

Sustainable Scaling

Opportunity and a prerequisite for your future sales

Agenda

- 1. Why is sustainability relevant to you!?**
- 2. Why do we need Sustainable Scaling?**
- 3. Challenges and Solutions**
- 4. Observations & Discussion**

Purpose of this seminar



UNDERSTAND why sustainability is relevant?



WHICH solutions to sell?



WHAT values can you offer to your customers?



HOW to engage your customers?



WHY is it relevant for you?



A prerequisite for doing business tomorrow



License to
operate in the
future

Becoming a **legislative**
requirement enforced
by regulators



Customers

Becoming a
prerequisite for
future sales



Employees

People want to be a
part of a **solution**



Mid/Short/Long
term Access to
Capital

Interest rates applicable
to loans are linked to
the **sustainability KPIs**
and targets

Sustainability Journey – Turning Ambition into Action

C

39%

of the global economy is committed to decarbonization, but companies face major challenges in reducing emissions

Impact mapping
& risk scoring

CSRD Reporting

Target Setting and
Approval by SBTi

Implementing Targets
(Transformation)

Targets Deadline



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



Scope 3 upstream emissions

Scope 1, Scope 2
emissions

Scope 3 downstream emissions

Material acquisition & pre-
processing

Production

Distribution

Use

End of
Life

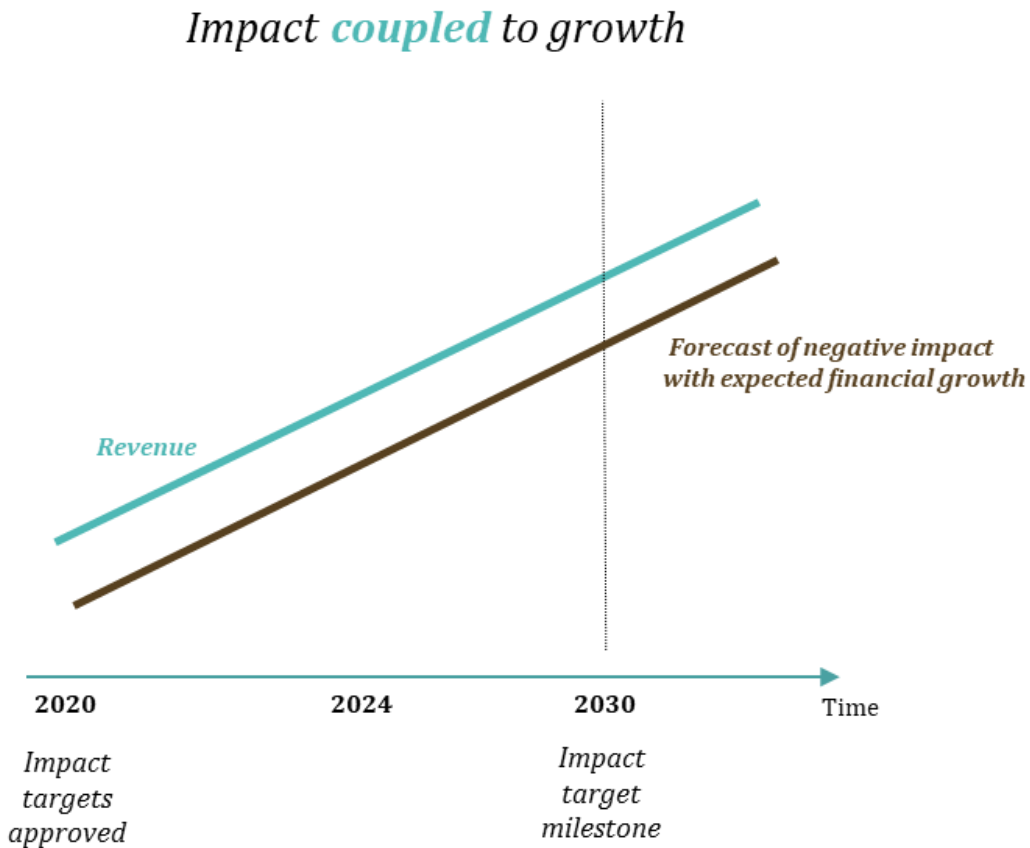
Action



Ambition

* Different levels of maturity

Impact reductions are dependent on business change

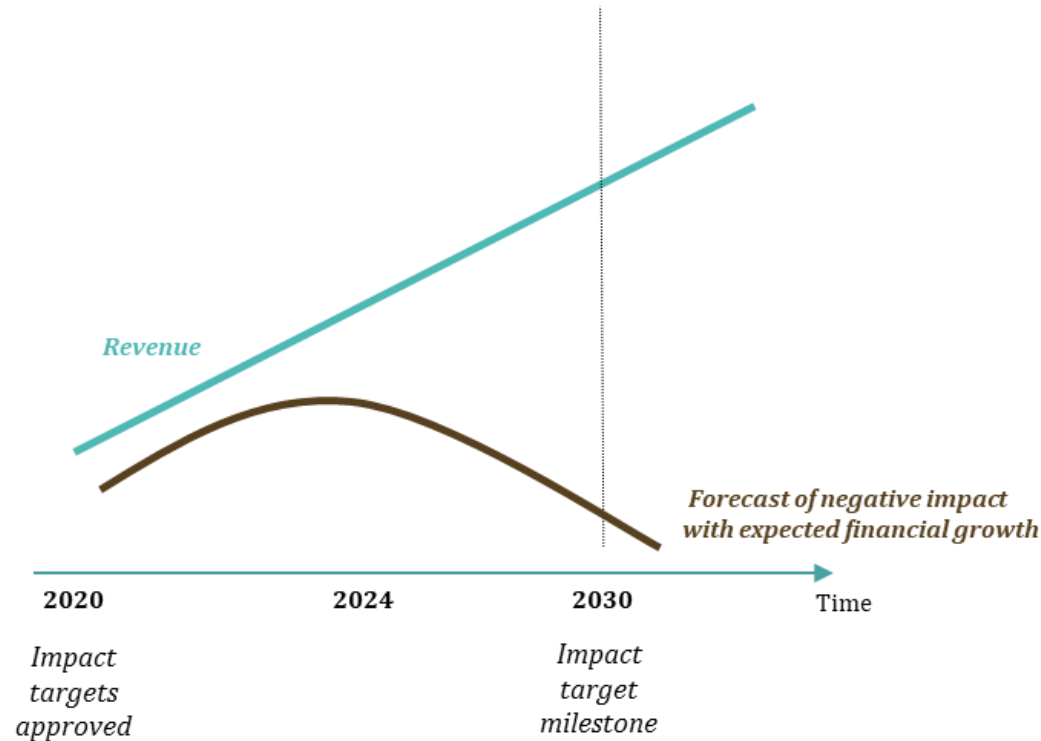


Cracking the selling curve

To implement impact commitments, companies need to decouple financial growth from their value chain emissions. This requires a major transformation.

Impact reductions are dependent on business change

Impact *decoupled* from growth



Cracking the selling curve

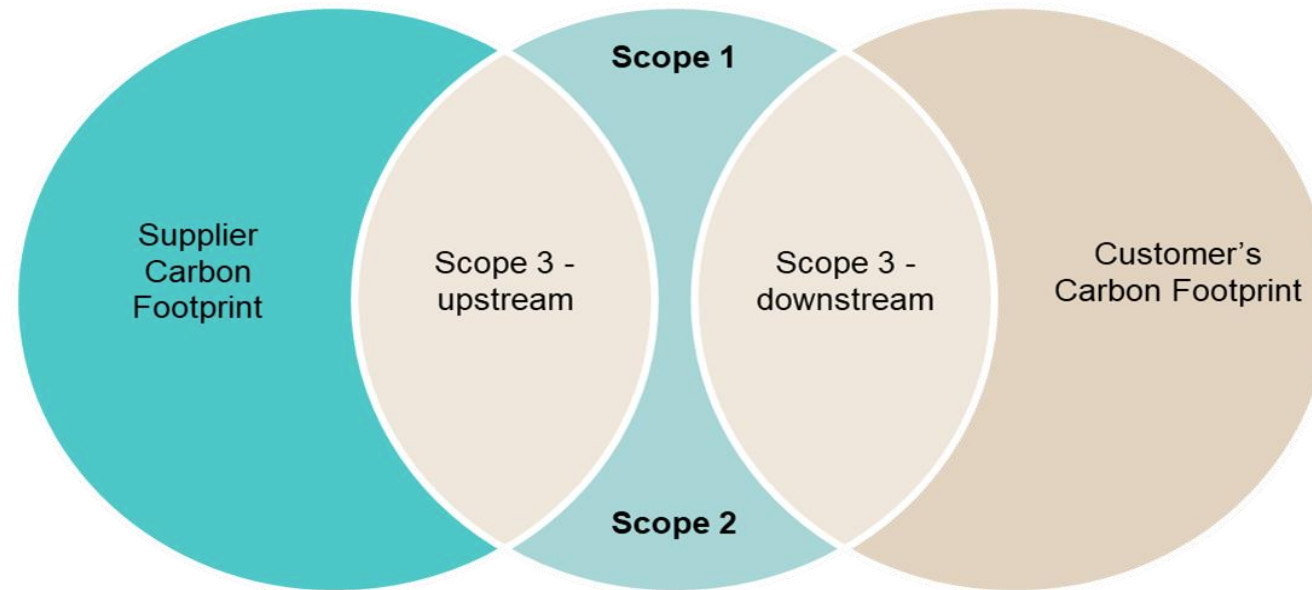
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Your downstream emissions becomes your customers' upstream emissions

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Downstream emissions influenced by your choices of product and revenue generation model

VALUE CHAIN



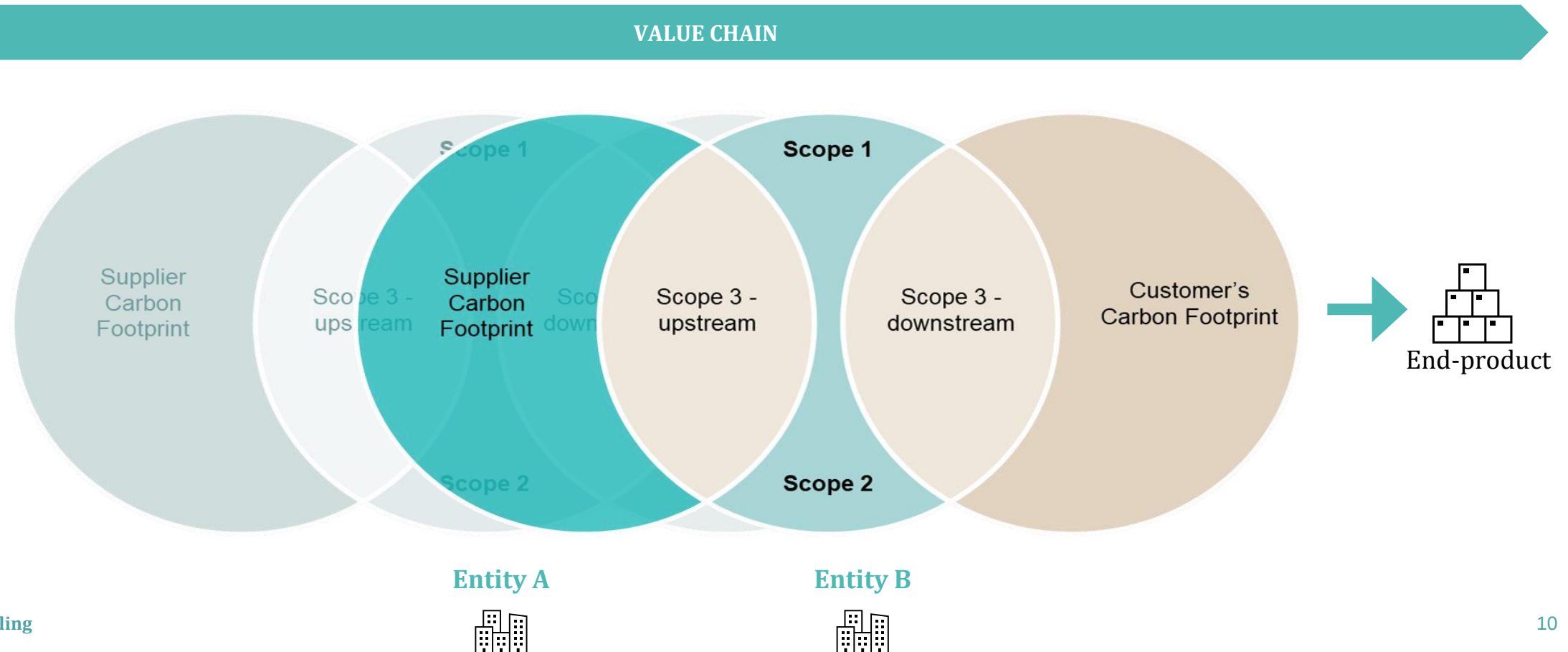
Entity A



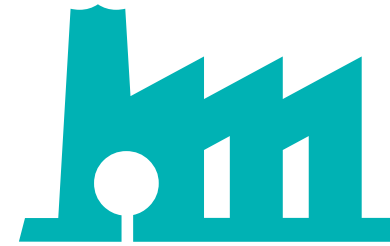
Your downstream emissions becomes your customers' upstream emissions

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Downstream emissions influenced by your choices of product and revenue generation model



So why is sustainability difficult to match with commercial success?



Challenge #1

Need to de-couple growth from negative impact



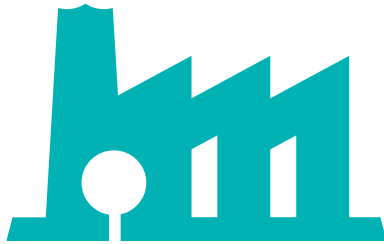
Challenge #2

Need to re-align your commercial engine

...because it requires change...

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VALUE CHAIN



**We need the
Right Products
Done Right**



**We need the
Right Products
Sold Right**



Right products done right

Sustainable Scaling

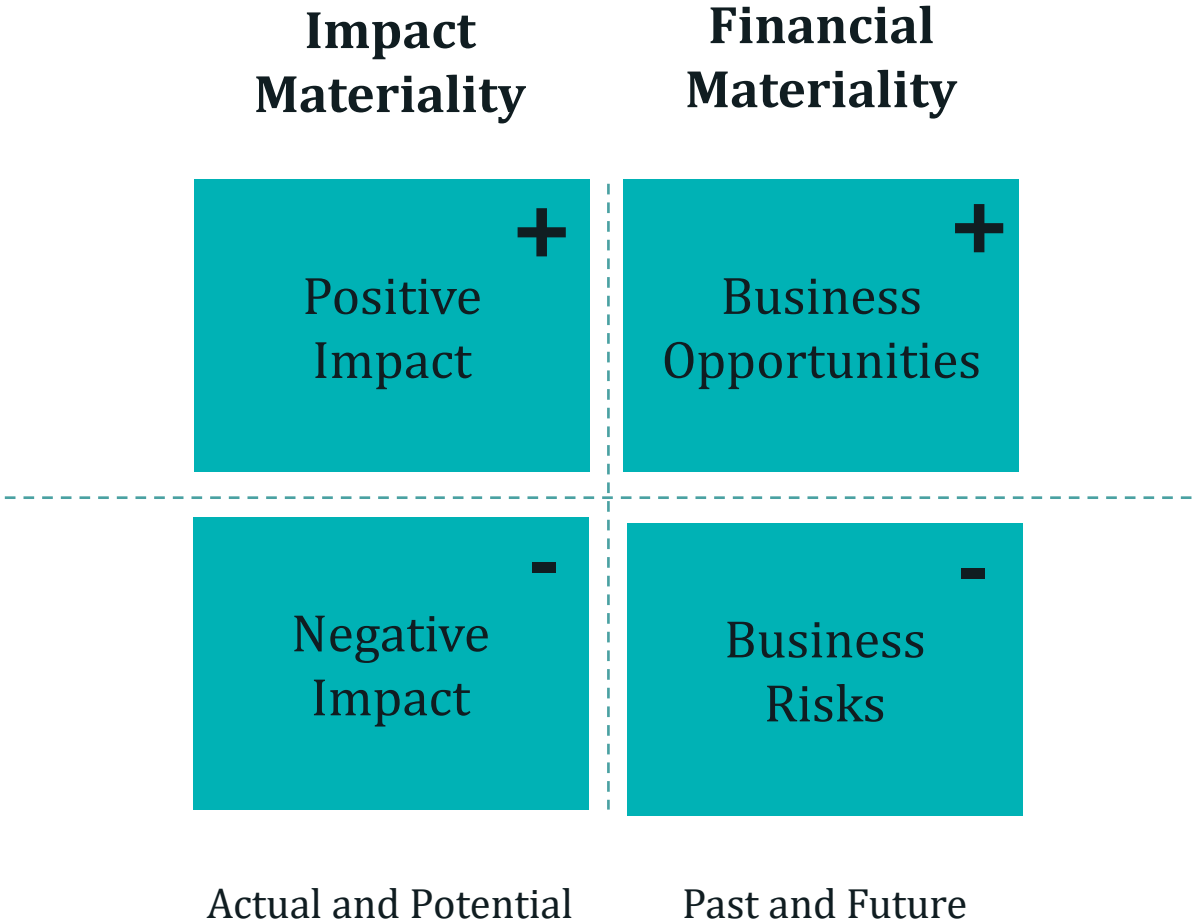


How do you define a 'Right Product/Project' if you want to decouple growth from your environmental impact as a company?

Double Materiality is a key driver



Companies need to integrate both dimensions into portfolio level decision-making

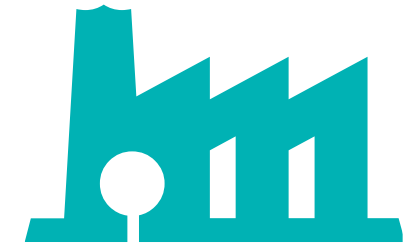
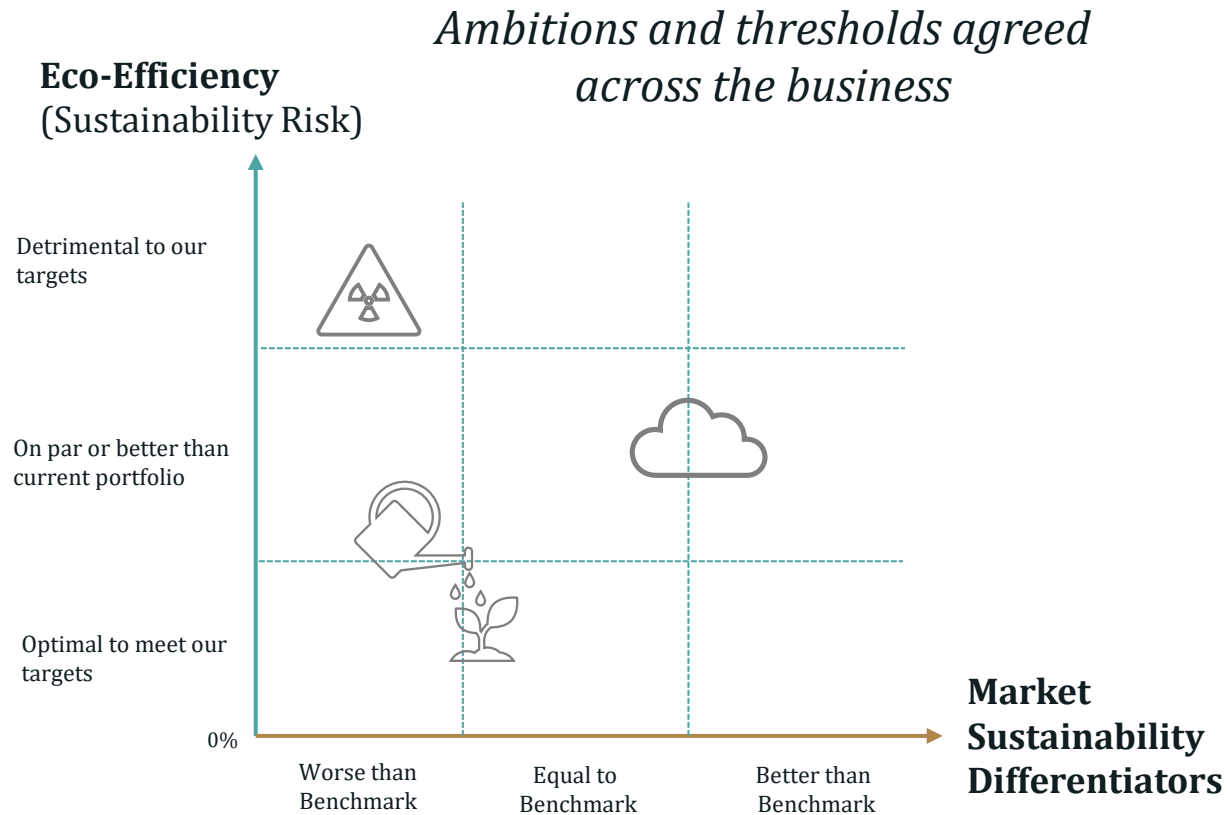


*Addressing Gaps:
Integrate sustainability
decisively into
all decisions and
operations.*

Select the right products for us & our clients



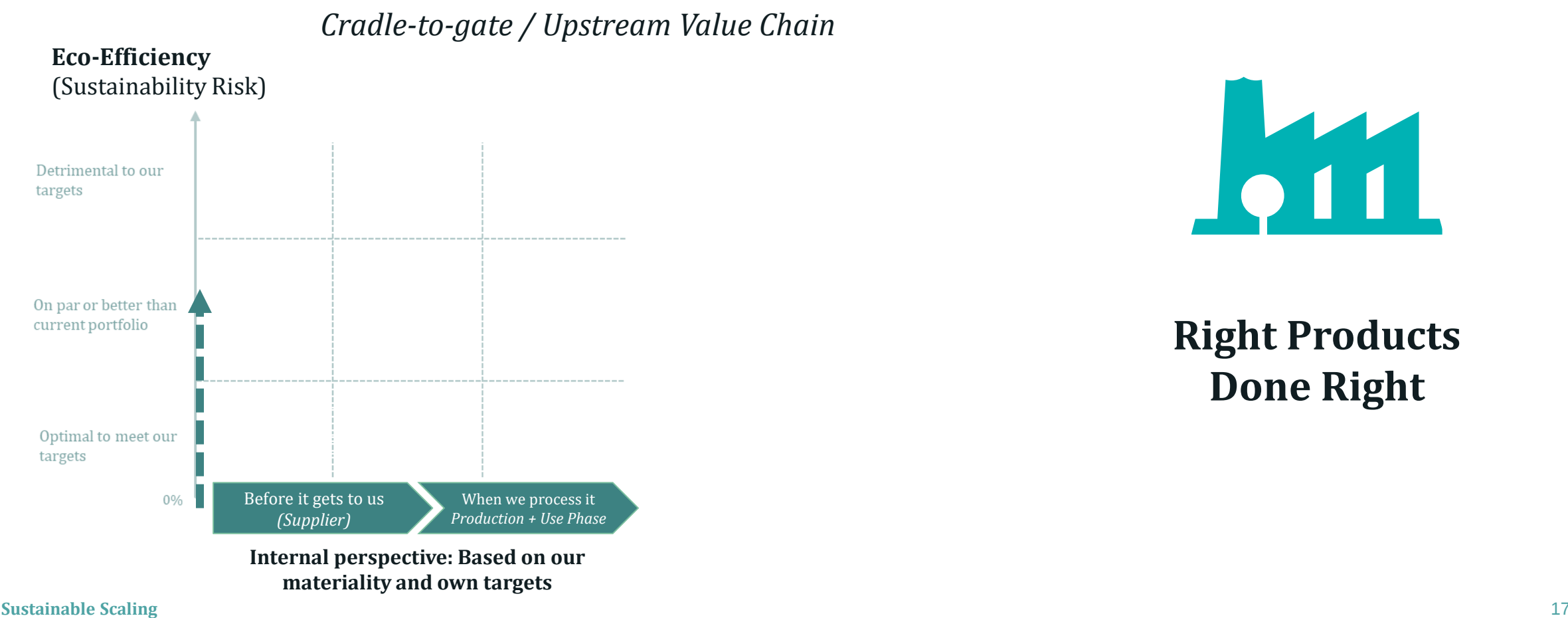
Decoupling growth from negative impact requires quantification at early-stage NPD



**Right Products
Done Right**

Select the right products for us & our clients

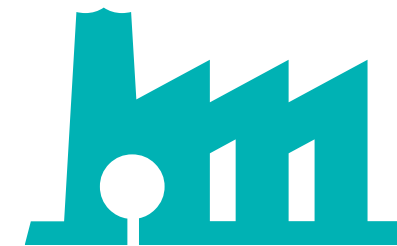
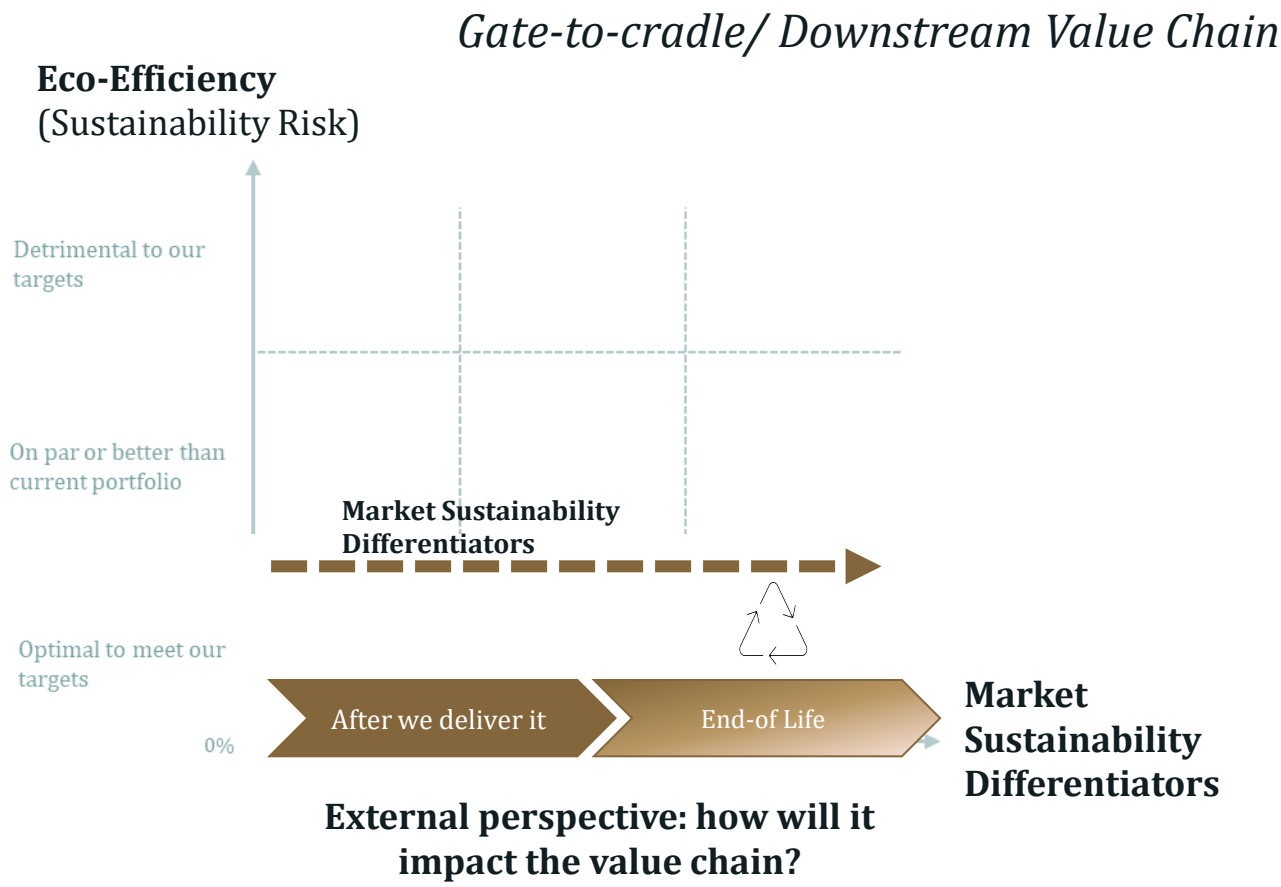
Beyond understanding whether a New Solution is good or bad, we need to understand whether it helps us to drive our strategy or hinders our efforts to achieve our environmental targets



Select the right products for us & our clients



Market signals captured via market sustainability differentiators



**Right Products
Done Right**

Apply solid methodology and tools



Framework needs to be analytically solid: e.g. aligned to material issues/targets, include cannibalization etc., and requires inputs from e.g. sales & marketing teams, sustainability officer etc.



Thresholds for Decision-Making

Set thresholds based on targets to guide decisions and decouple financial incentives from carbon emissions and volume.



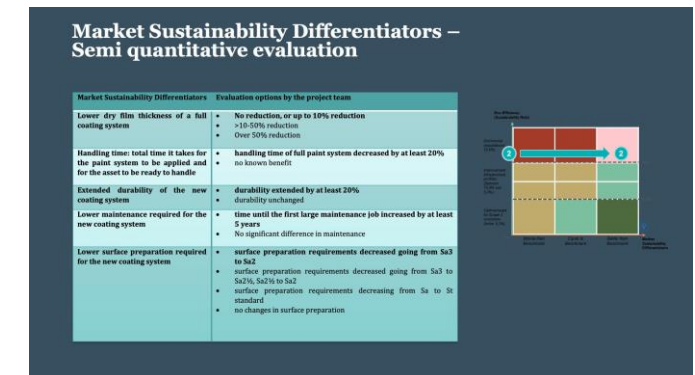
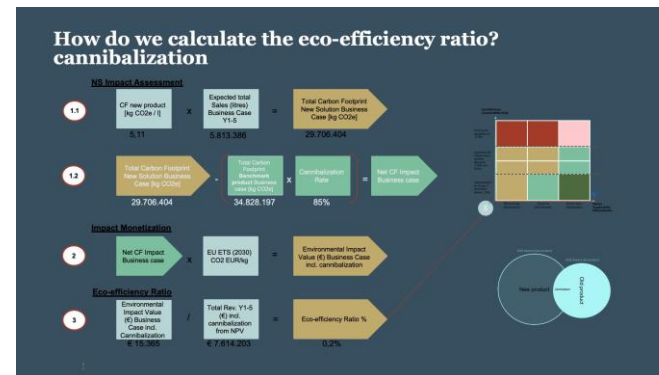
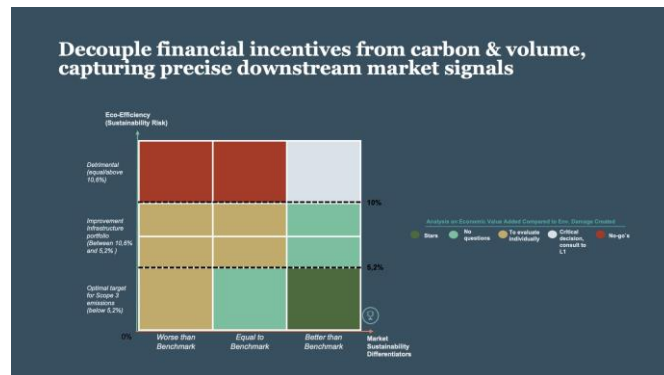
Analysis and Quantification

Use detailed analysis and quantification, such as carbon pricing, EU ETS tax, and potential cannibalization.



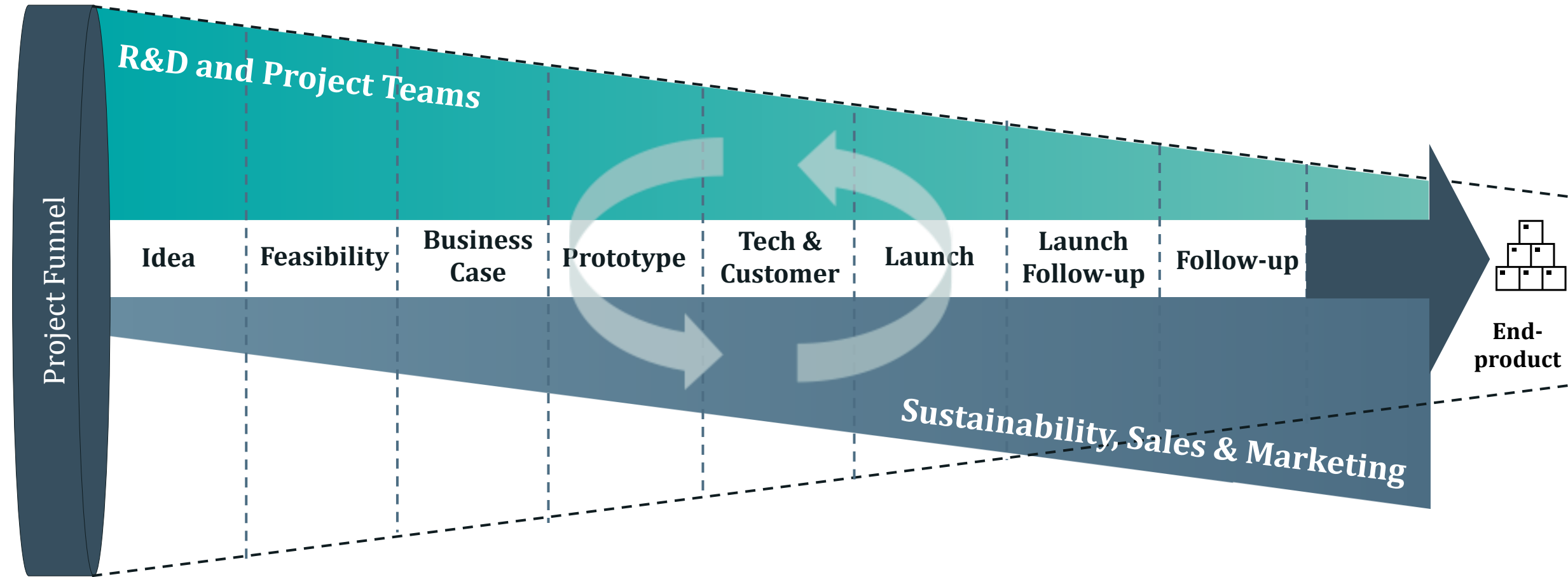
Align with Market Standards

Align sustainability value drivers with legislation, industry standards, and trends to differentiate sustainability efforts.



Securing cross-functional involvement from day one

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Case Example



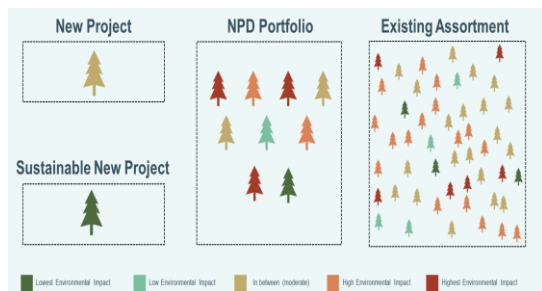
Issues

- Not able to deliver on SBTi Scope 3 commitments within the existing NPD process. Emissions are coupled to volume and revenue.
- Projects financial and sustainability business cases were reviewed isolated from each other
- Low success-rate of “sustainable product” launches

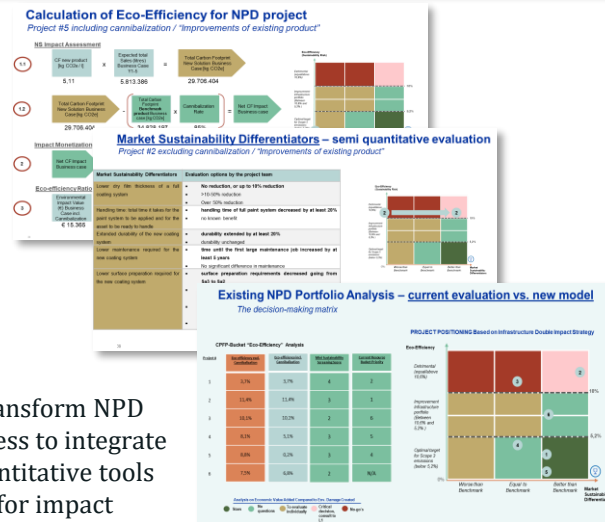
Value Proposition

- Integration of environmental sustainability in portfolio level decision-making.
- NPD Decisions aligned with own long-term sustainability targets
- Inclusion of customer and market sustainability value-propositions in NPD

Approach



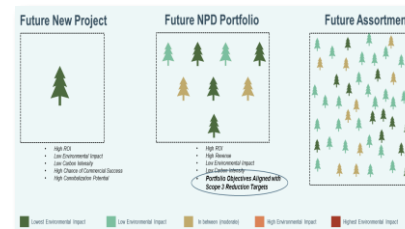
Assess current NPD selection process, gates and decision criteria



Transform NPD process to integrate quantitative tools for impact evaluation

Success factor

- Aligning NPD Portfolio with companies financial and sustainability Objectives
- Solid and data-driven approach to selecting new products to bring to market
- Increased collaboration with sales, marketing and product management to ensure traction



New projects / products with focus on internal & external sustainability fit



We need the Right Products **SOLD** Right

Sustainable Scaling



What challenges do you face with “selling” sustainability to your customers?



Overview



Re-define your VPs on sustainability



Re-segmentation of your customers



Re-vamp you Sales Process & develop
your sales teams' competencies

Do we have the right Value Propositions? C



Understand the specific value of key sustainability elements

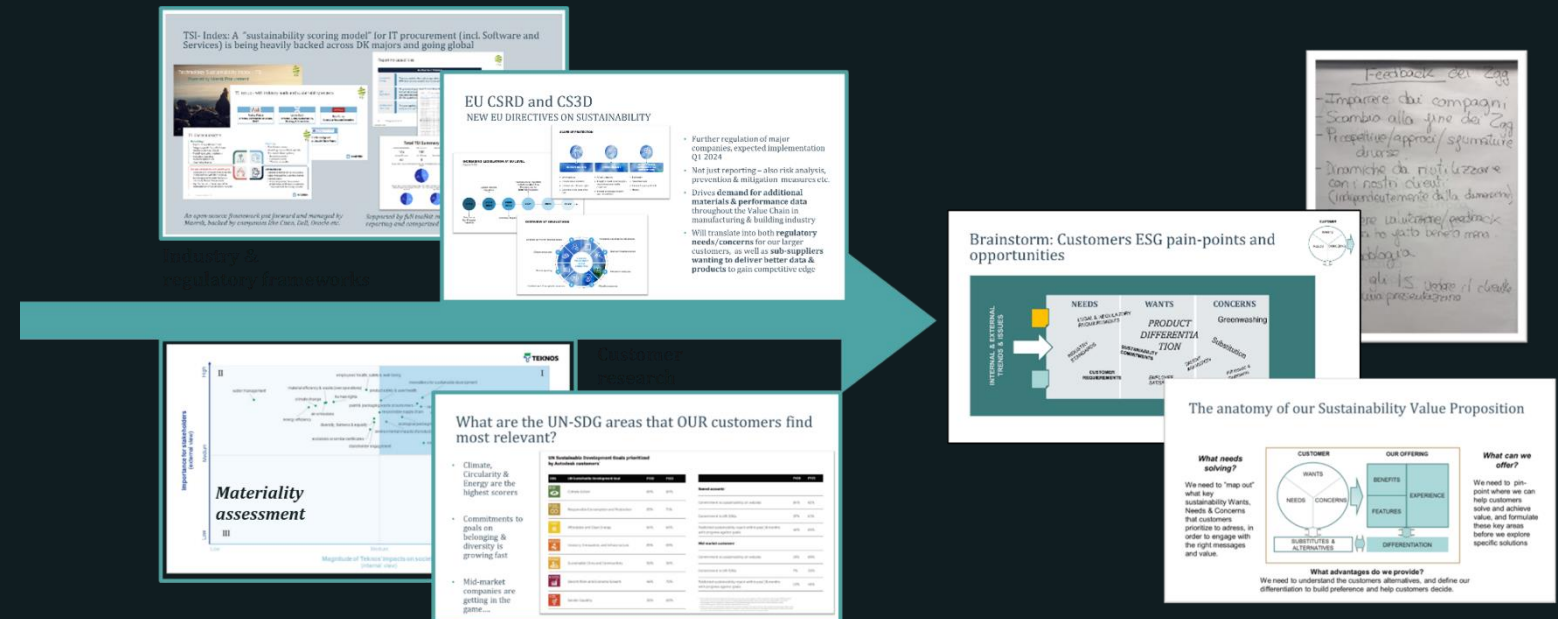


Target The Value Propositions to address different stakeholders' key pains

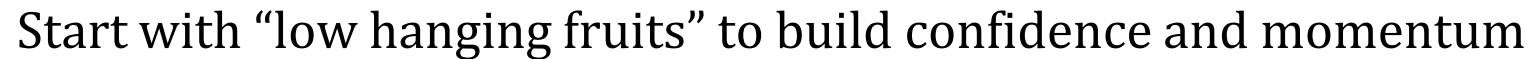
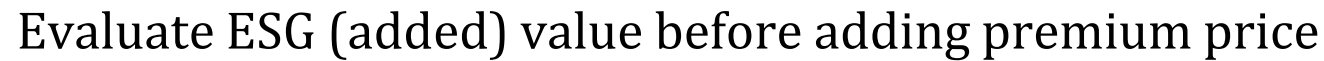


Substantiate with data and relevant benchmarks

Target
customers
material
sustainability
issues



Material sustainability issues specific ESG
Value Propositions within target segments



The diagram illustrates the process of defining an Ideal Customer Profile (ICP) through cross-functional workshops. It is divided into several stages:

- Initial Research & Notes:** On the left, there are images of documents titled "CASE: Sustainability as 'Competitive Edge'" and "The anatomy of our Sustainability Value Proposition".
- Workshop Process:** A large blue arrow points from the initial research to a central box titled "Ideal Customer Profile (TEMPLATE)".
- The Ideal Customer Profile (TEMPLATE):** This central box is a structured template for defining the ICP. It includes sections for:
 - Solution / Value Proposition:** A header for the top row.
 - Industry / Type (e.g. Companies / Associations):** A box with a factory icon.
 - Size (Turnover, Employees, Sites):** A box with a pie chart icon.
 - Strategic Business Goals (e.g. firm characteristics, profitability, shareholder value):** A box with a group of people icon.
 - Business Challenges (e.g. Rising costs, increasing competition, integration with IT, legislation):** A box with a person carrying a heavy load icon.
 - Current Technology (e.g. infrastructure, CAD, Workflows etc.):** A box with a cloud and computer icon.
 - Sustainability Triggers (e.g. Regulations, Conventions, Decisions, Other factors):** A box with a recycling symbol icon.
 - Key Decision Makers & Influence:** A box with a flowchart icon.
 - Key Benefits of our ICP and solution:** A box with puzzle pieces icon.
 - Others (e.g. budget, purchase policy, objectives):** A box with a checklist icon.
 - Multiple Customers (Current or targets):** A box with a group of people icon.
- Target List & Action:** A large blue arrow points from the ICP template to a box on the right titled "Test & Target List to take action". This box contains a graphic of a person pointing at a checklist with various symbols (checkboxes, X's, and checkmarks).

Have we aligned to a new buying process? C



We need to align our sales process to a new buying process



Map new ESG stakeholders and evaluation criteria



Support your customers – they may now know how (yet)

Revamp your sales process & train your sales teams



Updated sales process aligned to new buying process



Sales management coaching tool



Case based training of relevant sales teams



Case Example



Materials manufacturer with recycled solution

Issues

Super sustainable solutions, relevant for all target customers

Strong market interest but low win-rate of sales opportunities

Long sales-cycles and frequent stalling

Solutions

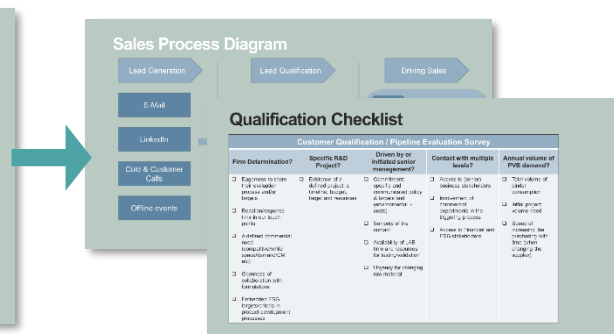
Re-Mapping of key stakeholders and buying process

Tight segmentation of customers, target mature ones first

New sales process and supporting messages

Approach

Stakeholder map & key VPs				
Buyer Type	Typical Roles	Typical Pain	Key Decision and Evaluation Criteria	Share Key Messages
Financial	Procurement manager	Not able to reduce costs	Price attractiveness	Cost-efficient way to reach your ESG targets
	ESG officer	Not able to reach ESG metrics	Total cost of ownership	ProB provides financial improvements at the top-and bottom line.
Technical	R&D manager	Not able to reduce or maintain costs	Cost of formulation / R&D	Who help you reaching sustainability targets and minimize the continuity risks.
	Production Manager	Not able to get sufficient technical expertise	Technical support	Who help you to be more resilient in times of crisis.
Business	Marketing Manager	Not able to reach top-line targets	Continuity in supply	Who help you reaching sustainability targets and minimize the continuity risks.
	Business Development Manager	Not able to address sustainability demands / speak from key accounts	Continuity in supply	Who help you reaching sustainability targets and minimize the continuity risks.



Sales Process						
Sales Cycle Stage	Identify	Qualify	Develop	Propose	Negotiate	Deliver
Our actions	Address lead	Differentiate	Provide proof of concept	Demonstrate value	Ensure value for both parties	Assess ease of doing business
Who to involve	Marketing	Channel Manager	Technical Sales Channel Partner	Finance Senior Exec	Finance Senior Exec	Operations
Key Questions to Ask	Is there a problem worth solving?	How big is the problem and is it prioritized?	How can our solution solve the problem?	What is the ROI?	Is the solution providing value?	Is the solution providing value?
Duration	1 Day	30-90 Days	30-90 Days	55 Days	55 Days	On-going
Influencers	Thought Leaders, Blogs	Review sites, customers, competitors	Customer Service, IT, Senior Executives	Senior Executives, IT, References	Procurement, Business unit leaders, senior executives	Internal teams, business unit leaders
Verifiable Outcomes	Sales team opportunity Meeting booked	Decision maker acknowledges problem and priority	Evaluation meets success criteria	Pre-proposal accepted	Contract signed	Revenue recognized
Probability	10%	25%	40%	70%	80%	

Success factor

Sales process align with new buying process

“Education” of customers in how to buy the solution

Tough customer-selection

Strengthen Value Proposition and align with new stakeholders and their business pains

Re-segment target customers and qualify “hot” opportunities early

Identify changes in buying process, stakeholders and decision-makers, and align own sales process

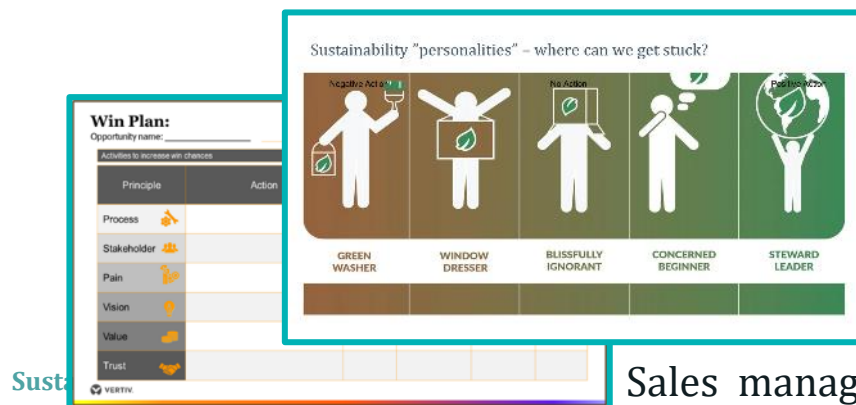
Re-vamp you Sales Process & develop your sales teams' competencies

OUR SALES PROCESS	1 Prioritize	2 First Contact	3 Qualify & Develop	4 Solution	5 Negotiate & Close	6 Manage
CORE SALES ACTIVITIES	- Kortlegger kundeplatform - Identificerer blue customers/targets - Identificerer konkrete blue opportunities - Identificerer relevante kontaktpersoner	- Kontakter kunden - Vækker kunders interesse - Får accept på udfordringer - Kvalificerer salgsmuligheden (indledningsvis)	- Forslår og/eller påviker kunders - Udfordringer og pain - Løsningsvision - Får accept på - Pain og at kunden vil og kan	Sikrer, at kunden er med i forløbet og ikke får nogen "overskødet", eksempelvis i forhold til pris og ressourceforbrug når tilbud præsenteres	- Hjælper kunden med at håndtere de risici, der afføder kunden fra at træffe endelig beslutning - Forhandler aftalen færdig	- Leverer som aftalt - Vurderer opfyldelse af succeskriterier - Gør kunden bevidst tilfreds (CSA-parametre)
VERIFIABLE OUTCOMES	Salgsmuligheder identificeret	Møde aftalt med beslutningstager	Pain accepteret og løsningsvision skabt	Mundtligt tilsagn givet	Dokumenter underskrevet	Referencehistorie udarbejdet
TOOLS & SUPPORT	- Ideal Customer Profile - Key Players List - Pain Sheet	- Trust Equation - Opportunity Assessment	- PVA - Meeting Guideline - Question Guide - PVA-brev	- Proposal template - Live Demonstration - AD industry group	- Contract template - Roll-out plan - Training Team	- Case Template - Customer Satisfaction Q - NPS

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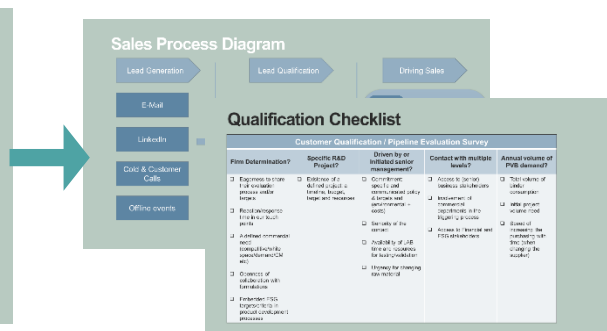
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	...	...	...	...
Technical	R&D manager Innovation Manager Product Manager Production Manager ...	Not able to reduce or maintain costs Not able to reach ESG metrics Not able to get sufficient technical expertise Not able to sustain the quality Not able to source / secure supply ...	Cost of innovation / R&D CO2 reduction Technical support Continuity in supply ...	Who help you reaching sustainability targets and maintain the continuity risks ...
	...	...	...	...
Business	Marketing Manager Product Manager Portfolio/segment manager Business Development Manager ...	Losing market share Not able to reach required bottom-line targets Not able to address sustainability demands / speak from key accounts Not able to deliver to existing regulations/special certificates ...	Offering new VPs to customers Growing market share in key accounts Sales potential with new VP Quadruple messages to end-customer's key accounts Future spec / regulation compliance ...	Who can improve your market position thus business results ...
	...	...	...	...



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C

Get moving from Ambition to ACTION

Sustainable Scaling



Change focus on sustainable business outcome



Alignment of all functions is needed



Expect internal resistance



It is NOT a simple task for either buyers or sellers!



Rather start “small” to get the snowball rolling



Has many characteristics of a major product launch

**Call us for a meeting to discuss further
by scanning QR Code on your tables**