

## Environmental & Social Challenges & Big Trends

## Strengths, Opportunities, Weaknesses & Threats

## Prioritization & Action

### Challenges

- What do you and others see changing? For example:
  - Natural resource scarcity
  - Water availability
  - Waste & hazards
  - Global warming
  - Climate variability and extremes

### S Strengths

- How can our strengths address environmental challenges?
- Start with traditional list of your companies' strengths, extend the list to the partners in your value chain
- Consider core & transferable strengths (i.e. R&D, Eng.)

### W Weaknesses

- Who has similar weaknesses or faces similar risks?
- Start with risks resulting from environmental challenges impacting markets (e.g. operations, regulation, commodity prices)
- Include partners in list

### Prioritize

- Which insights will influence senior company stakeholders most?
- Prioritise according to company vision and strategy
- Identify strong messengers
- Emphasise findings that would resonate with CEO and senior management

### Trends

- What are the sustainability relevant big trends? For example:
  - Innovation & technology advances
  - Demographic & social shifts
  - Global economic dynamics
  - Political & regulatory requirements

### O Opportunities

- Look at threats that currently are not addressed, and how you can address these threats
- Consider the business value that can be created with new products, services and business practices

### T Threats

- Where are environmental challenges threatening future business value?
- Consider both direct threats as well as threats to partners in the value chain
- Look upstream and downstream and identify opportunities for joint action

### Act

- What can be a short/mid/long term strategy?
- Categorize generated insights according to where and when you can act
- If needed, consider gathering more insights before planning action