

Eco—i Manual

Templates



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Eco—i Manual Templates



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About the UN Environment Economy Division

The UN Environment Economy Division helps governments, local authorities and decision-makers in business and industry to develop and implement policies and practices focusing on sustainable development.

The Division works to promote:

- sustainable consumption and production,
- the efficient use of renewable energy,
- adequate management of chemicals,
- the integration of environmental costs in development policies.

The Office of the Director, located in Paris, coordinates activities through:

- The International Environmental Technology Centre - IETC (Osaka, Shiga), which implements integrated waste, water and disaster management programmes, focusing in particular on Asia.
- Production and Consumption (Paris), which promotes sustainable consumption and production patterns as a contribution to human development through global markets.
- Chemicals (Geneva), which catalyzes global actions to bring about the sound management of chemicals and the improvement of chemical safety worldwide.
- Energy (Paris), which fosters energy and transport policies for sustainable development and encourages investment in renewable energy and energy efficiency.
- OzonAction (Paris), which supports the phase-out of ozone depleting substances in developing countries and countries with economies in transition to ensure implementation of the Montreal Protocol.

- Economics and Trade (Geneva), which helps countries to integrate environmental considerations into economic and trade policies, and works with the finance sector to incorporate sustainable development policies.

UN Environment Economy Division activities focus on raising awareness, improving the transfer of knowledge and information, fostering technological cooperation and partnerships, and implementing international conventions and agreements.

For more information see www.unep.org

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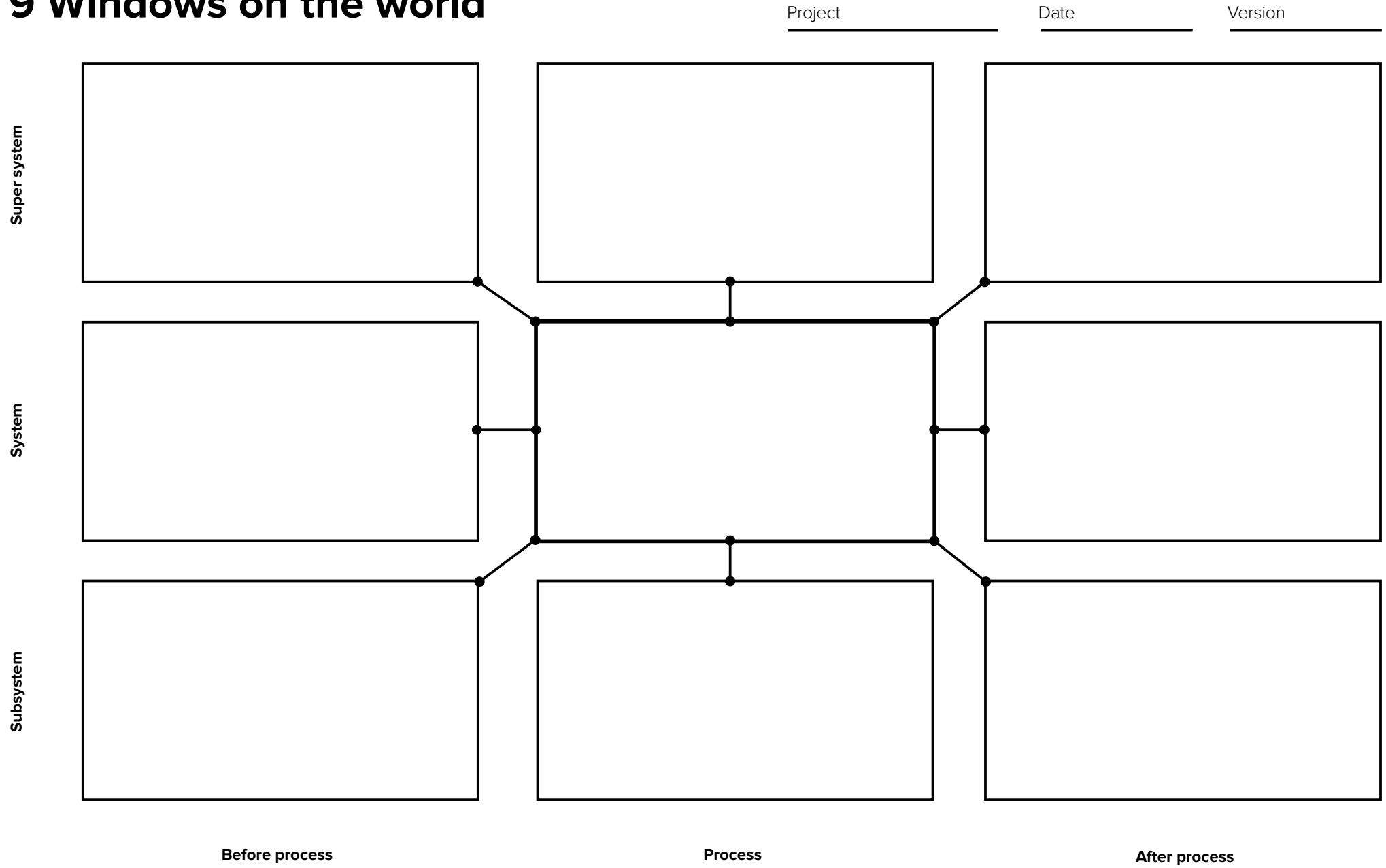
Template list

9 WINDOWS ON THE WORLD	BM.7 and BM.12	CUSTOMER RELATIONSHIP	BM.9
BUSINESS MODEL CANVAS	ST.3, BM.4 and BM.16	CUSTOMER RESEARCH	BM.5
BUSINESS MODEL EVALUATION	BM.18	DATA GATHERING STRATEGY	ST.1
BUSINESS MODEL PITCH	BM.19	DATA GATHERING UPDATE	BM.1
BUSINESS MODEL & ROADMAP REVIEW	RE.3	INITIAL PITCH TO CEO	PR.9
BUSINESS STRATEGY	ST.2 and ST.13	KEY RESOURCES IDEAS	BM.11
BUSINESS STRATEGY PITCH	ST.14	LIFE CYCLE BUSINESS BENEFITS	BM.15
BUSINESS STRATEGY REVIEW	ST.13	LIFE CYCLE INVENTORY	PR.4 and ST.6
CHANNELS IDEAS	BM.8	LIFE CYCLE STAKEHOLDERS	PR.3
COMPANY ENGAGEMENT PLANNING	PR.8	LIFE CYCLE THINKING	PR.4, ST.6, BM.3, and BM.5
COMPANY VISION	ST.8	MANAGEMENT ISSUES	ST.15
COMPETENCIES CHECKLIST	PR.2	OPERATIONAL PERFORMANCE REVIEW	ST.5
COST STRUCTURE IDEAS	BM.14	PARTNERSHIPS IDEAS	BM.13

Template list

PEOPLE, PLANET, PROFIT	BM.6	ROADMAP	BR.2
PERSONAL REVIEW	RE.2	ROADMAP DEVELOPMENT MATRIX	BR.1
PESTEL	PR.5	ROADMAP PITCH	BR.4
PESTEL PROMPTS	PR.5	STRATEGIC GOALS	ST.9
PRODUCTS, MARKETS & SELLING POINTS	ST.10	STRATEGY IDEA EVALUATION	ST.11
PROJECT CANVAS	IM.1	STRATEGY PROPOSAL DEVELOPMENT	ST.12
PROJECT IMPLEMENTATION	IM.3	SWOT	ST.7
PROJECT PITCH	IM.2	TARGET IDENTIFICATION	PR.1
PROJECT REVIEW	RE.1	TOWS	ST.9
REQUIREMENTS SPECIFICATION	BR.3	VALUE CHAIN PITCH	PR.7
REVENUE STREAMS IDEAS	BM.10	VALUE CHAIN VISION	PR.6
REVIEW PRESENTATION	RE.4	WALK-THROUGH AUDIT GUIDE	ST.4
RISK REGISTER	BM.17	WALK-THROUGH AUDIT RESULTS	ST.4

9 Windows on the world



Business Model Canvas

Project _____

Date _____

Version _____

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure			Revenue Streams	

Original template from Osterwalder, A., & Pigneur, Y. (2010). Used during activities

ST.3, BM.2, BM.4 and BM.16

Business model evaluation

Project _____

Date _____

Version _____

	Metric	Current situation	Option 1	Option 2	Option 3
Benefits	Resource use				
	Ecosystem quality				
	Human health and toxicity				
	Other social issues				
	Profitability				
	Job creation and security				
Risks	Long term risk (after mitigation actions and successful implementation)				
	Implementation risk (High/Medium/Low)				
Costs	Upfront capital investment (state cost estimate)				
	Implementation effort (High/Medium/Low)				

Used during activities

BM.18

Business model pitch

Project _____

Date _____

Version _____

Business model name

Business model in a nutshell

Effort

What effort would be required to implement this business model based on the results of the Business Model Evaluation?

Operations

What details about the operational level will support the implementation of the business model?

Benefits

What are the main economic, social and environmental benefits?

Costs

What are the main economic costs in terms of the major initial investments required?

Used during activities

BM.19

Business model and roadmap review

Project _____

Date _____

Version _____

Results from project review

Are there any implications for the business model or roadmap?

Are there any important issues that need to be addressed before proceeding with the next project? e.g. additional training, new partnerships, input from suppliers?

Validity of business model

Is there any new information of evidence that strengthens or weakens your confidence in the validity of the business model?

In particular, what has been the response of competitors? How are they adapting, and are new competitive threats emerging?

Progress on sustainability hotspots

What progress was made during the last project on the sustainability hotspots identified during the In-Depth Assessment?

Performance gaps

Were any new performance gaps identified over the course of the project?

What new project ideas could be good to overcome those gaps and add them to the roadmap?

Validity of roadmap

Is there any new information of evidence that strengthens or weakens the case for completing any of the roadmap items?

New ideas to roadmap

Are there any new ideas that should be added to the roadmap? Where should they fit in?

Roadmap order

Is the order of the roadmap items still valid? If not, how should it change?

Next project

for the company

Which idea, or combination of ideas on the roadmap, would make a logical next project for the company?

Business strategy

Project _____

Date _____

Version _____

Vision

Market

Strategic goals

Product

Selling points

Used during activities
ST.2 and ST.13

Business strategy pitch

Project _____

Date _____

Version _____

Value of your process

What would be an overview of the process you have followed to develop this proposal?



Strategy pitch

What is the strategy proposed about? What is the story behind this strategy?

Vision

Goals

Story



Fit with current strategy

How is the strategy proposed building on the current company's strategy? How it is changing it?



Next steps and feedback

Business strategy review

Project _____

Date _____

Version _____

Vision

Is this vision aligned and consistent with the goals?
If not, what should be modified?

Strategic goals

Does the goals sound ambitious but achievable within the timescales proposed? If not, what should be modified?

Market, product and selling points

Are the changes proposed to the markets, products and selling points consistent with the vision and goals? If not, what should be modified?

Facing the CEO

If you were the CEO of this company, what concerns would you have about this strategy?

Facing the employee

If you were an employee at the company, what concerns would you have about this strategy?

Channels ideas

Project _____

Date _____

Version _____

Value proposition	Marketing <p>Are your customers interested in sustainability performance? Or are they simply interested in the potential financial or functional benefits of eco-innovative products such as reduced energy consumption?</p> <p>If claims are made about the sustainability benefits of your products, can we back them up with solid (preferably quantitative) evidence?</p> <hr/>	<p>Are there recognized eco-labels or sustainability standards that are relevant for your markets?</p> <p>What are your competitors saying about the sustainability performance of their products?</p> <p>Would there be business benefits from communicating your sustainability message to other stakeholders such as possible financiers, local governments or environmental lobby groups?</p> <hr/>	Customer segment
	Sales <p>Are there any opportunities for partnerships to build new sales channels in order to access markets that were previously inaccessible</p> <hr/>		
	Delivery <p>Are there any opportunities for innovation regarding packaging, warehouse impacts, logistics optimisation or product damage in transportation?</p>		

Used during activities

BM.8

Company engagement planning

Project _____

Date _____

Version _____

List of potential engagement activities	Criteria	Criteria	Criteria	Score
<p>What types of engagement activity are most suited to your context? <i>You can get inspiration from the ones provided in Tips & Tricks in activity PR.8.</i></p>				



List here the companies to engage with and the relevant contact person

Used during activities

PR.8

Company vision

Project _____

Date _____

Version _____

SWOT

What priorities from the SWOT analysis are important to keep in mind?

Company vision

What do you envision for the company in 3-10 years?

What are the sustainability hotspots that the company has helped to address?

How is the company performing from a commercial perspective (growth, profitability, market position)?

How do customers feel about the company?

What are the first things that other people outside the company think of when they hear the company name?

Why are employees proud to work for the company?

Value chain vision

What could be the role of the company in the value chain vision?

Feedback

What feedback have you received from this version of the vision?

Competencies checklist

Project _____

Date _____

Version _____

Competence, skill or knowledge type	Essential or beneficial?	Do we have this competence, skill or knowledge in-house?			If not, how can we get the competence/skill/knowledge we need?					
		Team member 1	Team member 2	Team member 3	Training	Recruit	Partnership	Buy-in services	Others	Comments on solution proposed
Business strategy development										
Business model innovation										
Sector specific knowledge										
Life cycle thinking										
Design for Sustainability										
Creative thinking tools										
Innovation management										
Organizational change management										
Marketing										
Technology transfer										

Used during activities

PR.2

Cost structure ideas

Project _____

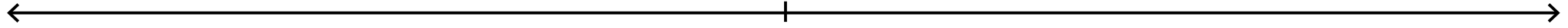
Date _____

Version _____

Value-driven

Cost-driven

Where does the company sits in this continuum?



Economies of scale

How could you reduce costs by producing more of a single type of product?

Economies of scope

How could you reduce costs by sharing the costs of key activities across several product lines?

Impacts on social sustainability

What negative consequences could these cost reduction strategies have on employees, customers, or other stakeholders?

Used during activities

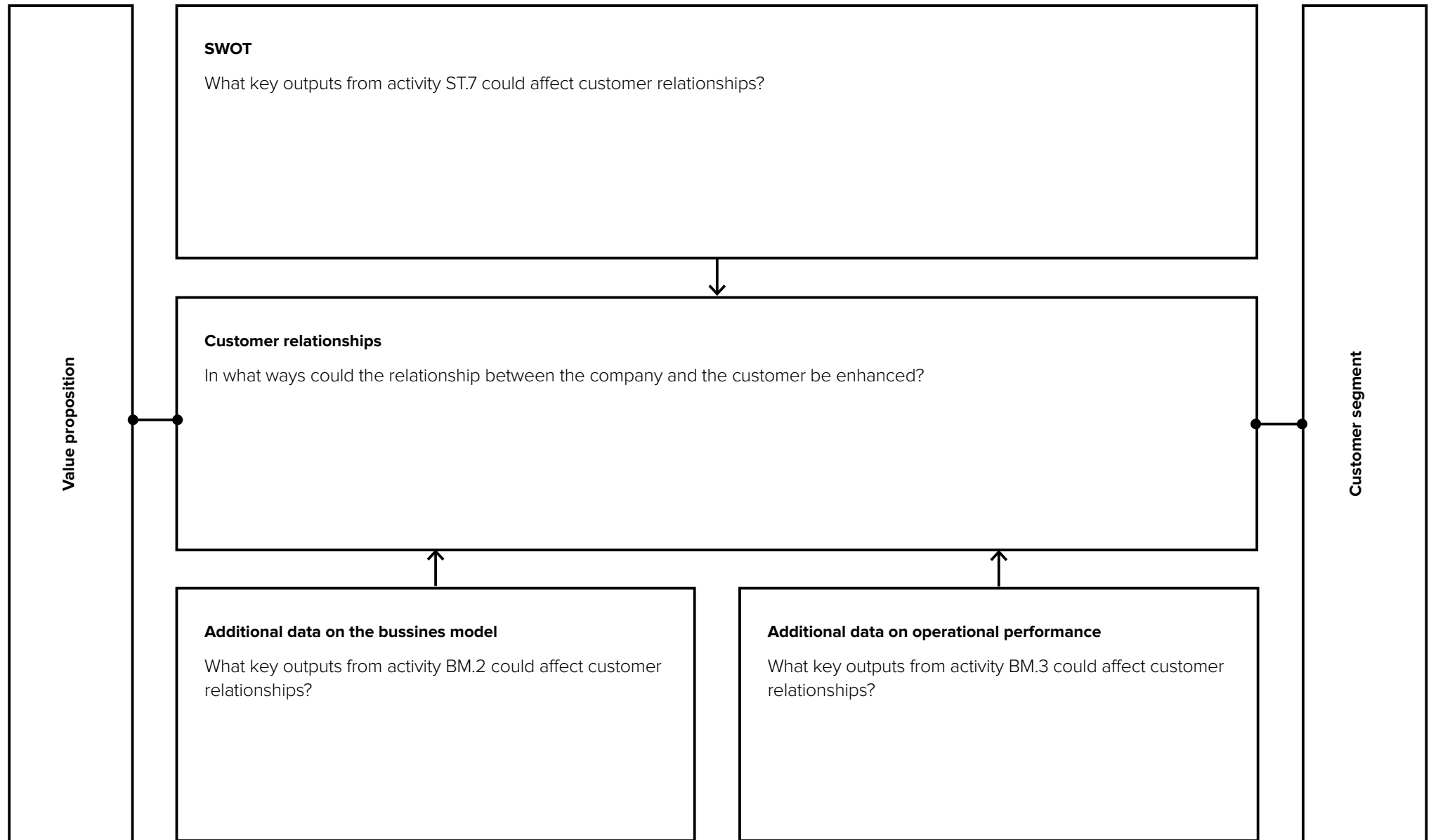
BM.14

Customer relationship ideas

Project _____

Date _____

Version _____



Used during activities
BM.9

Customer research

Project _____

Date _____

Version _____

Add a picture or drawing

Customer segment

Scope and objectives of customer research

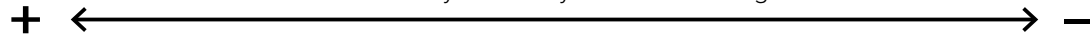
What do you need to know about the customer segment?

Research methods

What research methods would be most appropriate?

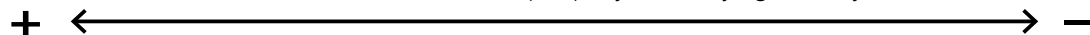
Customer understanding

How well do you know your customer segment?



Accessibility

How accessible are the people you are trying to study?



Time

How long do you want to spend in research?



Budget

How much are you planning to spend on research?



Used during activities

BM.5

Data gathering strategy

Project _____

Date _____

Version _____

Type of data	Do I need it?
Current company vision	
Current strategic goals	
Current products, markets and selling points	
Current business model	
Main competitors and what they offer	
Flow diagram of main internal production steps	
Biggest contributors to production costs	
Biggest contributors to materials and water consumption (for company and for value chain)	
Biggest contributors to energy consumption (for company and for value chain)	
Biggest contributors to health & toxicity concerns (for company and for value chain)	
Biggest contributors to social impacts (for company and for value chain)	
Sales revenue data for last three years	
Profit and loss data for last three years	
Number of employees including breakdown by role/department	
Details of key suppliers	
Details of key partners and nature of partnership	
Details of environmental and social management system or policies in place	
Understanding of how the company is viewed by the local community, suppliers and customers	
Details of the company's policies and practices to promote innovation	
Details of facilities and resources to support product research and development	
Understanding of procurement policies and practices to promote sustainability	

Used during activities

ST.1

Data gathering update

Project _____

Date _____

Version _____

Business strategy

What topics covered within the strategic goals require new data?

What sustainability hotspots for the company require new data?

What, if any, new markets proposed in the new business strategy require new data?



New data

What new data needs to be collected (in addition to what you already have)?



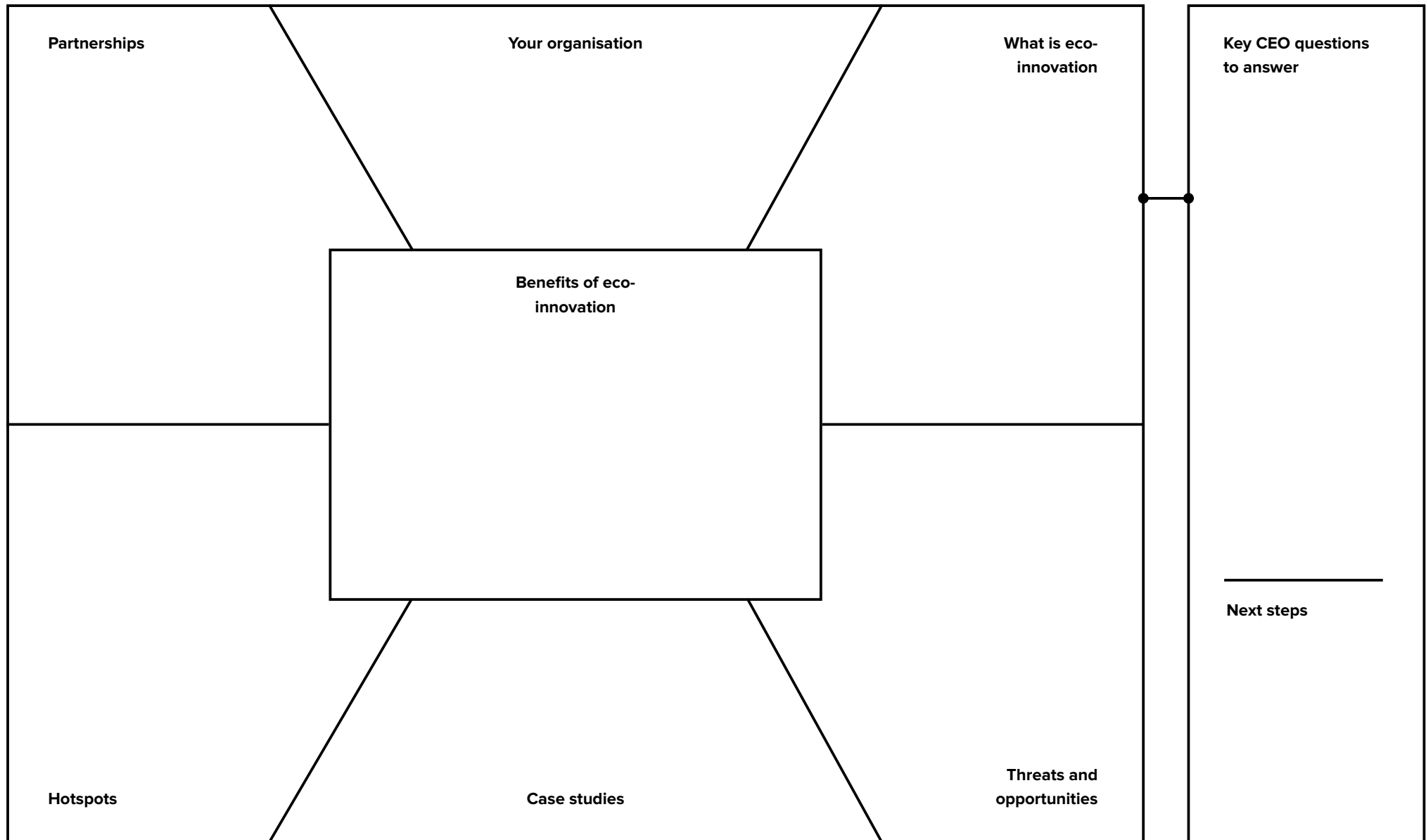
Type of data	Do I need it?
Current company vision	
Current strategic goals	
Current products, markets and selling points	
Current business model	
Main competitors and what they offer	
Flow diagram of main internal production steps	
Biggest contributors to production costs	
Biggest contributors to materials and water consumption (for company and for value chain)	
Biggest contributors to energy consumption (for company and for value chain)	
Biggest contributors to health & toxicity concerns (for company and for value chain)	
Biggest contributors to social impacts (for company and for value chain)	
Sales revenue data for last three years	
Profit and loss data for last three years	
Number of employees including breakdown by role/department	
Details of key suppliers	
Details of key partners and nature of partnership	
Details of environmental and social management system or policies in place	
Understanding of how the company is viewed by the local community, suppliers and customers	
Details of the company's policies and practices to promote innovation	
Details of facilities and resources to support product research and development	
Understanding of procurement policies and practices to promote sustainability	

Initial pitch to CEO

Project _____

Date _____

Version _____



Used during activities

PR.9

Key resources ideas

Project _____

Date _____

Version _____

SWOT

What key outputs from activity ST.7 could affect key resources?

Additional data on the bussines model

What key outputs from activity BM.2 could affect key resources?

Additional data on operational performance

What key outputs from activity BM.3 could affect key resources?

Key resources

In what ways could the resources of the company - including physical, intellectual, human and financial resources - be used to address hotspots or strategic challenges?

Competitive advantage

Do the key resources the company possess offer a competitive advantage?

Gender equality

If the workforce is a key resource, are equal opportunities available for both women and men?

Effectiveness

How can the resources be exploited more effectively to enhance the competitive advantage?

Future risks

Is there a risk that the key resource may not be available in the future?

How can this risk be reduced or mitigated?

Other ways in which the company's resources could help eco-innovation?

Other ways in which the company's resources could help eco-innovation?

Life cycle business benefits

Project _____

Date _____

Version _____

	Environmental impacts	Social Impacts	Economic impacts
Materials			
Production			
Transportation			
Use			
End of life			

Used during activities

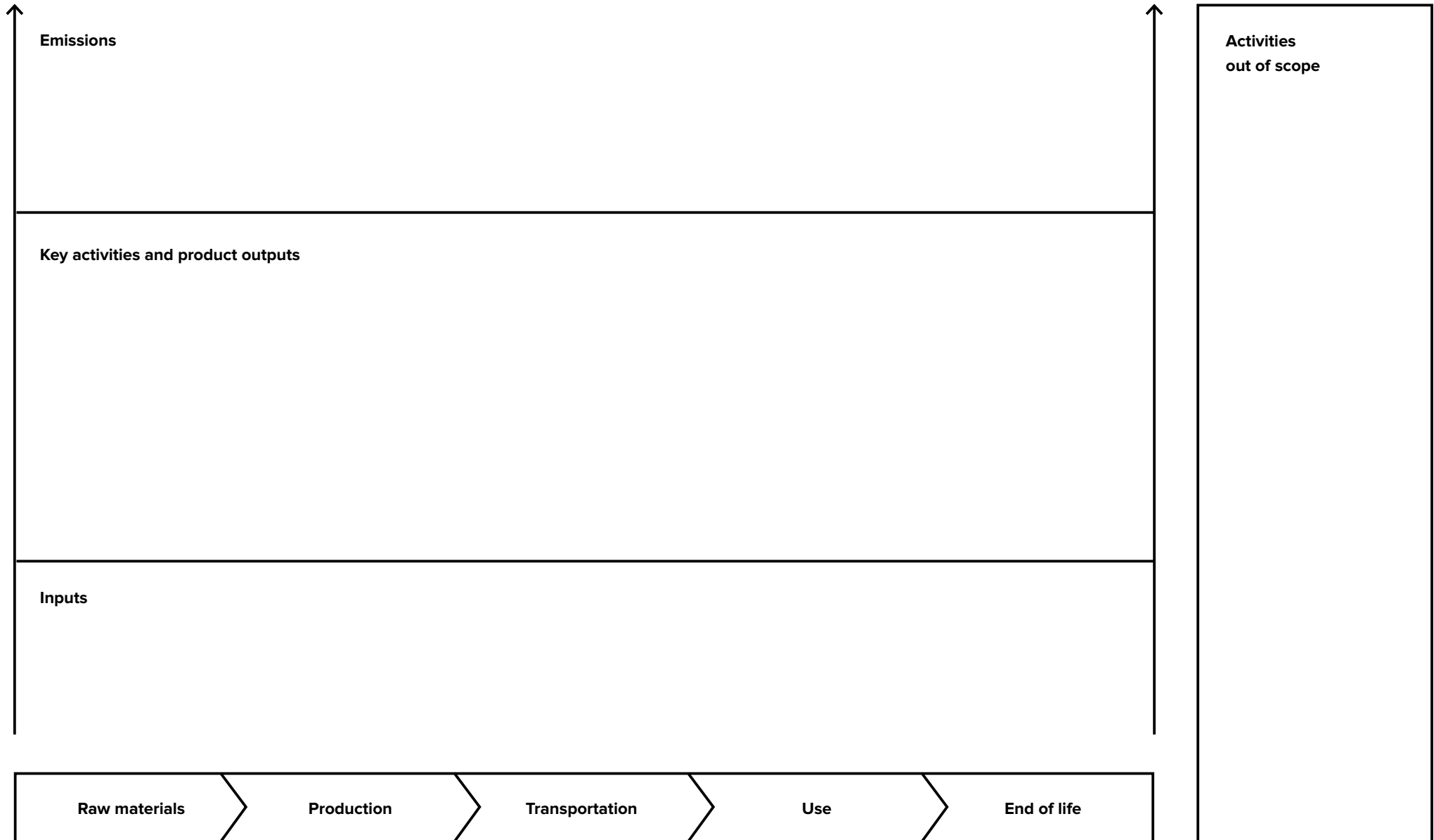
BM.15

Life cycle inventory

Project _____

Date _____

Version _____



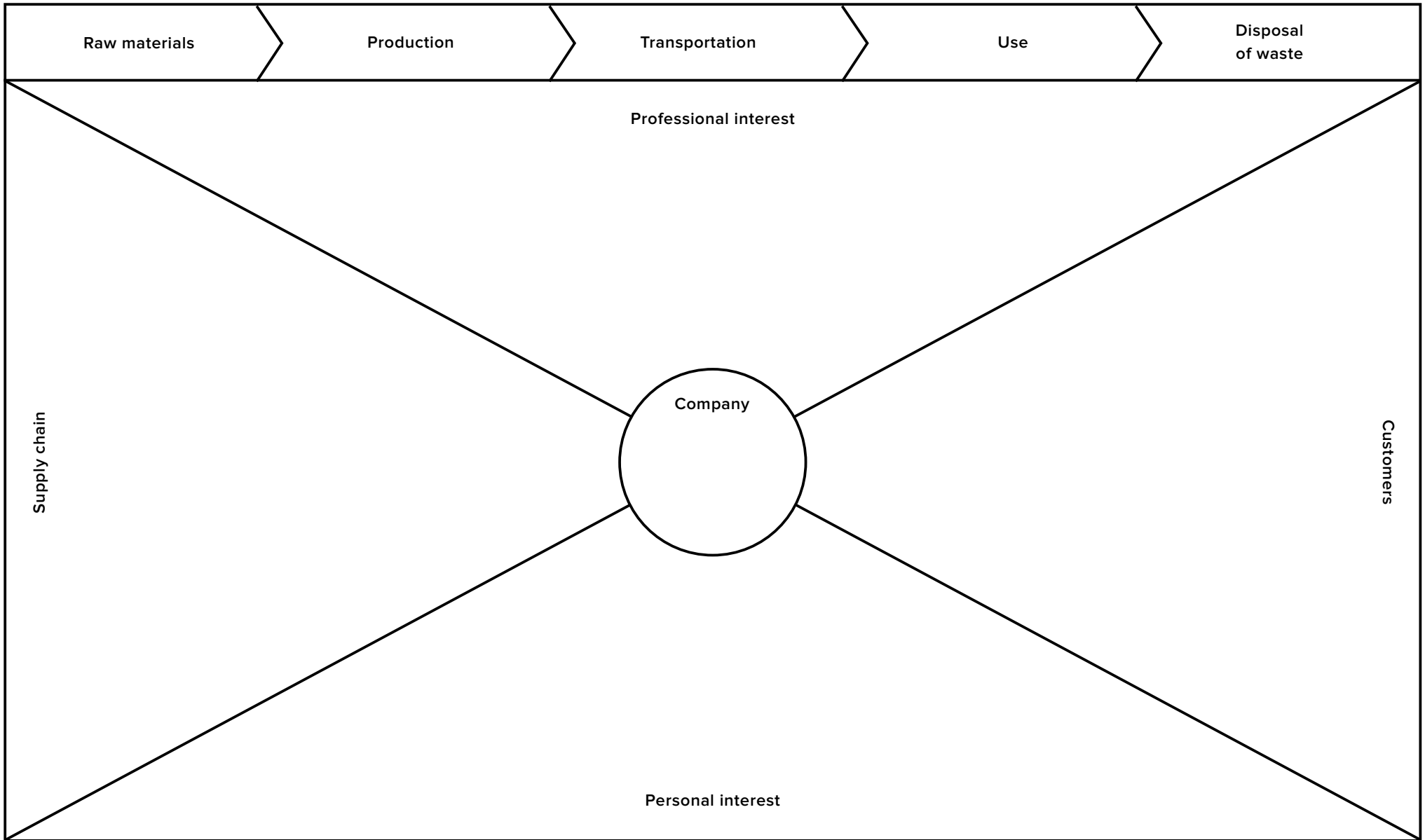
Used during activities
PR.4 and ST.6

Life cycle stakeholders

Project _____

Date _____

Version _____



Used during activities

PR.3

Life cycle thinking

Project _____

Date _____

Version _____

					Environmental impacts		Social Impacts			Economic impacts
Phase	Activity	Inputs	Product outputs	Emissions	Resource use	Ecosystem quality	On workers	On consumers	On stakeholders	Profitability

Used during activities

PR.4, ST.6, BM.3 and BM.15

Management issues

Project _____

Date _____

Version _____

Culture

What cultural traits or values of the company can support, ease and accelerate the implementation of the changes proposed?

What is making it difficult to progress?

Message and communications

What is the most important message that now needs to be spread around the company for the success of eco-innovation?

Who are the people managing the communication?

How can we promote a conversation about the message within the company?

Practices and setting

What practices and activities can be establish so to make it easy for employees working on eco-innovation to achieve their goals?

What practical solutions regarding space, time, or resources can help them focus on eco-innovation activities?

Competences

What knowledge and skills are needed? How could those be adressed?

Operational performance review

Project _____

Date _____

Version _____

Strengths and weaknesses

What key strengths and weaknesses in the current operational performance did you identify during the Walk-through Audit?

Innovation and product development — Sustainability performance — Management — Suppliers and partners — Competition — Marketing and communication

Key questions

Considering the topics listed above, what are the key questions do you need to ask?

Get inspiration from the questions provided in the Tips & Tricks of activity ST.5

Participants

Who are the participants?

How do questions need to adapt to fit their expertise and knowledge?

Are all those questions aligned with the Data Gathering Checklist?

Partnerships ideas

Project _____

Date _____

Version _____

Key partnerships

What key partners could help the company address hotspots or strategic changes and make the new business model more successful?

Partner

Main benefits of the partnership

Challenges to partnership

Get inspired by the ones provided in Tips & Tricks

Strategies to overcome them

Get inspired by the ones provided in Tips & Tricks

Value proposition

Used during activities

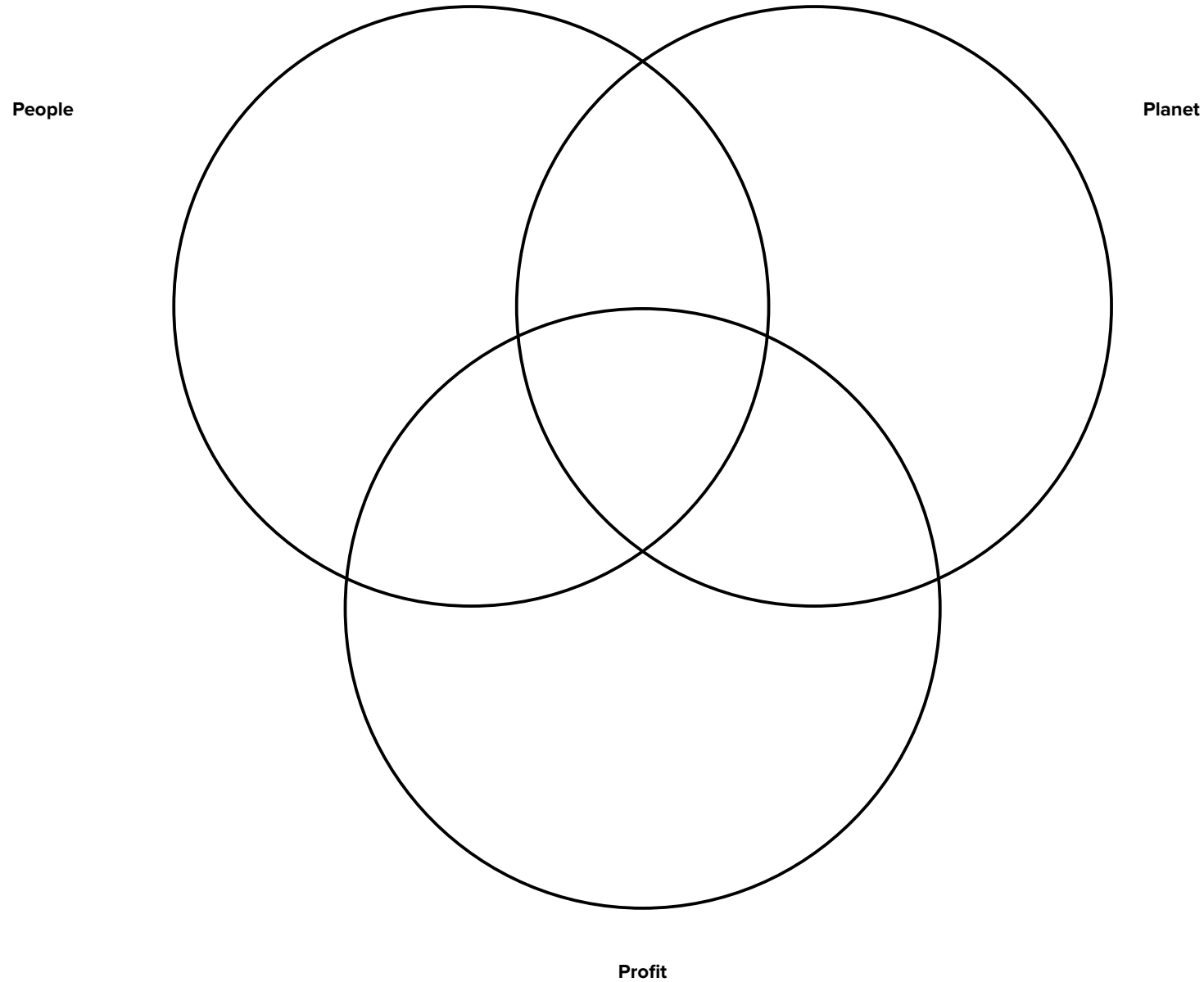
BM.13

People, planet, profit

Project _____

Date _____

Version _____



Personal review

Project _____

Date _____

Version _____

What did I do well?

What did I find challenging?

**Feedback
from others**

What would I like to see more of in future projects?

What five actions could I take to improve my performance in supporting future projects for eco-innovation?

What have I learned?

Are there other markets that I should target with my eco-innovation services?

Used during activities

RE.2

PESTEL

Project _____

Date _____

Version _____

Heading	Description of issue/trend [Source or example]	Time scale (0-6/7-24/ 24+ months)	Impact (1= Very low, 5= Very high)	Likelihood (1=very unlikely, 5 = certain)	Significance (Impact x Likelihood)
POLITICAL					
ECONOMIC					
SOCIAL					
TECHNOLOGICAL					
ENVIRONMENTAL					
LEGAL					

Used during activities

PR.5

PESTEL prompts

	Political	Economic	Social	Technological	Environmental	Legal
Definition	Includes issues such as policy context, including tax policy, labour law, environmental law, trade restrictions, tariffs, and political stability. Also relates to the governments influence in areas such as health, education, agriculture and the infrastructure of a nation.	Refers to the general economic situation in the value chain e.g. economic growth, interest rates, exchange rates and the inflation rate. Issues to do with market competition can also be included under the economic heading.	Relates to social trends, demographics and cultural aspects such as health consciousness, population growth rate, age distribution etc.	Includes issues such as R&D activity, automation, technology incentives and the rate of technological change within a value chain.	Can refer to issues such as the abundance of raw materials, eco-labelling practices, environmental policy and regulation, long-term risks from climate change (e.g. flooding, drought, sea-level rises).	All types of legislation that may impact the value chain such as discrimination law, consumer law, antitrust law, employment law, and health and safety law.
Prompting questions	<ul style="list-style-type: none"> • Is the government in your country implementing sustainable procurement principles? • Is it possible that a change of government could lead to a significant positive or negative shift in support for sustainability policies? • Has there been a recent disruption to value chain due to political events, industrial action, or failure of a key supplier? 	<ul style="list-style-type: none"> • How is the economy in your country performing? • How is the economy performing in countries served by your target value chain (in cases where there are international markets)? • Are exchange rates having an impact on profitability within the value chain (if purchasing supplies or making sales in a different currency)? • How easy is it to get loans or attract investment? • How is the competitive landscape changing? Who is winning and why? 	<ul style="list-style-type: none"> • How is the market changing in terms of demographics, attitudes etc.? • What is the 'industry and social buzz'? • What are people in the markets served by the value chain talking about and wanting? • What social issues are large companies reporting on? • What social sustainability issues are trending on social media platforms? • What social problems are people concerned about (poverty, employment conditions, HIV/AIDS, lack of equal opportunities etc.)? 	<ul style="list-style-type: none"> • What new technology is emerging in this market? Or in related markets? • What global technology trends might impact this market? Examples of technology trends include: The 'Internet of Things', 'Big Data' analytics, 'Additive Manufacture', 'Mass customisation' and 'Artificial intelligence' (further information about these trends can be found in Section 1.10 References and resources) 	<ul style="list-style-type: none"> • How is government policy supporting (or hindering) eco-innovation in your country? • What voluntary environmental standards are being implemented by leading companies in the industry? 	<ul style="list-style-type: none"> • How is legislation supporting (or hindering) eco-innovation in your country? • Are any changes to employment or health and safety law expected?

Products, markets and selling points

Project _____

Date _____

Version _____

<p>Company vision</p> <hr/> <p>Strategic goals</p>	<p>Markets</p> <p>Which existing markets are important to achieving the company's goals and vision? Do the vision and goals suggest the need to enter new markets?</p>	<p>Products</p> <p>Which products are important to achieving the company's goals and vision?</p> <p>Do the vision and goals suggest the need to create new products?</p>	<p>Selling points</p> <p>Which selling points are important to achieving the company's goals and vision?</p> <p>Do the vision and goals suggest the need to focus on new selling points?</p>
<p>General ideas</p>			

Project Canvas

Project _____

Date _____

Version _____

Aims and objectives	Scope	Success criteria
Milestones		Deliverables
Actions		
Team	Stakeholders	Customers
Resources	Constraints	Risks

Original template by Project Canvas <http://www.projectcanvas.dk/> Used during activities

IM.1

Project implementation

Project _____

Date _____

Version _____

Big picture of the project

Are decisions being made that are consistent with the business model and business strategy that have been set?

Is the project having a positive impact on the company's social issues such as gender equality?

What other operational areas of the company will be impacted by this project?

What have we learned that reinforces or casts doubt on the assumptions that were made prior to beginning the project?

Roles and responsibilities

Who does what?

Communication

What are the communication channels? Who are the people managing the communication?

Feedback from the customer

How is the customer reacting to our implementing activities?

Emerging issues

How could they be addressed creatively?

Used during activities

IM.3

Project pitch

Project _____

Date _____

Version _____

Aims and objectives		Next steps
<hr/>		
Key activities and timescales	Deliverables	
<hr/>		
Resources and management	Key risks	

Adapted from Project Canvas <http://www.projectcanvas.dk/> Used during activities

IM.2

Project review

Project _____

Date _____

Version _____

Project data and documentation

What data sources can provide evidence of the performance of the project? e.g. requirements specification vs solution specification, budget vs actual spend etc.

Scope

Which aspect of the project will be covered and who will be consulted during the review?

Key aspects to review

What are the one or two key aspects we should focus attention on during the review?

Review questionnaire

Did the project accomplish what it set out to achieve?

What went well within the project?

What was challenging about the project?

What could have been done differently?

What wider benefits has the project generated beyond its primary scope? e.g. any new knowledge and skills, new partnerships, improved gender equality or brand and public relations benefits?

What have you learned from participating in the project?

Workshop participants

Who should participate in the review workshop?

Used during activities

RE.1

Requirements specification

Project _____

Date _____

Version _____

Requirement specification for:					
Number or code	Requirement	Comments	Priority (MSCW)	Review date	Reviewed / Approved

Used during activities

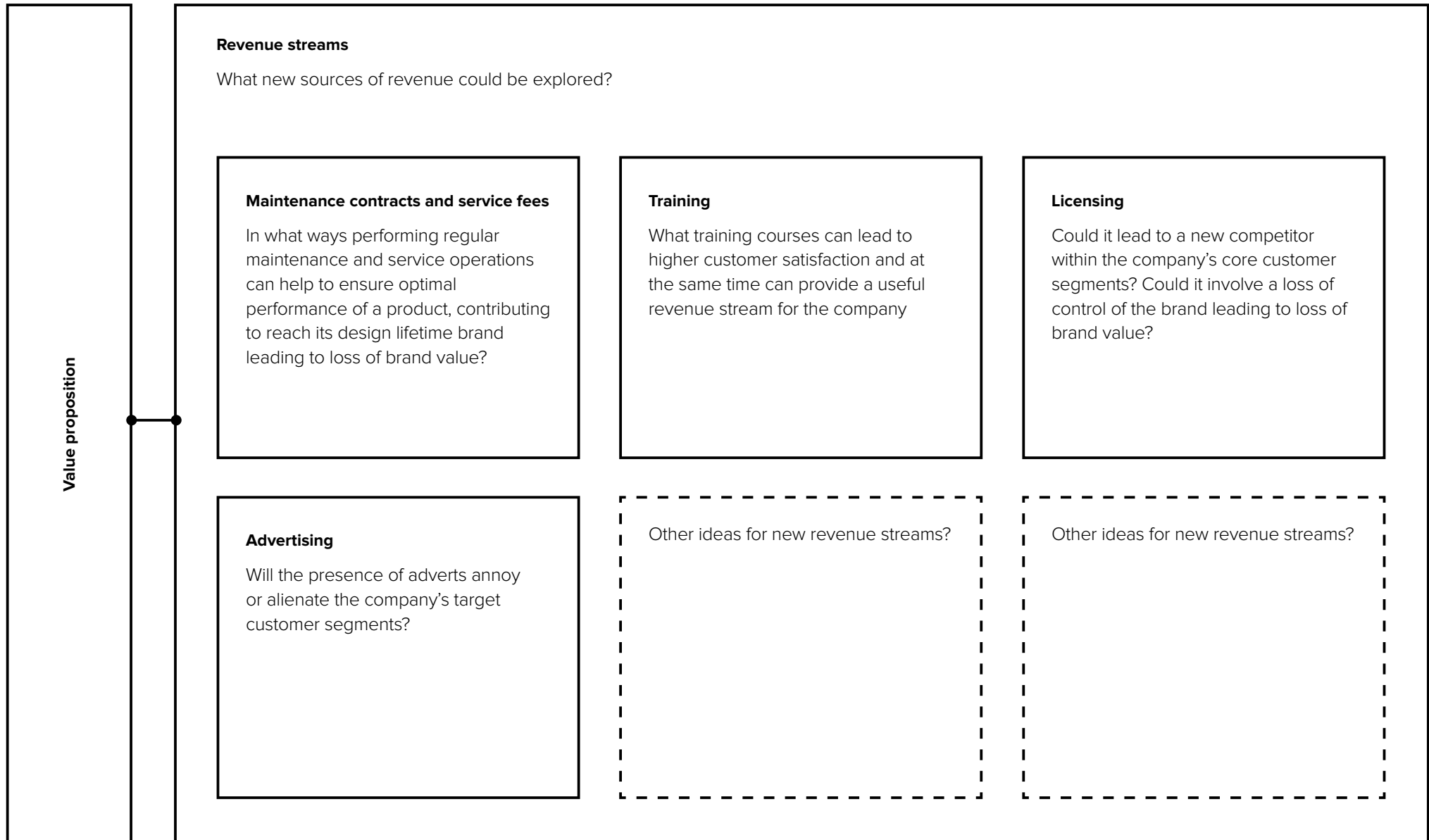
BR.3

Revenue streams ideas

Project _____

Date _____

Version _____

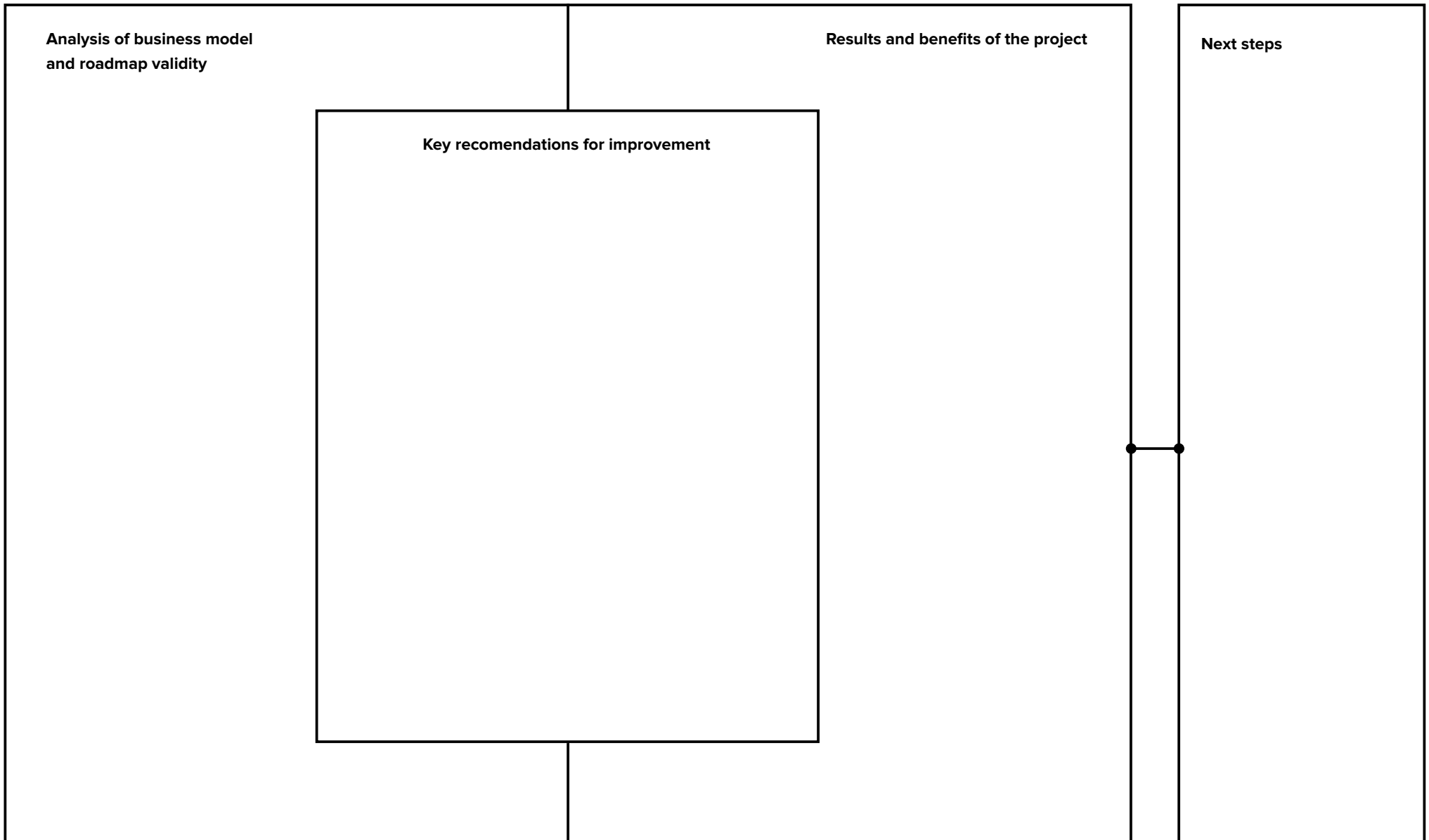


Review presentation

Project _____

Date _____

Version _____



Used during activities

RE.4

Risk register

Project _____

Date _____

Version _____

Risk code and name	Impact description	Probability (1-3)	Impact (1-3)	Risk score	Mitigation	Contingency	Action date	Action by

Used during activities

BM.17

Roadmap

Project _____

Date _____

Version _____

Strategic Goal	Time
Years	

Used during activities

BR.2

Roadmap development matrix

Project _____

Date _____

Version _____

Innovation idea title	Benefits	Capital investment	Implementation effort (and labour cost)	Approx total cost and payback period	Implementation risk (High/Medium/Low)	Scheduling considerations

Used during activities

BR.1

Roadmap pitch

Project _____

Date _____

Version _____

Business strategy

What are the key benefits of the proposed business strategy in economic, social and environmental terms?

What risk are we avoiding with it?

Business model

What are the key benefits of the proposed business model in economic, social and environmental terms?

What risk are we avoiding with it?

Implementation roadmap

What are the key moments of the roadmap you are proposing?

What details are worth highlighting about early projects, its costs and payback periods?

Key partnerships

What key partners will be involved in the proposed roadmap?

How will both parties benefit from the partnership?

Your support services

What on-going services can you offer to support the roadmap implementation?

Used during activities

BR.4

Strategic goals

Project _____

Date _____

Version _____

STRATEGIC GOAL #	
What hotspot or other SWOT issue does the goal help to address?	
What is the desired change?	
How will you know if the goal has been achieved?	
When will the change be achieved?	
Final formulation of the goal:	

STRATEGIC GOAL #	
What hotspot or other SWOT issue does the goal help to address?	
What is the desired change?	
How will you know if the goal has been achieved?	
When will the change be achieved?	
Final formulation of the goal:	

Used during activities

ST.9

Strategy idea evaluation

Project _____

Date _____

Version _____

Idea title _____

RISKS				BENEFITS		
Type of risk	Description	Existing or new?	Risk score	Type of benefit	Description	Fit with goals
Product				Economic		
Market				Environmental		
Selling point				Social		
		Total				
		Risk rating				

Strategy proposal development

Project _____

Date _____

Version _____

Idea title _____	
Product	Benefits of the idea
Market	Risks of the idea
Selling point	

Idea title _____	
Product	Benefits of the idea
Market	Risks of the idea
Selling point	

Competition Which ideas will face the strongest competition?	Cluster Which ideas would work well together?
Fits with strategy and goals Which ideas have the best fit with our goals and vision?	
Benefits Which ideas offer the greatest benefits?	Risks Which ideas have the lowest risk?

Used during activities

ST.12

SWOT

Project _____

Date _____

Version _____

	Helpful - to becoming more sustainable	Harmful - to becoming more sustainable
Internal origin (attributes of the company)	STRENGTHS	WEAKNESSES
External origin (attributes of the environment)	OPPORTUNITIES	THREATS

Used during activities

ST.7

Target identification

Project _____

Date _____

Version _____

A - Sector-level analysis

Sector name:

Score:

A1 – To what extent does the sector contribute to global greenhouse gas emissions and climate change (taking into account the full lifecycle of the product or service delivered by the sector)?

- Major contributor e.g. agriculture, chemicals, automotive, energy etc. 2 points
- Moderate contributor e.g. insurance, banking, software etc. 1 points
- Contribution is negligible 0 points

A2 - To what extent does the sector contribute to global consumption of non-renewable resources and potable water (taking into account the full lifecycle of the product or service delivered by the sector)?

- Major contributor e.g. agriculture, chemicals, automotive, energy etc. 2 points
- Minor contributor e.g. Insurance, banking, software etc. 1 points
- Contribution is negligible 0 points

A3. To what extent does the sector contribute to global pollution problems (taking into account the full lifecycle of the product or service delivered by the sector)?

N.B. A 2012 report defined the 10 worst global pollution problems as follows:

10 worst global pollution problems in 2012

(Blacksmith Institute & UNIDO, 2012)

Lead-Acid Battery Recycling	Industrial Estates
Lead Smelting	Artisanal Gold Mining
Mining and Ore Processing	Product Manufacturing
Tannery Operations	Chemical Manufacturing
Industrial/Municipal Dump Sites	Dye Industry

- Major contributor e.g. see list above. 2 points
- Moderate contributor e.g. insurance, banking, software etc. 1 points
- Contribution is negligible. 0 points

A4. How important is the sector for the national economy?

- High importance, contributes over 15% of GDP or employs over 15% of workforce 2 points
- Medium importance, contributes over 5% of GDP or employs over 5% of workforce 1 points
- Low importance, contributes less than 5% of GDP and employs less than 5% of workforce 0 points

A5. To what extent has this sector been targeted by Non-Governmental Organizations (NGOs) to encourage improvements in sustainability performance?

- Major focus of sustained, global campaigns by NGOs. 2 points
- Focus of occasional, local campaigns by NGOs. 1 points
- No focus/attention from NGOs. 0 points

B - Market-level analysis**Description of the market:****Score:**

N.B. Questions B1-B6 assess the likely demand for eco-innovation services in the market. Questions B7-B10 assess the probability that your organization could successfully provide this service.

B1. How strong is the growth of this market?

- Strong (>5% per year) 2 points
- Moderate (2-5% per year) 1 points
- Weak (<2% per year) 0 points

B2. How strong is the competition in this market?

- Strong (6+ companies competing) 2 points
- Moderate (2-5 companies competing) 1 points
- Monopoly (1 company) 0 points

B3. To what extent is government policy encouraging and supporting moves towards improved sustainability performance?

- Major support from policy, including financial measures. 2 points
- Moderate support from policy, but no financial measures. 1 points
- No support from policy. 0 points

B4. Is this market affected by new or forthcoming legislation?

- Major changes required to meet new or forthcoming legislative requirements 2 points
- Moderate changes required to meet new or forthcoming legislative requirements 1 points
- No new or forthcoming legislation. 0 points

List the relevant legislation that you have identified in the space below: Fisheries Ministry currently considering imposing fishing quotas on tuna.

B5. How interested are the end customers of this market in improved sustainability performance?

- Major interest – willing to switch products/suppliers or pay a price premium for better sustainability performance. 2 points
- Moderate interest – information about sustainability performance is considered as part of the purchase decision, but not a deciding factor. 1 points
- No interest. 0 points

B6. Are there trends that would encourage eco-innovation in this market? Relevant trends might include: new energy efficient technologies being developed; companies marketing products based on sustainability characteristics; a workforce that is motivated to support progress on sustainability issues etc.

- Yes, several strong trends that would encourage eco-innovation. 2 points
- Possibly, one or two weak trends that would encourage eco-innovation. 1 points
- No relevant trends. 0 points

List the trends that you have identified for this market in the space below:

B7. Do you have existing customers, reputation and credibility in this market?

- Yes, significant number of existing customers and well known in this market. 2 points
- Yes, some existing customers but not well known in this market. 1 points
- No customers or reputation in this market. 0 points

B8. Are the potential companies in this market similar to the types of organization that we normally choose to work with? Would they make good companies for our organization?

- Yes, exactly the type of company that we aim to work with. 2 points
- Possibly, some similarities but some differences. 1 points
- No, not the type of company that we aim to work with. 0 points

B9. Do we have the necessary sector and market knowledge within our organisation today to deliver eco-innovation services to this market?

- Yes, we have several staff with relevant sector and market knowledge 2 points
- Possibly, we have one member of staff with some relevant sector and market knowledge. 1 points
- No relevant sector or market knowledge. 0 points

B10. How easy would it be to collaborate with other organisations within this market based on geographic location?

- Relatively easy – majority of market, including final customer, is within the same country 2 points
- Somewhat difficult – significant proportion of market or final customer is in a different country 1 points
- Very difficult – majority of market, including final customer, is in a different country 0 points

C - Company-level analysis

Name of the company:

Score:

C1. To what extent is sustainability an explicit and public part of the core strategy and values of the company?

- Major focus on sustainability – public statements or literature explicitly stating that sustainability is a core part of the company strategy and values. 2 points
- Moderate focus on sustainability – sustainability not mentioned in company strategy or values but some evidence of interest in sustainability performance. 1 points
- No existing focus on sustainability. 0 points

C2. To what extent is sustainability performance of the company's products and services part of their product marketing and positioning?

- Major focus on sustainability – sustainability performance a major and consistent feature of the marketing and branding of the products and services of the company. 2 points
- Moderate focus on sustainability – a minor and occasional feature of the marketing and branding of the products and services of the company. 1 points
- No existing focus on sustainability in marketing and positioning. 0 points

C3. What experience and capability does the company have in innovation?

- Significant experience and capability – frequent, successful innovations with evidence of significant resources dedicated to innovation, such as the existence of an R&D team. 2 points
- Moderate experience and capability – some notable innovations, but no resources dedicated to supporting innovation. 1 points
- No experience or existing capability in innovation. 0 points

C4. What experience and capability does the company have in managing environmental issues?

- Significant experience and capability – formal environmental management system in operation and resources dedicated to supporting environmental improvement 2 points
- Moderate experience and capability – some environmental management initiatives in operation but no resources dedicated to environmental improvement. 1 points
- No experience or existing capability in managing environmental issues. 0 points

C5. What is the position of the company in their market?

- Market leader. 2 points
- Not the market leader. 0 points

Notes

TOWS

Project _____

Date _____

Version _____

	STRENGTHS	WEAKNESSES
OPPORTUNITIES	STRENGTHS-OPPORTUNITIES strategy ideas	WEAKNESSES-OPPORTUNITIES strategy ideas
THREATS	STRENGTHS-THREATS strategy ideas	WEAKNESSES-THREATS strategy ideas

Used during activities

ST.9

Value chain pitch

Project _____

Date _____

Version _____

Threats and opportunities What are the key threats and opportunities?	Market	Key messages What can't this person miss regarding the potential benefits of eco-innovation for their company?
	Company	
	Add a picture or drawing	
	Contact person name and role _____ _____	<input type="checkbox"/> Are these messages aligned with the value chain vision?

Used during activities

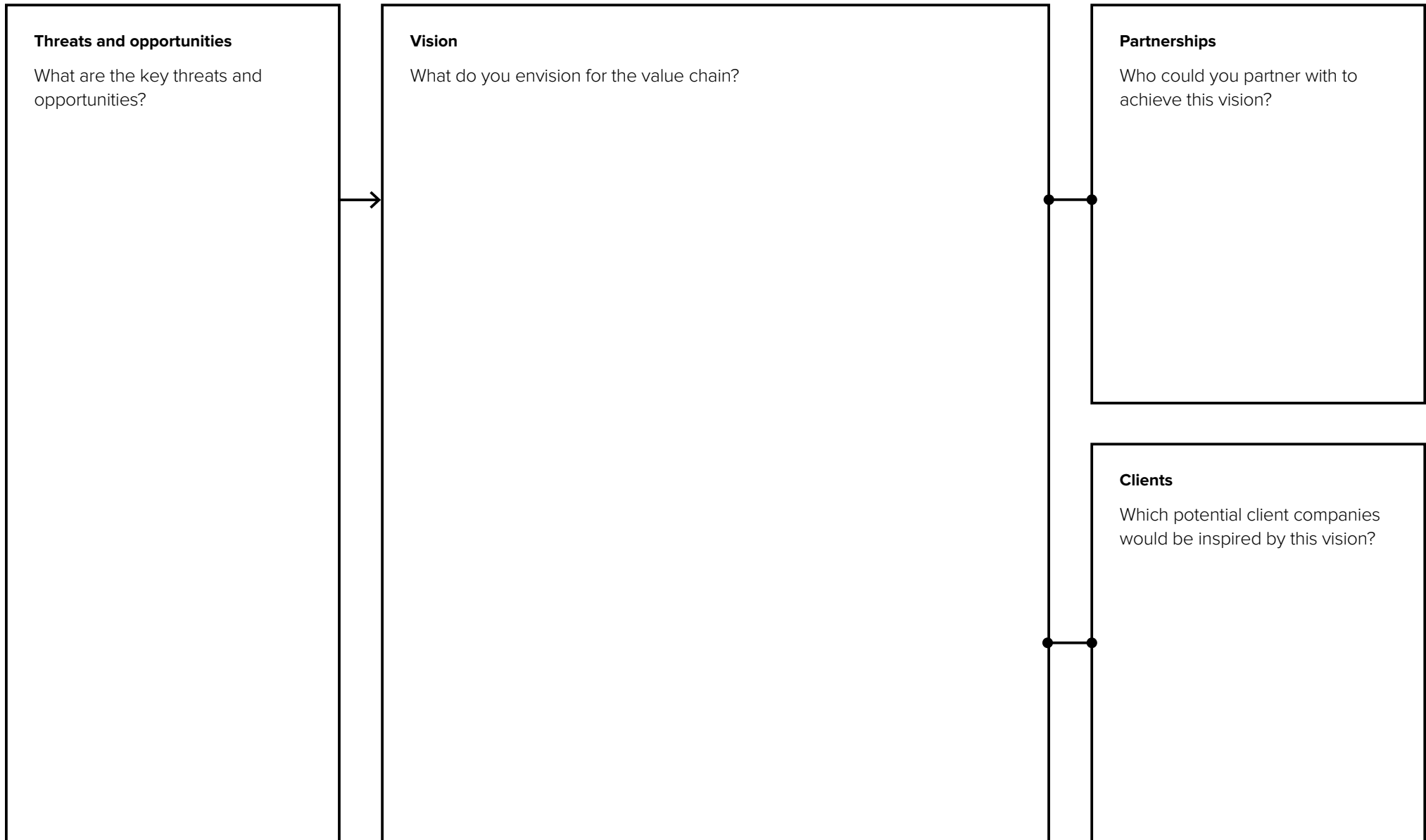
PR.7

Value chain vision

Project _____

Date _____

Version _____



Used during activities

PR.6

Walk-through audit guide

Project _____

Date _____

Version _____

Getting started on the tour

- Ask to be shown round the production facilities in a logical flow, from 'Goods in', round each step of the processing, through to 'Goods out'.
- How many people work for the company?
- What is the gender balance in the workforce?
- What was the turnover of the company last year?
- Is the company growing (revenue and staff numbers)?

What other questions could be also relevant to your context?

Production - Goods in

- What are the main types of delivery you receive?
- Do you have a quality control system to inspect goods as they arrive?
- Do you ever have problems with poor quality goods?

What other questions could be also relevant to your context?

Production – Main processes

- Capturing a simple schematic diagram of the main process steps as you tour the production facilities can help to ensure you fully understand the complete process and identify any process steps you may have not been shown.
- Look for instances of waste (materials, energy, water, time)
- Which of the production process steps use the most materials/energy/water/chemicals?
- Which parts of the production process are the most problematic?
- What are the main contributors to production costs?

What other questions could be also relevant to your context?

Purchasing

- Who are the most important suppliers for the company?
- Are there any problems with these suppliers at the moment?
- Is sustainability performance a consideration in your purchasing decisions?

What other questions could be also relevant to your context?

Production - Goods out

- What happens to the product between leaving here and arriving at the end user?
- What means of transport are used?
- Does the company have its own distribution system or does it rely on a third party provider?

What other questions could be also relevant to your context?

Sales & Marketing

- Which are the most important product lines and markets for the company?
- How are the key product lines performing at the moment?
- Who are the most important customers within those markets?
- How do you market and sell your products?

What other questions could be also relevant to your context?

Design & Engineering

- Do you design your own products or manufacture to your customer's specification?
- Do you have Research & Development facilities on-site?
- Do you take sustainability issues into account when designing new products?

What other questions could be also relevant to your context?

Management

- Who in the company is responsible for managing sustainability issues?
- Do you operate an environmental management system?
- What is the gender balance within the Senior Management Team?
- What policies do you have in place to raise awareness of gender issues within the workforce and promote gender equality?
- Are there ways in which staff can raise concerns about health and safety issues or general working conditions?
- How is the company viewed by the local community?
- What has been the most significant innovation in the company in the last 5 years? Who was involved in that?

What other questions could be also relevant to your context?

Walk-through audit results

Project _____

Date _____

Version _____

Key observations			
General aspects	Production – goods in	Production – main processes	Production – goods out
Sales & Marketing	Design & Engineering	Purchasing	Management

↓

Operational Strengths	Operational Weaknesses
-----------------------	------------------------

Glossary of key terms

Business model

Describes how a company does business. It is the translation of strategic issues, such as strategic positioning and strategic goals into a conceptual model that explicitly states how the business functions. The business model serves as a building plan that allows designing and realizing the business structure and systems that constitute the company's operational and physical form. (Osterwalder et al, 2005).

Business strategy

Describes the long term goals of the company and the markets in which the company will operate (i.e. vision and mission) (adapted from Andrews, 1997).

Gender

Describes the roles, behaviours, activities, and attributes that a given society at a given time considers appropriate for men and women. These attributes, opportunities and relationships are socially constructed and are learned through socialization processes. They are context/time-specific and changeable. (UN Women)

Gender discrimination

Describes any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on the basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field (Art.1 CEDAW, 1979).

Gender equality

Refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. (UN Women)

Gender-sensitive

Rescribes an attempt to redress existing gender inequalities when designing and implement development projects, programs or policies.

Life cycle

Consecutive and interlinked stages of a product (good or service), from the extraction of natural resources to the final disposal (adapted from ISO 14040:2006).

Life cycle assessment

It is a systematic set of procedures for compiling and examining the inputs and outputs of materials and energy and the associated environmental impacts directly attributable to the functioning of a product throughout its life cycle (adapted from ISO 14040:2006).

Life cycle thinking

It is a mostly qualitative approach to understand how our choices influence what happens at each of the stages of the life cycle of an industrial activity: from raw material acquisition through manufacture, distribution, product use and disposal. This approach is needed in order for us to balance trade-offs and positively impact the economy, the environment, and society (UN Environment Economy Division, 2004).

Glossary of key terms

Marketing

It is the set of activities that are designed to help the company to understand the type of product it should offer to a market and communicate the benefits and value of the product to the targeted consumer. Marketing focuses on the product, promotion, price and distribution channels.

Market analysis

It is the activity of gathering information about the size, growth, profitability, target groups and existing products of a market, which is used to inform decision making at a strategic level. This specific activity would fall under the broader umbrella of marketing activities.

Organization structure

It refers to the range of activities and key resources (human and financial) within the company, in addition to those relating directly to production, that are dedicated to supporting the business model. These include procurement processes, distribution, key partnerships, customer relationships and interfaces, research and development, internal communication, and revenue generation.

Partners

It refers to parties in the value chain that provide or receive value including suppliers, outsourced workers, contractors, customers, consumers, clients, members, and others (ISO 26000:2010).

Roadmap

It is a planning tool used to support the implementation of strategies. It is made-up of a series of projects that will help to progress the organization from the company's current position towards fulfilling the organization's goals (adapted from Phaal R et al, 2007).

Stakeholder i

It s any group or individual who can affect, or is affected by, an organization or its activities. Also, any individual or group that can help define value propositions for the organization (Stakeholder Research Associates Canada Inc., United Nations Environment Programme, AccountAbility: Stakeholder Engagement, 2005).

The supply chain

It is a system of organizations, technology, activities, information and resources involved in moving a product or service from supplier to customer (Michael Porter 1985) are the most significant impacts in the value chain or the life cycle of a product or service system, which can be used to identify impact improvement opportunities and to prioritize impact reduction actions (UN Environment Economy Division/SETAC, 2014).

Value

It is understood to involve creating economic value (the revenue that a firm gets in return for its goods or services) in a way that also creates positive Outputs for society by addressing its needs and threats, taking into account economic, environmental and social considerations (adapted from Porter & Kramer, 2011).

A value chain

It is the entire sequence of activities or parties that provide or receive value in the form of products or services (e.g. suppliers, outsource workers, contractors, investors, R&D, customers, consumers, members) (ISO 14001 CD2, 2013). See also Partners definition above.

Value proposition

It refers to the products or services that an organization offers to a specific market segment that the organization believes will create value for that specific market segment.



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