capability – some environmental management initiatives in operation but no resources dedicated to environmental improvement. 1 point

• No experience or existing capability in managing environmental issues. 0 points

C5. What is the position of the company in their market?

• Market leader. 2 points

• Not the market leader. 0 points
<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPPORTUNITIES</td>
<td>STRENGTHS-OPPORTUNITIES strategy ideas</td>
</tr>
<tr>
<td>THREATS</td>
<td>STRENGTHS-THREATS strategy ideas</td>
</tr>
<tr>
<td>WEAKNESSES-OPPORTUNITIES strategy ideas</td>
<td></td>
</tr>
<tr>
<td>WEAKNESSES-THREATS strategy ideas</td>
<td></td>
</tr>
</tbody>
</table>

Used during activities

ST.9
Threats and opportunities
What are the key threats and opportunities?

Market

Company

Key messages
What can’t this person miss regarding the potential benefits of eco-innovation for their company?

Contact person name and role

☐ Are these messages aligned with the value chain vision?
Value chain vision

Threats and opportunities
What are the key threats and opportunities?

Vision
What do you envision for the value chain?

Partnerships
Who could you partner with to achieve this vision?

Clients
Which potential client companies would be inspired by this vision?

Used during activities
PR.6
## Getting started on the tour
- Ask to be shown round the production facilities in a logical flow, from ‘Goods in’, round each step of the processing, through to ‘Goods out’.
- How many people work for the company?
- What is the gender balance in the workforce?
- What was the turnover of the company last year?
- Is the company growing (revenue and staff numbers)?

What other questions could be also relevant to your context?

## Production – Goods in
- What are the main types of delivery you receive?
- Do you have a quality control system to inspect goods as they arrive?
- Do you ever have problems with poor quality goods?

What other questions could be also relevant to your context?

## Production – Main processes
- Capturing a simple schematic diagram of the main process steps as you tour the production facilities can help to ensure you fully understand the complete process and identify any process steps you may have not been shown.
- Look for instances of waste (materials, energy, water, time)
- Which of the production process steps use the most materials/energy/water/chemicals?
- Which parts of the production process are the most problematic?
- What are the main contributors to production costs?

What other questions could be also relevant to your context?

## Purchasing
- Who are the most important suppliers for the company?
- Are there any problems with these suppliers at the moment?
- Is sustainability performance a consideration in your purchasing decisions?

What other questions could be also relevant to your context?
### Production - Goods out

- What happens to the product between leaving here and arriving at the end user?
- What means of transport are used?
- Does the company have its own distribution system or does it rely on a third party provider?

What other questions could be also relevant to your context?

### Sales & Marketing

- Which are the most important product lines and markets for the company?
- How are the key product lines performing at the moment?
- Who are the most important customers within those markets?
- How do you market and sell your products?

What other questions could be also relevant to your context?

### Design & Engineering

- Do you design your own products or manufacture to your customer’s specification?
- Do you have Research & Development facilities on-site?
- Do you take sustainability issues into account when designing new products?

What other questions could be also relevant to your context?

### Management

- Who in the company is responsible for managing sustainability issues?
- Do you operate an environmental management system?
- What is the gender balance within the Senior Management Team?
- What policies do you have in place to raise awareness of gender issues within the workforce and promote gender equality?
- Are there ways in which staff can raise concerns about health and safety issues or general working conditions?
- How is the company viewed by the local community?
- What has been the most significant innovation in the company in the last 5 years? Who was involved in that?

What other questions could be also relevant to your context?
Walk-through audit results

Key observations

- General aspects
- Production — goods in
- Production — main processes
- Production — goods out
- Sales & Marketing
- Design & Engineering
- Purchasing
- Management

Operational Strengths

Operational Weaknesses

Used during activities

ST.4
Glossary of key terms

**Business model**
Describes how a company does business. It is the translation of strategic issues, such as strategic positioning and strategic goals into a conceptual model that explicitly states how the business functions. The business model serves as a building plan that allows designing and realizing the business structure and systems that constitute the company’s operational and physical form. (Osterwalder et al, 2005).

**Business strategy**
Describes the long term goals of the company and the markets in which the company will operate (i.e. vision and mission) (adapted from Andrews, 1997).

**Gender**
Describes the roles, behaviours, activities, and attributes that a given society at a given time considers appropriate for men and women. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable. (UN Women)

**Gender discrimination**
Describes any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on the basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field (Art.1 CEDAW, 1979).

**Gender equality**
Refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women’s issue but should concern and fully engage men as well as women. (UN Women)

**Gender-sensitive**
Rescribes an attempt to redress existing gender inequalities when designing and implement development projects, programs or policies.

**Life cycle**
Consecutive and interlinked stages of a product (good or service), from the extraction of natural resources to the final disposal (adapted from ISO 14040:2006).

**Life cycle assessment**
It is a systematic set of procedures for compiling and examining the inputs and outputs of materials and energy and the associated environmental impacts directly attributable to the functioning of a product throughout its life cycle (adapted from ISO 14040:2006).

**Life cycle thinking**
It is a mostly qualitative approach to understand how our choices influence what happens at each of the stages of the life cycle of an industrial activity: from raw material acquisition through manufacture, distribution, product use and disposal. This approach is needed in order for us to balance trade-offs and positively impact the economy, the environment, and society (UN Environment Economy Division, 2004).
Glossary of key terms

Marketing
It is the set of activities that are designed to help the company to understand the type of product it should offer to a market and communicate the benefits and value of the product to the targeted consumer. Marketing focuses on the product, promotion, price and distribution channels.

Market analysis
It is the activity of gathering information about the size, growth, profitability, target groups and existing products of a market, which is used to inform decision making at a strategic level. This specific activity would fall under the broader umbrella of marketing activities.

Organization structure
It refers to the range of activities and key resources (human and financial) within the company, in addition to those relating directly to production, that are dedicated to supporting the business model. These include procurement processes, distribution, key partnerships, customer relationships and interfaces, research and development, internal communication, and revenue generation.

Partners
It refers to parties in the value chain that provide or receive value including suppliers, outsourced workers, contractors, customers, consumers, clients, members, and others (ISO 26000:2010).

Roadmap
It is a planning tool used to support the implementation of strategies. It is made-up of a series of projects that will help to progress the organization from the company’s current position towards fulfilling the organization’s goals (adapted from Phaal R et al, 2007).

Stakeholder
It is any group or individual who can affect, or is affected by, an organization or its activities. Also, any individual or group that can help define value propositions for the organization (Stakeholder Research Associates Canada Inc., United Nations Environment Programme, AccountAbility: Stakeholder Engagement, 2005).

The supply chain
It is a system of organizations, technology, activities, information and resources involved in moving a product or service from supplier to customer (Michael Porter 1985) are the most significant impacts in the value chain or the life cycle of a product or service system, which can be used to identify impact improvement opportunities and to prioritize impact reduction actions (UN Environment Economy Division/SETAC, 2014).

Value
It is understood to involve creating economic value (the revenue that a firm gets in return for its goods or services) in a way that also creates positive Outputs for society by addressing its needs and threats, taking into account economic, environmental and social considerations (adapted from Porter & Kramer, 2011).

A value chain
It is the entire sequence of activities or parties that provide or receive value in the form of products or services (e.g. suppliers, outsource workers, contractors, investors, R&D, customers, consumers, members) (ISO 14001 CD2, 2013). See also Partners definition above.

Value proposition
It refers to the products or services that an organization offers to a specific market segment that the organization believes will create value for that specific market segment.