



Excellence and Best Practice
in
Sustainable Management

A Multi Client Study



You are invited

You and your business are certainly aware of the challenges that are facing the world today: scarcity of commodities, climate change, insufficient energy sources, food shortages and scarcity of water. Three quarters of the production companies fear that the scarcity of natural resources will jeopardize the profitability of their business in the coming 5 years. Many businesses are increasingly aware of the need to respond to climate change, both in operational and strategic terms. Climate change could have a range of impacts on your business as well, including disrupting business operations, increasing costs of maintenance and materials, and raising insurance prices. In other cases, climate change may also offer new business opportunities.

Although the awareness about these issues seems to be quite high, there is also a wide gap between the assessments of risks and the implementation of risk management actions. Does this sound familiar to you?

Then we kindly invite you to participate in our very important multi client study to understand excellence and best-practices in sustainable management. This first-of-its kind study will give you and the other participating companies best practices in the organization and management of a sustainable strategy.

From experience we know that a multi client study is a highly effective and very successful tool to get excellent and 'best practice' results at reasonable costs to the participants.

We are seeking a maximum of 20 participants. It would be our pleasure to welcome you as well as one of the exclusive participants.

As a participant you will have the opportunity to co-determine the contents of the report.

Amsterdam, December 22, 2011

André Brassier and Kasper Walet



Situation Appraisal

The world faces great challenges: recent decades have seen a huge growth in economic activity coupled with a massive rise in population. These developments have put the Earth's finite resources under increasing strain. The UK Government's Chief Scientist, John Beddington, has warned of a 'perfect storm' of:

- Scarcity of resources (commodities)
- Climate change
- Insufficient energy resources
- Food shortages
- Scarce water

Causing major upheavals to the global economy within the next 5 to 10 years

To weather this storm there must be an acceptance at the heart of companies that the world is changing profoundly, and that business would need to change too. So you need to develop a sustainable strategy that take into account key challenges like the shift of economic power to the BRIC and other emerging countries, the fact that we are entering a period of resource scarcity, and that probably the most precious resource today is people.

It is not to say that you have to do that all by yourself; there is a strong trend to partnership as the means of delivering change. Today the vast majority of examples on how business is contributing to development involves some sort of partnership, with NGOs, government or both.

Another key theme today is the continued rise of 'shared value'. This concept was introduced by Michael Porter, the Harvard Business School Professor who more-or-less invented modern strategy management. Share value is: "policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates".



Key Questions

The above are rather generic issues. The key question is how you could translate this into developing a sustainability strategy that deals with these and other challenges you are facing for your individual company. For the design of your strategy you might want to get answers to at least the following questions:

- What are the global trends impacting our future in the next 5-10 years?
- What are the challenges for our industry?
- What will be the impact to our company?
- What are the necessary steps we should take to transform our company in a more sustainable one?

In this study we will provide you with all the relevant information regarding the challenges facing the earth as well as the risks and the opportunities for your industry and finally to your company, Thus allowing you to show the necessary leadership for your company to be prepared for the future and emerge stronger and more sustainable.

Value to You and Your Business

The value to you of participating in this Multi Client Study will include:

- Get a clear picture of the global challenges and these for your particular industry
- Access to the Best Practices to implement a Sustainability Strategy
- For relatively low costs
- Get a clear picture of the practical way forward
- Make well informed decisions

Deliverables

- 2 Reports
- 2 interactive Strategy Sessions
- Up to date assessment
- One day of free Consulting for each exclusive participant

The study will be divided into two stages and will allow for interactions with key stakeholders and policy makers. 2 Strategy Sessions will be held allowing the user group to provide feedback and to discuss the results and scenarios with the Consultants.



Methodology

Our Approach

The Study will be lead by André Brassier and Kasper Walet. They both have more than 20 years of academic and practical expertise in the sustainability arena. You can read our profiles in Annex 2.

The Study will contain of the following steps:

First report

The first report will set the stage for the analysis, and introducing the structure of the global sustainability challenges as well as a initial assessment of key sustainability challenges and opportunities facing selected industries over the next 10 years.

First Strategy Session

The first Strategy Session will mark the launch of the project and the publication of the first report. Besides the client group will have the opportunity to discuss and decide about the final contents and topics covered in the report. Participation will be limited to the client group.

Final report

The final report will address all the relevant issues in a very detailed manner, the final Report will also contain recommendations for how the results from the study could be used further in the organisation of each member of the client group.

For writing the Final Report we will use the following 3 step approach:

Step 1:

Based on research and interviews, the global trends will be identified that could be considered to represent the key sustainability challenges and opportunities facing your industry over the next 5-10 years. These trends will be explored in a global context. After that we will take a closer look at how they might affect your particular industry. There inevitably will be cross-over and interaction between trends and their impacts.



Some possible global trends are :

- Shift in global economy
- Future of energy
- Demanding higher standards: sustainability regulation
- Demand for transparency
- Advancing technology
- Adapting to a changing climate

Step 2:

As a second step we will identify the implications of these global trends on the particular industry by investigating how these trends combine to the present three key challenges to the industry. Where the effects of these various trends overlap significant change will occur. We therefore will bring together a set of three key challenges that you will need to respond to if you and your company would want to be ready for the future.

Examples of these key challenges are :

- **Navigating a changing economic context.** Over the next 30 years there is likely to be rapid and significant changes in the relevant industry for instance in the direction of trade. The key questions then would be whether global trade grows or declines and how the industry is governed.
- **Increased scrutiny, higher expectations.** In a highly networked, social media-savvy world, your industry and thus your company could come under increased scrutiny. Greater transparency will encourage customers and other stakeholders to favour strong performers.
- **The future of energy and climate change.** Leaders of the energy establishment are warning that the age of easy oil is over. Many believe we will reach 'peak oil' as early as 2020. Volatile prices and insecure supply are likely to present a significant challenge to the relevant industry and the wider economy.



Step 3

Change Management

Leadership will be needed to drive the kind of change in your company that is needed to meet the scale of the challenges you are facing. In some cases this will be incremental change – such as growing a better skills base. But in others it will be more radical – the uptake of new technologies and financing models to dramatically reduce carbon, for example.

Either way, it is important for leaders to understand how change can happen and what the most effective routes to change are likely to be.

There are a series of things that need to happen to change your industry or sector but also your individual company. These could be captured in a six steps change management approach that combines change theory with what has been seen in practice.

Put simply, change starts with understanding. The first two steps (*understanding the need for change and diagnosing the system*) are about raising awareness of the challenges your industry and company faces, then working out what needs to change and how it might happen. Innovation and practical action then become key. The third step – *creating pioneering practice* – is about developing and showcasing new and better ways to do things. Up until this point you are normally working with a relatively small group of leaders to find new approaches, but it is with innovation that new approaches really take off. In the next step, enabling the tipping, experiments are taken up more widely by the industry once leading industry players see how effective they are. The final two stages (sustain the transition and set new rules for the mainstream) are about maintaining the change that has been created, often through widespread sign-up to voluntary commitments, new consumer standards or regulation.

In this section we will also deal with the ‘Shared Value’ approach and how companies could use that to improve their sustainability footprint.

Second Strategy Session

During the second Strategy Session we will present the final report and the updated assessment.

Although the results of the study will only be made available to the client group, the final workshop might include participation and discussions with key decision- and policy-makers, industry representatives and other stakeholders.



Terms and Conditions

Fee

The participation fee is € 14,950 per organization. Any taxes are not included. The fee also includes one day of free consulting.

Payment Terms

The payment terms are as follows:

At the start of the Study 50 percent of the fixed fee will be paid. Another 25% will be paid at the receipt of the first draft of the report and the final 25 % at receipt of the final version of the report

Discount

We offer a 10 percent discount with single full fee payment at commencement of the work.

How to participate

Don't miss this opportunity . Participation in this study will be limited to a maximum of 20 companies only.

Want to join, please contact André Brassier or Kasper Walet

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ANNEX 1 **Preliminary Outline Report**

1. Executive summary

2. Introduction

- Structure of the global sustainability challenges
- The concept of Shared Value
- Best Practice in building a Sustainability Framework.
 - Risk Management
 - Waste management – technology. Life cycle analysis
 - Carbon Management – less intensive fossil / resource use.
 - Sustainable people
 - Supply chain
 - Measurement
 - Sustainable business plans
 - Corporate Responsibility
- Initial assessment of key sustainability challenges and opportunities facing the selected industries

3. Discussion of the global sustainability challenges

- Key global sustainability challenges and opportunities
 - a. Commodity scarcity
 - b. Shift in global economy
 - c. Future of energy
 - d. Sustainability regulation
 - e. Transparency
 - f. Advancing technology
 - g. Adapting to a changing climate

4. Impact on individual industrial sectors

- Key Challenges per sector (sectors to be selected in consultation with participants)
 - a. Changing economic context
 - b. Increased scrutiny, higher expectations
 - c. Future of energy and climate change



5. Recommendation for implementation; Change Management;

- a. Using the Shared Value approach
- b. Change Management;
 - a. Understanding the need for change
 - b. Diagnosing the system
 - c. Creating pioneering practice
 - d. Enabling the tipping
 - e. Sustain the transition
 - f. Set new rules for the mainstream

6. Conclusions



The Study Leaders



André Brassler

André Brassler is specialist in sustainable development and owner of Beagle Sustainable Solutions, a consultancy agency. André has more than 20 years of international experience in sustainable supply chain management, multi-stakeholder dialogue processes and sustainable land use strategies.

He has managed sustainability transitions in timber, tourism and cocoa sector working with both small and medium sized companies as multinational companies including amongst others Mars, TUI, Cargill and IKEA. He has build op vast experience in the development of innovative financial mechanisms and communication strategies. He has formally worked with amongst others the Dutch Environmental Ministry, WWF and Solidaridad and is part time lecturer in International Sustainable Development at the University of Applied Science Leiden



Kasper Walet

Kasper Walet has 25 years of experience and extensive knowledge on a practical and theoretical level about all the aspects of the commodity industry, including energy issues and carbon management.

Kasper received a Masters degree in Law from the University of Utrecht in 1987. He started his career at the NLKKAS, the Clearing House of the Commodity Futures Exchange in Amsterdam. After working for the NLKKAS for five years, Kasper was appointed as Member of the Management Board of the Agricultural Futures Exchange (ATA) in Amsterdam at the age of 31. In 1997 he founded his own specialist-consulting firm that provides strategic advice about (energy and carbon) commodities and risk management. Kasper has advised government agencies such as the European Commission, investment banks, major utilities, industrial companies and commodity trading houses in Europe, CEE countries, North America and Asia.

Kasper has done carbon and sustainable management projects for companies like ENI from Italy and LG Chemical from South Korea.

Today Kasper is also Managing Partner of a sustainability consulting firm called Ecoya, based in London.