Example of a Simple Business Case for a Construction Company:

Vision	Be the most trustworthy and recommended environmental friendly within our line of business and geographic area
Mission	To secure environmental friendly working conditions and improvements at our construction sites
Objectives	0 Violations of environmental minimum requirements / regulations 10% Re-establishment of cost reduction 10% Customer recommendation rate
Resources	Streamers on our building-sites and vehicles Adaptation of present systems
Organisational Motivation	Construction teams with >10% recommendation share 50% of saved costs with the business
Customer Motivation	Recommendation is rewarded with a “two hours work, no charge” bonus (advertising cost reduced equally)
Regulator Motivation	Initiative and recommendations used to document environmental improvements, and benefit from lower risk of violation charge
Strategy *“Utilization of Existing Capabilities”*	Utilize present skilled staff in taking care of a tidy site and unspoiled surroundings Utilize present web-site for customer recommendation Utilize present salary it-system to create motivation
Strategic Focus	Utilize capabilities and improve brand and culture
Management of Outcomes	Reduced risk (violations / year) followed up in annual report Reduced cost followed up in monthly financial report Re-sale to old customers followed up in monthly sales report Total cost savings and team recommendations followed up on salary ticket
Stockholder Motivation	**Worst case** – cost of promotional streamers and system adaptation **Best case** – reduced risk, reduced cost of re-establishment with 50%, 100% satisfied customers advocating for the business **Likely case – Increased reputation, motivated staff, customer re-buy and thus improved competitive position**

Best Practice Template:

Your risk is low (start small and gain experience and quick-wins)	**The risk and consequences in environmental failure are far greater than the risk in doing good**
Best practice is to talk to you stakeholders and gain information regarding trends from you industry bodies	*91% of managers in the industry address other stakeholders in vision regarding environmental objectives*

Address Stakeholders in Vision/Mission *(list specific stakeholders with names and persons)*	**Organizational Stakeholders** Employees Managers Stockholders Unions	**Economic Stakeholders** Customers Creditors Distributors Suppliers	**Societal Stakeholders** Communities Government Regulators Nonprofits NGOs Environment
Be aware, some have strong influence on others	*Must always be addressed*	*Best practice is to address them as they expect it*	*Do they hold license to operate or not*

Relate Objectives to Stakeholders *(list specific, measurable, achievable and timely clear formulated objectives)*	**Share Business Profit to Motivate Others** Money Benefits Recognition Training Development	**Share Outcomes to Satisfy Stakeholders** Reduced risk Reduced costs Increased sales Increased market or product value Improved reputation	**Self Interest and Philantrophy** Increase awareness To do more good Anonymous philanthropy
Best practice is to define objectives in stakeholder dialogue	*Individualise as personal preference differs*	*Financial benefits for all are the most preferred option*	*If not anonymous, select causes that fit business vision*

Focus on capabilities (make a list of capabilities and possible partners)	**Performance** Risk management Cost reduction and service quality improvements	**Innovation** Product differentiation Market penetration Culture & Brand	**Cooperation** Changing the rules of the environmental game
Best practice is to stick to the present capabilities to secure initiatives result in	Starting to build capabilities, eventually capabilities are	May create surplus of capabilities that can be put to work in partnerships	Partnerships in industry clusters where profit and loss is shared are a

intended outcomes	needed		prerequisite
Be aware of Level of Internationalisation (dialogue to create shared knowledge)	**<u>Local</u>** Often no objectives	**<u>National</u>** Environmental philanthropy as often as business profit objectives	**<u>International</u>** Environmental objectives to create stakeholder satisfaction
Best practice is to be aware of difference in threshold levels	*Adapting to local behaviour and national regulations*	*Complying to national regulations or increasing product value*	*May use environmental capability to compete*
Be aware of Position in Value Network (dialogue to create shared knowledge)	**<u>Raw-material</u>** Often business profit objectives	**<u>Component</u>** Stakeholder satisfaction objectives	**<u>Construction</u>** Often no objectives
Best practice is to be aware of difference in competitive forces	*Need to reduce threat from suppliers*	*Stuck in between or not aware of industry challenges*	*Need to satisfy customer demand*
Be aware of Competitive or Cooperative motives *(list all objectives and set a shared account)*	**<u>If not avoidable</u>** Business Profit Objectives Finance and economics	**<u>To own advantage</u>** Business is about making a profit Everybody wants to make money	**<u>Partnerships</u>** Philanthropic Objectives General managers
Best practice is win-win partnerships that agree how cooperative profit shall be shared before calculation (In example equally)	Stakeholder	Objective	Profitability
	No. 1	Reduce waste cost….. + 50,000	
	No. 2	Reduce sales price…. - 10,000	
	No. 2	Transport cost……….. - 11,000	+ 31,000
	No. 3	Transport profit ………………..	- 1,000
	Total		+ 30,000
	Shared outcome	***+ 10,000 to each of the 3***	***(30,000 / 3)***
Start with measurement of outcomes (set objectives and implement measurement in present systems)	**<u>Performance Management</u>** Use monthly or quarterly reports	**<u>Quality management</u>** Present system Industry standard ISO 14000 I.e. Caux or similar	**<u>Annual Reports</u>** Include environmental objectives and measurements
Best practice is to determine how, when and where to measure outcomes before initiating initiatives	*Organisational knowledge sharing and learning can be improved*	*Continuous improvements are prerequisite for ISO and other standards*	*Environmental improvements can influence Strategic Value and Market Confidence*

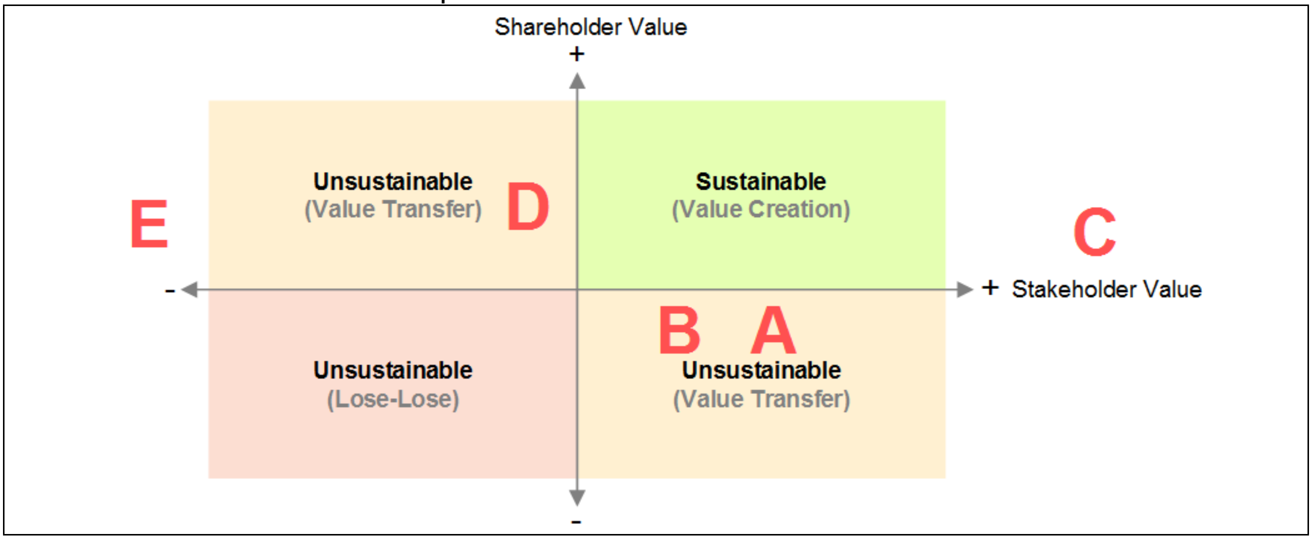
To illustrate implication of the best practice template a practical case-story is described.

Stakeholder 1 and 2 shared environmental objectives and mapped their estimated potential.

TWO suggested initiative A despite own negative profitability issues as well due to consequence B. This influenced ONE positive and B actually created a positive consequence C.

Two also suggested initiative D with positive profitability, but this had negative influence E on ONE.

Below TWO's stakeholder map:



ONE & TWO agreed to share cooperative profit according to 50% of profit to be split based on who suggested the initiative, and 50% of profit to be split as 50/50 partnership.

They agreed that not only direct influence of initiative, but also cost and benefits of indirect consequences were to be shared.

After calculation own consequences they meet again to put up a shared calculation for cooperative profitability for the first partnership outcomes:

Stakeholder ONE	**Profit**	**Stakeholder TWO**	**Profit**
Direct influence of Initiative **A**	+ 10,000	Initiative **A** suggested	- 5,000
Consequence of B -> **C**	+ 5,000	Consequence of A -> **B**	- 1,000
Consequence of D -> **E**	- 5,000	Initiative **D**	+ 6,000
Sub	**+ 10,000**	Sub	**+/- 0**
Cooperative profit + 10,000			

Stakeholder ONE suggested: 0
Stakeholder TWO suggested: + 10,000

Stakeholder ONE received: *partnership* 2,500
Stakeholder TWO received: *initiative* 5,000 + *partnership* 2,500 = 7,500

Besides the gained profitability ONE also could report increased environmental stakeholder satisfaction (X), and the next innovative cooperative initiative in partnership with TWO concerning a niche market opportunity (Y) that competitors were unable to copy.

These benefits influenced TWO's shareholder value positively: