

Developing a perfect low-carbon business strategy:

The five things you must include – and the three
things to leave out

Andrew Hartley

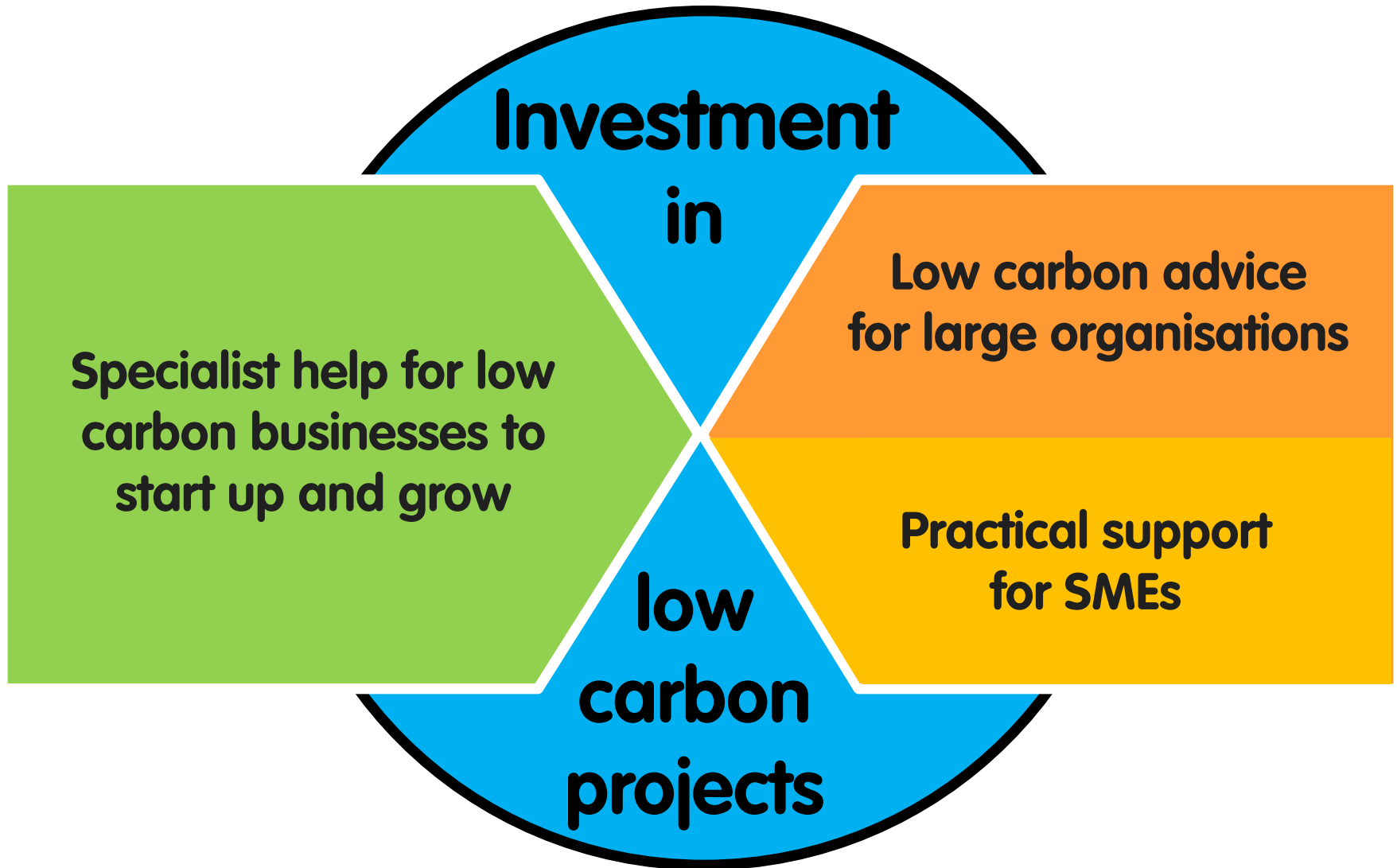
Operations Director & Deputy CEO

CO2Sense

Outline

- What we do?
- The perfect low-carbon strategy*
- The green ladder*
- Some examples
- Summary

What we do?



The Perfect Low-Carbon Strategy?

Is it green...

The Perfect Low-Carbon Strategy?

Is it green...
or Black and White?

The Perfect Low-Carbon Strategy?

Is it really still about...

How can we maximise profits?

OR

How can we minimise impact?



The Perfect Low-Carbon Strategy?

**Successful Business
(Sustainable Business)**



The Perfect Business Strategy?



The Perfect Business Strategy?

Where are we now (Situation)

External Analysis (**STEEPLE**)*

Market Analysis

Customer Segmentation (BCG)*

Competitor Analysis (5 Forces)

Internal Review (McKinsey 7S's)

Culture & Values – **CSR?**

S.W.O.T.*

The Perfect Business Strategy?

Where do we want to be? (Objectives)

Objectives* (Balanced Score Card)

The Perfect Business Strategy?

How will we get there? (Strategy)

Strategic Review – (Ansoff, Porter)

Tactics - **Positioning**

Action Plans (4P's)*

The Perfect Business Strategy?

How will we know when we are there? (Control)

Formal review and evaluation process

Start again!

The Perfect Business Strategy?

Situation

Objectives

Strategy

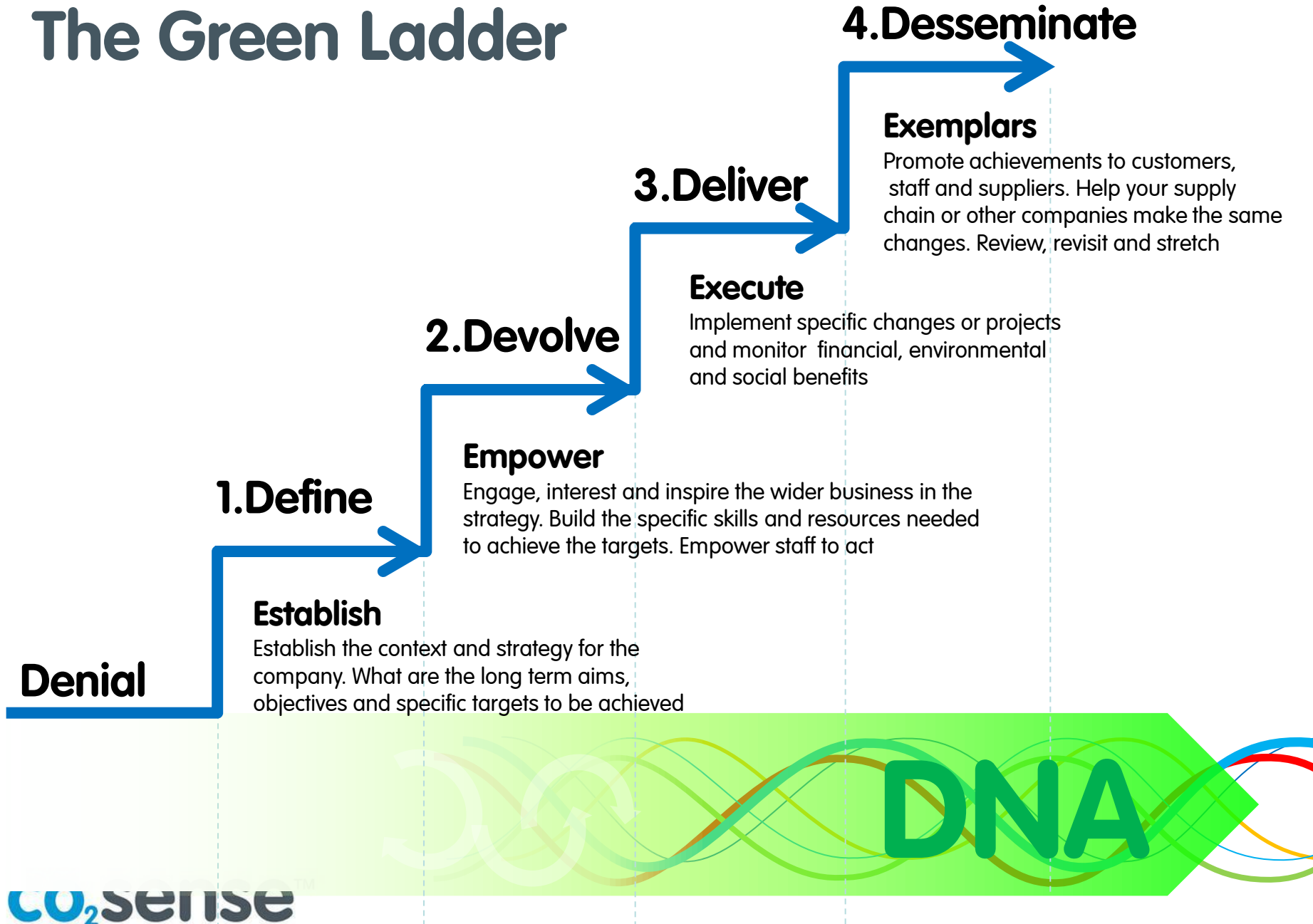
Tactics

Action

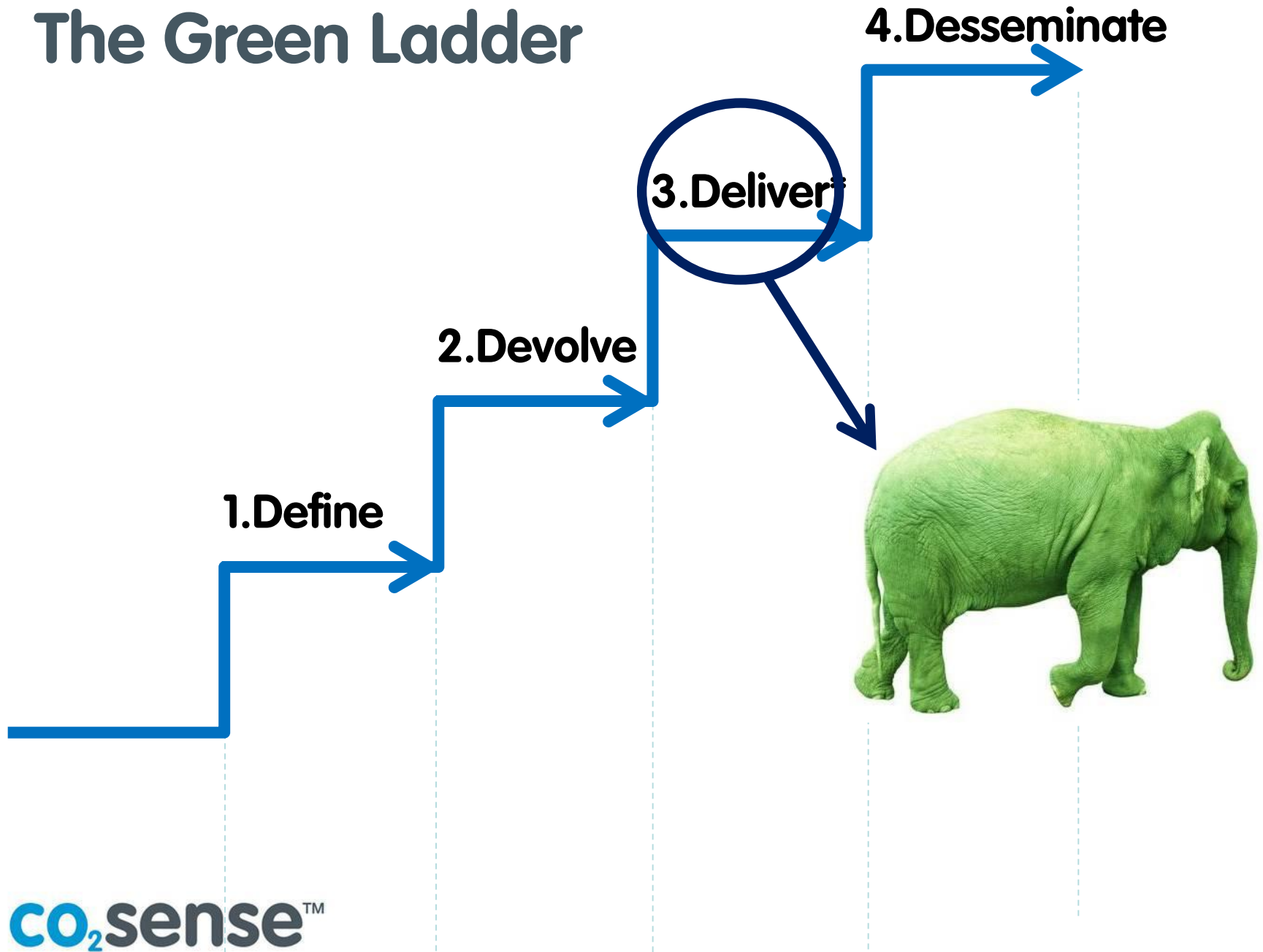
Control



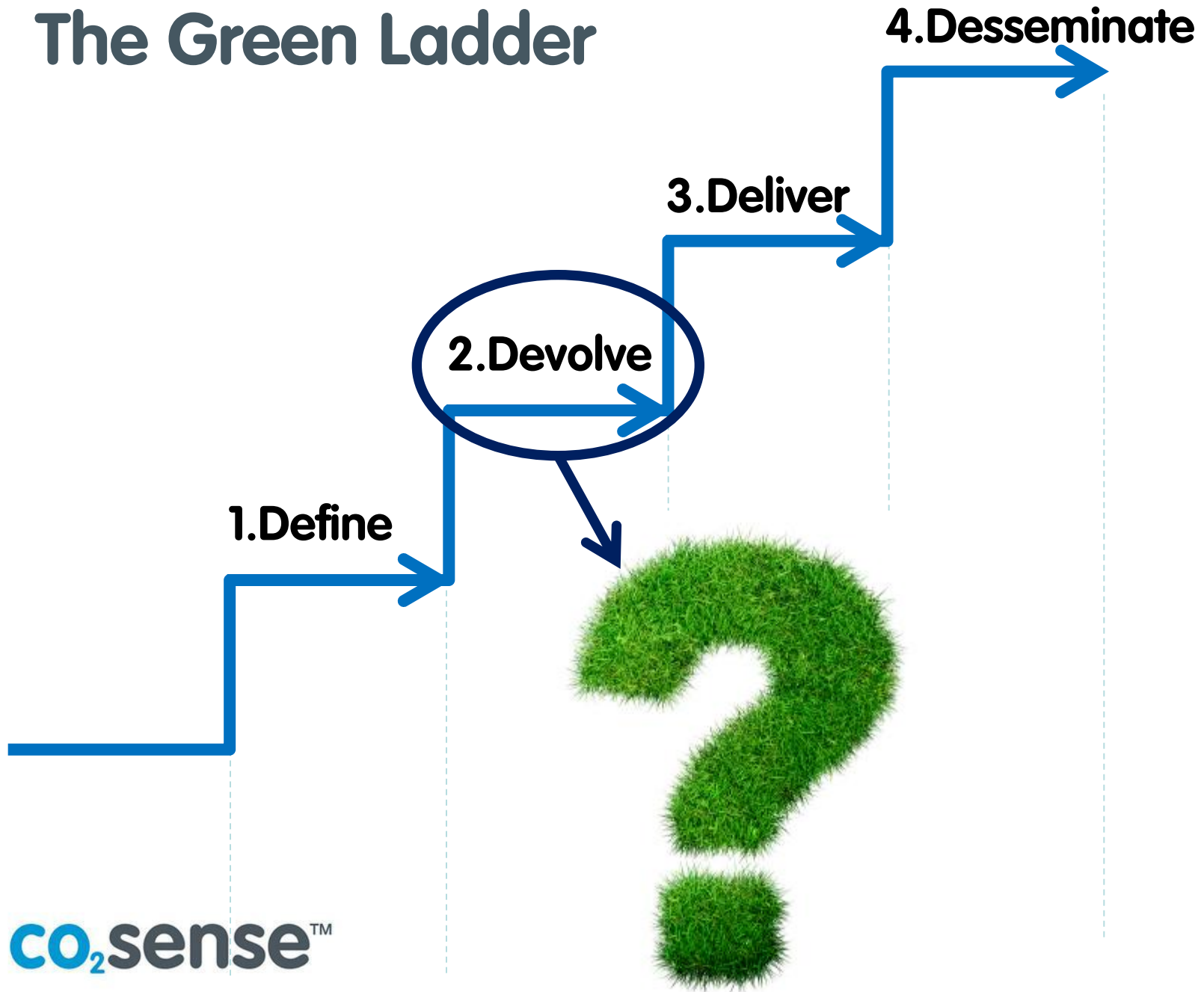
The Green Ladder



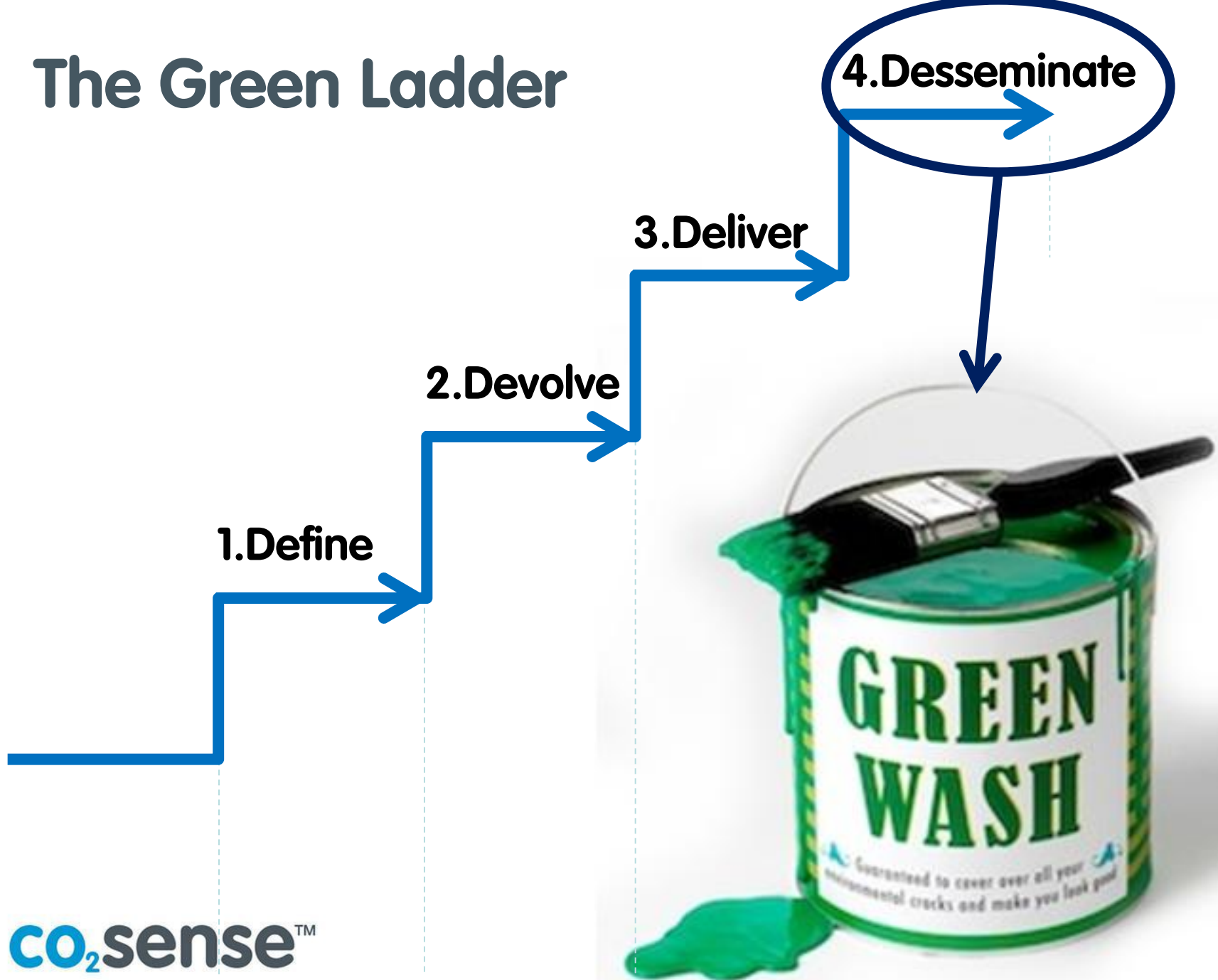
The Green Ladder



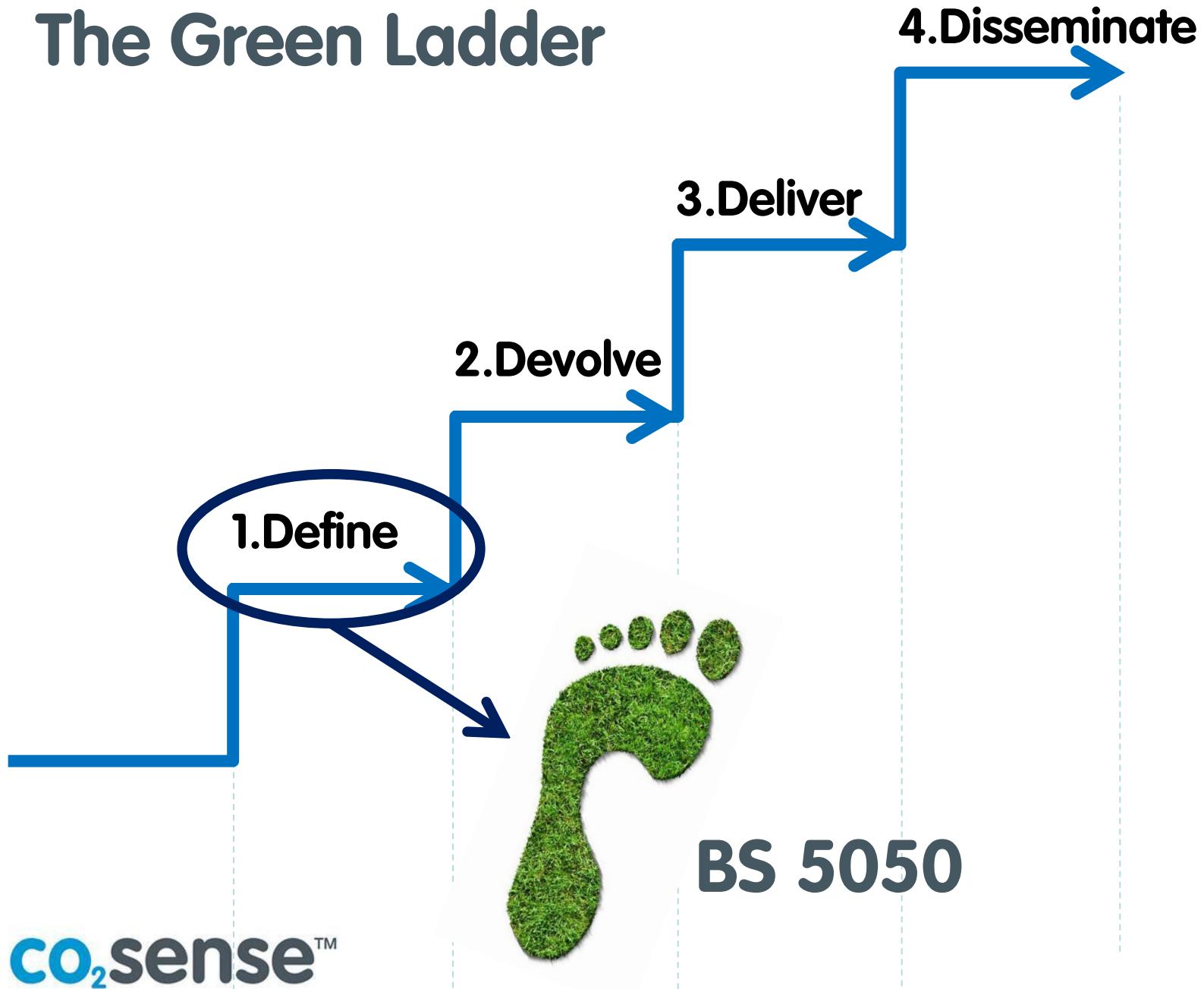
The Green Ladder



The Green Ladder

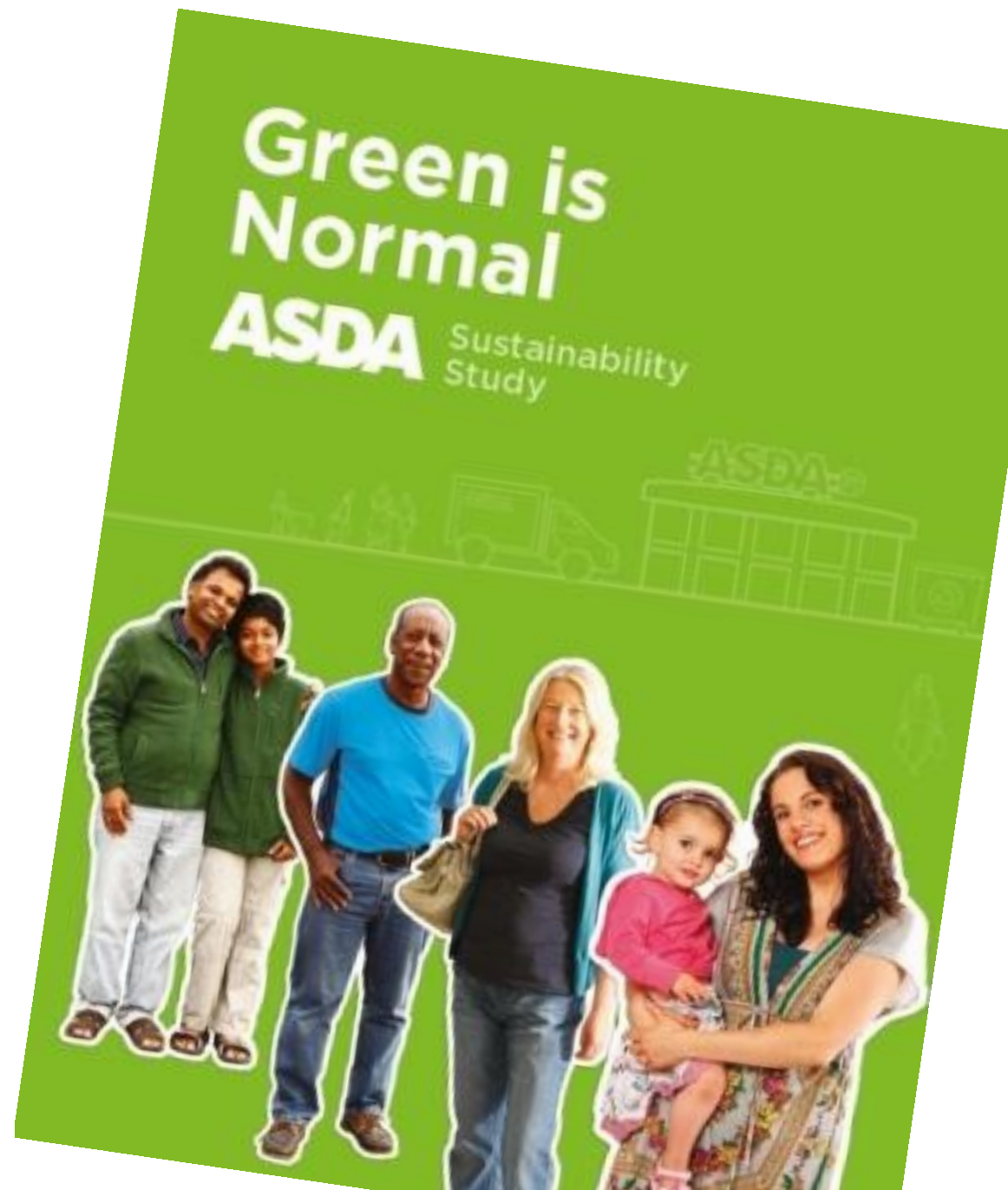


The Green Ladder



Some examples

Green DNA - ASDA



Green DNA - NG Bailey



Green DNA - M&S

Plan A - made a profit of £50m
in 2010

"From our own experience, going
green is good for business as
well as being good for the
environment,"

Richard Gillies, director of Plan A
at Marks & Spencer.

YOUR M&S

target
2012

Campaign to reduce
our water use by 20%

Business Priority - Biomass Fuel at Dairy Crest

- The UK's largest dairy producer
- High value brands
- Process demands high quantities of steam
- £4.2 million biomass boiler
 - one of the UK's largest biomass pellet boilers
- 12% reduction in Dairy Crest's carbon emissions
- 4 year payback



5 Do's – 3 Don'ts

- Don't go straight to project delivery
- Don't go straight to behaviour change and staff engagement
- Don't green wash

5 Do's

- Analyse the situation, project it into the future?
- It's still about your customers/products
- Look into business continuity
- Mainstream green objectives
- Use a framework to integrate green delivery into your business

Next steps?

Questions?

Discussion?

Working together?

**Contact us on 0113 2378400
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