

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