



BCOM

Bachelor of Commerce Program

COM 362, Sections A01, A02, A03, and A04

Business and Sustainability

Fall Term 2010, Course Outline

APPENDICES

Appendix 1-1

Individual Assignment 1:

Life Cycle Impacts & Opportunities

(4 Points)

Due at beginning of class September 22, 2010

! Note also Due Date of September 18, 2010 for Newsletter Registration in Appendix 1-3 !

Overview:

You will identify the environmental and social negative impacts and environmental and social positive opportunities at various stages in the life cycle of a product.

Instructions:

Select a product from a company or industry you are interested in. Apply “Life Cycle Thinking” to complete the Worksheet provided on page 4, identifying first ENVIRONMENTAL negative impacts and positive opportunities of your product at various stages of the product life cycle, then SOCIAL negative impacts and positive opportunities at various stages in the life cycle of a product. Use the Worksheet as a guide and customize to fit your product, but do cover all aspects of the product or service life cycle, thinking broadly about all the inputs, process steps and their impacts, transportation, logistics, delivery, product or service in-use or consumption, and end-of-life. This should be a high level summary, so all your work should fit on one to two pages (you may want to turn the chart to landscape and use 9-10 point Ariel Narrow font). Do research your topic, looking at relevant companies’ Sustainability Reports, news, industry critics, NGOs, etc. As you work, try to assess which of the impacts and opportunities are most significant.

Examples of negative environmental impacts might include loss of biodiversity from clear-cutting, pesticides applied to soil, greenhouse gas (GHG) emissions from diesel fuel burned in hauling, chemicals used in machining, water contamination in manufacturing, packaging sent to landfill, toxic leakage after disposal, etc. Opportunities might be recovery of metals and materials from products after use, product features that clean the environment while used, sale of manufacturing bi-products and heat, backhauls, logistics redesign to reduce miles traveled. Negative social impact examples include worker health dangers from applying pesticides, human rights violations in suppliers, child labour, obesity from high sugar/carb food products, workers not getting living wage, stress, etc. Opportunities to improve social impact and reach include job creation, designing new products with health features, forming industry consortium to pay living wages, etc.

A Note on Expectations:

Please note that the purpose of this assignment is NOT to do a Life Cycle Assessment of the product you selected, or even to find detailed life cycle assessments that others have done. The goal is to **demonstrate that you can apply "life cycle thinking"** -- identifying examples of environmental and social impacts of a product in various stages of its lifecycle from raw materials to end of life. You do not need to identify every impact at each stage, or provide sources. What you should do is demonstrate that you have researched and identified several major impacts. You do NOT need to list opportunities for every stage, but do identify at least two environmental, two social areas where improvement could be made.

Helpful Resources:

Below is some information on Life Cycle Thinking (NIST, 2009).

You may also find ideas on the product ranking website <http://www.goodguide.com/>

Life Cycle Thinking

The life cycle of a product starts with raw material extraction, continues with the fabrication of the relevant semi-finished products, includes finishing and assembling of the final product as well as its use and maintenance, and concludes with the end-of-life operations. This last stage includes recycling of materials and, after adequate treatment, final disposal of waste.

For recyclable products such as aluminum products, a life cycle can be modeled "cradle-to-cradle" by a product system where the recycled material can substitute primary material. Only the material that is lost at the different stages of the life cycle needs to be replaced by primary material as illustrated in the figure below.



Life Cycle Thinking is an approach to address and analyze all these activities in regard to risks, opportunities, and value creation in order to find the best overall solutions. It involves internal decision-makers from R&D, production, marketing, or management, as well as external stakeholders such as suppliers, retailers, customers, consumers, and the general public.

Source: The National Institute of Standards and Technology (NIST) is an agency of the U.S. Commerce Department. Date created: February 11, 2009 | Last updated: March 2, 2009

Worksheet for Individual Assignment 1: Life Cycle Impacts & Opportunities

(Note this is a template—modify to fit as needed.)

Name: _____ Cohort: _____ Grade: _____

Company or Product: _____

	Resource Extraction	Subassembly/Product Suppliers	Manufacturing /Production	Distribution & Delivery	Consumption, In Use	End-of-Life/ Disposal
ENVIRONMENT Negative						
ENVIRONMENT Positive						
SOCIAL /HUMAN Negative						
SOCIAL /HUMAN Positive						

Appendix 1-2

Individual Assignment #2

Personal Footprint Calculation & Reflection

(4 Points)

Due at beginning of class September 29, 2010

Overview:

You will use an *Ecological Footprint Calculator* to assess your personal footprint, then reflect on one or more aspects related to your ecological footprint calculation in a memo written to your instructor.

Instructions:

Your second individual assignment is a memo of ½ to ¾ page (no more than 1 page), due in hard-copy in class Wednesday, September 29, 2010. Using bullet points is fine.

MEMO

To: Students of Com362, Business and Sustainability
From: Dr. Monika Winn and Dr. Lorinda Rowledge
Cohort: [INSERT YOUR COHORT HERE]
Date: September 4, 2010
Subject: *Personal Ecological Footprint* (Detailed Instructions for Individual Assignment #2)

Your first individual assignment is a memo (which is a standard form of internal business communication; memo is short for “memorandum”). Use a format similar to this one. Your memo is due in hard-copy AT THE BEGINNING OF CLASS on September 29.

Your assignment is to go to either www.myfootprint.org or to www.footprintnetwork.org and calculate your own personal ecological footprint. Articulate your personal thoughts and reflections on the footprint calculation in a **½ to ¾ -page memo** addressed to your instructor. Use a similar format as the one used in this simple memo. You may also list points in bullet-form. Be sure to check your grammar and use the spell-checker.

You may want to address any one or more aspects related to your ecological footprint calculation. This might include personal reflections on what you discovered as a result of this assignment, considerations about how footprints might be affected by your product choices, how living in different countries or regions may affect your footprint, or how the footprint calculation itself might be improved. In addition to your personal reflections, can you think of implications for business (e.g., opportunities for new products, different products or other innovations)?

The topic is complex and can be approached from many different perspectives, so feel free to examine it from a perspective that is *meaningful* to you. Regardless of what perspective you chose, your considerations and reflections on the topic should be *thoughtful* and *well articulated*.

Appendix 1-3

Individual Assignment #3

Analyzing Ethical Challenges

(4 Points)

Due at beginning of class **October 18, 2010**

Overview:

For several weeks you will scan topical issues reported in a newsletter aggregating ethical violations, lawsuits, and publicity. The assignment asks you to select illustrative ethical issues in several categories, then consider management actions to prevent such incidents.

Instructions:

Go to the website [ethisphere corpedia](http://ethisphere.org/)
<http://ethisphere.org/>

Register to receive their free newsletter **by September 18, 2010**.

Scan the newsletter for a month, and during that time, select and complete the chart for at least one example of an ethical violation or issue in at least three categories.

Complete at least one ethical issue or incident in at least three categories in the following chart, providing a title and link to each relevant story, summarizing the issue in one to three lines, identifying the penalties or potential risk if available, and commenting on what you might do as a manager to prevent this type of violation. If the violation applies to multiple categories, you should indicate this. Use the worksheet as a template, but modify as needed. Your entire completed work should be no more than 1 page, Arial 9 or 10 point font (delete irrelevant categories from the chart in the Worksheet). Submit in "landscape" format.

Area of Business Ethics	Sample Ethical Violation or Issue (Headline, Link to Story, and Short Description)	Penalty (applied or potential pending penalty; estimated risk) *clarify if actual or estimated	Suggested Management Preventive Action
Employment Law: Harassment, Discrimination, EEOC			
Finance & Fraud: Finance, Fraud, SEC and Insider Trading			
Products and Services: Liability, Marketing & Branding			
Government Contracting, False Claims, Whistleblowers			
Anti Trust			
Privacy			
Environment			
Intellectual Property: IP & Trade Secrets			
International: Foreign Corrupt Practices Act (FCPA), Anticorruption, Bribery			
Other			

Appendix 1-4

Individual Assignment #4

Business & Climate Simulation

(4 Points)

Due at beginning of class November 17, 2010

Overview:

You will complete an on-line business simulation where you make investment decisions in one of four industries, then see the business consequences of your strategic choices. You are asked to report and reflect on your results.

Instructions:

Go to the following website and follow the directions to complete the simulation.

<http://blogs.panda.org/climate/2010/05/27/ceo2game/> OR <http://knowledge.allianz.com/ceo2/en.html>

Your assignment is to complete the simulation.

Prepare a 1/2 to 3/4-page memo to your instructor using the format suggested earlier.

In one or two sentences, describe the industry you chose and the results that you achieved for both stock price and carbon emissions at both the midpoint and final score of the simulation.

In a few sentences describe the basic strategy behind your investment decisions in each phase of the game. Discuss briefly how your decisions were influenced by the expert opinions provided in the simulation. Then briefly describe what happened in a few sentences.

Provide a short paragraph describing your learning and insights from the experience.

Your actual performance during the simulation is not that critical—what is most important are your reflections and analysis on what you learned!

Here is some background information from the WWF website and a summary of what you will experience:

Test your green leadership skills - play our CEO2 climate game

By [Claire Carlton](#) | Published: May 27, 2010

I have some very exciting news. We have a new awesome online game where you get to be CEO for a day. The [CEO2](#) game is challenging you to think in detail about what it takes to be a true green business leader. Below is all the background information on the game which is useful to read before you play.

Look forward to chatting with you all soon about the game and what we all learn. Have fun and please share with all your networks cheers Claire

WHY THE CEO2 GAME?

Next week the [UNFCCC](#) climate talks in Bonn, Germany ahead [WWF](#) and [Allianz](#) are calling on the global internet community to test climate business strategies.

While politicians and a lot of businesses are losing precious time in taking action on [climate change](#), you can now play the online game CEO2 launched by financial service provider Allianz and WWF. Slip into the role of a CEO and show which business strategies work out to reduce carbon emissions, reduce risks and increase the long-term profitability. The aim of the game is to identify which investments at what time will set the course for a profitable growth in the [low carbon economy](#) of the future. CEO2 shows the possible impacts of business decisions in the chemical, automobile, utility and finance industry over the next 20 years. The success of the player is measured according to the development of the stock price and the carbon emissions.

According to [RECIPE](#) (Report on Energy and Climate Policy in Europe) drawn up by the [Potsdam Institute](#) for Climate Change Impact Research and supported by Allianz and WWF Europe especially could profit from climate protection if it sets the framework for middle and long term reductions of carbon emissions ([CO2](#)).

After 2020 the window which is open for ambitious global CO2 reductions until 2050 will close entirely. The reductions are necessary to limit the global temperature rise below 2 degrees Celsius compared to preindustrial levels and avoid dangerous consequences of climate change. The optimal mitigation strategy for the transformation of the energy sector alone requires an increase of investments in low carbon emission technologies to an annual level of 400 to 1,000 billion USD by 2030, most of which would have to be provided by the financial markets and industry.

CEO2 has been developed by Allianz and WWF to show long term connections of investment cycles and the remaining leeway for strategies and decisions in a playful way so that you can access these issues. The game is available on www.ceo2-game.com for free. It has been developed and implemented by the Berlin communications agency [LGM Interactive](#).

HAVE YOUR SAY about our CEO2 game. Please tell us what you think about the low carbon business options, how green a business leader are you and what else would you recommend business leaders do to move us towards a low carbon economy.

MORE ABOUT THIS GAME

CEO2 is a game that puts you in the role of a CEO in one of four major industries from 2010 to 2030. Climate change is the biggest threat facing nature and humanity in the 21st century. CEO2 was designed to raise awareness about the need for business leaders to balance their concerns for profit and climate change, and the options available to them.

The options in this game, the figures associated with them, the future scenarios, and the stakeholder opinions were developed based on feedback from experts. They are simplified and approximated for the purpose of game play, and may not always closely reflect current or future realities in these industries.

SCIENTIFIC BACKGROUND

The game is based on assumptions for the past, present and future are based on WWF's assessment and interpretation of scientific work and studies or credible sources. Especially the findings of RECIPE (Report on Energy and Climate Policy in Europe) by the Potsdam Institute for Climate impact research supported by WWF and Allianz contributed to the development of the game.

Appendix 1-5

Individual Assignment #5

Sustainable Business Innovation

(4 Points)

Due in duplicate at beginning of class November 22, 2010

Overview:

In this assignment, you propose (in memo-format) a creative business solution designed to be significantly more sustainable than current practices in your team's industry. To design your own Sustainable Business Innovation, let yourself get inspired by ideas offered during the Group Project presentations, readings or other sources. Your memo provides the "raw material" for the Sustainable Business Innovation EXPO on Nov. 22nd.

Instructions:

Sustainable business opportunities could be located anywhere along the entire value stream and life cycle covered by firms in your industry. Sustainable business innovations generate a significant social or environmental benefit (or both), while offering profit and/or growth potential for an existing or a new venture. They can involve a new (or modified) product or product line, technology, business model, partnership, or the like. You are encouraged to draw on any useful concepts from class (e.g., the Natural Step, Industrial Ecology, Microfinance, social innovation, etc.), as well as on recommendations presented as part of the Group Project. Filling in the "Idea Generator" Notes Page (see below) as you listen to group project presentations will provide you with a range of divergent and inspiring ideas for your own proposal.

Examples of Sustainable Business Innovations might include substituting new materials for harmful chemicals (e.g., in adhesives used in bamboo floors), finding new disposal or reuse options for products that would otherwise end up in the landfill, growing economic opportunities in underprivileged segments of a population through innovative educational programs, improving the health impacts of a mining process for humans and ecosystems, etc.

Deliverable:

Prepare a 1/2 to 3/4-page memo addressed to your instructor and your team, using the now familiar format.

Due at beginning of class in hard-copy, in duplicate (1 to hand in, 1 to collect in groups).

Your memo needs to include information on the following:

- Description of your idea (include the industry, place in the value chain, whether it is a new product, service, business model, other; new venture or intrapreneurship)
- How it improves on current practices
- Its breakthrough potential

Sample Notes Page as Idea Generator for Individual Assignment 5

(Here is a sample Notes Page to help you keep track of and rate innovation recommendations from 15 group project presentations on Oct. 27th, Nov. 1st and Nov. 3rd; print in landscape format or otherwise modify for your personal use).

Name: _____ Cohort: _____ Team: _____

Team#, Co / Industry Recommendation 1, 2, 3: Key Ideas; Social or Environmental; Product or Service, Technology, Strategy, Business Model; Place in value chain; Partnerships needed Feasible: lo-med-hi Promise for breakthrough: +, ++, +++ Creative / Innovative					
Team#, Co / Industry Recommendation 1, 2, 3: Key Ideas; Social or Environmental; Product or Service, Technology, Strategy, Business Model; Place in value chain; Partnerships needed Feasible: lo-med-hi Promise for breakthrough: +, ++, +++ Creative / Innovative					
Team#, Co / Industry Recommendation 1, 2, 3: Key Ideas; Social or Environmental; Product or Service, Technology, Strategy, Business Model; Place in value chain; Partnerships needed Feasible: lo-med-hi Promise for breakthrough: +, ++, +++ Creative / Innovative					
My Notes New Ideas					

Appendix 1-6

Group Assignment #6

Sustainable Business Innovation EXPO

(5 Points)

Mini-Presentation in class, November 29, 2010

Overview:

Your group will join with another group to form a "super-team" of 8-10 students. Your challenge is to develop an innovative sustainable business idea that contributes to solving the world's toughest social and environmental problems. The entire class time on November 24th is open for you to plan and prepare your presentation. By completing individual assignment #5 (due November 22nd) each team member will have developed an initial sustainable business innovation idea - together these should serve as a good starting place.

We suggest that your large group select one or two persons to facilitate an efficient meeting. Quickly hear each person's innovation idea, then work together to develop the best sustainable business innovation possible. This can build on one idea, combine several, or be entirely new. Your collective idea will be judged based on the criteria listed below. See assignment directions for more detail.

Each "super team" will have 4 minutes to present your innovation in class on 11/31. Innovation ideas will be judged by all class members as well as instructors by allocating their investment dollars. Reasonable effort guarantees 5 points. Bonus points go to the project garnering the most investment dollars.

Instructions:

Focus your creative energy on identifying a game-changing, breakthrough or disruptive innovation business idea that simultaneously meets a customer need, provides a more sustainable solution than current options, and has the potential to be financially viable.

Think "out of the box" to conceive of a market-changing product or service innovation, a social enterprise venture, or a unique strategic partnership to solve a global problem. Rather than ideas for incremental change, look for more radical or disruptive innovations that promise to contribute breakthrough results. Have fun, be creative.

It may be helpful to consider innovations in one of the following arenas of innovation:

- New technologies
- New products or services
- New production and distribution processes
- New market or marketing strategies
- New business models
- New collaborative networks
- Other...

Deliverables:

- 1. Sales Pitch:** Two or more students from each 'super-team' present their idea to the class in 4 minutes or less. You may choose any format (an Elevator Speech, Marketing Ad for a new Product Service, Plays or Sketch, etc.)
- 2. Poster:** Create an 11"x17" poster to describe your Sustainable Business Innovation. Include the following:
 - Catchy, descriptive NAME
 - IDEA in 2-3 sentences (OK to use bullets)
 - describe the innovative product, service, process, business model etc.
 - define the target customers and the need that your solution meets
 - describe the environmental, social, and/or economic benefits over current practices/solutions
 - IMAGE (capture your idea in a picture or illustration – it's OK to be schematic, this is not an art class -- have fun!)
 - Arena of Innovation _____
 - Cohort _____; Team numbers _____;
 - Team members: _____

Grading:

Reasonable effort guarantees 5 points.

Bonus points for best innovations, determined by the class' collective investment decisions.

Investment Capital:

Each team and the instructor have \$1,000,000 to invest in their favorite proposals. Teams can invest a portion of their investment capital in their own innovation. Judging will be based on these criteria:

- 1. INSIGHTFUL & CREATIVE:** Creative approach/idea for an innovative solution to a genuine unmet need that current technology, products or business models do not address.
- 2. IMPACT POTENTIAL:** Positive effect on environmental and/or social factors. (e.g., innovation helps reduce negative environmental factors, carbon footprint, resource use, waste, pollution, etc.; innovation improves the health, competencies, and lives of customers, consumers, people in your company, your supply chain or communities).
- 3. FEASIBLE:** Credible, likely successful; could be market-ready and technology-ready either immediately or within 10 years.

Appendix 2

Format Guide for Peer Reviewers

Provide 1-2 sentences of thoughtful feedback and complete each of the items listed below. To save paper, use the back of the completed assignment for your comments.

Your Full Name: _____

Your Team Number: _____

Assessment (choose and circle one): 1 2 3
1: "no evidence of effort/very poor work"
2: "good work";
3: "great work")

Feedback:

Appendix 3-1

Group Project Description

Overview

Many large multinational corporations have begun to work proactively on sustainability/CSR and to articulate their commitment to social and ecological sustainability on their websites and/or through sustainability/corporate social responsibility reports. In the COM 362 group project students become intimately familiar with a public company's social and ecological performance by evaluating the company's performance relative to competitors in their industry and more objectively through the strategies and frameworks provided in class. The project also provides students with the opportunity to draw from these evaluations to put forth creative recommendations that elicit positive incremental or revolutionary environmental or social change and sustainable competitive advantage. Because positive innovation is such a crucial component of the future of business, and to best prepare students to take advantage of future opportunities, innovation is a key component of this group project, and is further built upon within the individual Assignment 5 and the group Assignment 6 in Class 22.

Deliverable & Guidelines

Your first obligation as a team is to select the industry sector, and within that, the specific company you will focus on from the cluster of companies assigned to your cohort (see Appendix 3-4). No duplicates.

Sign-up sheets will be available on Tuesday, **September 28th** outside Dr. Rowledge's office for Cohorts 3 and 4 at 12noon, outside Dr. Winn's office for Cohorts 1 and 2 at 1:00PM. One team member can do the signing up. He/she must include all team members and his/her signature.

The deliverable for this project is a "Company Sustainability Assessment" where the team's analysis is condensed on an 11"x17" poster. Your goal is to create a visually powerful summary document that demonstrates the strength of your analysis and highlights the comparative performance of the company's sustainability progress – all on an 11"x17" page. (The IISD Sustainability Timeline document and the Vision 2050 article from your readings are both good examples of conveying a lot of critical information in a visually attractive, concise way.) The overall structure of every team's assessment will have some common elements to allow comparison across multiple companies. The team's grade on the project will be made up of points for each of four core elements and the team's in-class presentation, for a total of 100 points possible.

Your "Company Sustainability Assessment" includes a poster, a supplement and group presentations. Detailed descriptions and guidelines for each are provided in the following pages.

- The poster should contain a brief *profile of the company*, a concise *description of your findings*, and *critical analyses* of each component.
- The supplement provides *back-up data* and carefully references all *sources* used.
- Group presentations provide highlights of your findings.

"A picture is worth a thousand words."

Note that you are encouraged to use charts and graphics to illustrate your main points and convey your assessment of your chosen company's sustainability performance. Do, however, make sure you have at least bullet statements summarizing the main points of the data. Every chart should be labeled with a title that captures the main point, and clear labels on axes.

Quick Overview of the “Company Sustainability Assessment” Group Project

I. Poster

1. Company Profile (up to 5 points subtracted if incomplete)
2. Strategic Analysis of Impacts & Risks (10 points)
3. Sustainability Performance Assessment for each Focus Area / KPI (30 points)
4. Stakeholder Engagement & Reporting (10 points)
5. Recommendations for Improvement & Innovation (30 points)

II. Supplement with References of All Sources and Backup Information to Substantiate Analyses

(up to 15 points subtracted if information and analyses are not substantiated clearly).

III. In-Class Presentation of Your Company’s Sustainability Assessment (20 Points)

Detailed Guidelines for the “Company Sustainability Assessment” Group Project

I. Poster

1. Company Profile (up to 5 points subtracted if inadequate)

Name, annual revenue, number of employees, major brands, products, and services, primary customers, 2-3 major competitors, geographic region of current market, and basic ownership structure (public or private, cooperative, NGO, etc.).

This information is typically found in company websites and annual reports, as well as in business data sources such as <http://www.hoovers.com> (some information there is free without subscription).

2. Strategic Analysis of Impacts & Risks (10 points)

Identify the major environmental and social impacts of the company operations and its wider value stream over the entire life cycle of major products. Describe the company’s major business risks related to these impacts or other sustainability-related factors.

Provide a concise summary of the company’s significant sustainability-related impacts on stakeholders, along with your analysis of the key business risks from these impacts and the current business strategy and operations. The company’s Sustainability/CSR Report is one source for this information. You should also look for expert and interest group analyses and reports related to the company and its industry. Make sure you consider environmental, social and economic impacts. Think strategically about likely current and future threats and risks inherent in the current business strategies and processes. Consider megatrends and market dynamics that impact business performance currently or will likely do so in the future. Describe competitive threats if relevant, either from incumbents or from upstarts (new ventures). This section should reflect your team’s critical thinking, insights, and strategic analysis of the impacts and risks important to the long term strategy, financial performance, brand value, and competitive position of the firm, supported by data.

3. Sustainability Performance Assessment for each KPI (30 points)

Evaluate the company’s performance on 3-5 selected Key Performance Indicators (KPIs) that are most relevant for their industry and company. Compare their performance on the same indicators against at least two competitors.

Areas of Focus/ Key Performance Indicators (KPI)

Because a company's sustainability report is very extensive, one of the first tasks for your student group is to identify 3 social and ecological focus areas to evaluate. Some of these may appear obvious based on the company chosen (e.g., greenhouse gases for Royal Dutch Shell) while others will require a quick scan of the company's sustainability report or website and perhaps a Google scan to figure out what areas of focus make most sense to evaluate. In some cases you will find specific measures or Key Performance Indicators that allow you to make comparisons or track them over time. Two examples: firms increasingly report their performance (and changes over time) in their Carbon Footprint (CO₂e) per unit, or on water usage per unit of product. This allows comparisons from company to company in the same industry, or for one company over time. In other cases, such as the topic of animal welfare in agriculture, you may be forced to compare each company's general approach with whatever data is available. Do ensure you are comparing "apples to apples" – usually possible through examining per unit data on the same indicator for each company.

When choosing your group's focus areas, students should ask the following questions:

- Given the information available, can this focus area be usefully compared to that of competing companies in my company's industry?
- How important is this focus area to the company's sector (e.g., greenhouse gases in oil and gas sector)?
- *And importantly:* How interested are we in this focus area as a group?

Below are some examples of potentially relevant **focus areas / KPIs** for your company. Students are not bound to this list and are not limited to 3.

Greenhouse gases (CO₂e or Carbon equivalent)
Energy use
Material and water use
Impact on local communities
Ecological footprint
Wildlife preservation

Human rights violations and child labour
Employee safety and wellness
Customer health and safety
Marketing ethics
Hazardous spills
Other

Each **team** must email their selected focus areas to their instructor: Monika (miwinn@uvic.ca) or Lorinda (Rowledge@uvic.ca) by **Friday, October 8th at 4pm**. To ensure full credit, use this **exact** subject line, replacing items in square brackets with the information relevant for your group:

Subject: Com 362, Cohort #, [Team Number], [Your Company], [Focus Areas/KPIs].

Guidelines for Your Sustainability Performance Assessment for each KPI

For your chosen focus areas, students are to conduct two main tasks that make up the bulk of the project.

- 1) **Compare the company's sustainability performance** (Segment 2) along your chosen focus areas with 2 or 3 of its major competitors (companies and at least one major competitor are listed in Appendix 3-4). Some questions to consider might include:
 - What is the level of your company's performance on the key indicators for the selected focus areas (e.g., greenhouse gas emissions/hazardous spills/waste/safety/water use/human rights)?
 - How has this performance changed over time?
 - Does the company have explicit goals and targets for improvement?

- Is there evidence of investment, initiatives, and plans to achieve goals?
- How does your company compare with competitors?
- What criteria are you using to make this comparison?

2) Summarize in a matrix your overall assessment of the company's sustainability commitment and performance compared to competitors on a 1-10 scale, for at least 5 areas: Leadership Commitment & Integration with Strategy (1); 3 Focus Areas / Key Performance Indicators, at least one of which is social sustainability related (2-4), and clarity and quality of improvement and innovation goals, targets, and plans (5). Provide justification for your ratings using course concepts and tools and data in the supplementary pages to the one page summary.

Sample Rating Template *(Draw on course concepts and ratings, and use symbols to demonstrate your team's rating of your company and competitors. For example if you are comparing British Petroleum to Conoco-Phillips you might indicate your assessment of their performance by putting BP and CP, or each company logo, under the relevant number between one and ten.)*

	Level 1		Level 2		Level 3		Level 4		Level 5	
Rating	1	2	3	4	5	6	7	8	9	10
Leadership Commitment/ Integration with Core Strategy										
Performance Indicator 1										
Performance Indicator 2										
Performance Indicator 3										
Improvement & Innovation Goals, Targets, Plans										

4. Stakeholder Engagement & Reporting (10 points)

Describe and assess the company's effectiveness of identifying and engaging stakeholders, and communicating and reporting on their sustainability commitment, performance, and plans.

Describe the company's process to identify and engage stakeholders, providing your assessment of its rigor and application to priorities and actions. Evaluate the level of transparency, thoroughness, clarity, and user-friendliness of their sustainability reporting. Draw on information about quality of CSR Reporting presented in class. Consider questions like:

- ◆ Does the reporting manage stakeholders or engage stakeholders? To what extent are stakeholders included as informants in this reporting?
- ◆ Does the report track impact/progress of these initiatives over time? Do they use quantitative measures where possible? Is this report a means of showcasing what they're doing as a public relations stunt or do you sense their strategic use of it?

5. Recommendations for Improvement & Innovation (30 points)

Identify strategic opportunities that your firm can derive from improvements and innovation in social and environmental performance. Describe at least three bold steps the company could take to improve their sustainability performance while also creating business value.

Identify and provide a concise description of at least 3 major sustainability-related opportunities of strategic importance for your chosen company. Consider opportunities for business development, improved financial

performance, innovation, technology development, competitive advantage, brand-building, or new product or service development, for example. Consider the entire value stream and life cycle.

Present solid recommendations on how your company should move forward both in terms of these focus areas and in their social, ecological and economic performance more generally. Describe at least three bold steps the company could take to improve their sustainability performance that also creates business value. If you were presenting to the CEO, what goals and key initiatives would you suggest? How would you justify your recommendations?

Have some fun here and be creative. Some example recommendations might revolve around:

- ◆ Instructing how companies can integrate these social and ecological initiatives with the economic/strategic dimension rather than utilizing a philanthropic approach.
- ◆ Explaining how they might transition from a linear production process to a cyclical production process
- ◆ Discussing how the company might adopt one of the four system conditions of the Natural Step
- ◆ Suggesting a new product line or even a radical new business model that fully leverages an aspect of sustainable innovation.

II. Supplement

Supplement with References of All Sources and Backup Information to Substantiate Analyses

(up to 15 points subtracted if information and analyses are not substantiated clearly)

Data Sources

The primary source of information for the student groups will be the company's sustainability and/or corporate social responsibility report and other company websites. It is very important, however, to also search for additional, and often critical, information in the public domain in order to ensure the credibility of company data and claims, and the objectivity of your research and evaluation. Simple Google searches will help here. There are also dedicated websites that provide information on firms. The sites listed below can serve as useful resources. You may find, and share, additional sources.

www.environmentalleader.com

www.CSRHUB.com

www.zumer.com

www.siran.org

www.sustreport.org

Most external information you acquire will be ad hoc in nature in the form of newspaper stories, activist critiques, press releases and reports. Your ability to find, for example, information that supports or contradicts information presented in the company's sustainability report is welcome, will strengthen your analysis and your recommendations, and thus will be rewarded. You can be creative in the format you use (you may, for example, choose a kind of annotated bibliography to do the variety of information justice, and/or to incorporate additional information in bullet form that did not fit on the poster.

III. In-Class Presentation

In-Class Presentation of Your Company's Sustainability Assessment (20 Points)

In a total of 6 minutes, briefly describe your company and then present the four major elements of your assessment based on **"Company Sustainability Assessment" Poster**. Each team will then have 4 minutes of question and answer, and comments from the instructor and peers. All team members are expected to present some portion of the material.

Your presentation will be evaluated based on:

- Effectiveness in Organizing Major Points (mastery of material; clear message/points of emphasis; organization and structure of content) (3 points)
- Presentation Skills (content clearly communicated; captivating and engaging; polished, professional delivery) (3 Points)
- Visuals and Support Materials (2 Points)
- Cohesion as a Group (smooth transitions, supportive, builds content) (1 Point)
- Effectiveness in Question/Dialogue Section (effective response to questions) (1 Point)

You will be evaluated on the clarity of your analysis and presentation, as well as how well you capture the audience's attention. Keep in mind that other groups may present about your company's competitor(s) right before or after you. All team members are expected to present one portion of the material and to be available for the question and answer period.

Group Presentation Dates (Interim Sustainability Assessment):

In class on October 27th (7 teams), November 1st (4 teams), November 3rd (4 teams)

Deliverables (Interim Sustainability Assessment): Due by midnight prior to presentation: 2 copies of 11"x17" "Company Sustainability Assessment" Poster in colour (one for posting, one for instructor).

Final Deliverables and Due Dates: "Company Sustainability Assessment" Group Project

You are expected to substantially improve your final deliverables, both by utilizing the feedback you will receive for the Interim Sustainability Assessment and In-Class Presentations, and – importantly – drawing on course concepts that will be covered subsequently. Both will enable you to add valuable additional information, broaden and deepen your analyses, and overall improve your final Poster and Supplement.

Poster:

Turn in a soft Copy and TWO hard copies in color of your team's 11"x17" poster "Company Sustainability Assessment," taking advantage of the format to present a concise, graphically appealing summary of your selected company's sustainability performance and your recommendations for improvement and innovation.

Supplement:

To substantiate your analyses and sources, prepare 1-3 pages of references (which may be annotated) and back-up information, justification and other data used for each segment of the Summary Assessment Poster. Text should be used sparingly (short bullets are preferable). Sources and references should be listed

alphabetically in 9 point. Body text should be in Arial 11 point, double spaced. Include your team number, cohort, and company name in the footer, using 9 point font.

The draft (or interim version) of your Poster and Supplement is due on the date selected for your team’s presentation (described above).

Final version of Poster and Supplement, revised based on feedback and course content covered since the draft submission is due **November 25th, 9pm.**

To get full credit, use this **exact Subject** line when e-mailing your Soft Copies (replacing items in square brackets as needed): **COM 362 [Cohort #], [Group #], [Your Company]: “Sustainability Assessment”**

Team Project Division of Labour Form (see Appendix 4) is due in hard copy **in class by Dec. 1,** completed and signed by each member of your group.

Possible Layout for the “Company Sustainability Assessment” Poster (but feel free to use your imagination)

<p>Company Profile Name, annual revenue, number of employees, major products and services, primary customers, 2-3 major competitors, geographic region of markets.</p>	<p>Team #: _____ Cohort : _____ Members:</p>
<p>Strategic Analysis of Impacts & Risks Identify the major environmental and social impacts of the company operations and its wider value stream over the entire life cycle of major products. Describe the major risks and opportunities to the company’s continued business success.</p>	<p>Stakeholder Engagement & Reporting Describe and assess the company’s effectiveness of identifying and engaging stakeholders, and communicating and reporting on their sustainability commitment, performance, and plans.</p>
<p>Sustainability Performance Evaluate the company’s performance on 3-5 selected Key Performance Indicators that are most relevant for their industry and company. Compare their performance on the same indicators against at least two competitors.</p>	<p>Recommendations for Improvement & Innovation At a high level, describe strategic opportunities presented by improvements and innovation in social and environmental performance. Describe at least three bold steps the company could take to improve their sustainability performance while also creating business value.</p>

Appendix 3-2

Grading Score Sheet for Group Project “Company Sustainability Assessment”

1-Unsatisfactory: Inadequate or inaccurate analysis of the issues. Inaccurate, inappropriate or no use of theory. Lacks coherence. No or limited data. No original thinking.

2-Needs Improvement: Analysis correct, but not developed in sufficient depth. Some attempt to apply theory to practice, but without sufficient rigor. Insufficient evidence to support position. Needs more thorough and accurate presentation of data. Ideas are creative but unlikely to work.

3-Good: Thorough grasp of business issues. Demonstrated contextual understanding. Good use of theories and ideas from other sources applied to the company’s situation. Adequate summary of data.

4-Superior: Considers context (social, economic, technical, political, cultural, ethical) in analysis, conclusions and implications. Excellent use of theories and ideas from other sources applied to the company’s situation. Clear, concise presentation of most relevant data, demonstrating conceptual understanding.

5-Outstanding: Perceptive, intelligent, sophisticated response based on contextual wisdom and strategic thinking. Original ideas and/or insightful new applications of theories and ideas from outside the situation. Likely to result in company breakthrough. Clear, complete, and visually compelling presentation of data, demonstrating conceptual understanding and insights.

	1 Unsatisfactory	2 Needs Improvement	3 Good	4 Superior	5 Outstanding
Strategic Analysis of Impacts & Risks Identify the major environmental and social impacts of the company operations and its wider value stream over the entire life cycle of major products. Describe the major risks to the company’s continued business success. No or limited data.					
Sustainability Performance Evaluate the company’s performance on 3-5 selected Key Performance Indicators that are most relevant for their industry and company. Compare their performance on the same indicators against at least two competitors.					
Stakeholder Engagement & Reporting Describe and assess the company’s effectiveness of identifying and engaging stakeholders, and communicating and reporting on their sustainability commitment, performance, and plans.					
Recommendations for Improvement & Innovation At a high level, describe strategic opportunities presented by improvements and innovation in social and environmental performance. Describe at least three bold steps the company could take to improve their sustainability performance while also creating business value.					
Presentation of Your Company’s Sustainability Assessment Briefly describe your company and then present the four major elements of your assessment.					

Total Points for “Company Sustainability Assessment” Poster

____/100__

Points Subtracted for:

Company Profile (name, annual revenue, number of employees, major products and services, primary customers, 2-3 major competitors) (up to 5 points subtracted) __(__/-5)__

Backup Data & References (up to 15 points subtracted) __(__/-15)__

Total Points for Group Project

____/ 100__

Comments:

Appendix 3-3

Group Project: Evaluation Sheet for In-Class Presentation

Presentation of Your Group's Company Sustainability Assessment (20 Points, 6% of Course Grade)

Individual Evaluation

Name:

Name:

Name:

Name:

Name:

- Eye contact
- Body posture
- Hand gestures
- Level of confidence
- Moving around the room
- Voice (clear, concise)
- Professionalism (dress)
- Reliance on notes

Group Evaluation

Effectiveness in Organizing Major Points (6 Points) (mastery of material; clear message/points of emphasis; organization and structure of content)

Presentation Skills (6 Points) (content clearly communicated; captivating and engaging; polished, professional delivery)

Visuals and Support Materials (4 Points)

Cohesion as a Group (2 Point) (smooth transitions, supportive, builds content)

Effectiveness in Question/Dialogue Section (2 Points) (effective response to questions)

Other/Overall

Appendix 3-4

List of Companies for Group Projects

Sector/Industry	Companies for Cohort 1	Companies for Cohort 2	Companies for Cohort 3	Companies for Cohort 4
Apparel			Levi Strauss Limited Gap Liz Claiborne	
Agricultural Chemicals	Monsanto Potash Corp /Saskatchewan ADM Cargill			
Airlines	American Airlines British Airways Jet Blue	Southwest Airlines AirTran Continental Airlines	Alaska Air Group KLM United Airlines	Continental Airlines SAS Virgin Air
Automobiles & Components	Ford Motor Company General Motors Toyota	BMW Nissan Honda		
Banks	Citigroup Bank of America Wells Fargo	Deutsche Bank JP Morgan Chase US Bancorp	Toronto-Dominion Bank RBC Westpac Banking Corp.	BMO CIBC HSBC
Chemicals	BASF Avery Dennison J&J		Dupont Dow Chemicals 3M Novozymes A/S	
Consumer Goods/ Appliances	BSH Group LG Electronics Emerson Electric	AB Electrolux Kenmore Whirlpool Miele	Alberto-Culver L'Oreal S.A. The Body Shop Clorox	Procter & Gamble Kimberley/Clark Colgate-Palmolive Avon Shaklee
Diversified Industrials			ABB GE United Technologies Atlas Copco Ab	Koninklijke Philips Electronics Na Siemens AG
Electronics	Panasonic Sharp Qualcomm Nokia	Lexmark LG Samsung Motorola	Canon Hewlett Packard Sony IBM	Apple Dell Computers Fujitsu-Siemens Toshiba
Energy/ Oil & Gas	Conoco-Phillips Encana Enbridge Inc Exxon Mobil Corp.	Chevron Royal Dutch Shell Suncor		
Food & Food Processing	HJ Heinz Sara Lee Corp Tyson Kraft Pepsico	McDonald's Burgerville Burger King Wendy's/Arby's Group Stonyfield Farm ConAgra	Groupe Danone General Mills Kellogg	Unilever Nestle Coca Cola Company ClifBar
Food & Beverages Specialty	SAB Miller Molson Coors Turning Point Brewery Widmer Brothers Brewery	Anheuser Busch Heineken New Belgium Brewery	Starbucks Tully's Tim Horton	Cadbury Hershey Theo's Chocolate
Food Retailing		Diageo Plc Kesko Oyj Sainsbury Plc	Kroger Safeway Tesco	Loblaw Co Sobey's Inc Metro Inc
Healthcare & Pharma	Baxter Glaxosmithkline Plc Johnson & Johnson	Abbott Bayer Merck	AstraZeneca Novartis Amgen Wyeth	Roche Eli Lili Pfizer Bristol-Myers Squibb

Heavy Manufacturing and Mining	Teck Cominco Barrick Gold Vale Inco	De Beers SA Xstrata Nucor Corporation	GoldCorp Mitsubishi Heavy Industries Hitachi	Anglo American Rio Tinto BHP Billiton Ltd.
Home Furnishing Stores/ Home Improvement	Lowe's Companies The Home Depot Sears Roebuck Steelcase La-ZOBoy	Herman Miller Masco Pier 1 Imports Bed Bath and Beyond Home Sense Kirkland's		
Hotel & Lodging		Intercontinental Hotels Gp International Starwood Hotels & Resorts Choice Hotels International	Hilton Hotels Scandic Hotels Willard InterContinental Wyndham	Marriott Home Inns and Hotels Mgmt Hyatt
Industrial Materials & Textiles	Henkel Decorator Industries Innovative Designs	Lafarge Sa CEMEX Holcim Ltd		Interface Inc. Milliken Genencor/Danisco
Insurance	Insurance Australia Group Swiss Re Sompo Japan Insurance	Allianz Prudential Plc Sun Life		
Information Technology & Communications	Samsung Electronics Taiwan Semiconductor Mfg Panasonic Co	Alcatel-Lucent Deutsche Telekom Vodaphone	BT France Telecom Telus	Cisco Sun Microsystems Intel
Media		Disney CBS News Corp Viacom	BBC Guardian Thompson Reuters	BSkyB Pearson Plc Time Inc McGraw Hill
Outdoor/Exercise Apparel & Equipment		Adidas Ag Puma Lululemon Athletica	REI MEC GoLite	Nike Columbia Patagonia Timberland
Retail			Walmart JC Penny Target	Marks & Spencer Costco CVS Caremark
Shipping	UPS FedEx US Postal Service Deutsche Post World Net/DHL			
Software/Internet			SAP Microsoft Amazon	eBay Google Yahoo!
Technology Hardware & Equipment	Nokia Corporation Agilent Technologies Inc Ricoh Company Limited Electrocomponents Plc			
Toys/Children's Equipment		Hasbro Mattel Lego		
Utilities	BC Hydro PG&E StatoilHydro	Duke Energy Corp. Iberdrola Sa Centrica Plc		

Appendix 4

Team Project Division of Labour

Team #: _____

Cohort: _____

Check ONE of the following boxes. If your team chooses the first option, all you must do is sign the bottom of the report, no additional information is needed. If your team chooses the second option, you must complete and attach *one* table indicating how work was shared.

We agree that work on our team project was shared *reasonably equitably* amongst team members.

We agree that work on our team project was *not* shared equally. We are attaching to this report a table agreed upon by our team members indicating how work was shared.

Names of Team Members:

Signatures:

Comments: