



1



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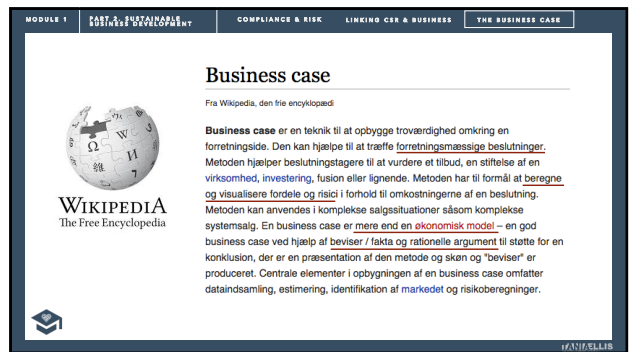
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6

MODULE 1 PART 3: SUSTAINABLE BUSINESS DEVELOPMENT COMPLIANCE & RISK LINKING CSR & BUSINESS THE BUSINESS CASE

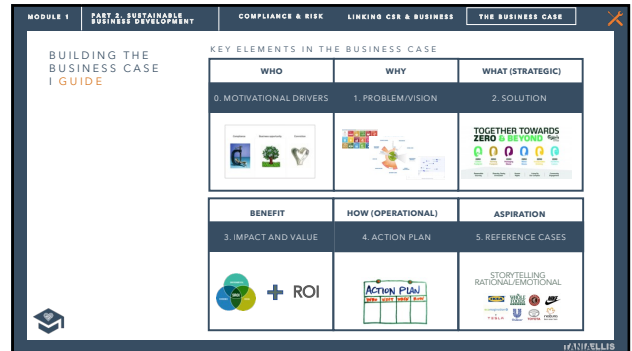
BUSINESS CASE I EXAMPLE

Business case – besparelser og udgifter

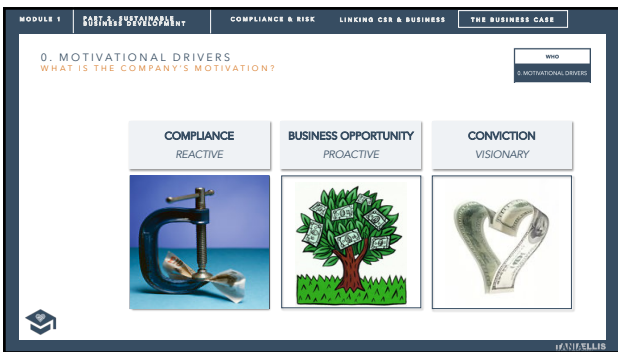
Besparelse	Ko.	Udgifter	Ekstern	Ko.	Intern	Ko.	
DRB	10 årsværk pr år (CO2)	300.000	Etikettering	Design	200.000	4 dage	10.000
	180 2 dage (data providers)	180.000		Installation		1 dag	2.000
Intern revision	X antal dage			Implementering		2 dage	8.000
Ekstern revision	30.000			IT-afhandlings			
Potential besparelser	Egen IT udvikling		DRB	Årlig vedligehold	50.000	18 x 1 dag	95.000
	Intern IT drift		CO2-system	Licens - udvalgte applikationer	200.000		
				Hosting	10.000		
TALT	516.000				540.000		117.000
2. år	510.000				85.000		95.000

Flere eksempler og overblik på CO2-system med 18 brugere og håndtering af data fra mere end 1000 server report. CARVE

7



8



9

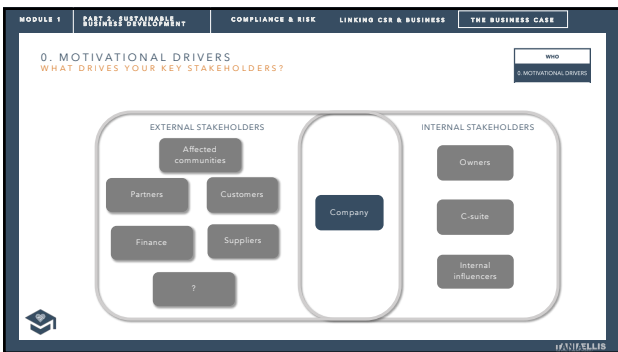
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“Legislation demands we declare our ghg emissions and our customers are asking about reduction plans, so we have to.”
- Nobody claims this position in public

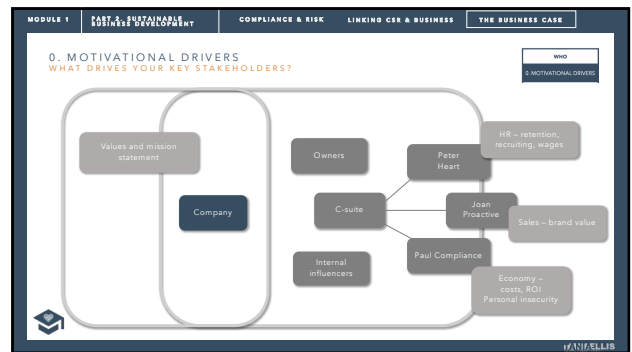
“We’re launching ecomagination not because it’s trendy or moral, but because it will accelerate our growth and make us more competitive.”
- Jeffrey Immelt, General Electric

“It should come from the heart, but it’s ok that it can still be good business”
- Mads Øvlisen, Novo Nordisk

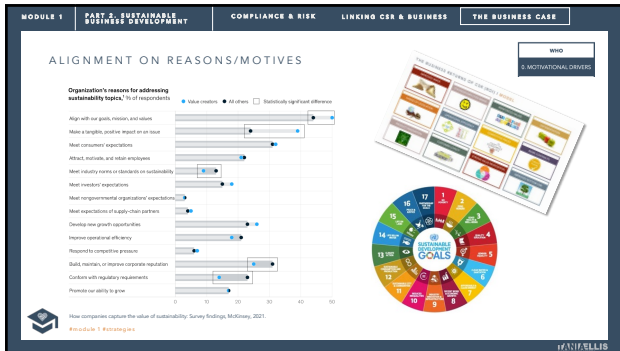
10



11



12



13

REFLEKSION

1. Hvor på bæredygtighedsrejsen er din virksomhed?
2. Hvad er motivationen bag din virksomheds arbejde med bæredygtighed?

INPUT TIL EKSAMENSOPGAVE 1B

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14

BUILDING THE BUSINESS CASE | GUIDE

WHO

0. MOTIVATIONAL DRIVERS

1. PROBLEM / VISION

2. SOLUTION

3. IMPACT AND VALUE

4. ACTION PLAN

5. REFERENCE CASES

Compliance Business opportunity Conviction

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15

1. PROBLEM/VISION OUTSIDE-IN VS INSIDE-OUT

OUTSIDE-IN SOCIETY'S NEEDS

INSIDE-OUT BUSINESS NEEDS

Love Local, Reach Global

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16

BUILDING THE BUSINESS CASE | GUIDE

WHY

1. PROBLEM / VISION

2. SOLUTION

3. IMPACT AND VALUE

4. ACTION PLAN

5. REFERENCE CASES

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17

2. THE SOLUTION LINKING BUSINESS & SUSTAINABILITY GOALS

TOGETHER TOWARDS ZERO & BEYOND Carlsberg Group

ZERO Carbon Footprint

ZERO Farming Footprint

ZERO Packaging Waste

ZERO Water Waste

ZERO Irresponsible Drinking

ZERO Accidents Culture

Responsible Sourcing | Diversity, Equity & Inclusion | Human Rights | Living By Our Values | Community Engagement

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18

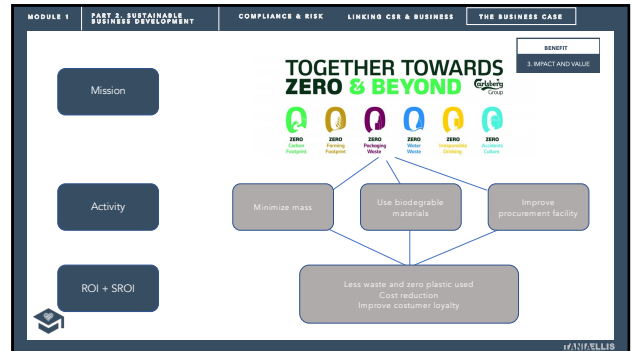
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CSR STAKEHOLDER VALUE PROPOSITIONS | EKSEMPEL

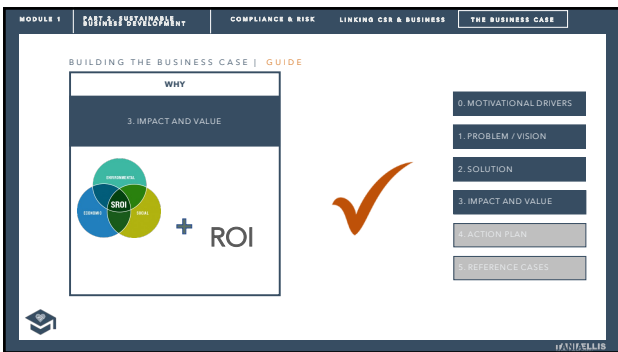
Stakeholders	Demands & expectations	CSR activities (our stakeholder response)	Our added value Financial returns	Our added value Societal returns	Goals/Indicators/KPIs
Kunder	Kvalitet, fleksibel kommunikation, tilgængelighed, driftssikkerhed (fremtid, ansvarlighed)	Opbygning af porteføljer med bæredygtigt udgangspunkt. Evt. udvikling af services som info til offentlig transport, guides til lokale spise- og opholdsteder med god bæredygtighedprofil i sig selv, (kommunikation af ansvarlighed i facility management, fokus på forsyningskæde lokal)	Mensalg, lavere omkostninger til klager og ad hoc håndtering (license to operate)	Lavere emissioner og mindre fremtidig affald forbundet med etablering af gæsteboliger. Følgelig et regjerendte og vækst.	Lavt gensalg i franske porteføljer, høj lead rate fra eksisterende kunder.
Ejere/kædere	Vækst og god ROI Driftssikkerhed Fremtidssikring af værditilbud	Fokus på forsyningskæde, Stabile lokale leverandere Opbygning af bæredygtig portefølje	Mensalg, lavere omkostninger til klager og ad hoc håndtering (license to operate) Evt. lavere lånerenter	-	Roi Vækstretning
Centralt ansatte	Meningfyldt og behageligt arbejde	Appreciative medarbejderpolitik, overveje væksttempo, behovs?	Lav medarbejder turnover	Høj arbejdsglæde, innovation og engagement	Medarbejderudvikling Sygefærdig Produktivitet
Lokale leverandere	Løn, rimelige arbejdsvilkår	Uddannelse? Hjælp til certificering af service (mensalg for leverandere)	Loyale leverandere = mindre bøl = færre omkostninger	Lokal dygtiggørelse	Certificering af facility service, evt. uddannelse af facility service

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32



33



34



35

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THE SUSTAINABLE BUSINESS CASE | TEMPLATE

The Sustainable Business Case	Year 1	Year 2	Year 3
Ambition			
Business challenge / Business opportunity			
Supportive sustainability initiative			
Business impact / value (ROI)			
Societal impact / value return (SROI)			
Investment			
Financing (cost savings etc.)			

The Sustainable Business Case Template TANA ELLIS - The Social Business Company

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36

MODULE 1 PART 3: SUSTAINABLE BUSINESS DEVELOPMENT COMPLIANCE & RISK LINKING CSR & BUSINESS THE BUSINESS CASE

THE SUSTAINABLE BUSINESS CASE | EXAMPLE

HOW (OPERATIONAL)

4. ACTION PLAN

The Sustainable Business Case	2018	2021	2023
Ambition	Compliant with CSR regulations and legal requirements	Company follows standards and norms for CSR	CSR is used proactively and strategically to differentiate a strong, positive brand
Business challenge	ESG reporting requirements; new organisation; many changes due to new strategy	Catch up with the head start of our closest competitors in terms of their CSR systems and CSR communications	Sustainable product innovation
Business opportunity	Loyal investors	New investors	New markets
Supportive sustainability initiative	Reactive/compliant CSR	Compliant CSR that minimizes risks	Proactive and business-driven CSR
Business impact / value (ROI)	Company shows CSR confidence which gives investors sense of ease	Minimization of costs	Differentiation from competitors New markets Expanded market shares
Societal impact / value return (SROI)	New mindset amongst employees	Resource savings linked to SDG	Attraction of new employees Motivation of employees
Investment	Education & training of key persons	Investment in optimizations and new equipment	Investments in R&D and product development
Financing (cost savings etc.)	External consultant cost savings	Operational cost savings due to efficiency	Operational cost savings due to efficiency

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37

MODULE 1 PART 3: SUSTAINABLE BUSINESS DEVELOPMENT COMPLIANCE & RISK LINKING CSR & BUSINESS THE BUSINESS CASE

BUILDING THE BUSINESS CASE | GUIDE

HOW

4 ACTION PLAN

0. MOTIVATIONAL DRIVERS

1. PROBLEM / VISION

2. SOLUTION

3. IMPACT AND VALUE

4. ACTION PLAN

5. REFERENCE CASES

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38

MODULE 1 PART 3: SUSTAINABLE BUSINESS DEVELOPMENT COMPLIANCE & RISK LINKING CSR & BUSINESS THE BUSINESS CASE

5. REFERENCE CASES ASPIRATIONAL EXAMPLES

ASPIRATION

5. REFERENCE CASES

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39

MODULE 1 PART 3: SUSTAINABLE BUSINESS DEVELOPMENT COMPLIANCE & RISK LINKING CSR & BUSINESS THE BUSINESS CASE

5. REFERENCE CASES USE STORYTELLING

ASPIRATION

5. REFERENCE CASES

To hell with facts!

We need stories!

Reports, numbers and rational arguments are easily forgotten, but stories stand the test of time.

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40

MODULE 1 PART 3: SUSTAINABLE BUSINESS DEVELOPMENT COMPLIANCE & RISK LINKING CSR & BUSINESS THE BUSINESS CASE

5. REFERENCE CASES FIND (S)ROI EXAMPLES

ASPIRATION

5. REFERENCE CASES

CSR RAPPORTER ... PRESSE, BOGER ... BRANCHEPRISER ...

SMV COP 2022

BØRE DYSTIG LEDELSE

THE NEW PIONEERS

Finalist til Building Awards 2023 til Bæredygtighedsprisen

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41

MODULE 1 PART 3: SUSTAINABLE BUSINESS DEVELOPMENT COMPLIANCE & RISK LINKING CSR & BUSINESS THE BUSINESS CASE

BUILDING THE BUSINESS CASE | GUIDE

ASPIRATIONS

5. REFERENCE CASES

0. MOTIVATIONAL DRIVERS

1. PROBLEM / VISION

2. SOLUTION

3. IMPACT AND VALUE

4. ACTION PLAN

5. REFERENCE CASES

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42

REFLECTIONS

REFLECTIONS ON THE BUSINESS CASE FOR CSR

What are the motivational drivers in your company?

Which companies are admired in your organisation?

What business value (ROI) would be relevant to emphasize?

What kind of societal value could your company create?


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43

MODULE 1 | PART 2: SUSTAINABLE BUSINESS DEVELOPMENT | COMPLIANCE & RISK | LINKING CSR & BUSINESS | THE BUSINESS CASE

THE BUSINESS CASE

GET MORE "HACKS" & GUIDANCE



1. ASSESS PAIN POINTS
2. MAKE IT STICK
3. CONNECT WITH CORPORATE PRIORITIES
4. BE AUTHENTIC
5. BACK UP YOUR HUNCH WITH EVIDENCE
6. PRACTICE YOUR PITCH
7. FIND PARTNERS TO SHARE RISK (AND OPPORTUNITY)
8. LISTEN
9. GUARD AGAINST MISSION DRIFT
10. SPEAK THE LANGUAGE OF YOUR AUDIENCE

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KEY LEARNINGS

WHAT YOU HAVE LEARNT ABOUT THE BUSINESS CASE FOR CSR


- WHAT**
 - Key elements & use of a business case
 - Motivational drivers of decision-makers
- HOW**
 - Guide & template for building a business case
 - Guide to business ROIs of CSR
 - Overview of impact & value assessment methodologies

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AMMUNITION FOR THE BUSINESS CASE...



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46

MODULE 1 | INTRODUCTION

STRATEGY | CLEAR PURPOSE

<p>PART 1 WHY-WHAT THE SUSTAINABLE BUSINESS MINDSET</p> <ul style="list-style-type: none"> Global megatrends Sustainable market drivers Key phases & concepts 	<p>PART 2 HOW SUSTAINABLE BUSINESS DEVELOPMENT</p> <ul style="list-style-type: none"> ESG & legal compliance Linking CSR & business The business case 	<p>PART 3 HOW THE STRATEGIC FOUNDATION</p> <ul style="list-style-type: none"> The analytical toolbox: 6 analytical steps Real-life case: Nilfisk
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47



48

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49