

# Sustainability at the heart of strategy

## 1 Value of the course to practicing managers

The environment of tomorrow's world, for which we are writing our strategies, will be hotter, scarcer and more transparent, if Andrew Winston of the Harvard Business Review is to be believed.

A strategy for the 21<sup>st</sup> century needs to take account of climate change and the ensuing increase in natural disasters, scarce resources, the move to a transparent society. Above all it needs to build societal value the heart of its purpose. Such a sustainable strategy requires radical innovation.

This seminar will deal with the key elements of a sustainable strategy in the light of the above.

- It will enable managers to take an approach to both business and operational strategy that will enable their organisations to be sustainable in the long run.
- It will give managers the wider perspective within which to take create and execute their company's strategy.

## 2 Practical outcomes

At the end of this course, delegates will:

- Have a better understanding of the environmental challenges that organisations face in the next few decades.
- Come away with a practical model and method to embed sustainability at the heart of their organisation's strategy.
- Be inspired to work for a better future for the planet, and not just the confines of their business.
- Understand how to combine business benefit and societal benefit so that both can benefit.

## 3 Course Content

Throughout the course, a case study based on a fictional company based on characteristics of real organisations, will be used to bring home the lessons learnt.

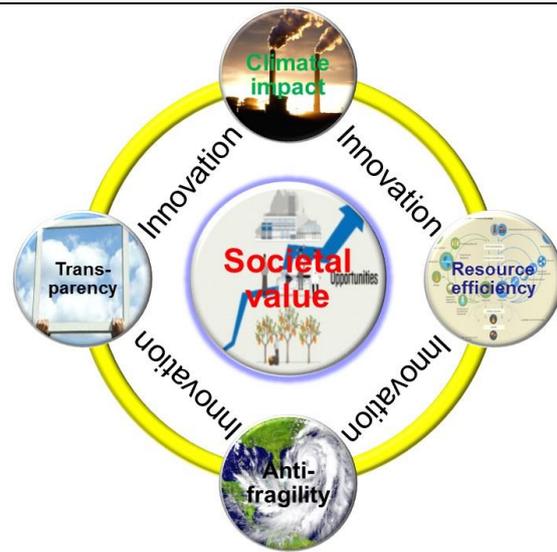
### 3.1 Day 1 – the basics

- Introductions and course objectives. Checking delegates' expectations.
- What is sustainability?
- The wider challenge: climate change, resource constraints, transparency, antifragility.
- Why societal value?
- Introduction to the Bullen sustainability model.
- Classroom discussion on delegate prework (estimate of the sustainability maturity of their companies).

### 3.2 Day 2 – the Bullen sustainability model in detail

- ☐ Recap on Day 1 – exercise.

- ☐ Societal value – Porter and Kramer's Creating Shared Value concept
- ☐ Energy and climate change
- ☐ Scarce resources, and the concept of the circular economy.
- ☐ Antifragility – beyond resilience in a turbulent world
- ☐ Transparency – dangers and opportunities.
- ☐ Innovation – the prerequisite for a successful sustainability strategy.



### 3.3 Day 3 – Practical steps forward.

- ☐ Recap on Day 2 – exercise.
- ☐ Re-evaluation of companies' maturity in each dimension of the model.
- ☐ As a function of the maturity of delegates' companies, work through actions that need to be taken.
- ☐ This will be in workshop style. If intra company, then focussed on a single company. If inter-company, broken into smaller sub-groups for specific sectors.