



INTERNATIONAL  
HELLENIC  
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# COMPARATIVE MARKETING ANALYSIS OF THE UK AND GERMANY FOR GLOBAL SUSTAIN

Consulting Project



In Partnership with the International Hellenic University and Global Sustain

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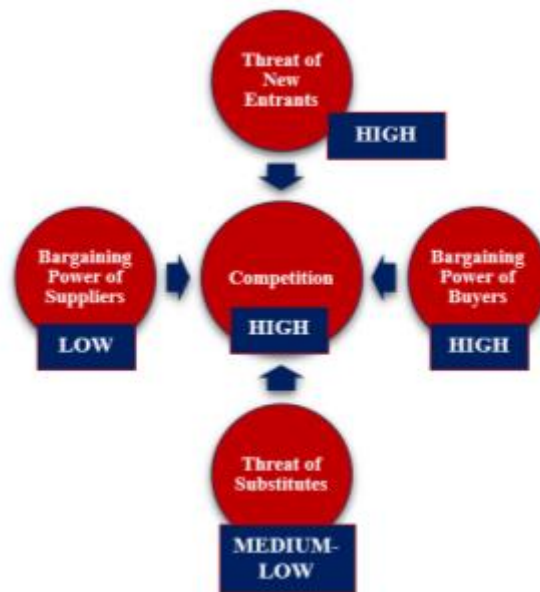
## I. EXECUTIVE SUMMARY

Global Sustain specializes in sustainability consulting with activities in Europe and around the world. It offers advisory services and training to companies and organizations, public or private. It mainly focuses on the themes of sustainability and corporate social responsibility (CSR). The company operates on a system of clients and members.

This market analysis has for objective to determine the position of Global Sustain in the sustainability consulting industry, specifically in the United Kingdom and Germany markets. Once a profile is drafted, conclusions and recommendations for futures strategies will be made.

Sustainability consulting is a fast growing and highly competitive industry. Its main characteristics are summarized in the following graph.

Graph 1: Porter's 5 Forces - Sustainability Consulting



The environmental analysis reveals a growing interest for sustainability and environmental concerns worldwide. A “greener” development appears to governments, people and businesses alike as an opportunity to reverse the global economic depression. New technologies and the shift to dematerialized communications and information stream offer new opportunities favorable to this change. The world has never been so ready for sustainability related businesses to grow.

In this context, Global Sustain appears to be a strong company in a growing industry, suffering only from a relatively weak competitive position. To develop the firm and improve its competitiveness, it is recommended Global Sustain adopts a market penetration strategy, mainly in the studied markets – UK and Germany.

## II. COMPANY PRESENTATION

### A. COMPANY



Global Sustain Group is an international strategic consulting with more than 10 years of experience and focus in Sustainability, CSR, Reporting, Strategy, Risk Management & Assessment, Compliance, Responsible Investing & integration of SDGs as part of corporate strategy. It offers innovative on-line and off-line services related to Sustainability & CSR (Strategy, Reporting, Benchmarking, Materiality Analysis, Measurement Value, Communication, Stakeholders Engagement, Training etc.), Responsible Investing (ESG), Advisory & Training for companies, strategic consulting in all green economy sectors, business ethics and excellence, transparency, human rights and accountability.

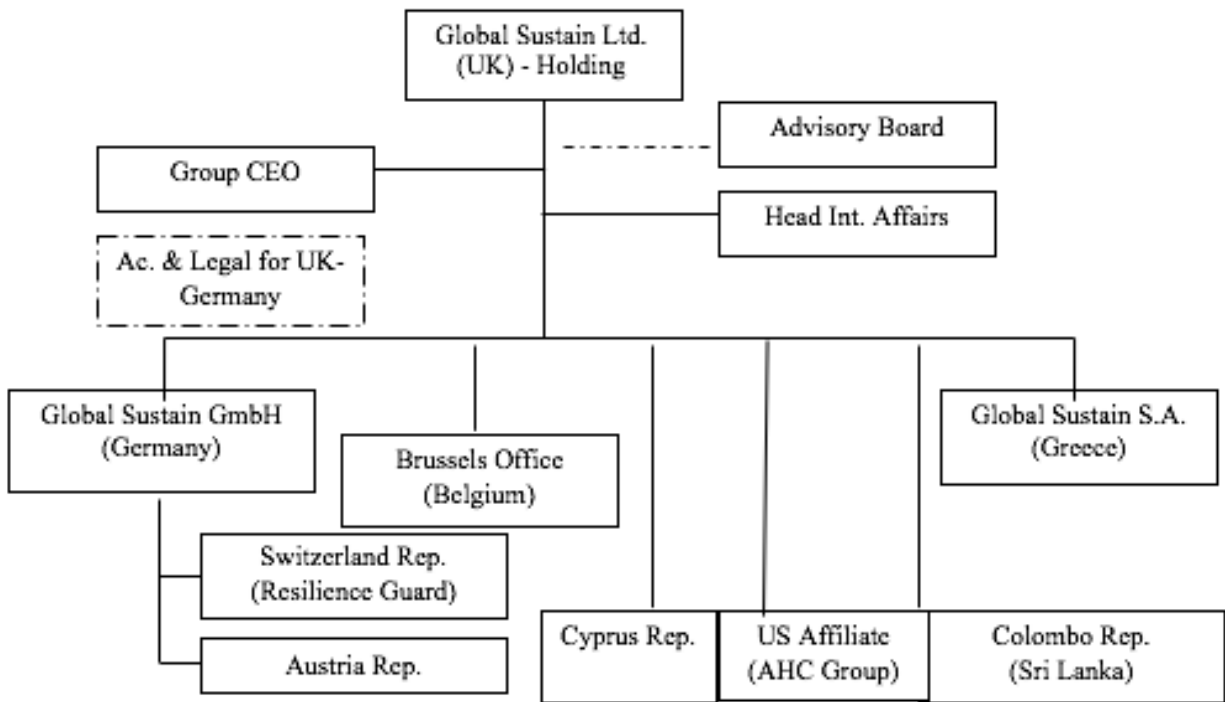
Headquartered in London (with companies in Berlin and Athens, an office in Brussels, and affiliates in Zurich, New York, Nicosia), Global Sustain is community driven with over 400 members, 100 of them corporations, among others from the financial industry too. Except the above-mentioned advisory services, Global Sustain publishes a multi-stakeholder Yearbook, a comprehensive fortnightly e-newsletter, facilitates networking events among members (M2M), organizes sustainability forums, tailor-made trainings, corporate & focused stakeholders' events supporting companies and organizations in formulating and implementing their sustainability strategy, reporting, risk assessment, and sustainable investments.

Figure 1 : Presence of Global Sustain Worldwide<sup>1</sup>

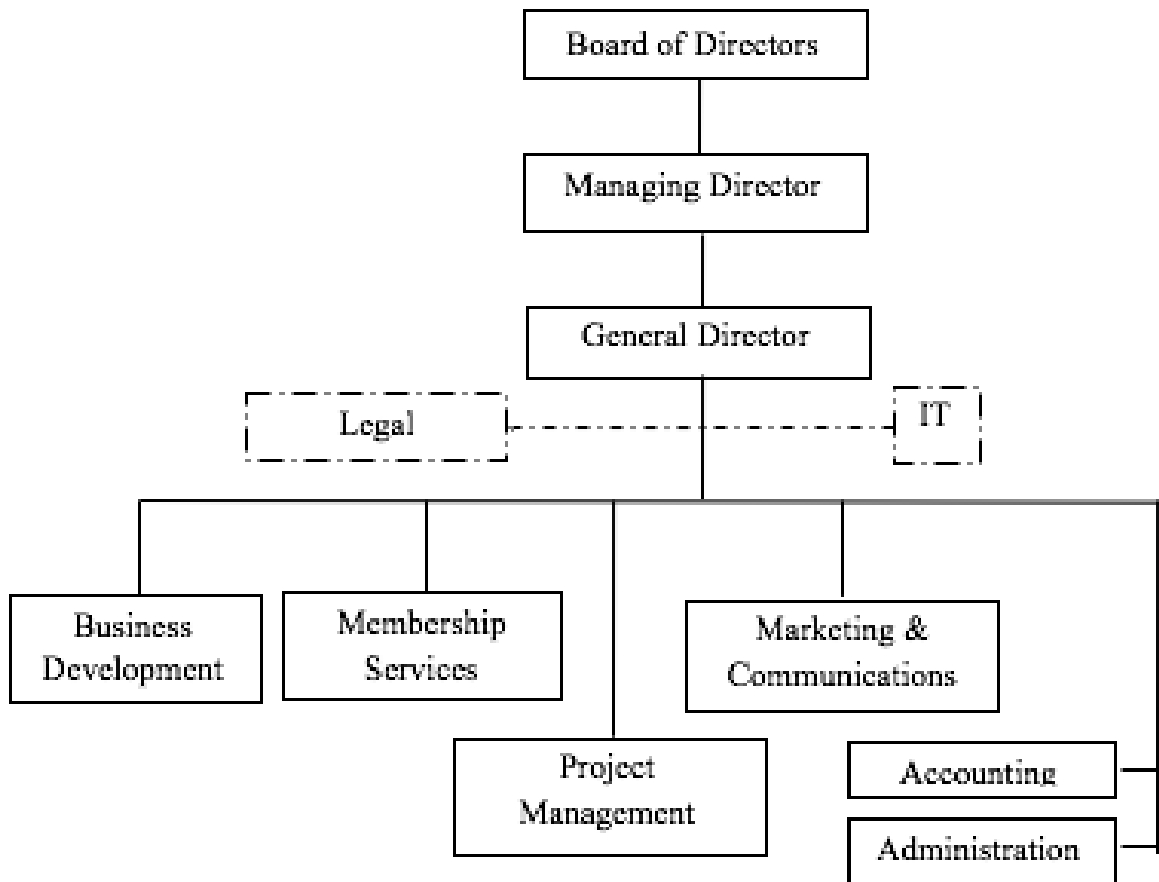


<sup>1</sup> In red, Global Sustain's headquarters

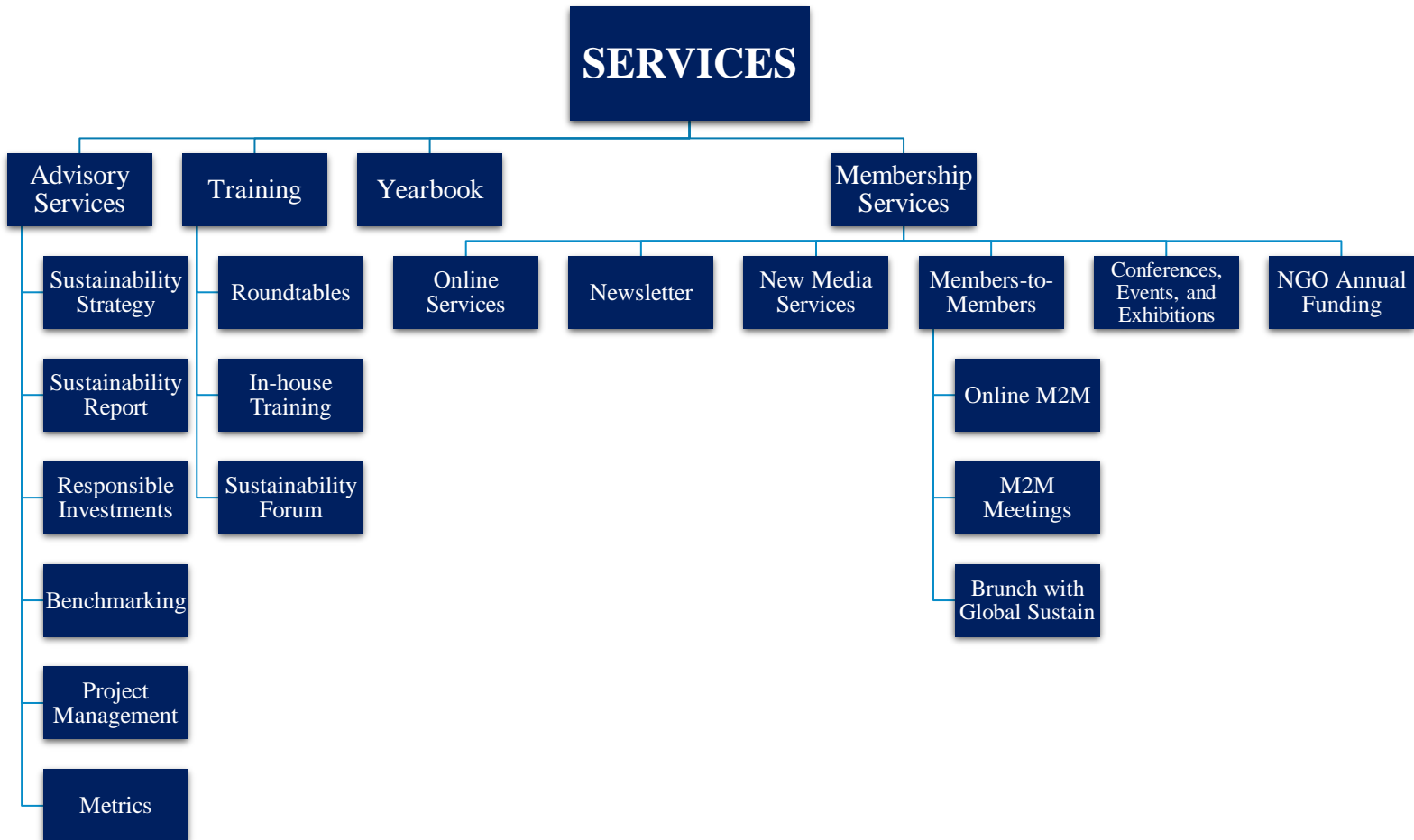
**B. GROUP STRUCTURE**



**C. ORGANIZATIONAL CHART**



D. PRODUCTS AND SERVICES<sup>2</sup>



<sup>2</sup> For more details and information regarding the services offered, visit: <http://globalsustain.org/en/services>

### III. OBJECTIVES OF THE ANALYSIS

This study consists of a thorough market analysis of the sustainability consulting industry globally and with a special focus on the United Kingdom and Germany. It aims at identifying and analyzing competitors of Global Sustain internationally and in the two target countries; the global and local trends and the opportunities and threats of the industry as well as the strengths and weaknesses of the company.

Moreover, a research and analysis of the new and existing frameworks, policies, directives, and regulations impacting the specific markets is made as well as an analysis of current and future national initiatives.

The main objective is to draw conclusions and recommendations on potential growth and penetration strategies for Global Sustain in the markets under study.



## IV. THE INDUSTRY

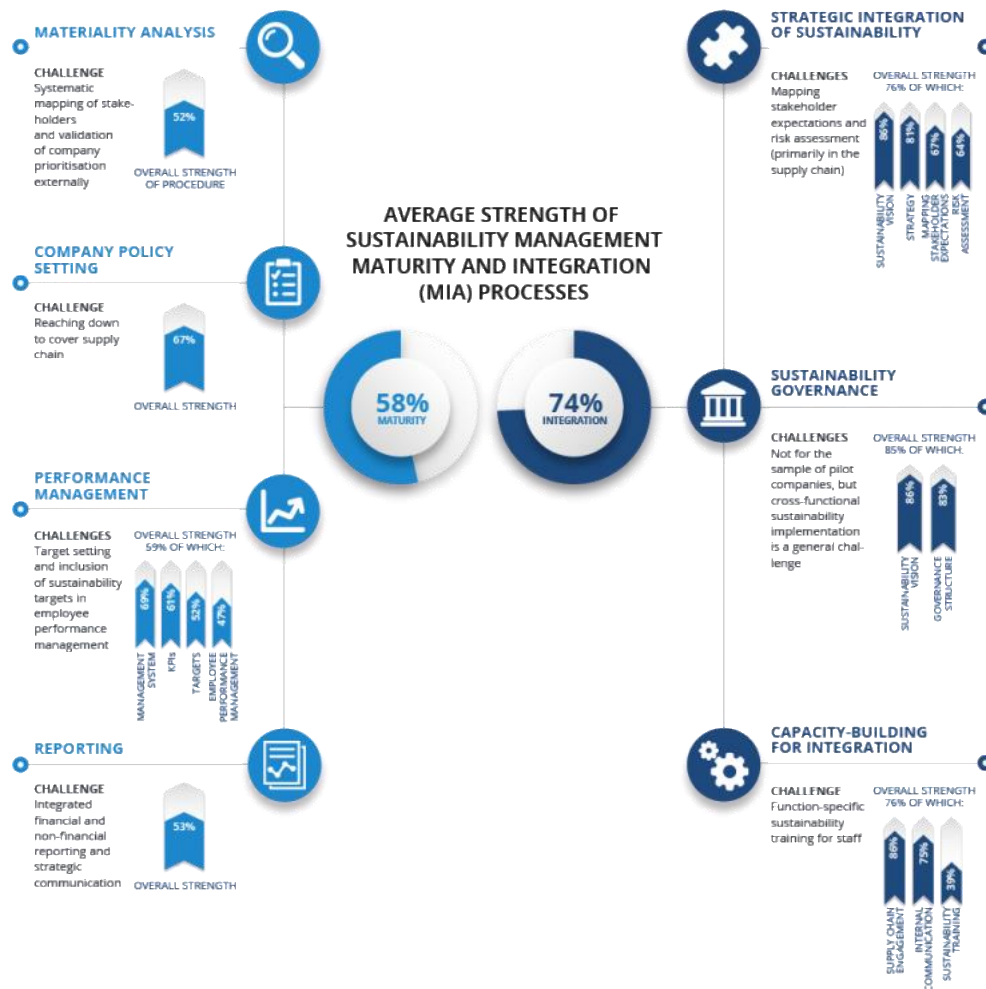
### A. THE NEED FOR SUSTAINABILITY CONSULTING

*“The more people know about sustainability, the more opportunity they see in it.”*

With markets constantly growing and changing, companies should no longer aim at achieving just a competitive advantage but a sustainable one. It is, therefore, of utmost importance to be at the forefront providing long-lasting offerings along with pursuing systems that constantly reinforce the economic and social development as well as the protection of the environment.

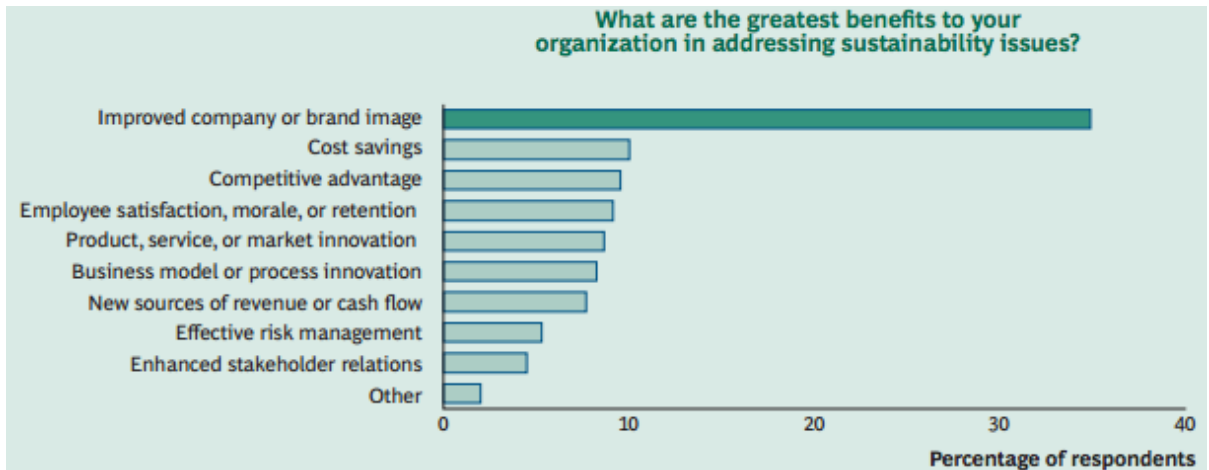
Understanding these shifts and their importance, many firms have decided to address them by joining forces with sustainability consulting firms in search for solutions to the growing demand of sustainable services. Firms expect to be supplied with the necessary expertise and tools for a successful management of their systems and resources. Figure 2 illustrates maturity and integration of sustainability in companies.

Figure 2: Integration and Maturity of Sustainability (CSR Europe, 2015)



As shown in Figure 3 below, companies are well aware of the multiple benefits of entering the sustainability game, especially in the improvement of their company's reputation. Sustainability efforts can potentially impact the creation of value; for example, stronger brands, greater pricing power and efficiency in operations and in the use of resources, optimization, greater access to sources of financing, amongst others. Moreover, they can further improve customer loyalty and employee retention as well as heighten the capability of entering new markets, thus, discovering new potential sources of revenue.

Figure 3: Perceived Benefits of Addressing Sustainability (The Boston Consulting Group, 2009)

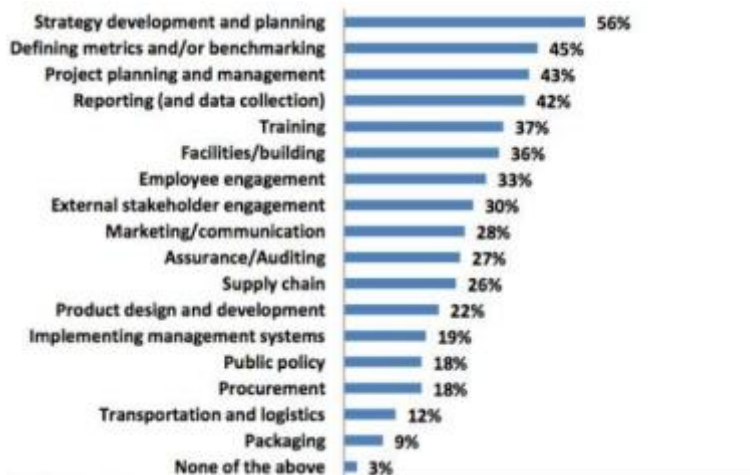


Whether providing sustainability strategies, technology, and marketing, technical support, testing and/or auditing, facilitation, sustainability consulting firms aside from having credibility, excellent communication, management and organizational skills, must above all have great expertise in matters specific to sustainability, such as energy, land use, waste, water, global policies, stakeholders' satisfaction and management, corporate finance, among others. The sustainability consulting industry is defined by high margins, a necessity for qualified workforce, the utmost importance of reputation, and low initial capital investments.

## MARKETS SERVED

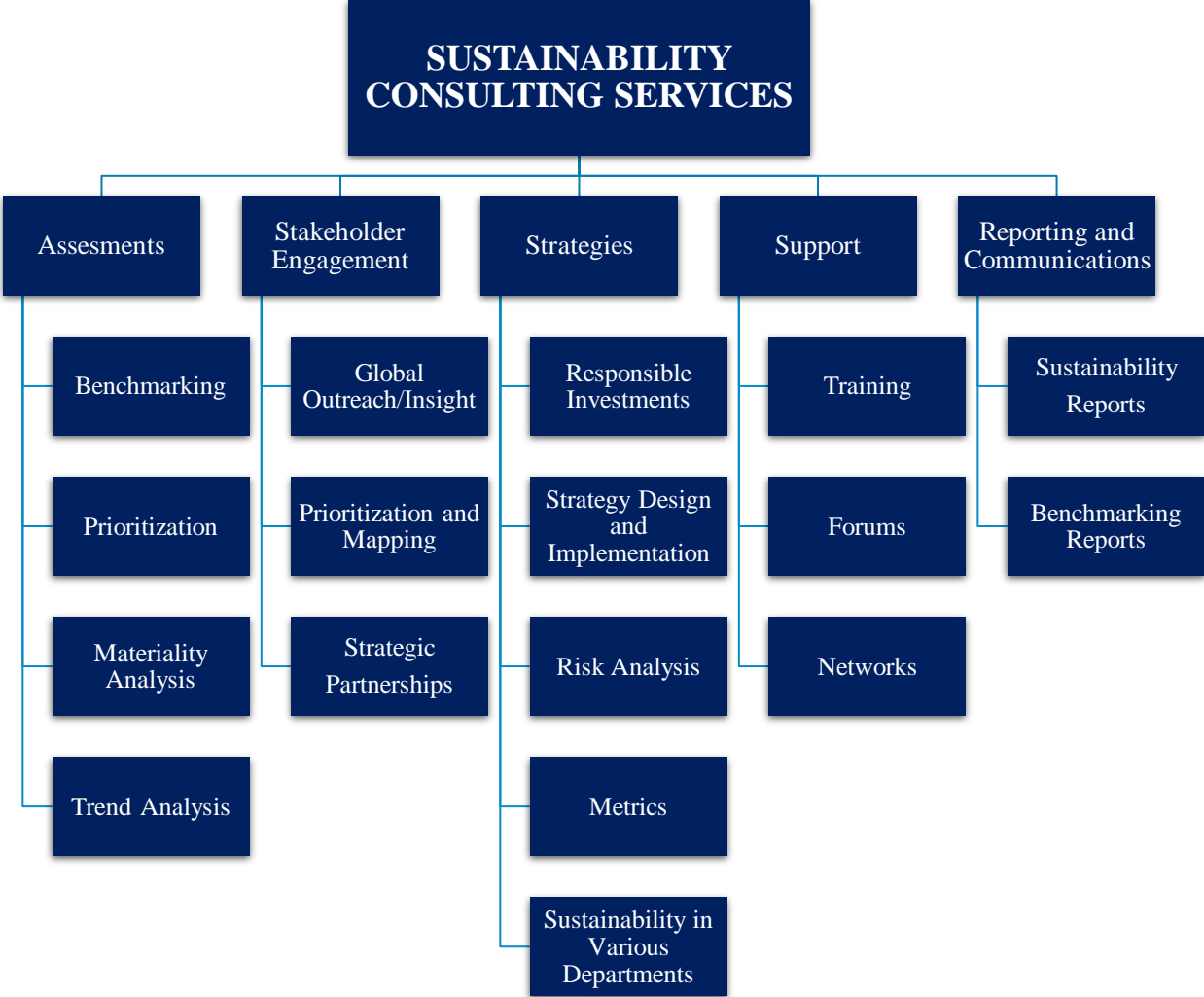
The sustainability consulting services industry is active in a broad range of industries and markets. Sustainability consulting services can be exclusively designed to meet immediate requirements and demands of single projects or fully integrate sustainability into the operations and activities of firms. For example, find here the most common business areas projects focused on in 2011:

Figure 4: Major Focus of Consulting Activities (David Schatsky, 2012)



All industries are eligible to follow the path of sustainability; with manufacturing (consumer goods, chemicals, and electronics being the top sectors) currently amongst the industries served the most by sustainability consulting firms.

Services provided by the sustainability consulting industry can be categorized into Assessments, Stakeholder Engagement, Support, Reporting and Communications, and Strategies. Each category can be further subcategorized as shown<sup>3</sup>.



<sup>3</sup> Information extracted from the following companies' website: Global Sustain, PwC, KPMG, BSR, SustAinability, AccountAbility, BSD, ARUP.

By 2019, spending on sustainability consulting services is expected to grow over 14% (exceeding \$1 billion) compared to 2015, as detailed by Verdantix in their 2015 forecast model.<sup>4</sup> However, it is still a challenging market as “the forecasted growth of 4% per annum between 2015 and 2020 is less than the trend growth rate for the major consulting firms, fast-growing, emerging economies are not yet big spenders, and the spend per firm on sustainability consulting is well below ideal deal sizes for management consultants.” (Verdantix, 2015)

Despite strong challenges on the market, the future looks bright with demand increasing annually. This is partly due to the growing pressures from consumers and activists’ groups requiring eco-friendly offerings as well as the emergence of stricter environmental regulations and policies. Moreover, all economic trends are moving towards freelancing and consulting as well as a heightened need for specialists highly qualified in the design and implementation of sustainability initiatives. Therefore, one can assume sustainability consultant firms are seldom to face a loss of opportunities in this market.<sup>5</sup>

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#### 1. THE UNITED NATIONS 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

On January 1<sup>st</sup>, 2016, the United Nations 2030 Agenda for Sustainability Development officially entered into force. The agenda includes 17 specific goals with 169 targets and 309 indicators that focus on major sustainability issues. It is expected that in the next fifteen years all “countries will mobilize efforts to end all forms of poverty, fight inequalities, and tackle climate change, while ensuring that no one is left behind.” (United Nations, 2016)

The main idea is to bring poverty into oblivion whilst promoting the planet’s protection and prosperity. It has been acknowledged that all strategies need to go hand-in-hand in order to tackle the planet’s main issues such as poverty, climate change, and social needs.

Even though the Sustainable Development Goals (SDGs) are not legally binding, all countries members of the United Nations are to take initiatives and design actions towards the achievement of the SDGs. However, the implementation (and anticipated success) will depend exclusively on each countries’ policies, plans, and activities. Within each country, all stakeholders are expected to contribute, participate, and work together towards the achievement of the agenda.

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<sup>4</sup> See Verdantix forecasts: <http://www.verdantix.com/newsroom/press-releases/verdantix-forecasts-the-global-sustainability-consulting-market-will-exceed-1-billion-in-2019-far-below-expectations-of-the-consulting-industry>

<sup>5</sup> See Sustainability Consulting: <https://www.sustainabilityprofessionals.org/system/files/ISSP-Article1-final.pdf>

Figure 5: The Global Goals for Sustainable Development (United Nations, 2016)



## 2. THE PARIS AGREEMENT ON CLIMATE CHANGE

The United Nations Framework Convention on Climate Change (UNFCCC) proposed the Paris Agreement as a way to deal with greenhouse gases emissions, combat climate change, and intensify actions to ensure a sustainable low carbon future. As described in Article 2 (United Nations, 2015), it has for objectives to:

- a. Hold the increase in the global average temperature to well below 2°C above pre-industrial levels and to pursue efforts to limit the temperature increase to 1.5 °C above pre-industrial levels, recognizing that this would significantly reduce the risks and impacts of climate change;”
- b. Increase the ability to adapt to the adverse impacts of climate change and foster climate resilience and low greenhouse gas emissions development, in a manner that does not threaten food production;
- c. Make finance flows consistent with a pathway towards low greenhouse gas emissions and climate-resilient development.”

All subscribed parties must put into action *nationally determined contributions* (NDC) and frequently report on improvements, with evaluations being done every 5 years. NDCs must follow the principle of progression, meaning that each contribution should be more ambitious than the previous one. The EU and its members have determined to join forces to fulfill their compromise of achieving a reduction of at least 40% by 2030<sup>6</sup>.

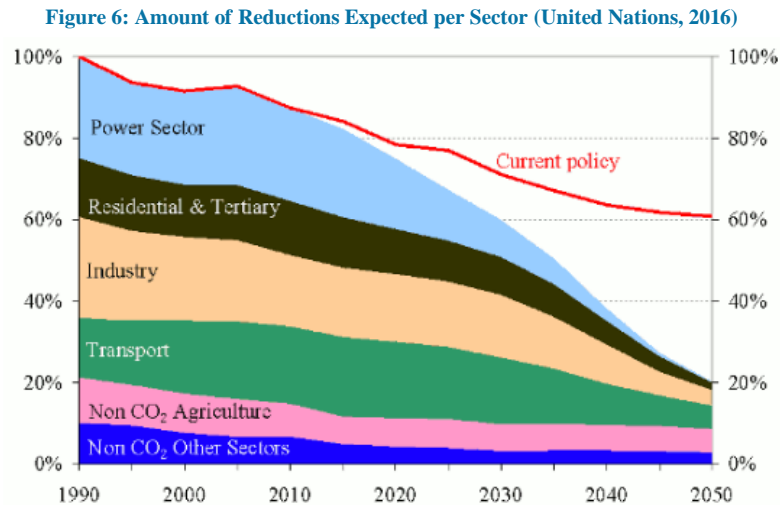
At the moment, the Paris Agreement has not yet entered into force, it will once a minimum of 55% of the total worldwide greenhouse (GHG) emissions responsible have accepted the agreement. Currently, 62 parties (out of 197) have ratified the agreement, accounting for 51.89% of GHG emissions. (United Nations, 2016)

<sup>6</sup> Article “When will the EU ratify the Paris Agreement?” <https://www.carbonbrief.org/explainer-when-will-european-union-ratify-paris-agreement>

### 3. THE EUROPEAN UNION AND ITS COMPROMISE

The European Union has set targets to reduce their greenhouse gas emissions in a progressive manner and to achieve a low-carbon economy<sup>7</sup> by 2050. The long-term goal is to cut emissions by 80% compared to the levels in 1990, with a 40% cut by 2030 and 60% by 2040 defined as milestones. Relying mainly on domestic/national reductions, all sectors must be fierce contributors to the cause.

The expected reductions by sectors, with evaluations every 5 years, are shown in Figure 6 below:



Anticipated benefits include a boost in the area's economy thanks to clean and innovative technologies, reduction of resource usage (energy, water, land, raw materials), and health benefits (e.g. decrease of pollution), among others.

<sup>7</sup> A low-carbon economy implies finding cost-efficient ways to become more climate-friendly and a reduction in energy consumption.

#### 4. THE UNITED NATIONS PRINCIPLES FOR RESPONSIBLE INVESTMENTS (UNPRI)

The UNPRI<sup>8</sup> is a set of voluntary principles developed by investors whose main objective is to “understand the investment implications of environmental, social, and governance issues and to support signatories in integrating these issues into investment and ownership decisions” (United Nations, 2016). It encourages and offers guidance for responsible investments as well as a better risk management and analysis to overall develop a sustainable global financial system.

Figure 7: The 6 Principles for Responsible Investment (United Nations, 2016)

##### PRINCIPLE 1

WE WILL INCORPORATE ESG ISSUES INTO INVESTMENT ANALYSIS AND DECISION-MAKING PROCESSES.

##### PRINCIPLE 2

WE WILL BE ACTIVE OWNERS AND INCORPORATE ESG ISSUES INTO OUR OWNERSHIP POLICIES AND PRACTICES.

##### PRINCIPLE 3

WE WILL SEEK APPROPRIATE DISCLOSURE ON ESG ISSUES BY THE ENTITIES IN WHICH WE INVEST.

##### PRINCIPLE 4

WE WILL PROMOTE ACCEPTANCE AND IMPLEMENTATION OF THE PRINCIPLES WITHIN THE INVESTMENT INDUSTRY.

##### PRINCIPLE 5

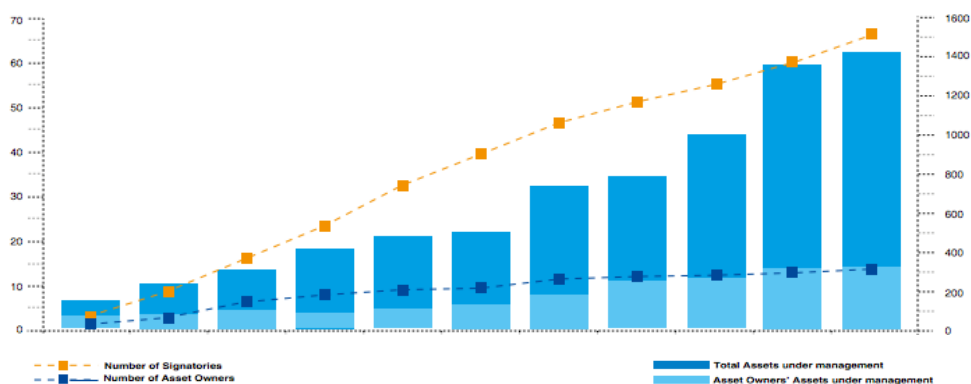
WE WILL WORK TOGETHER TO ENHANCE OUR EFFECTIVENESS IN IMPLEMENTING THE PRINCIPLES.

##### PRINCIPLE 6

WE WILL EACH REPORT ON OUR ACTIVITIES AND PROGRESS TOWARDS IMPLEMENTING THE PRINCIPLES.

Growing interest and awareness, through the understanding of the investors’ financial duties towards their clients, ethical motivations and heightened pressure from competitors, has allowed the PRI to increase exponentially since its beginnings in 2006:

Figure 8: PRI's Growth Over the Years (United Nations, 2016)



<sup>8</sup> For more information, including possible actions for implementation, see: [https://www.unpri.org/download\\_report/3847](https://www.unpri.org/download_report/3847)

## 5. EU DIRECTIVE ON NON-FINANCIAL REPORTING

Adopted in 2014 and with first reports expected in 2018 (for the 2017 Financial Year), public-interest companies<sup>9</sup> must disclose information on their policies, risks, and results regarding various environmental issues, employee & social, human rights managements, diversity in the Board of Directors, and anticorruption concerns. The EU directive has suggested a number of issues to be included, as illustrated by the table below:

**Table 1: Suggestions for Possible Issues to be included (Kasemir, 2015), (European Commission, 2014)**

<b>Environmental</b>	<b>Employee and Social Issues</b>	<b>Human Rights</b>	<b>Anticorruption and Bribery</b>	<b>Diversity in Board of Directors</b>
<ul style="list-style-type: none"> <li>• Environmental impacts (current and foreseeable)</li> <li>• Health and safety impacts</li> <li>• Use of renewable and non-renewable energy</li> <li>• Greenhouse gas emissions</li> <li>• Water use</li> <li>• Air pollution</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring gender equality</li> <li>• Implementation of fundamental ILO conventions</li> <li>• Working conditions</li> <li>• Health and safety at work</li> <li>• Social dialogue</li> <li>• Worker information and consultation</li> <li>• Respecting trade union rights</li> <li>• Local community dialogue and their protection</li> </ul>	<ul style="list-style-type: none"> <li>• Prevention of human rights abuses</li> </ul>	<ul style="list-style-type: none"> <li>• Instruments to fight corruption and bribery</li> </ul>	<ul style="list-style-type: none"> <li>• Policies concerning aspects such as gender, age, educational and professional backgrounds</li> </ul>

Some flexibility is offered to companies: it may or may not be presented as a separate report and there is possibility of reliance on international, European, or even national guidelines (such as ISO 26000 on Social Responsibility, GRI's Sustainability Reporting Guidelines, UN Guiding Principles on Business and Human Rights, the Organization for Economic Cooperation and Development (OECD) Guidelines, the International Labor Organization (ILO) Tripartite Declaration, and the United Nations Global Compact (UNGC)) (European Commission, 2016). Through this new directive, transparency, integrity, relevance, consistency, and accountability are expected to be strengthen and increased.

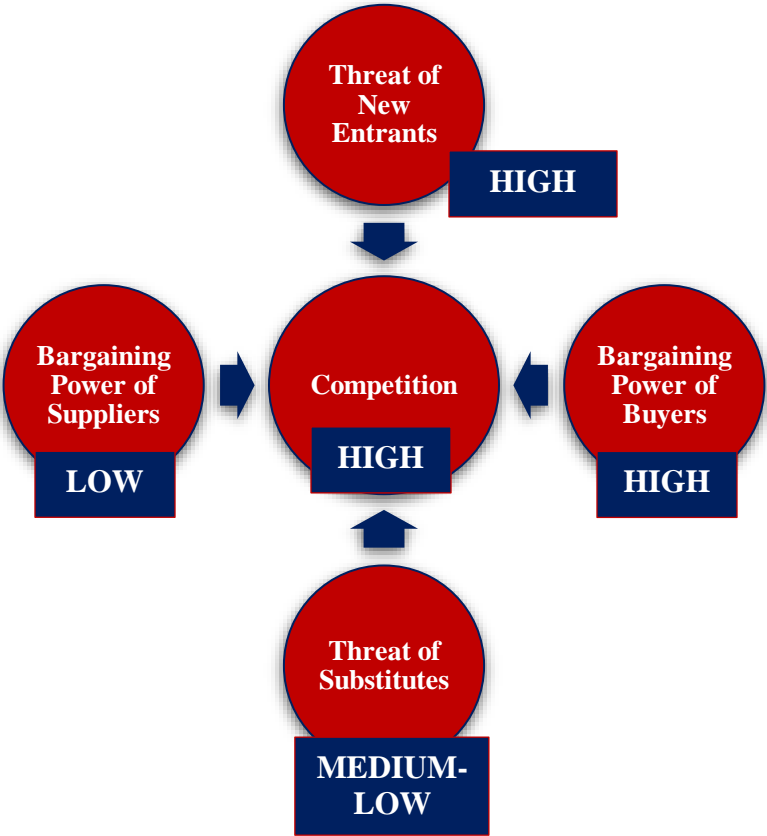
<sup>9</sup> Public-interest companies refer to all companies that are listed in a stock-exchange, credit institutions, insurance companies, or considered of public interest by the state; companies that are not headquartered in EU but do businesses in the area through subsidiaries will be affected.



**C. PORTER'S ANALYSIS OF SUSTAINABILITY CONSULTING**

Porter's 5 forces analysis is a tool for industry analysis detailing the dynamics within the industry. We will apply it here to sustainability consulting globally.

Figure 9: Porter's 5 Forces Analysis of Sustainability Consulting



**1. HIGH THREAT OF NEW ENTRANTS**

With low initial investments needed and low customer switching costs, it is easy for new firms to enter the sustainability consulting business, although becoming successful within the industry is difficult due to high competition. An obstacle to the entrance in the industry is the need for an experienced, knowledgeable workforce and management team.

**2. HIGH BARGAINING POWER OF BUYERS**

Here the "buyers" are the consumers of the service offered by sustainability consulting firms (and consulting firms offering similar services within their packages). Buyers in this industry have a high power as they make and break the reputation of the firms and can easily switch from one to the another with low opportunity costs for them.

In an industry where 70% to 80% of market value is produced by intangible assets such as intellectual capital, goodwill, or brand equity (Eccles, Newquist, & Schatz, 2007), reputation is everything and client satisfaction is key. Therefore, the power of buyers is extremely high.

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### 3. MEDIUM-LOW THREAT OF SUBSTITUTES

Substitutes to a sustainable consulting firm are mainly, if not exclusively, in-house sustainability experts and consultants.

Overall, they represent a small number of actors in the market, and external firms benefit from offering more flexibility and competitiveness to businesses than in-house consultants. However, with sustainability matters becoming increasingly important for firm's competitiveness, we see the rise of sustainability officers within companies' boards of directors.

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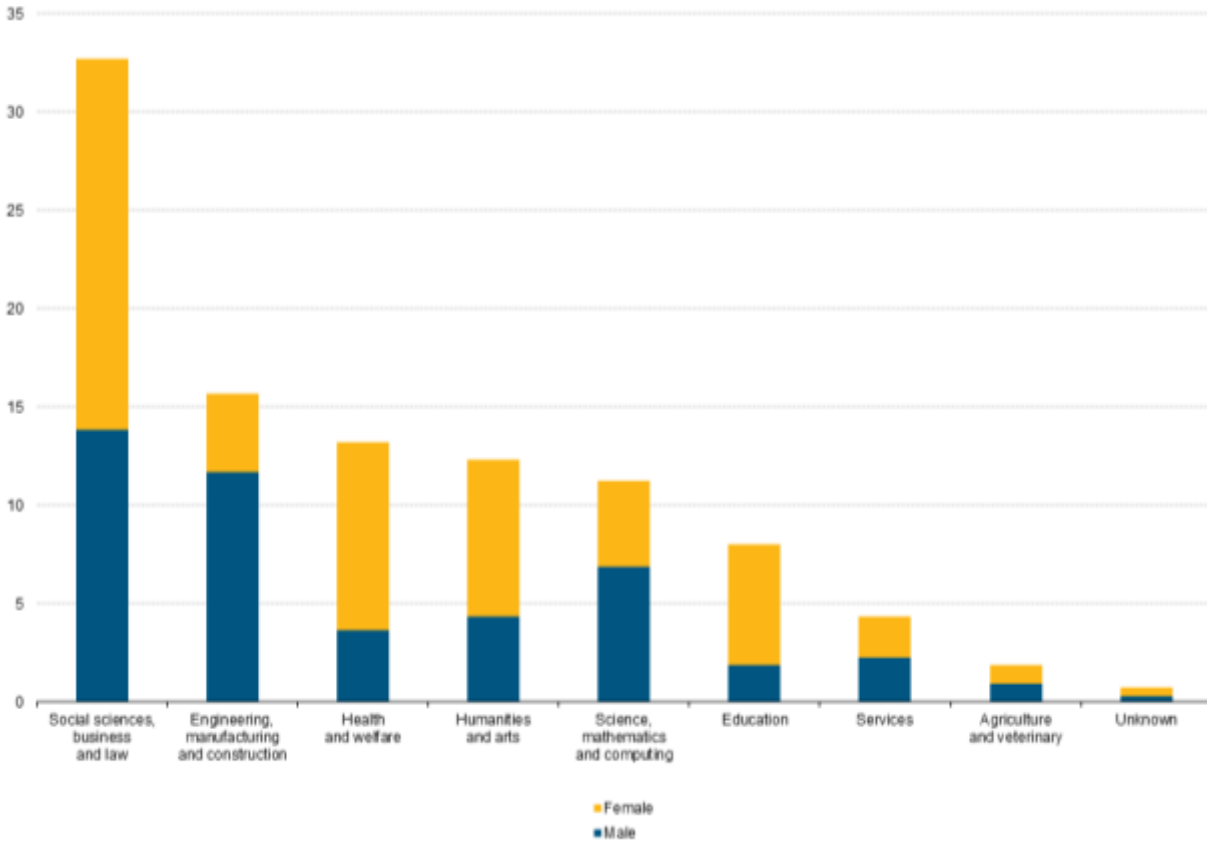
### 4. LOW BARGAINING POWER OF SUPPLIERS

Suppliers can here be understood as the consultants or recent graduates specialized in sustainability. Although competition for talents is high, the number of graduates of business and related fields represents a 3<sup>rd</sup> of the European Union graduates with 32,7% in 2013<sup>10</sup> (Eurostat, 2013) (see figure below), offering a large pool of educated candidates for sustainability consulting positions.

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<sup>10</sup> See Eurostat, tertiary education statistics, 2013:  
[ec.europa.eu/eurostat/statistics-explained/index.php/File:Distribution\\_of\\_tertiary\\_education\\_students\\_by\\_sex,\\_EU-28,\\_2013\\_\(%25\)\\_ET15.png](http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Distribution_of_tertiary_education_students_by_sex,_EU-28,_2013_(%25)_ET15.png)

Figure 10: Repartition of EU graduates per field of studies



## 5. MEDIUM-HIGH COMPETITION<sup>11</sup>

The consulting industry is highly competitive, with numerous prestigious firms internationally recognized and praised (such as PwC and Accenture).

As for today however, sustainability consulting remains a minor branch of consulting despite its constant growth. Therefore, firms specialized in environmental consulting benefit from standing in a niche and face less competition than regular consulting firms.

Competition is nonetheless growing, with more and more consulting firms taking interest in sustainability, and new specialized firms being created.

<sup>11</sup> For more information on competition, see section VII. Competitors Analysis

### 1. UNITED KINGDOM

The United Kingdom Government has proven its commitment in favor of sustainable development. By taking the necessary actions and establishing policies, the Government seeks to ensure a healthy economic growth, the maximization of the overall wellbeing and the protection of the environment whilst guaranteeing a safe and promising future to current and upcoming generations. Moreover, the Department for Environment, Food, and Rural Affairs (DEFRA) has been appointed as the entity responsible for overseeing sustainable development within the government and its departments. (DEFRA, 2015)

#### A) ACTIONS TOWARDS THE ENVIRONMENT

In recent years, the United Kingdom has continually shown its commitment towards a sustainable environment. With a score of 77.35%, it ranks 12<sup>th</sup> out of 178 countries in terms of environmental and sustainability driven actions. In ten years, it has had a 3.48% change and compared to its European peers, a 6.2% change. (Environmental Performance Index, 2014)

##### (1) CLIMATE CHANGE AGREEMENTS (CCAS)

The United Kingdom Government has established voluntary climate change agreements between the industries and the Environment Agency<sup>12</sup> which aim at reducing the emission of carbon dioxide and the use of energy. As an incentive, companies receive a discount on their Climate Change Levy<sup>13</sup> (CCL). (DEFRA, 2016)

CCAs covered a large range from energy-intensive processes to agricultural businesses. Some of the industries included are for instance chemicals, supermarkets, poultry, plastic, paper, ceramics, dairy, food & drink, surface engineering, motor manufacturing, among others.<sup>14</sup>

##### *Carbon Emission Reporting*

Required by the Climate Change Act<sup>15</sup>, all companies registered in the United Kingdom must include a “Carbon Emissions Report” in their annual report<sup>16</sup>. Moreover, companies will now be able to compare and contrast their own carbon emissions against their competitors.

<sup>12</sup> The Environment Agency is a non-departmental public body, sponsored by DEFRA, working to support sustainable development.

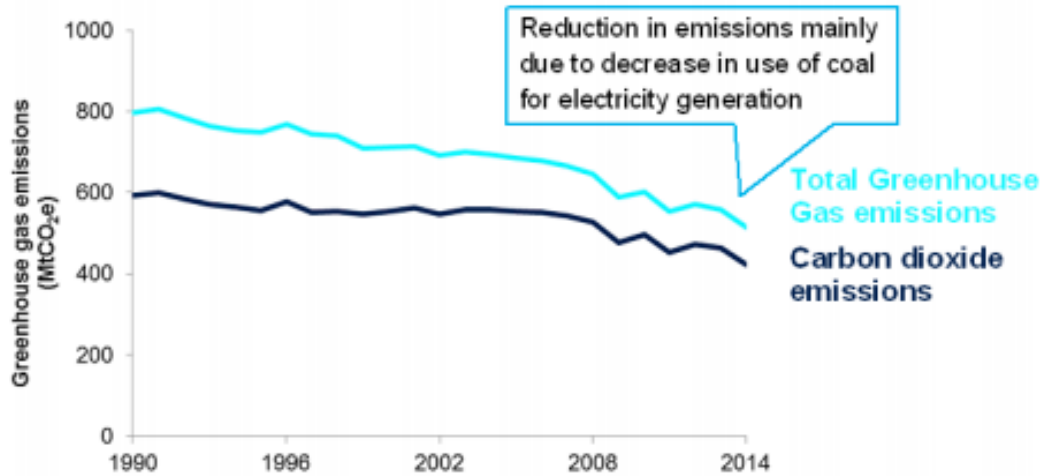
<sup>13</sup> The Climate Change Levy (CCL) is a tax included in the electricity and fuel bills; discounts will be reduced 90% on electricity bills and 65% on other fuels.

<sup>14</sup> For current firms covered by CCAs per sector, visit: <https://www.gov.uk/government/collections/climate-change-agreements-reduced-rate-certificates>

<sup>15</sup> More on the Climate Change Act: [http://www.legislation.gov.uk/ukpga/2008/27/pdfs/ukpga\\_20080027\\_en.pdf](http://www.legislation.gov.uk/ukpga/2008/27/pdfs/ukpga_20080027_en.pdf)

<sup>16</sup> Requirement is for all annual reports from September 30, 2013 and onwards

Figure 11: Greenhouse Gas Emissions from 1990 to 2014

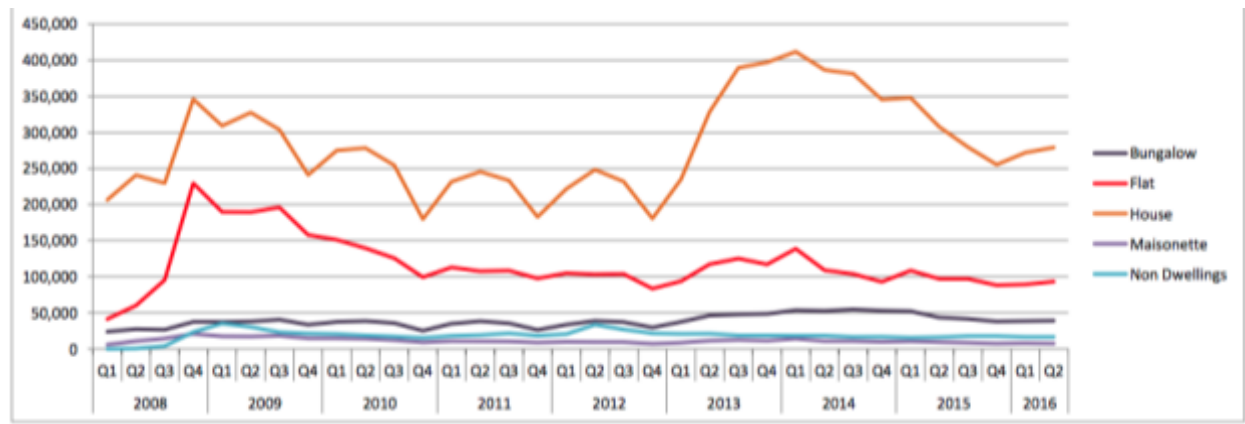


The figure above shows a 7.7% decrease of greenhouse gas emissions in 2014 compared to the previous year, mainly due to the reductions from the energy supply and residential sector with 13.6% and 17% decrease respectively. (DECC, 2016)

## (2) ENERGY PERFORMANCE CERTIFICATES

Energy Performance Certificates (EPC) are required by law whenever buildings are being constructed, sold, or rented and/or when existing buildings undergo major adjustments. Failure to do so, for example, can result in a fine between £500 and £5,000 in the United Kingdom.

Figure 12: EPCs Lodged until June 2016 (DCLG, 2016)



### (3) CARBON REDUCTION COMMITMENT (CRC)

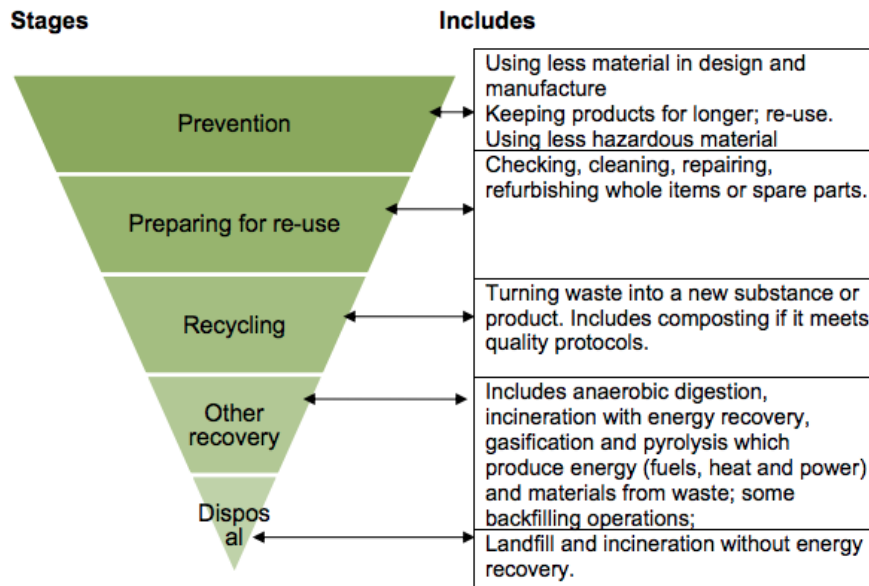
The CRC Energy Efficiency Scheme creates incentives for a large public and private organizations<sup>17</sup> to reduce their environmental impact (improve energy-efficiency, reduce CO<sub>2</sub> emissions). It installed a basic premise of rewarding businesses adopting energy-efficiency measures and punishing those who do not, which are then forced to buy carbon credits. (UK Government, 2016) In 2015, the UK government generated a revenue of £535 million thanks to the carbon reduction commitment tax. (Statista, 2015)

Each year, the CRC ranks participants on their energy-efficiency performance under a “performance league table”. Since the “performance league table” has major reputational considerations, organizations seek to develop and adopt energy-efficiency strategies to help improve their performance, raise understanding and awareness of energy usage, and encourage behavior change amongst their members.

### (4) WASTE MANAGEMENT

Since 2008, all constructions with a value of £300,000 or more in England or Wales must have a Site Waste Management Plan (SWMP). The main goal is to reduce construction waste, become efficient in material usage, promote the utilization of recycled products, and ensure the proper disposal of waste. A positive side effect of partaking in a SWMP is the improvement and increase of the project’s profitability due to a proper waste management (maximizing re-use of materials and minimizing waste disposal). Lack of proper SWMP can signify fines of up to £50,000. (UK Government, 2016)

Figure 13: The Waste Hierarchy (DEFRA, 2013)



<sup>17</sup> Organizations with one or more half-hourly electrical meter readings over 6.000mwh; all UK central government departments are mandatory participants.

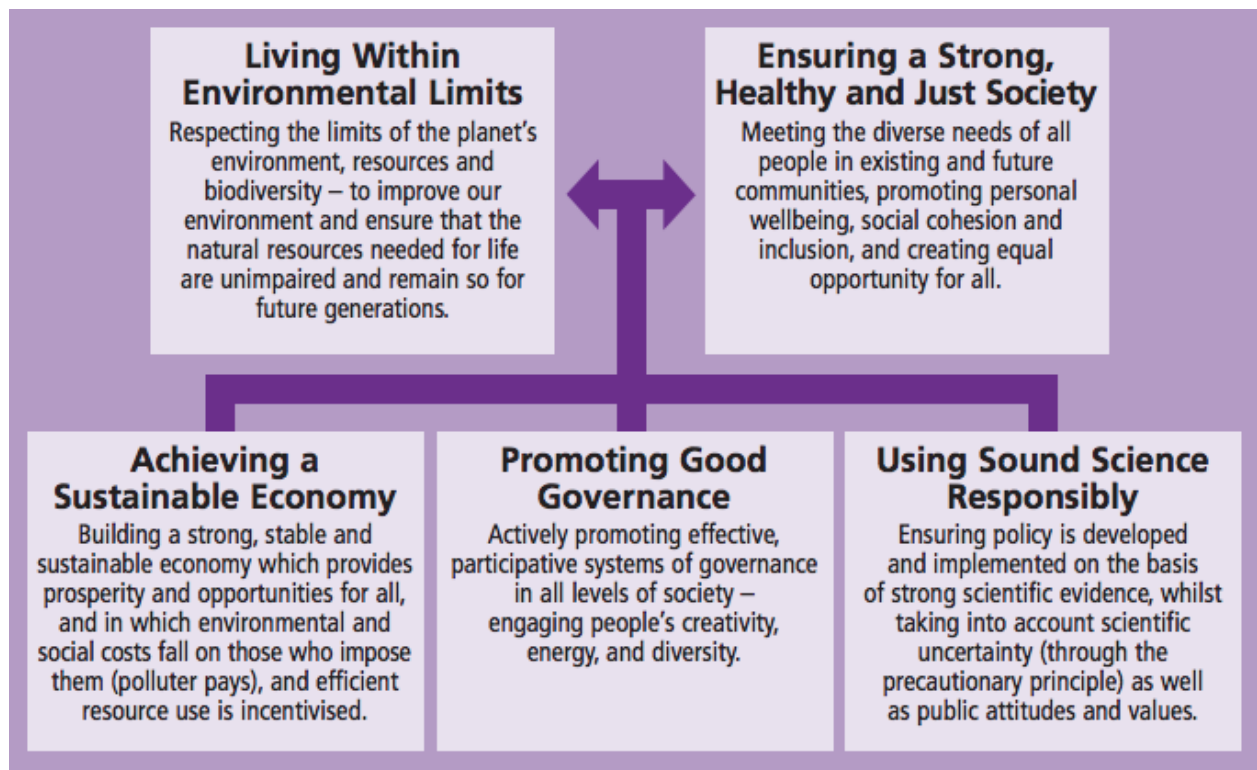
## (5) SUSTAINABLE DEVELOPMENT STRATEGY

*“We want to achieve our goals of living within environmental limits and a just society, and we will do it by means of a sustainable economy, good governance, and sound science.”*

The UK Sustainable Development Strategy has for objective to enable a continuous economic growth without resulting in deterioration of the environment and/or social injustice. It has recognized the following objectives regarding the collective vision of sustainable development: “(1) Social progress which recognizes the needs of everyone; (2) Effective protection of the environment; (3) Prudent use of natural resources; (4) Maintenance of high and stable levels of economic growth and employment.” (Sustainable Environment, 2016)

The UK Government along with the Scottish Executive, the Welsh Assembly Government, and the Northern Ireland Administration have established a set of guiding principles that are to be used for the achievement of the sustainable development goals. These principles will be the basis for any sustainable policies, equally respecting and recognizing all five principles.

Figure 14: The 5 Guiding Principles (The UK Government, 2005)



## (6) ECONOMIC RELATIONSHIP WITH CHINA

With China set to launch their own national emissions trading scheme by 2017, the United Kingdom has been cooperating and working with them in order to align it and make it compatible with the European Union's Emission Trading Scheme (ETS). Such a relationship will reduce costs for firms as well as enhancing and promoting trading activities. Furthermore, the alignment and

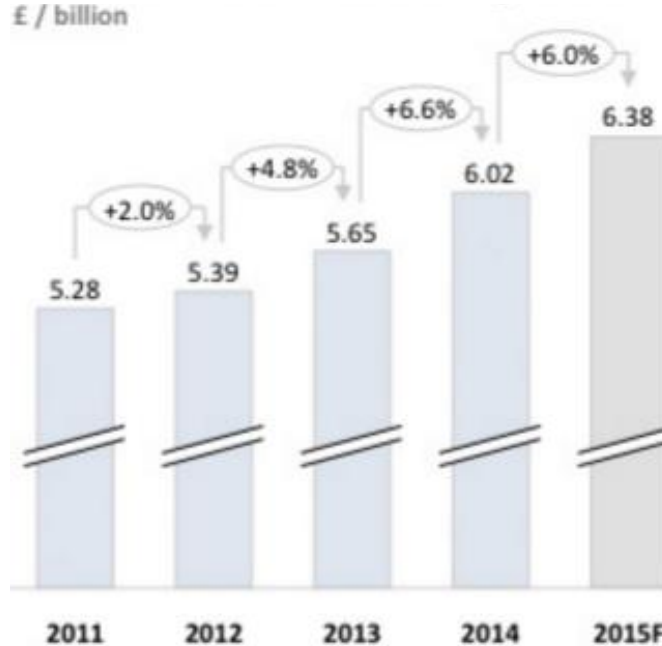
compatibility of both trading schemes will create a template, which will consequently facilitate the participation of other countries in the future. (Cuff, 2016)

## B) SUSTAINABILITY CONSULTING IN THE UK

The management consulting industry in the United Kingdom is the largest consulting industry in all Europe, with an estimated net worth of £8.6 billion according to the Management Consultancies Association (MCA)<sup>18</sup>.

With annual increases in its size, the consulting industry in the United Kingdom is stronger and more and more companies are eager and ready to invest in strategic initiatives. This trend has delivered an 8% increase in revenue for consulting firms. For example, in 2013, the low-carbon advisory services industry had a 3.9% compound annual growth rate generating £2.8 billion in revenues. (Statista, 2013)

Figure 15: Size of the UK Consulting Market (Consultancy.uk, 2015)

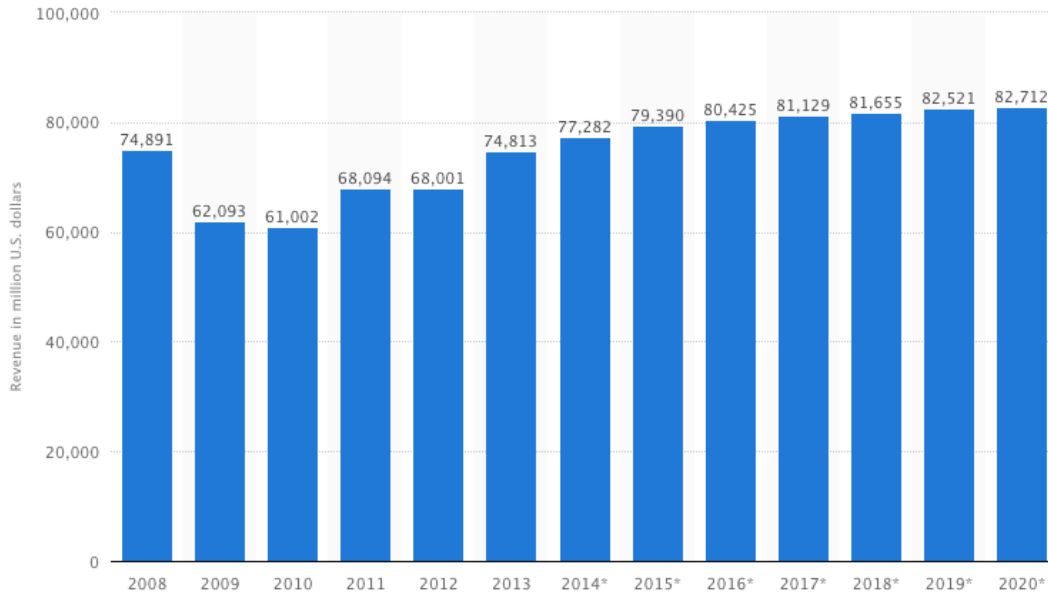


Forecasts show that by 2020, the revenues for consulting firms will reach a staggering \$82 billion dollars, representing an 2.84% growth compared to the current year 2016. Therefore, the UK consulting industry is in full swing, offering tremendous opportunities to its incumbents with high expected returns.

<sup>18</sup> The MCA is the representative body for management consulting firms in the UK. <https://www.mca.org.uk/about-us/>



Figure 16: Revenue of Business Consulting in the UK (2008-2020) (Statista, 2016)



(1) SUSTAINABILITY REPORTING IN PUBLIC SECTORS

Since 2012, all companies within the scope of the Greening Government Committees<sup>19</sup> are required to include a section regarding their performance on sustainability in their Annual Reports. The minimum requirements per area that must be included are summarized in the table below:

Table 2: Minimum Reporting Requirements (HM Treasury, 2014)

Area	Type	Non-financial Information	Financial Information
Greenhouse Gas Emissions	Scope 1: Direct GHG Emissions	All emissions resulting from sources owned or controlled by the organization must be accounted for. An analysis of related gas consumption, in Kwh, should also be included.	Gross expenditure on the purchase of energy, the CRC Energy Efficiency Scheme, accredited offset purchases, total expenditure on official business travel, and reported areas of energy.
	Scope 2: Indirect Emissions	All emissions resulting from energy consumed supplied by another party and purchased heat, steam, and cooling must be accounted for. An analysis of related energy consumption, in Kwh, should also be included.	
	Scope 3: Official Business Travel Emissions	Emissions relating to official business travel directly paid for by an organization must be accounted for.	
Waste Minimization and Management	N/A	Report absolute values for waste from the organization’s estate against the	Total expenditure on waste disposal and expenditure

<sup>19</sup> Greening Government Committees include departments, non-ministerial departments, non-department public bodies (NDPBs).

		following categories; (a) total waste arising, (b) waste sent to landfill, (c) waste recycled/ reused, (d) waste incinerated/ energy from waste.	against each of the additional three categories.
Finite Resource Consumption	N/A	Report on estates water consumption in cubic meters and consumption of any other finite resources where their use is material.	Total expenditure on purchase of related finite resources including purchase of licenses.
Biodiversity Action Planning	N/A	The commentary section must cover any biodiversity action plans and the organization’s performance against them in line with GGC.	Not required
Sustainable Procurement	N/A	The commentary must explain progress in achieving more sustainable procurement methods in line with GGC.	Not required

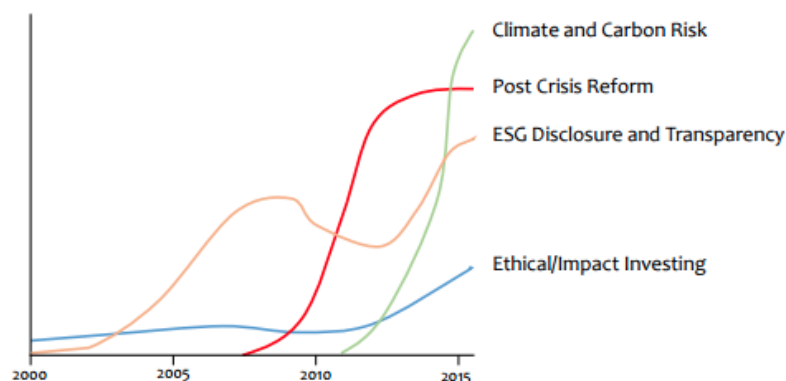
### C) GLOBAL HUB FOR GREEN FINANCE

With reports acknowledging the United Kingdom as a fast-growing green finance hub and the city of London announcing their Green Finance Initiative, the United Nations Environmental Program (UNEP) considers the UK a perfect fit to host the needed financial system for the sustainable development efforts and initiatives.

London’s Green Finance Initiative aims to “promote London’s status as a leading global center for green financial and professional services, advocate for specific policy and regulatory developments, and provide leadership on issues relating to market impediments and opportunities.” (City of London Corporation, 2016). More specifically, it aims to focus on the mobilization of all the resources required to successfully implement the UN’s Sustainable Development Goals and the Paris Climate Change Agreement.

In their report “*The UK: global hub, local dynamics*”, UNEP recognizes London as a key leader and player in the pursuit of a financial system that fully supports the transition towards a low-carbon economy. Moreover, it recognizes the UK as a leader in sustainable finance and a pioneer in introducing environmental and social policies regarding green bonds, responsible investments, sustainable banking, insurance risk, among others. Over the past 15 years, four key waves, as shown by the figure below, are acknowledged as part of the UK’s sustainable finance innovation. (UNEP, 2016)

Figure 17: Sustainable Finance Innovation in the UK (UNEP, 2016)



Furthermore, as explained by London’s Green Finance Initiative, the UK’s reputation for innovation, world-renown clusters of expertise, access to global investor base, and its recognized leadership in sustainability make it the ideal global hub for all green initiatives.

2. GERMANY

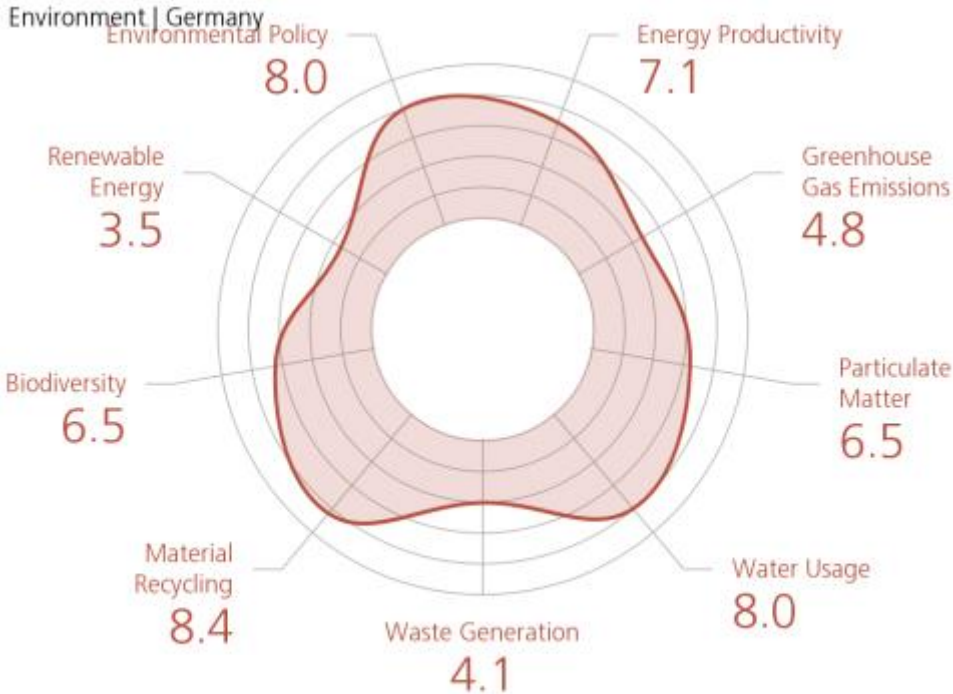
Germany is one of the European pioneers in regards to sustainability and environmental concerns. It was in 2011 amongst the group of EU countries with the second highest level of awareness on climate change, with scores between 70% an 79% for countries such as Germany, Sweden, Norway, France, Finland, and Hungary (Arlt, Hoppe, & Wolling, 2011).

Recent national events such as the “Future Earth” summits of 2014 and 2016 (Future Earth, 2016) have renewed the interest for environmental concerns and develop a solution-driven climate in Germany.

A) ACTIONS TOWARDS THE ENVIRONMENT

Germany is amongst the world leaders in terms of environmental and sustainability driven actions, ranking as high as 6<sup>th</sup> out of 178 countries with a score or 80.47 out of a 100 (Environmental Performance Index, 2014).

Figure 18: Effect of Environmental Actions on the Quality of the Environment

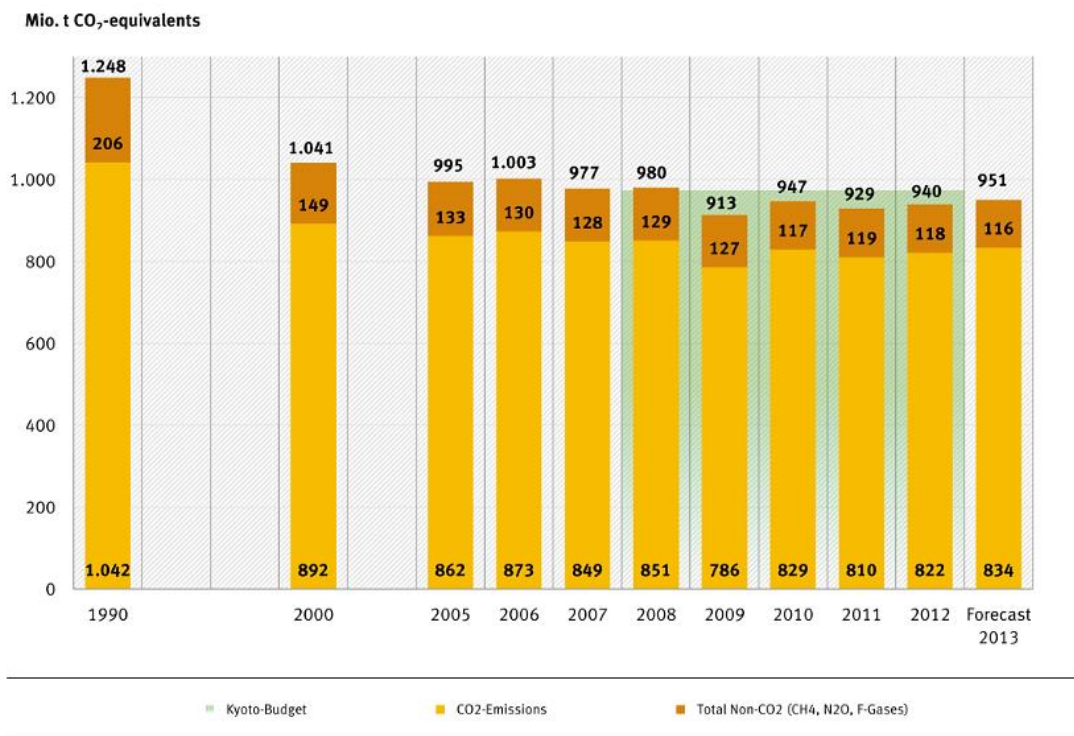


The creation in 2001 of a German Sustainability Council reinforced this leadership position. The council was set to report yearly on sustainability and to develop the implementation of the National Sustainable Strategy (German Council for Sustainable Development, 2016).

## (1) RENEWABLE ENERGIES AS A PRIORITY

Germany has always been amongst the pioneers in environmental policies, starting from the 90's. In the Kyoto Protocol of 1997, signing countries including Germany committed to achieving a 5.2% reduction in greenhouse gas emissions by 2012 in comparison with the 1990 rates. Germany maximized its renewable energies usage and reduced its greenhouse gas emissions by 27% between 1990 and 2014 (Atsachen Ueber Deutschland, 2016).

Figure 19: Greenhouse Gas Emissions in Germany 1990 - Forecast 2013 (European Environment Agency, 2015)



The Energy Reform is a highly important economic and environmental policy task in Germany which has taken further engagements towards the generalization of renewable energies usage through a restructuring of the country's power sources. The following steps have been decided upon (Atsachen Ueber Deutschland, 2016)<sup>20</sup>:

- By 2022: shut down of all nuclear power stations (only eight remain in operation since mid-2015, providing an average of 15% of the electricity mix, against 17 in 2011)
- By 2025: generation of 40 to 45% of the country's electricity by renewable sources
- By 2050 at the latest: a minimum of 80% of the electricity and 60% of all the energy to come from renewable energies.

<sup>20</sup> [www.tatsachen-ueber-deutschland.de/en/energy-reform-project-generations](http://www.tatsachen-ueber-deutschland.de/en/energy-reform-project-generations)

The Renewable Energy Act (EEG) was updated in 2014, giving renewable energies priority on the grid and installing a reward system to promote them. It has resulted in a drop in the price of renewables based electricity. Renewable heating sources are also a target, and should increase to 14% by 2020 according to the Renewable Heat Act (Stewart, 2015).

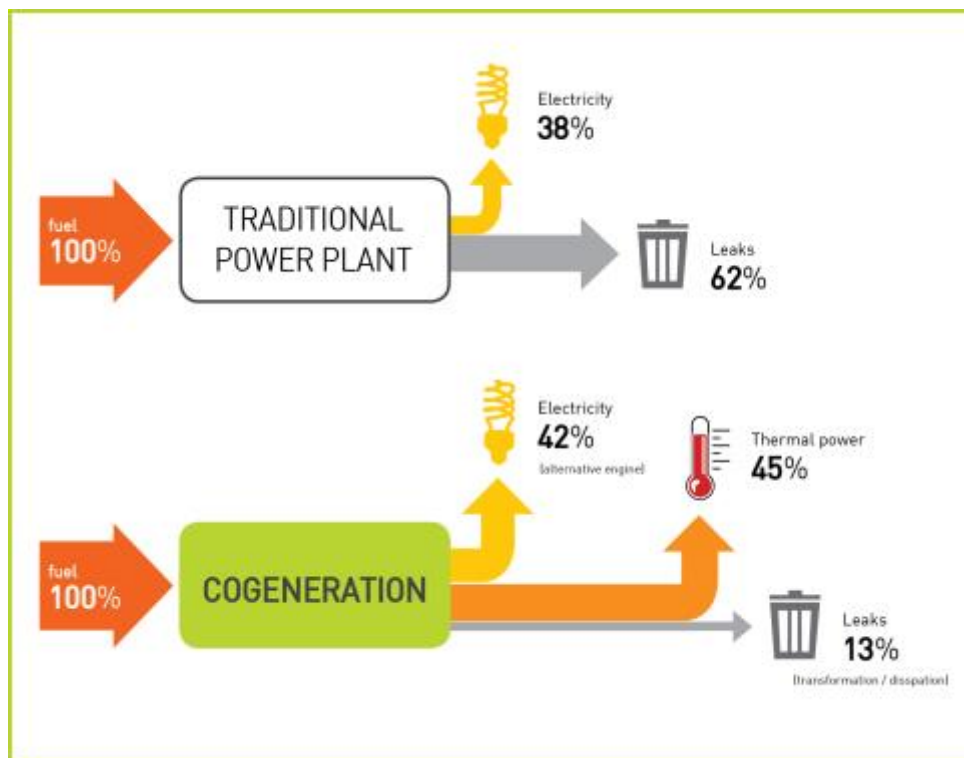
## (2) TAXING MEASURES

In addition to the petroleum tax of 1951 – updated in 2007 – Germany has instituted the “eco-tax” on gasoline and diesel for vehicles as well as heating oil and fossil fuels used for electricity generation. These taxes not only serve an environmental friendly purpose but also are re-invested in the economy to improve competitiveness (Stewart, 2015).

## (3) WASTAGE MANAGEMENT

In addition to its famous recycling efficiency, one way Germany is fighting wastage is the Cogeneration Act of 2002 by which 25% of the country’s power supply are to come from cogeneration by 2020 (Stewart, 2015). Cogeneration is a way to reuse the heat normally wasted in power generation.

Figure 20: The Cogeneration System<sup>21</sup>



<sup>21</sup> Extracted from: [www.enpowersolutions.com/our-solutions/power-generation-and-renewables/](http://www.enpowersolutions.com/our-solutions/power-generation-and-renewables/)

#### (4) DESIGNING FOR SUSTAINABILITY

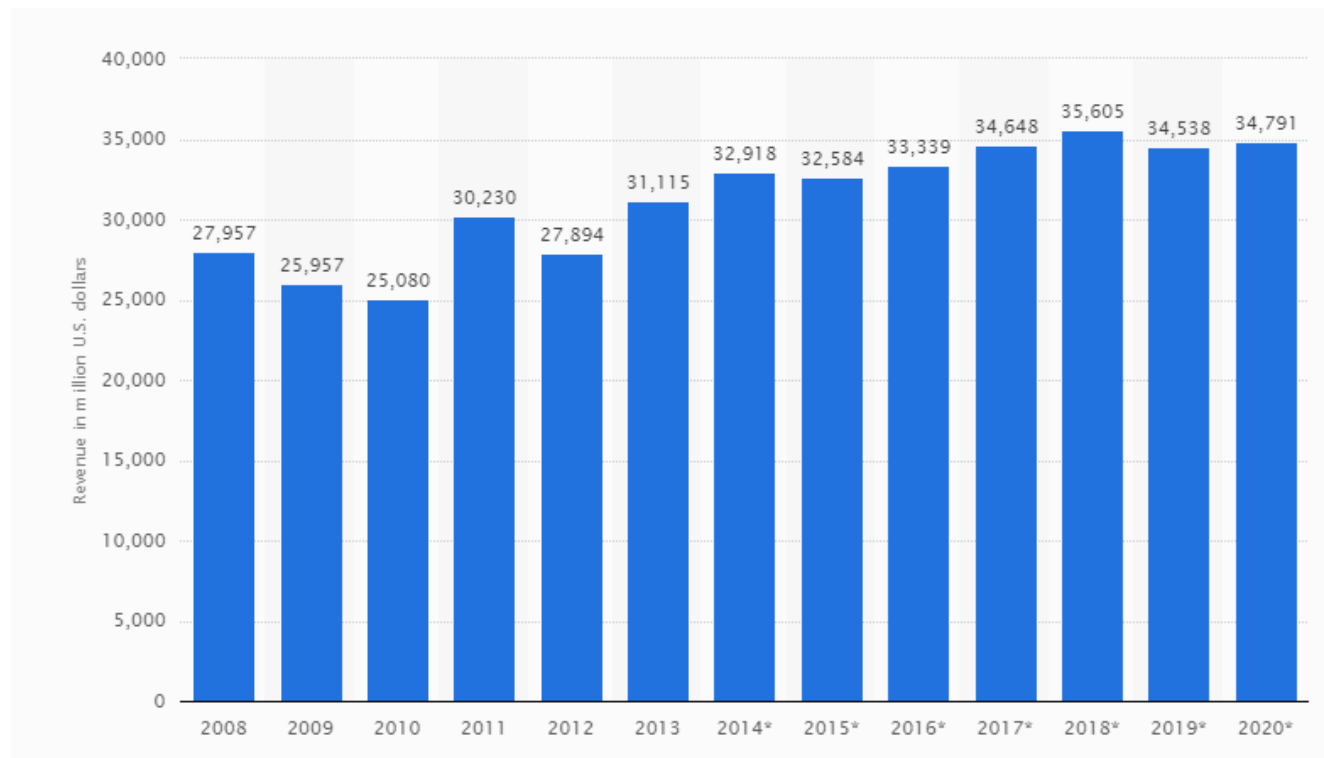
Several are currently under scrutiny by the German authorities (Stewart, 2015):

- Expansion of the grid;
- Renovation of old buildings to reduce wastage of energy;
- The Ecodesign Directive (ErP) for the improvement and regulations of product according to their energy performance;
- Encouragement of alternative forms of transportation.

#### B) SUSTAINABILITY CONSULTING IN GERMANY

Germany has a flourishing management consulting industry, the second largest of Europe after the United Kingdom with a market value of € 25.2 billion (Consultancy.uk, 2015). Between 2005 and 2014, the market doubled, and its revenues are in regular growth since 2008 and predicted to remain above the current numbers until 2020 (Statista, 2016).

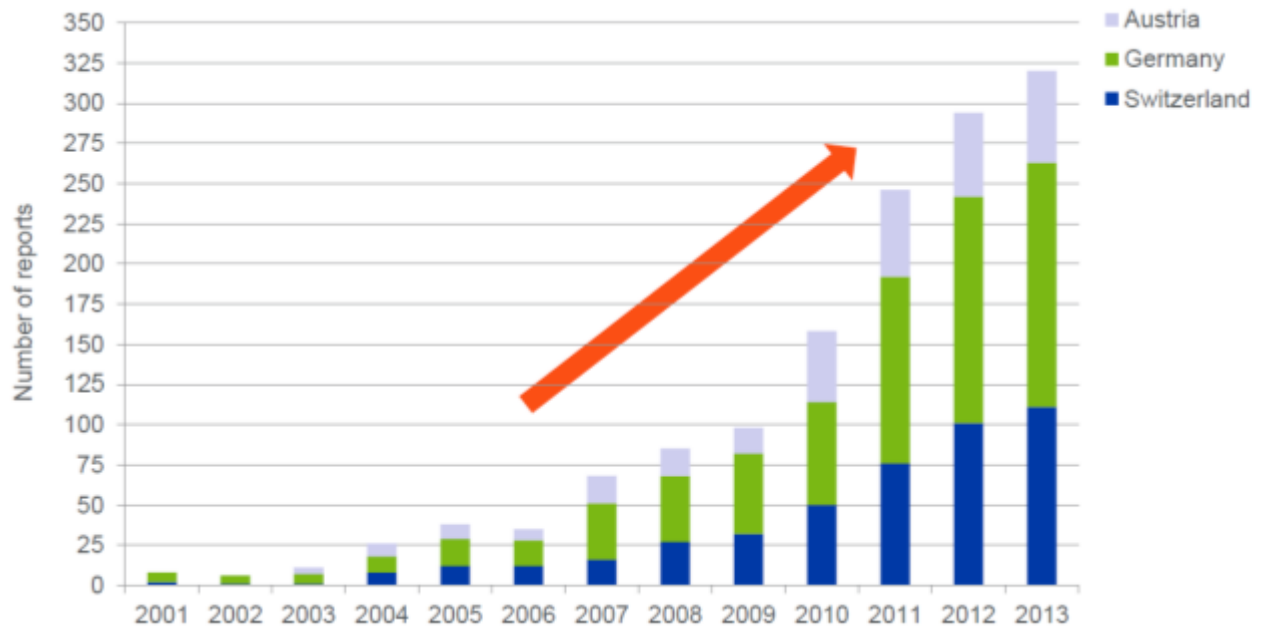
Figure 21: Revenue of Business Consulting in Germany from 2008 to 2020 (in million U.S. dollars)



Although sustainability consulting itself does not yet appear as one of the main sectors of the consulting industries, it is developing rapidly specially in “Green Countries” such as Germany.

As an indicator of this, sustainability reporting in European German-speaking countries is in constant growth since 2006 with an acceleration since 2010 (BSD Consulting, 2014).

Figure 22: Number of Sustainability Reports in European German-speaking Countries



Sustainability consulting in Germany, therefore, appears as a dynamic industry with a growing market share and popularity.

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1. POLITICAL ENVIRONMENT

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A) RISE OF EMERGING MARKETS

*BRICS*

The BRICS rapid development has had a strong negative impact on the environment of the five countries (Brazil, Russia, India, China, South Africa). To maintain their newly found economic attractiveness, they will have to take measures towards a more sustainable growth (Brandão Santana, Rebelatto, Périco, & Barberio Mariano, 2014). This represents an opportunity for the sustainability consulting industry.

*THE NEXT 11*

Bangladesh, Egypt, Indonesia, Iran, South Korea, Mexico, Nigeria, Pakistan, the Philippines, Turkey, and Vietnam have been defined as the next 11 emerging markets (Goldman Sachs, 2007) and present potential new targets for sustainability consulting firms.

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B) GOVERNMENTAL PRIORITIES

In May 1998, Organization for Economic Collaboration and Development (OECD) Ministers agreed “that the achievement of sustainable development is a key priority for OECD countries”. A report followed in 2001 (OECD, 2001), set policies for member states to follow in order to make sustainable development a priority.

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C) ENVIRONMENTAL PROTECTION POLICIES

Strengthening of “World Policies” for the Protection of the Environment through World Summits such as the United Nations Conference on the Human Environment (UNCHE) 1972 (Stockholm conference); UN Conference on Environment and Development (UNCED) 1992 (Rio Conference Earth Summit); UN General Assembly Special Session on Sustainable Development in New York 1997 (Earth Summit II) and World Summit on Sustainable Development (WSSD) 2002 in Johannesburg.

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2. ECONOMICAL ENVIRONMENT

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A) DEFICIT/AUSTERITY/ECONOMIC INSECURITY

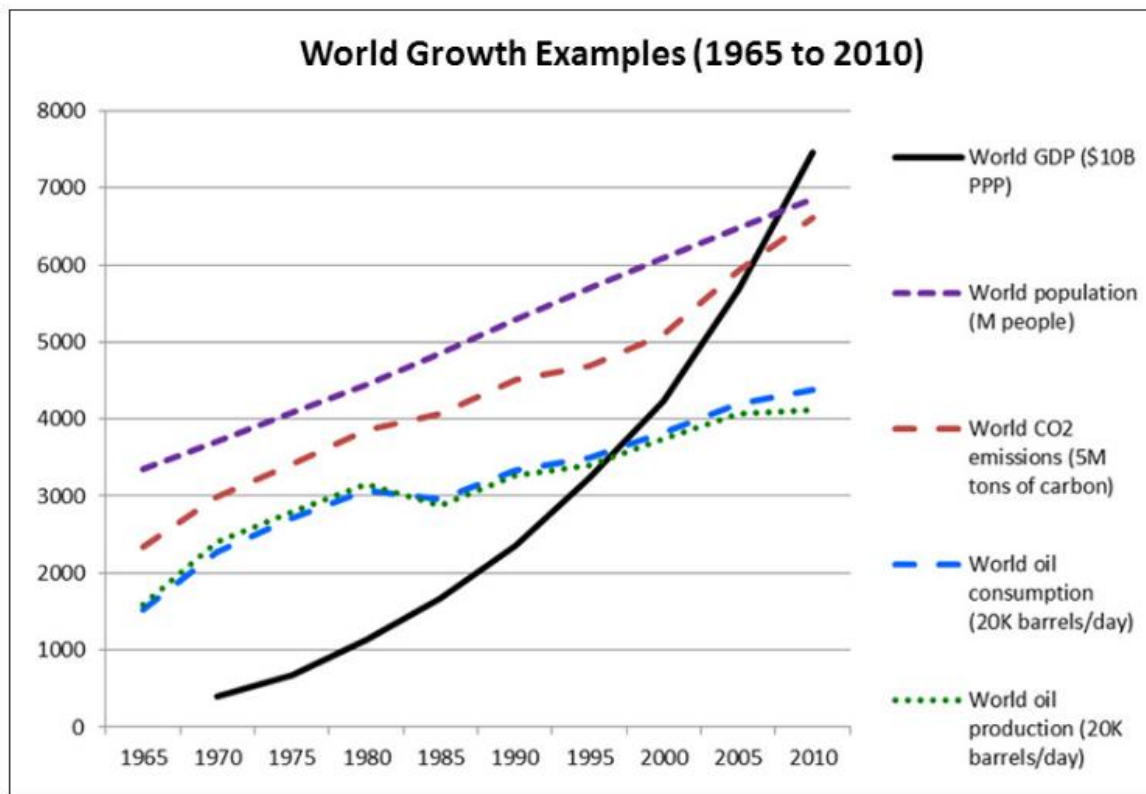
Although global economic insecurity, and austerity seem to be pushing sustainability and environmental concerns on the second plan, they can also represent an opportunity for a thinking shift on how business is made and how we can change our economic attitudes towards more sustainability, with social benefits as well as environmental.



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## B) EFFECT OF ECONOMIC GROWTH ON THE ENVIRONMENT

Figure 23: Effects of economic and consumption growth on the environment



This chart (Karen L. Higgins, 2013) illustrates how the accelerating consumption and economic growth of the past decades have affected the environment (through indicators such as CO<sub>2</sub> emission and oil consumption/production). With CO<sub>2</sub> emission growing faster than the world population and the pace of economic growth accelerating, environmental concerns must become central and sustainability a necessity.

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## C) SHIFT TO E-COMMERCE AND E-SERVICES

In a paper from June 2016, Sanjay Chaudhary from the Delhi School of Business drew some conclusion on the relationship between e-commerce and organization sustainability (Chaudhary, 2016). He led an opinion survey in which a mean score of 3.61 (for a maximum of 5) indicating that the respondents overall believe there exist a positive relation between e-commerce and the sustainability of a business organization.

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## D) CIRCULAR ECONOMY

Circular economy corresponds to a new model of industrial economy in which no waste or pollution is produced. It is now part of the EU's action plan (European Union, 2016).

Figure 24: Circular Economy v. Linear Economy<sup>22</sup>



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## E) AGGRESSIVE GREENING OF SUPPLY CHAINS & GREEN SUPPLY CHAIN MANAGEMENT

The greening of supply chains is a new trend for corporations wishing to surf the green wave and seize new opportunities for business growth. It can be achieved through best practices, green supply chains information system, and reforms on transportation (Wharton University of Pennsylvania, 2012).

Green supply chain management (GSCM) is a new model of supply chain management inspired by recent environmental concerns. It seeks to enhance sustainable performances of the supply chains<sup>23</sup>.

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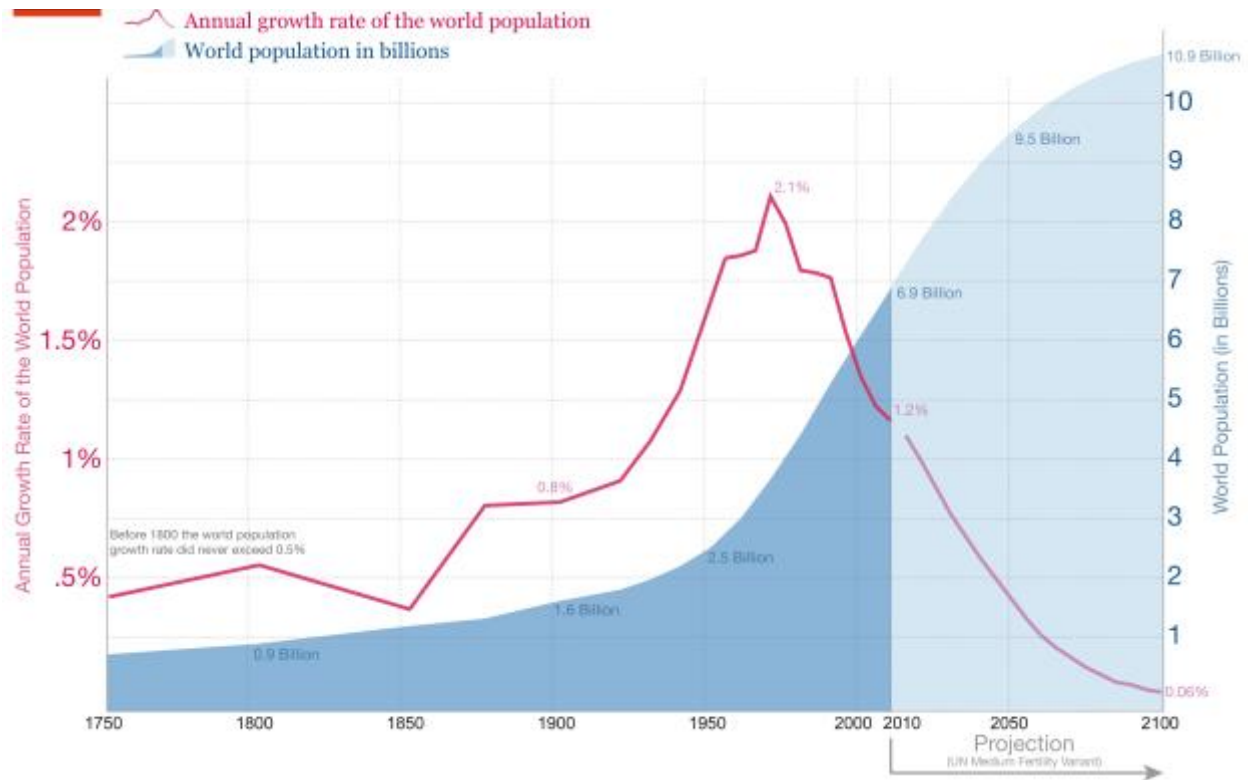
<sup>22</sup> Seen in: <http://sustainablebrandsbarcelona.com/blog/circular-economy-closing-the-loop/>

<sup>23</sup> See: <http://www.sciencedirect.com/science/article/pii/S2212827114008488>

### 3. SOCIAL ENVIRONMENT

#### A) POPULATION EVOLUTION

Figure 25: World Population Growth 1750-2100 (Ortiz-Ospina & Roser, 2016)



#### B) POPULATION MOBILITY

##### *Population's movements and impact on the environment*

Population movements and mobility result in the multiplication of transport use which has a strong polluting effect. Air transport in particular is responsible for a large part of greenhouse gas emissions.

For example, forecasts for the EU expect CO<sub>2</sub> emissions as well as the number of flights to grow by 45% each between 2014 and 2035 (European Commission - FairTax Project, 2016). It represented 3% of the total EU greenhouse emission in 2011.

#### C) EDUCATION, INTEGRATION OF SUSTAINABILITY CONCERNS IN EDUCATION

With the growing interest in sustainability, education has been a lead for minds' evolutions towards a more sustainable future.

The concept of Education for Sustainable Development (ESD), also called Sustainability Education (SE) or Education for Sustainability (Efs), has been developed and implemented worldwide. It has also been the object of a UNESCO promotion and development program emphasized in 2014/2015 (UNESCO, 2015)

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#### D) NGOS' ROLE IN CHANGE OF ATTITUDE TOWARDS ENVIRONMENT

Non-governmental organizations (NGOs) have played a major role in pushing for sustainable development at the international level. They have been the instigators and inspirations of inter-governmental negotiations, often with good results (BSD Global, 2013).

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### 4. TECHNOLOGICAL ENVIRONMENT

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#### A) DEVELOPMENT OF DIGITAL COMMUNICATIONS

In addition to the obvious effect of digital communication on the environment (reduction of paper use, waste, postal transports etc.), additional benefits can be created for companies and businesses if they seize them.

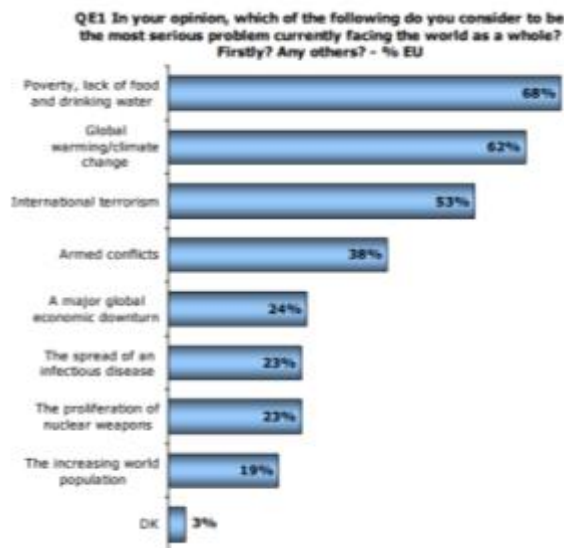
With 80% of the market value of companies depending on relationships with its stakeholders (Friedman, 2015), digital communications are an opportunity to create a stronger, more durable brand. For any business, including consulting firms which depend even more on stakeholders' relations and their own reputation, it is a major opportunity.

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#### B) SOCIAL MEDIA AND THEIR ROLE IN ENVIRONMENTAL CONCERNS AND AWARENESS ON SUSTAINABILITY

With the growing prominence of environmental concerns, social media and media in general have successfully been passing on the message. As a first hint of a positive result, in 2008, a survey of the European Commission showed that 62% of European citizens felt that climate change was amongst the most serious societal problem faced at the time by the world as a whole (European Commission & European Parliament, 2008).

Figure 26: European Commission Survey Extract<sup>24</sup>



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<sup>24</sup> Extracted from: European Commission, 2008, public opinion archives, [www.ec.europa.eu/public\\_opinion/archives/ebs/ebs\\_300\\_full\\_en.pdf](http://www.ec.europa.eu/public_opinion/archives/ebs/ebs_300_full_en.pdf)

## 5. LEGAL ENVIRONMENT

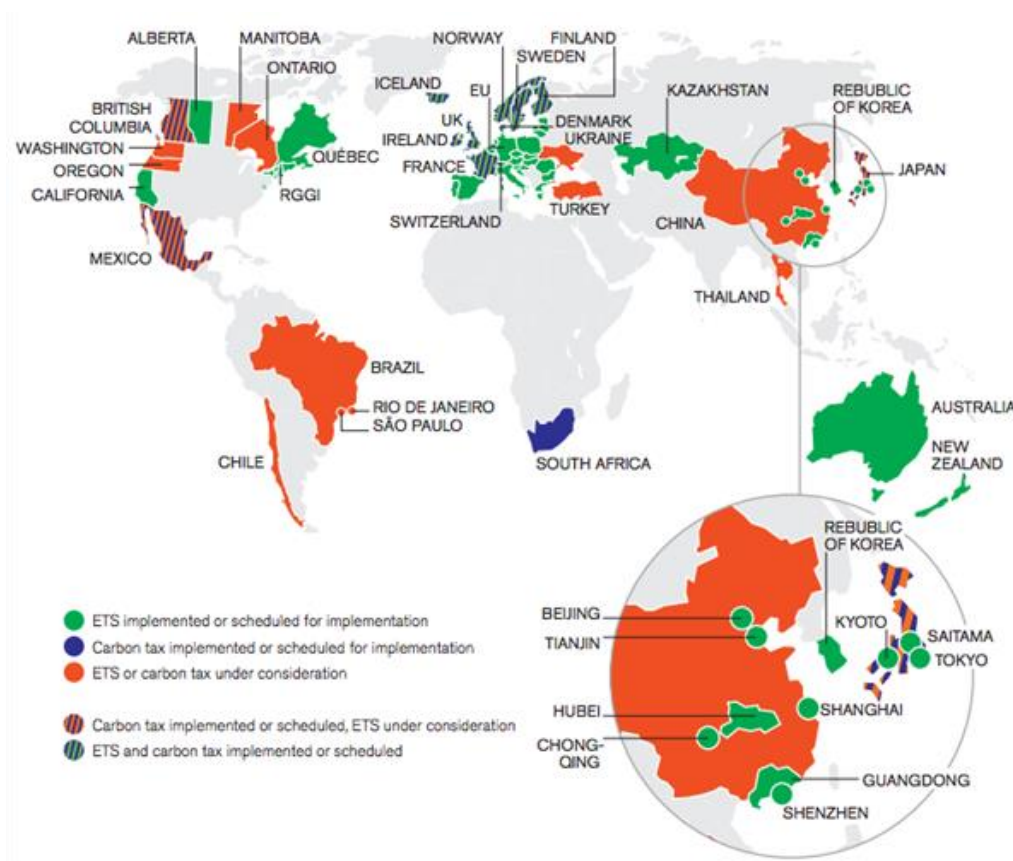
### A) NATIONAL & EU LEGISLATIONS CHANGING TOWARDS MORE "GREEN" ATTITUDES

#### *The EU emission trading system (ETS)<sup>25</sup>*

The EU ETS is a European Union initiative for the reduction of greenhouse gas emissions Europe wide. It is in play in all European Union members as well as Norway, Iceland, and Liechtenstein. It has efficiently reduced emissions from more than 11,000 heavy energy-using installations (power stations & industrial plants) and airlines, and covers around 45% of the EU's greenhouse gas emissions.

#### *Carbon Pricing*

Figure 27: Summary Map of Existing, Emerging, and Potential Carbon Pricing Instruments<sup>26</sup>



### B) INTERNATIONAL AGREEMENTS

*Kyoto Protocol (2005)<sup>27</sup>*

*Third international conference on small island developing states (SIDS conference 2014)<sup>28</sup>*

*United Nations Conference on Sustainable Development, Rio+20 (2012)<sup>29</sup>*

<sup>25</sup> (European Commission, 2016)

<sup>26</sup> (Carbonbrief.org, 2014)

<sup>27</sup> <http://www.kyotoprotocol.com/>

<sup>28</sup> <http://www.sids2014.org/>

<sup>29</sup> [www.uncsd2012.org/](http://www.uncsd2012.org/)

*Millennium Declaration & Summit (2000)* <sup>30</sup>

*International Conference On Financing for Development (2015)* <sup>31</sup>

*World Summit On Sustainable Development (2002)* <sup>32</sup>

*Earth Summit+5 (1997)* <sup>33</sup>

*Conference on Environment & Development (1992)* <sup>34</sup>

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## 6. ENVIRONMENTAL CONCERNS

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### A. CLIMATE CHANGE MITIGATION

Recent efforts towards the reduction of greenhouse gases emissions have been called climate change mitigation. It covers both technical/technological aspects (such as a switch to renewable energies) and management aspects (changing company practices for more sustainability or influencing consumers' behavior for example) (UNEP, s.d.).

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### B. CLIMATE CHANGE ADAPTATION

Climate Change Adaptation represents a similar objective than climate change mitigation but with a focus on planning and early adaptation rather than remedies a posteriori (European Commission, 2016).

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<sup>30</sup> <http://www.un.org/en/development/devagenda/millennium.shtml>

<sup>31</sup> <http://www.un.org/esa/ffd/ffd3/>

<sup>32</sup> <http://www.un.org/events/wssd/>

<sup>33</sup> <http://www.un.org/esa/earthsummit/>

<sup>34</sup> <http://www.un.org/geninfo/bp/enviro.html>

## INTERNAL FACTORS

### Strengths (S)

- Important international and local clientele
- Current services align with legal requirements in the UK
- Planning of sustainable events
- Social Responsibility, Positive Brand Image and Marketing
- Exclusive networks for clients
- Strong and exclusive focus on sustainability
- Excellent decision-making in choosing the right markets

### Weaknesses (W)

- Lack of services a majority of other similar firms offer.
- Poor website design
- Weak global brand awareness
- No major clients

### Opportunities (O)

- Venture into new industries/markets
- Availability of New Services
- Brexit and the impending uncertainty
- UN 2030 Agenda for Sustainable Development
- Interest for sustainability globally, especially in target countries (e.g. 2nd German "Future Earth" Summit of 2016)

### Threats (T)

- Saturated market with many incumbents and similar services
- Industry's growth and emergence of new competitors
- Global uncertainty

## EXTERNAL FACTORS

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1. STRENGTHS

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A. IMPORTANT INTERNATIONAL AND LOCAL CLIENTELE

Global Sustain has and currently is working with important international and local clients; they are also members of the Global Sustain network. They are subsidiaries of international companies such as Coca-Cola, Municipal Waste Europe, Microsoft, Boehringer Ingelheim, Swarovski, British American Tobacco, the United Nations Environment Programme (UNEP). In Greece, its headquarter, Global Sustain has major clients such as Alpha Bank, Goldair Handling, the Public Power Corporation (PPC), Piraeus Bank, Hellenic Petroleum and AB Vassilopoulos, to name a few.

Such an important clientele portfolio is a strong indicator of the growth of a company. Testimonials provide one of the most important and persuasive means of publicity. It allows the strengthening of the brand as well as the company's credibility and reputation. Any potential client can access this information and favor the company.

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B. CURRENT SERVICES ALIGN WITH LEGAL REQUIREMENTS IN THE UK

*Fines for Environmental Offenses*

Since 2014, the Sentencing Council Guideline for Environmental Offenses (SCGEO) introduced a tariff-based approach for all environmental offenses as well as the possibility of judicial actions in the criminal courts. Medium and large companies face fines varying from tens of thousands to millions of pounds. (Sentencing Council, 2016)

Thus, medium and large companies are most likely seeking the services of consultant firms that can guide them through the development of a sustainability strategy to avoid facing judicial actions.

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C. PLANNING OF SUSTAINABLE EVENTS

According to data, 17% of sustainability consulting firms offer the planning, production, and host of "green" events or the "greening" of any event<sup>35</sup>. Global Sustain offers its members exclusive services such as online M2M, M2M meetings, and monthly brunch meetings where discussions regarding the latest developments in sustainability and networks are held.

Global Sustain also organizes, co-organizes, supports, and participates in local and international conferences, exhibitions, or events to discuss sustainability policies & programs and deliver market intelligence and know-how. Furthermore, they organize the annual Sustainability Forum, which includes hands-on workshops and brings together sustainability experts.<sup>36</sup>

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<sup>35</sup> Source: <http://www.sustainabilityconsulting.com/blog/2013/4/24/17-of-sustainability-consulting-firms-offer-green-events-and-event-planning?rq=sustainability%20consulting>

<sup>36</sup> For more information regarding the Sustainability Forum, visit: [www.sustainabilityforum.gr](http://www.sustainabilityforum.gr)



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#### D. SOCIAL RESPONSIBILITY, POSITIVE BRAND IMAGE AND MARKETING

As a socially responsible entity, Global Sustain allocates at the end of every fiscal year funds to sponsor and finance non-profit projects that address social, environmental, and other social needs. Some of the NGOs Global Sustain have cooperated in the past with are Doctors Without Borders, Hellenic Society for Disabled Children, The Smile of the Child, Volunteers against Cancer, among others. These actions, as part of the company's social and corporate responsibility, have positive effects on its brand image and reputation and is a source of positive marketing. (Global Sustain, 2016)

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#### E. EXCLUSIVE NETWORKS FOR CLIENTS

##### *Peer Networking*

Only 18% of sustainability consulting firms have created networks exclusively for their clients to foster strong connections and have access to the top experts in the sustainability field (SustAinability, 2016). Global Sustain is one them: through their Members-to-Members (M2M) network clients can communicate, present and share new, innovative sustainable services, synergize, cooperate in mutually benefiting projects, and learn about any new developments in sustainability. (Global Sustain, 2016)

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#### F. STRONG AND EXCLUSIVE FOCUS ON SUSTAINABILITY

Following the differentiation strategy, experts consider that the competitive advantage of a business lies in demonstrating and developing a deeper understanding of the needs and requirements of the industry and their clients. Furthermore, firms can demonstrate they not only possess the skills and resources needed but also the internal & external capabilities required to provide tailored services and foresee future trends. Consequently, a perception of expertise in the industry is created.

Focus is a powerful tool; David Temporal states in his article "Building a Powerful Advantage through an industry-sector focus": "*When the areas of focus are carefully chosen, it results in a gradual realignment towards the areas of greatest business potential.*" (Temporal, 2014)

Furthermore, initially focusing on one industry allows the firm to get established, define capabilities and skills, and create brand awareness and reputation. Once established and with successful business units, the company can easily expand into new markets and industries allowing its reputation to precede it.

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#### G. EXCELLENT DECISION-MAKING IN CHOOSING THE RIGHT MARKETS

Global Sustain's target markets/countries are all key players and in some cases, pioneers of the sustainability industry. Countries with strong commitment to sustainability and its development offer great opportunities for the growth of the firm. Both the United Kingdom and Germany are at the forefront with their initiatives and are leading examples in the industry.

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## 2. WEAKNESSES

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### A. LACK OF SERVICES A MAJORITY OF SIMILAR FIRMS OFFER

#### *Marketing and Communications*

Whether offering marketing services to “green” companies or offering “green” marketing services to companies, 54.1% of sustainability consulting firms list them as part of their services. Even though some experts claim it is unproductive, expensive, inefficient, more and more companies are publicly reporting on their sustainability initiatives and consider green marketing an essential component in their sustainability efforts. (SustAinability, 2016)

#### *Stakeholder Engagement*

Stakeholders include investors, shareholders, employees, customers, communities, partners, among others. Recent studies show employees have increasing interest in being part of companies that support environmental and social causes. It is therefore a way for companies to increase their employee retention and engagement and have more productive and efficient personnel.

Part of good business practice is knowing and understanding what stakeholders consider important, what they care for, and what motivates them; companies understand this and seek professional assistance from the approximately 49% of sustainability consulting firms currently offering this service. (SustAinability, 2016)

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### B. POOR WEBSITE DESIGN

Websites often provide the first impression a client has of the brand and in most case, also provide the first point of contact between the firm and potential customers. Studies show a good website design generates better customer traffic, new business, and increases the possibility of acquiring new clients; furthermore, it increases the company’s likeability and trustworthiness.

In a matter of seconds, a potential client decides to take action or leave the site in search of another one<sup>37</sup>. Research made by website designer Joseph Putnam shows that an astounding 94% of factors mentioned for mistrusting or rejecting a website were *design related*, the rest was content related. (Putnam, 2011)

Another research done by Change Sciences Group, shows that as usability of a website and trust perceived by clients are directly proportional. As usability declines, trust decreases and vice versa. Improving the site’s usability by 1%, will increase trust by 0.5-1.5% and conversion by 1-2%. (Change Sciences Group, 2013)

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### C. WEAK GLOBAL BRAND AWARENESS

The consulting and services industry is defined by market saturation and high competition. Internationally, the industry is led by what is known as the “Big Four”: PwC, Deloitte, EY, and KPMG (Accenture is also renown worldwide). Locally, the constant emergence of new consulting firms is not uncommon. All these factors pose a real challenge for companies who want to gain brand awareness.

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<sup>37</sup> According to studies, it takes 60 seconds for an average person to try and give up.

It takes only a quick online search, similar to what any potential client might do, to discover that currently Global Sustain is not listed. This was also confirmed in some short discussions with SustAinability's Director Zöe Arden and AccountAbility's Head of Research David Pritchett. Both provided a suggested list of the top sustainability consulting firms in the United Kingdom and Global Sustain was not mentioned on either one of them. Similarly, it is not mentioned on worldwide or German 'top sustainability consulting firms' listings<sup>38</sup>.

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#### D. NO MAJOR CLIENTS

Global Sustain has worked with the Greek subsidiaries of important international companies such as Coca Cola and Microsoft. However, it still has failed to secure at least one major international client that can increase the brand's awareness and reputation. Having a major global client will create a domino effect, with other firms wishing to partner with the firm.

It is important for Global Sustain to constantly research and study opportunities with important companies; for example, find if international companies have ended their contract with their consultancy firm, what international companies are looking to partner, what new or existing companies are on the rise, etc.

Study them, make the connection, gain influence, and persevere through tough times are some of the tips mentioned by Matthijs Keij, CEO of FlxOne, on how to land an important client for your business. (Keij, 2016)

## B. EXTERNAL FACTORS

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### 3. OPPORTUNITIES

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#### A. VENTURE INTO NEW INDUSTRIES/MARKETS<sup>39</sup>

##### *Energy-efficient Buildings*

The 2010 Energy Performance of Buildings Directive (EPBD) and the 2012 Energy Efficiency Directive aim to "promote the improvement of energy performance in buildings by encouraging owners and tenants to choose energy efficient buildings when seeking new premises and to improve the energy efficiency of buildings that they already occupy". (European Commission, 2016)

Therefore, new buildings will be in the search for assessors and/or auditors to provide them with an "Energy Performance Certificate", which could subsequently give them a competitive advantage over the others since it can be display by law in all of their sale or rental advertisements. Existing/old buildings will be in the lookout to hire consultants to assess their profile and guide them in their journey to become energy-efficient, lose their outdated status, and gain competitive advantage.

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<sup>38</sup> See: <http://www.environmentalleader.com/2015/01/12/top-environmental-consulting-firms-ranked/>

<sup>39</sup> Environmental Legislation and Incentives in the UK:

<http://www.carbonaction2050.com/sites/carbonaction2050.com/files/document-attachment/4%20-%20Environmental%20Legislation%20and%20Incentives%20in%20the%20UK.pdf>

### *In the United Kingdom*

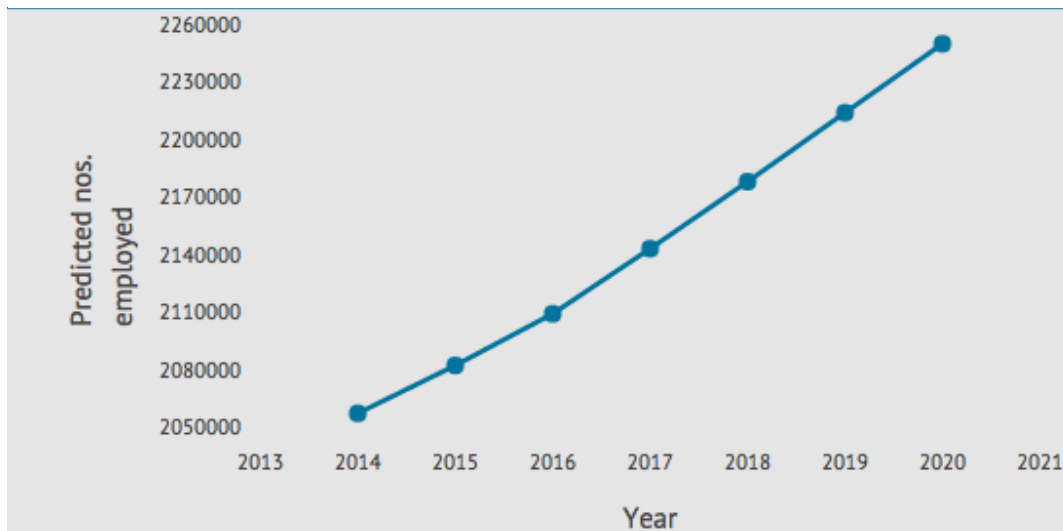
The United Kingdom's compromise toward sustainability has provided new possible industries and markets to serve. Some important industries that have been gaining a lot of awareness and are in constant growth are those related to the Carbon Reduction Commitment (CRC) and its Efficiency Scheme, the Carbon Emission Reporting, and the Site Waste Management Plan (SWMP).<sup>40</sup>

### *Commercial Energy Assessor (CEA)*

The provision of EPCs can only be exclusively granted by a Commercial Energy Assessor. To become a CEA, a Level 3 Certificate in Non-Domestic Energy Assessment is needed as well as being registered with a Department for Communities and Local Government (DCLG) approved accreditation scheme.<sup>41</sup> Incomes for CEA may vary, for example: starting CEAs (£16,000 annually), senior CEAs/consultants (£30,000 annually) or more. However, if the individual, consultant, and/or firm is already qualified in a related role (e.g. surveyor) the income could be much higher.

Other opportunities can arise after becoming a CEA; with further training, a CEA can also become a low carbon assessment, assessor training. For already established consultant firms, these services can be a complement to the company's existing ones.

Figure 28: Predicted # of Workers in the Sector (National Careers Service, 2016)



<sup>40</sup> For more information about these sectors, see Section 7: Environmental Analysis, Part A.1: the United Kingdom.

<sup>41</sup> Becoming a CEA: <https://nationalcareersservice.direct.gov.uk/advice/planning/jobprofiles/Pages/commercialenergyassessor.aspx>

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## B. AVAILABILITY OF NEW SERVICES

### *Building Environment and Environmental Consulting*

These type of services mainly deal with any physical development and the sustainable use of building and/or land. Data show that 32% of sustainability consulting firms include it as part of their offerings. (SustAinability, 2016)

### *Energy Auditing and Operational Efficiency*

Included in this category are services related to the auditing of energy and operational efficiency but also sustainability strategy services that work towards the “greening” of business practices and processes; 31% of consulting firms include these services as part of their curriculum. (SustAinability, 2016)

### *Carbon and Renewable Energy*

Here the main focus is the minimization, documentation, and reduction of greenhouse gas emissions and the assistance in the use, development, and purchase of renewable energy. Carbon accounting as well as the monitoring and response to new related legislations are another aspect. Approximately 29% of sustainability consulting firms offer this service. (SustAinability, 2016)

### *Product and Value Chain Services*

Product and value chain services refer to the minimization and improved efficiency in the use of materials and resources, reduction of environmental and social impact, optimization of process, and maximization of profits and benefits. To do so, 26% of firms offer an analysis of the supply and value chain, product’s life cycle assessments, design of “green” products, among others. (SustAinability, 2016)

### *Sustainability Software*

Very few of the consulting companies are involved in the development of sustainability software, approximately 8%. These type of software are commonly known as Enterprise Carbon and Energy Management Systems (ECEM) and offer services such as energy, environmental, and carbon management. (SustAinability, 2016)

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## C. BREXIT AND THE IMPENDING UNCERTAINTY

### *Turning the Current Crisis into an Opportunity*

As a main consequence of Brexit, the current economic approach will change and shift into new horizons, pushing existing and new players to do things differently. Turning the impending crisis into an opportunity for the sustainability market is essential.

Supporting and dealing with organization resilience, especially in times of uncertainty and accelerated changes, is a task that should not be overlooked. Sustainability consultants must therefore be prepared to offer incumbents (existing and emerging) with well-thought-out plans.

First of all, when dealing with uncertain times, scenarios must be created to account for all possible futures. Scenarios, although they do not decrease the level of uncertainty, provide a constructive and manageable way to deal with the absence of certainty and an understanding of possible

challenges and how to respond to them. Furthermore, they provide the flexibility and quick learning needed to adapt when one strategy fails.

The current crisis also offers opportunities to foster innovation in systems, living conditions, government policies, the environment, amongst others. Recent years have witnessed growing interest in sustainability from the population, willing to act as agent of change. The emergence of technological shifts that will help accelerate and achieve the desired sustainable future are also part of this opportunity.

### *Pressures of Global Sustainability*

It is neither unusual nor surprising to assume the pressures to achieve global sustainability will decrease or fade due to Brexit. Although the focus is being mainly placed on the ongoing negotiations, the trends and forecasts only show that, on the contrary, an intensification of these pressures, which are primarily due to the fact that the most important regulations are coming from China. On conclusion, pressures for global sustainability will remain (and even intensify in the upcoming years) for all the business in the United Kingdom.

### *Fragmentation*

With a population of 64.1 million, a risk of fragmentation and alienation is very likely to occur. Consequently, any organization based in the United Kingdom will have to address and play a major role in tackling this situation.

Fragmentation and chaos enables organizations to take advantage of the situation by setting themselves apart through determination, innovation, and inventiveness. Moreover, it provides an opportunity for newcomers to step up and grasp attention.

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## D. UN 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

Sustainability consulting firms have in their hands the possibility to work and cooperate with small, medium, and large enterprises in the common fight towards the achievement of the UN's 2030 Agenda for Sustainable Development. Partnering and working as agents of change with others will surely yield advantageous benefits. Below, some of the agenda's goals are listed and briefly discussed as they are considered important opportunities Global Sustain could get involve in.

### *Goal 6: Water and Sanitation*

The main goal is to ensure a sustainable management and availability of water and sanitation for all. Currently, 663 million people do not have access to improved drinking water sources, and those who do (approximately 1.8 billion globally) use sources fecally contaminated. Furthermore, 2.4 billion people worldwide lack access to basic sanitation services. (United Nations, 2016)

### *Goal 7: Energy*

With energy being one of the main contributors of climate change (accounting for 60%), reducing carbon intensity and emissions is of utmost importance towards the long-term climate objectives. To be able to ensure access to affordable, reliable, and modern energy, sustainable management plays the main role. The agenda is inclining towards an enhanced international cooperation that

would facilitate access to and promote investment in sustainable energy sources. (United Nations, 2016)

### *Goal 11: Sustainable Cities and Communities*

Half of the world's population (around 3.5 billion) live in cities. However, many challenges exist in ensuring job creations, prosperity, and growth without damaging the land and its resources (with cities currently responsible for 60-80% of energy consumption and 75% of carbon emissions). Nonetheless, the high density of cities can be taken advantage of by using them to gain efficiency, bring technological innovations, and reducing overall energy and resources consumption. (United Nations, 2016)

### *Goal 12: Sustainable Consumption and Production*

To ensure sustainable consumption and production patterns it is necessary to promote efficiency in the usage of resources and energy, design sustainable infrastructures, and to guarantee the access to basic services and green jobs.

By doing more and better with less, reduction of environmental costs and damages and efficiency in the usage of resources can be achieved as well as allowing to fully integrate sustainability into companies' ongoing operations and processes. Its success depends on the cooperation amongst different key players such as businesses, consumers, consulting firms, retailers, and media. (United Nations, 2016)

### *Goal 17: Partnerships*

Success can only be achieved if all stakeholders cooperate with each other sharing the same vision and goals; these stakeholders include the society and the private and public (government) sectors.

These partnerships are to promote long-term investments for the achievement of sustainable energy, infrastructure, logistics, and technologies. The government needs to set the pace and direction as well as establish frameworks, incentives, and regulations to attract further investments that will ensure the achievement of sustainable development. (United Nations, 2016)

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## **E. INTEREST FOR SUSTAINABILITY GLOBALLY, ESPECIALLY IN TARGET COUNTRIES**

Both countries have shown keen interest in achieving sustainable development and have put plans in motion to do so as well as activities to raise awareness and consciousness. The United Kingdom, for example, has established a well-sought out plan involving all major industries including the government itself.

Germany has been one of the most important pioneers when it comes to sustainability and environmental concerns and driven actions as well as having high level of awareness on climate change issues. Since 2014, the Deutsches Komitee für Nachhaltigkeits-forschung<sup>42</sup> in Future Earth, also known as DKN, has been organizing summits that reunite experts, scientists, and stakeholders providing a space to discuss and exchange opinions, ideas, interests, etc. about sustainability as well as promoting integrative research activities.

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<sup>42</sup> Deutsches Komitee für Nachhaltigkeits-forschung in Future Earth: German committee for Sustainable Research <http://www.dkn-future-earth.org/en/calendar/german-future-earth-summit/german-future-earth-summit-2016/about-the-summit-news-and-key-dates.html>

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## 4. THREATS

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### A. SATURATED MARKET WITH MANY INCUMBENTS AND SIMILAR SERVICES

The sustainability consulting market can be considered a saturated market where existing incumbents have to face the constant emergence of new firms. Generally-speaking, the majority of firms offer similar services giving little to no-space for differentiation.

#### *Strategic Planning and Implementation*

According to data, almost 100% of sustainability consulting firms offer this service. It encompasses a wide variety of topics such as assessments, definition of short- and long-term objectives, timetables or roadmapping, and strategy implementation. Even though this service cannot provide major means of differentiation, it is definitely a crucial component of the main services all sustainability consulting firms must offer. (SustAinability, 2016)

#### *Training or Education*

This type of service includes any type of education, training or coaching. 68% of sustainability consulting firms include training as part of their services (SustAinability, 2016). However, it is also a crucial component since to really achieve sustainability all workforce must be involved as mentioned by Diane Wood, President of the National Environment Education Foundation, in her 2011 report “Creating a More Sustainable Company through Employee Engagement”.

“While in the past, most environmental education programs were primarily for environmental safety and health employees, many companies now realize that to achieve their sustainability goals they need to involve the entire workforce.” (Wood, 2011)

#### *Sustainability Reporting*

As part of their Corporate and Social Responsibility efforts, companies get involve in Sustainability Reporting because of their desire for transparency, for their investors and regulatory activities as well as use them as management tools (risk analysis, process improvements, etc). At the end of every fiscal year, they may present, asides from their annual finance report, one specific to sustainability and CSR. The interest in Sustainability Reporting among companies continues to increase, which is one of the reasons why almost 53% of consulting firms offer this service. (SustAinability, 2016)

#### *Benchmarking and Competitive Analysis*

Performing an industry and competitors research and assessment to determine current best practices and expected trends lead to overall improvement in the sustainability department. Almost 43% of consulting firms include benchmarking and competitive analysis as part of their curriculum of offers and services. (SustAinability, 2016)

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### B. INDUSTRY'S GROWTH AND EMERGENCE OF NEW COMPETITORS

The shifts in mentality towards sustainable development, forecasted growth of the industry and its attractiveness, the global trends influencing the market, the new frameworks and directives proposed by the European Commission and the United Nations are all factors contributing to the continuous change of the industry, with new competitors constantly emerging. Such a situation is



threat to current incumbents, which forces firms to invest and spend more. This inders differentiation possibilities, new customers acquisition, and market share growth.

### C. GLOBAL UNCERTAINTY

Current times are being impacted by waves of social, geopolitical, and economic instability (e.g. economic slowdown, terrorism, refugee crisis, deepening of social inequalities). In a recent survey done by PwC, 74% of global business leaders agreed this situation will directly impact economic and business growth: 27% of the “optimists (previous year was 37%) consider global growth will increase, whereas the “pessimists” consider it will worsen has increase from 17% to 23%. (PwC, 2016)




Furthermore, the falling of oil prices will most likely affect investments in renewable energies as well as the commitment of governments towards carbon emission reductions, who often prefer cheap energy sources rather than zero-carbon energy sources as they are more expensive and unpopular. (The New York Times, 2016)



Figure 29: Expected Global Growth (PwC, 2016)

## VII. COMPETITORS ANALYSIS

### A. GLOBAL COMPETITORS

	<p><b>Global Sustain</b>  <a href="http://www.globalsustain.org">www.globalsustain.org</a></p> 	<p><b>PwC</b>  <a href="http://www.pwc.com">www.pwc.com</a></p> 	<p><b>Accenture</b>  <a href="http://www.accenture.com">www.accenture.com</a></p> 
Overview and Profile	Global Sustain offers services and solutions related to sustainability and corporate responsibility, among others. It has offices in 9 countries including the UK, Greece, US, and Germany.	PwC offers professional services at multinational levels. With headquarters in London, it is considered the largest professional services firm in the world as well as one of the “Big Four” Auditors.	Accenture provides a broad variety of services and solutions in strategy, consulting, operations, technology, and digital.
Competitive Advantages	<ul style="list-style-type: none"> <li>- Yearbook series (trusted by more than 50 companies worldwide)</li> <li>- Provides own personal site for clients</li> <li>- Offers various ways to maintain and engage clients</li> </ul>	<ul style="list-style-type: none"> <li>- Strong brand positioning, reputation, and awareness worldwide</li> <li>- Major global presence with offices in 157 countries and 756 locations</li> <li>- Not exclusively a sustainability consulting firm, offering a wide variety of services to clients</li> <li>- High employee retention<sup>43</sup></li> </ul>	<ul style="list-style-type: none"> <li>- Major global presence and focus (more than 120 countries)</li> <li>- Strong brand positioning, awareness, and reputation</li> <li>- Industry differentiation (works with more than 40 industries)</li> <li>- #1 largest independent technology services provider</li> <li>- Trusted client relationships (97% of them have worked at least 10 years)</li> <li>- 14 consecutive appearances on Fortune’s “World’s Most Admired Companies”<sup>44</sup></li> </ul>
Target Markets	<ul style="list-style-type: none"> <li>- Financial services</li> <li>- Pharmaceutical</li> <li>- ICT</li> </ul>	<ul style="list-style-type: none"> <li>- Aerospace</li> <li>- Automotive</li> <li>- Banking and financial services</li> </ul>	<ul style="list-style-type: none"> <li>- Automotive and industrial</li> <li>- Banking</li> <li>- Capital markets</li> </ul>

<sup>43</sup> In 2015, Universum named PwC the “2<sup>nd</sup> most attractive employer in the world” <http://universumglobal.com/insights/worlds-top-10-employers/>

<sup>44</sup> Ranked #36: <http://fortune.com/worlds-most-admired-companies/accenture-36/>

	<ul style="list-style-type: none"> <li>- Consumer Goods</li> <li>- Food and Beverage</li> <li>- Material Usage and Recycling (waste management)</li> <li>- Consultants</li> <li>- Telecommunications</li> </ul>	<ul style="list-style-type: none"> <li>- Chemicals and metals</li> <li>- Communications</li> <li>- Energy and Mining</li> <li>- Entertainment and Media</li> <li>- Government and public services</li> <li>- Infrastructure and real estate</li> <li>- Healthcare</li> <li>- Hospitality</li> <li>- Manufacturing</li> <li>- Technology</li> <li>- Transportation and Logistics</li> <li>- Retail</li> <li>- Insurance</li> <li>- Manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>- Chemicals</li> <li>- Communications, Media, and Technology</li> <li>- Consumer Goods and Services</li> <li>- Energy</li> <li>- Health</li> <li>- Insurance</li> <li>- Life Sciences</li> <li>- Natural Resources</li> <li>- Public Services</li> <li>- Travel</li> <li>- Utilities</li> </ul>
Revenue for the Group	\$3.8M <sup>45</sup>	\$35.4 billion <sup>46</sup>	\$31 billion <sup>47</sup>
Marketing Strategy	<ul style="list-style-type: none"> <li>- Maintain and engage stakeholders through monthly meetings, newsletters</li> <li>- Sustainability Forum (provides exposure/brand knowledge)</li> <li>- Annual NGO project funding</li> </ul>	<ul style="list-style-type: none"> <li>- Close work relationship with Government entities and charitable programs<sup>48</sup></li> <li>- Global Food Supply and Integrity Services<sup>49</sup></li> <li>- Strong focus on community engagement and Corporate Responsibility<sup>50</sup></li> </ul>	<ul style="list-style-type: none"> <li>- Close work relationship with government entities<sup>51</sup></li> <li>- Events sponsoring (e.g. #Race4TheCure NYC)</li> <li>- Strong Corporate Responsibility and Citizenship (e.g. volunteering programs, Skills to Succeed<sup>52</sup>)</li> <li>- “Go Green” initiatives<sup>53</sup></li> </ul>

<sup>45</sup> As seen on [www.owler.com](http://www.owler.com) (Owler, 2016)

<sup>46</sup> For the year 2014/15, according to PwC’s Annual Report 2015

<sup>47</sup> For the year 2014/15, according to Accenture’s Annual Report 2015

<sup>48</sup> Programs such as Girls’ Education Challenge (GEC) (PwC, 2015) and the Crown Estate “Inspiring Trust Through Insight” (PwC, 2015)

<sup>49</sup> Working with the Chinese Government, to enhance food safety and quality standards <http://www.pwc.com/gx/en/services/food-supply-integrity-services.html>

<sup>50</sup> Through community activities, hours of professional services and skilled volunteering, monetary donations (PwC, 2015)

<sup>51</sup> Exclusive provider for National Security Services (Government Spending, 2016)

<sup>52</sup> Provides in-need populations with relevant skills for job opportunities (Accenture, 2016)




<sup>53</sup> 8 consecutive appearances in CR Magazine’s 100 Best Corporate Citizens and part of CDP’s Climate A List for two consecutive years (Accenture, 2016)

<p>Products &amp; Services</p>	<ul style="list-style-type: none"> <li>- Advisory services in: sustainability strategy and report, responsible investments, benchmarking, project management</li> <li>- Training, including in-house</li> </ul>	<ul style="list-style-type: none"> <li>- Strategic sustainability and development</li> <li>- Assurance and reporting</li> <li>- Governance, risk, and compliance</li> <li>- Supply chain and operations</li> <li>- Policy and economics</li> <li>- Tax and the regulatory environment</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability strategy<sup>54</sup> (design, innovation, partnership services)</li> <li>- Sustainability Operational Excellence (Analytics and insights, Trust and Reputation Management, Sourcing and Procurement, Supply Chain, Performance and Risk Management, Green IT)</li> <li>- Energy and Resource Optimization (Environmental Health and Safety, Energy Efficiency &amp; Emissions, Clean Energy Solutions, Waste, Water, and Recycling)</li> </ul>
<p>Pricing &amp; Costs</p>	<p>Offers annual subscriptions/memberships according to firm category and chosen services:</p> <ul style="list-style-type: none"> <li>- Corporate: Silver (1500 eur), Gold (3000 eur), Platinum (8500 eur)</li> <li>- NGOs and Society: Free or Premium (500 eur)</li> </ul>	<p>Confidential.</p>	<p>Confidential.</p>

<sup>54</sup> Accenture Sustainability Services (Accenture, 2016)

**B. COMPETITORS IN THE UK**

**1. MAIN COMPETITORS ANALYSIS**

	<p><b>Global Sustain</b>  <a href="http://www.globalsustain.org">www.globalsustain.org</a></p> 	<p><b>AccountAbility</b>  <a href="http://www.accountability.org">www.accountability.org</a></p> 	<p><b>SustainAbility</b>  <a href="http://www.sustainability.com">www.sustainability.com</a></p> 
Overview and Profile	Global Sustain offers services and solutions related to sustainability and corporate responsibility, among others. It has offices in 9 countries including the UK.	AccountAbility, with offices in London, Dubai, Zurich, Riyadh, and New York, focuses on solutions, advices, and services related to corporate responsibility and sustainable development.	A certified B Corp firm with offices in both Europe and North America, SustainAbility focus and services include research, stakeholder engagement, and strategy development.
Competitive Advantages	<ul style="list-style-type: none"> <li>- Yearbook series (trusted by more than 50 companies worldwide)</li> <li>- Provides own personal site for clients</li> <li>- Offers various ways to maintain and engage clients</li> </ul>	<ul style="list-style-type: none"> <li>- Major clients such as Disney, Nestle, Maersk, Coca Cola</li> <li>- Trademarked “Responsible Competitiveness” Research</li> <li>- Certification as a Sustainability Assurance Practitioner (CSAP)</li> </ul>	<ul style="list-style-type: none"> <li>- Certified B-corp</li> <li>- Major clients such as Nike, Ford, Starbucks, Shell</li> <li>- Own hybrid consulting and think tank model</li> <li>- Engaging Stakeholders Network</li> </ul>
Target Markets	<ul style="list-style-type: none"> <li>- Financial services</li> <li>- Pharmaceutical</li> <li>- ICT</li> <li>- Consumer Goods</li> <li>- Food and Beverage</li> <li>- Material Usage and Recycling (waste management)</li> <li>- Consultants</li> <li>- Telecommunications</li> </ul>	<ul style="list-style-type: none"> <li>- Financial services</li> <li>- Pharmaceutical</li> <li>- Energy and extractives</li> <li>- Telecommunications</li> <li>- Consumer Goods</li> <li>- Food and Beverage</li> </ul>	<ul style="list-style-type: none"> <li>- Consumer goods</li> <li>- Healthcare and Life Sciences</li> <li>- Mining and Materials</li> <li>- Chemicals Footwear and Apparel</li> <li>- Food and Beverage</li> <li>- Energy and Utilities</li> <li>- Transport and Mobility</li> <li>- ICT</li> <li>- Consumer Goods</li> <li>- Financial Services</li> </ul>
Revenue for the Group	\$3.8M <sup>55</sup>	Confidential.	Less than \$1 M <sup>56</sup>

<sup>55</sup> As seen on [www.owler.com](http://www.owler.com) (Owler, 2016)

<sup>56</sup> Information seen on [www.owler.com](http://www.owler.com) (Owler, 2016)

<p>Marketing Strategy</p>	<ul style="list-style-type: none"> <li>- Maintain and engage stakeholders through monthly meetings, newsletters</li> <li>- Sustainability Forum (provides exposure/brand knowledge)</li> <li>- Annual NGO project funding</li> </ul>	<ul style="list-style-type: none"> <li>- One of the main focus is R&amp;D through the AccountAbility Institute.</li> <li>- Freely available AA1000 Series of Standards: AA1000 AccountAbility Principles Standards, AA1000 Assurance Standards, AA1000 Stakeholder Engagement Standard</li> </ul>	<ul style="list-style-type: none"> <li>- Engaging Stakeholders Network</li> <li>- Annual publications of reports regarding expected, trends, sustainability leaders</li> </ul>
<p>Products &amp; Services</p>	<ul style="list-style-type: none"> <li>- Advisory services in: sustainability strategy and report, responsible investments, benchmarking, project management</li> <li>- Training, including in-house</li> </ul>	<p>Specialized in:</p> <ul style="list-style-type: none"> <li>- Sustainability strategy and reporting</li> <li>- Responsible competitiveness</li> <li>- Materiality assessment</li> <li>- Stakeholder engagement</li> <li>- Corporate responsibility</li> <li>- Sustainable development research</li> </ul>	<p>Specialized in:</p> <ul style="list-style-type: none"> <li>- Stakeholder engagement</li> <li>- Sustainability development</li> <li>- Research (trends analysis, materiality analysis, climate change diagnostics)</li> </ul>
<p>Pricing &amp; Costs</p>	<ul style="list-style-type: none"> <li>- Offers annual subscriptions/memberships according to firm category and chosen services:</li> <li>- Corporate: Silver (1500 eur), Gold (3000 eur), Platinum (8500 eur)</li> <li>- NGOs and Society: Free or Premium (500 eur)</li> </ul>	<ul style="list-style-type: none"> <li>- AA1000 Training, Certification, Licensing: £500 for each commercial use of the Standard</li> </ul>	<ul style="list-style-type: none"> <li>- Engaging Stakeholders Network (Inscription fee: \$20,000)</li> </ul>

## 2. OTHER COMPETITORS ANALYSIS


Company	Overview and Profile	Competitive Advantages	Products and Services
<p>Futerra  <a href="http://www.wearefuterra.com">www.wearefuterra.com</a></p> 	<p>With offices in London, Stockholm, New York, San Francisco, and Mexico City, Futerra specializes in sustainability branding and creativity.</p>	<ul style="list-style-type: none"> <li>- Creators of Sustainable Lifestyles Frontier Group (SLFG), Swishing, and Futerra Lab.<sup>57</sup></li> <li>- Major clients include SAB Miller, Unilever, Lego.</li> <li>- Certified B-corp firm</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability</li> <li>- Corporate responsibility</li> <li>- Communications; creative</li> <li>- Branding</li> <li>- Behavior change</li> <li>- Employee engagement; strategy</li> <li>- Communications</li> </ul>
<p>Forum for the Future  <a href="http://www.forumforthefuture.org">www.forumforthefuture.org</a></p> 	<p>Independent NGO focusing on sustainability development mainly in the food, energy, shipping, finance, and digital technology sectors.</p>	<ul style="list-style-type: none"> <li>- Network of more than 130 organizations worldwide</li> <li>- School of System Change<sup>58</sup></li> <li>- Major clients include 3M, eBay, Heineken</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability strategy</li> <li>- Futures</li> <li>- System innovation</li> </ul>
<p>Corporate Citizenship  <a href="http://www.corporate-citizenship.com">www.corporate-citizenship.com</a></p> 	<p>Founded in 1996, Corporate Citizenship is a global management consultancy specializing in sustainability and corporate responsibility.</p>	<ul style="list-style-type: none"> <li>- Major clients include Lafarge, Golden Agri-Resources</li> <li>- Has offices serving the North American, Latin American, European, and Asian markets.</li> <li>- Part of Chime Communications Limited.</li> </ul>	<ul style="list-style-type: none"> <li>- Assurance</li> <li>- Benchmarking</li> <li>- Community investment</li> <li>- Corporate foundations</li> <li>- Environment</li> <li>- Impact measurement</li> <li>- Reporting</li> <li>- Research and futures</li> <li>- Stakeholder engagement</li> <li>- Supply chain</li> <li>- Sustainability strategy</li> <li>- Thought leadership</li> </ul>
<p>Anthesis  <a href="http://www.thesisgroup.com">www.thesisgroup.com</a></p>	<p>Anthesis is a specialist global consultancy with locations in the US, UK, Germany,</p>	<ul style="list-style-type: none"> <li>- Have acquired/merged with many consultancy firms such as Best Foot</li> </ul>	<ul style="list-style-type: none"> <li>- Strategy Development</li> <li>- Materiality Assessment</li> <li>- Reporting</li> <li>- Footprint Reduction</li> <li>- Stakeholder Engagement</li> </ul>

<sup>57</sup> SLFG aims to provide a guide and enable sustainability lifestyles across industries, Swishing combines “glamour, environmental protection, and frugality”, Futerra Lab provides opportunities for startup transformative businesses.

<sup>58</sup> Provides learning for professionals in the areas of diagnosis, strategy, innovation, collaboration, leadership. (Forum for the Future, 2016)




	<p>China, Middle East, and the Philippines.</p>	<p>Forward, M4C, Second Nature, LRS</p> <ul style="list-style-type: none"> <li>- CDP Accredited Provider</li> <li>- Awards (2014 Business Achievement Award) and features (Verdantix's 2015 Smart Innovations)</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability Metrics</li> <li>- Environment</li> <li>- Supply Chain</li> <li>- Business Process Transformation</li> </ul>
<p>Radley Yeldar <a href="http://www.ry.com">www.ry.com</a></p> 	<p>RY is an independent creative consultancy founded in 1986 with operating offices in London and Birmingham.</p>	<ul style="list-style-type: none"> <li>- Major clients include Coca Cola HBC and KBC Bank.</li> </ul>	<ul style="list-style-type: none"> <li>- Specializes in the following sectors:</li> <li>- Brand (insight, strategy, identity)</li> <li>- Sustainability (strategy, engagement, reporting, social reputation)</li> <li>- Digital (strategy, capability, design)</li> <li>- Corporate reporting (benchmarking, guidance)</li> <li>- Employee and customer engagement</li> </ul>
<p>Salter Baxter <a href="http://www.salterbaxter.com">www.salterbaxter.com</a></p> 	<p>An international sustainability strategy and communications consultancy firm, mainly based in New York and London.</p>	<ul style="list-style-type: none"> <li>- More than 100 offices in 22 countries</li> <li>- Major clients include L'Oréal, BP, Adidas Group</li> </ul>	<ul style="list-style-type: none"> <li>- Strategic advisory work</li> <li>- Branding</li> <li>- Sustainability and corporate social responsibility (CSR)</li> <li>- Stakeholder engagement</li> <li>- Corporate reporting</li> <li>- Digital communications</li> <li>- Corporate issues management</li> <li>- Materiality</li> </ul>
<p>Dragon Rouge <a href="http://www.dragonrouge.com">www.dragonrouge.com</a></p> 	<p>Founded in 1991, Dragon Rouge works with a wide range of UK and multinational clients. It also has offices in Paris, Warsaw, Hamburg, New York, São Paulo,</p>	<ul style="list-style-type: none"> <li>- Aside from sustainability services, Dragon Rouge also offers services regarding design and innovation.</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability strategy</li> <li>- Brand positioning</li> <li>- Brand analytics</li> <li>- Portfolio strategy</li> </ul>



	Shanghai, and Singapore.		
<p>2 Degrees  <a href="http://www.2degreesnetwork.com">www.2degreesnetwork.com</a></p> 	<p>2degrees is a digital collaboration platform and service provider which aims to help customers cut costs, reduce risks, and drive innovation.</p>	<ul style="list-style-type: none"> <li>- Major clients include Panasonic, gsk, and the Royal Bank of Scotland</li> <li>- Unique online platform</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability</li> <li>- Environment (climate change, carbon, water, energy, renewable power, recycling)</li> <li>- Networking and collaboration</li> <li>- Smart cities</li> <li>- Employee engagement</li> <li>- Supply chain</li> <li>- CSR</li> </ul>

**C. COMPETITORS IN GERMANY**

**1. MAIN COMPETITORS ANALYSIS**

	<b>Global Sustain</b> <a href="http://www.globalsustain.org">www.globalsustain.org</a> 	<b>ARUP</b> <a href="http://www.arup.com">www.arup.com</a> 	<b>BSD Consulting</b> <a href="http://www.bsdconsulting.com">www.bsdconsulting.com</a> 
Overview and Profile	Global Sustain offers services and solutions related to sustainability and corporate responsibility, among others. It has offices in 9 countries including Germany.	Arup is a multi-disciplinary trust with environmental and sustainability consulting services.	BSD Consulting is a global sustainability consultancy firm certified B-corp. It has activities in eleven countries including Germany.
Competitive Advantages	<ul style="list-style-type: none"> <li>- Yearbook series (trusted by more than 50 companies worldwide)</li> <li>- Provide own personal site for clients</li> <li>- Offers various ways to maintain and engage clients</li> </ul>	<ul style="list-style-type: none"> <li>- No shareholders allowing for more independence and more reinvestment in R&amp;D.</li> <li>- Offices in 38 countries</li> <li>- Expertise in both business and technical issues</li> <li>- Awards (Consultants of the year 2013, Gender Equality Award WGEA 2015)</li> </ul>	<ul style="list-style-type: none"> <li>- Global presence (11 countries)</li> <li>- Certified B-corp. (for the group)</li> <li>- Major clients (BMW &amp; Lufthansa in Germany)</li> </ul>
Target Markets	<ul style="list-style-type: none"> <li>- Financial services</li> <li>- Pharmaceutical</li> <li>- ICT</li> <li>- Consumer Goods</li> <li>- Food and Beverage</li> <li>- Material Usage and Recycling (waste management)</li> <li>- Consultants</li> <li>- Telecommunications</li> </ul>	<ul style="list-style-type: none"> <li>- Aviation</li> <li>- Buildings (artistic, commercial, educational, residential, hotels)</li> <li>- Energy &amp; resources</li> <li>- Public sector &amp; infrastructures</li> <li>- Maritime</li> <li>- Mining</li> <li>- Retail</li> <li>- Science &amp; industry</li> <li>- Water</li> </ul>	<ul style="list-style-type: none"> <li>- Travel emissions</li> <li>- Governance systems</li> <li>- Event sustainability</li> <li>- Food &amp; beverage</li> <li>- Material use and recycling</li> </ul>
Revenue for the Group	\$3.8M <sup>59</sup>	\$1.4bn (£1.13bn) <sup>60</sup>	\$5.1M (CHF 5.5M) <sup>61</sup>

<sup>59</sup> As seen on [www.owler.com](http://www.owler.com) (Owler, 2016)

<sup>60</sup> For year 2014/15, according to ARUP annual report 2015

<sup>61</sup> According to BSD sustainability report 2013 and [www.owler.com](http://www.owler.com)




Marketing Strategy	<ul style="list-style-type: none"> <li>- Maintain and engage stakeholders through monthly meetings, newsletters</li> <li>- Sustainability Forum (provides exposure/brand knowledge)</li> <li>- Annual NGO project funding</li> </ul>	<ul style="list-style-type: none"> <li>- Constant re-investments in R&amp;D</li> <li>- Sharing of 2/3 of profits with employees</li> <li>- Comprehensive solutions (consultancy, engineering, design etc.)</li> <li>- Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>- High integration of shareholders</li> <li>- Training programs</li> <li>- Poster-child attitude towards sustainable behavior and standards</li> <li>- Creation of external solutions and compasses (e.g. Reporting 3.0<sup>62</sup>, Tripplus<sup>63</sup>, Compass<sup>64</sup>)</li> </ul>
Products & Services	<ul style="list-style-type: none"> <li>- Advisory services in: sustainability strategy and report, responsible investments, benchmarking, project management</li> <li>- Training, including in-house</li> </ul>	<ul style="list-style-type: none"> <li>- IT &amp; communications strategy</li> <li>- Resilience, security &amp; risks</li> <li>- Operations</li> <li>- Organizational behavior</li> </ul>	<ul style="list-style-type: none"> <li>- Strategy &amp; management systems</li> <li>- Stakeholders engagement</li> <li>- Communications &amp; sustainability reporting</li> <li>- Sustainable supply chain management</li> <li>- Capacity building</li> <li>- Sustainable investments</li> <li>- Projects for sustainable development</li> <li>- Assurance services for sustainability reports</li> <li>- Climate change &amp; environmental consulting</li> </ul>
Pricing & Costs	<ul style="list-style-type: none"> <li>- Offers annual subscriptions/memberships according to firm category and chosen services:</li> <li>- Corporate: Silver (1500 eur), Gold (3000 eur), Platinum (8500 eur)</li> <li>- NGOs and Society: Free or Premium (500 eur)</li> </ul>	Confidential.	Confidential.



<sup>62</sup> International multi-stakeholder platform for listing of contribution towards sustainability, [www.reporting3.org](http://www.reporting3.org)

<sup>63</sup> BSD's venture aiming at more value creation for disruptive sustainability innovations

<sup>64</sup> Internet platform with objective is to support economic actors to integrate sustainability into their practices, [www.sustainability-compass.com](http://www.sustainability-compass.com)

## 2. OTHER COMPETITORS ANALYSIS

Company	Overview and Profile	Competitive Advantages	Products and Services
<p>Maki Consulting GmbH</p> 	<p>Maki Consulting is a consulting firm specialized in sustainability with emphasis on European environmental policies.</p>	<p>Participation in the shaping of European models such as the European Commission's Product environmental footprint (PEF) and International Reference Life Cycle Data System (ILCD).</p>	<ul style="list-style-type: none"> <li>- Data Set and Database Development</li> <li>- Methodology Development</li> <li>- Moderation of Stakeholders Processes</li> <li>- Decision Support and Strategic Studies and Advice (integrated analysis)</li> </ul>
<p>Hoehner Research &amp; Consulting Group</p> 	<p>EuPD research is a leading intelligence company specialized in business sustainability.</p>	<ul style="list-style-type: none"> <li>- Large pool of customers including influential stakeholders such as banks &amp; associations, Fortune Global 500 companies but also start-ups.</li> <li>- Publications</li> <li>- Influential partners such as the China New Energy Chamber of Commerce or the German CleanTech Institute</li> </ul>	<p>*Market Research</p> <ul style="list-style-type: none"> <li>- Satisfaction Analysis</li> <li>- Measurement of Brand Value</li> <li>- Market Tracker©</li> </ul> <p>*Reports</p> <ul style="list-style-type: none"> <li>- EndCustomerMonitor©</li> <li>- European InstallerMonitor©</li> <li>- SalesMonitor©</li> </ul> <p>*Certification</p> <ul style="list-style-type: none"> <li>- Customer Satisfaction Seal</li> <li>- Top PV Supplier</li> <li>- Top Brand PV</li> </ul>
<p>Dornier Consulting GmbH</p> 	<p>Dornier Consulting is consulting and project management company for traffic, transport and environment / water solutions.</p>	<ul style="list-style-type: none"> <li>- Interdisciplinary teams</li> <li>- Key customers (World Bank, KfW, EU, governments, authorities, airports, infrastructure operators, automotive &amp; aerospace industry, utility companies)</li> </ul>	<ul style="list-style-type: none"> <li>- Telematics</li> <li>- System Integration</li> <li>- Mobility, Traffic &amp; Transports</li> <li>- Water &amp; Environment</li> <li>- Energy/ E-mobility</li> <li>- Infrastructure &amp; Building / Airport consulting</li> </ul>

<p>Helmut Kaiser Consultancy</p> 	<p>ACON AG is an interdisciplinary science and business consultancy, with activities worldwide since 1996. It holds:</p> <ul style="list-style-type: none"> <li>- ACON venture capital and portfolio management</li> <li>- ACON Asia</li> <li>- hkc22.com (Helmut Kaiser Consultancy)</li> <li>- BIOZA (Life Science Consultancy)</li> </ul>	<ul style="list-style-type: none"> <li>- Global presence (headquarters in Europe and in China)</li> <li>- Different focus from competitors</li> <li>- Large panel of activities</li> <li>- Activities since 1996</li> </ul>	<ul style="list-style-type: none"> <li>- Global and Local Research</li> <li>- Strategy Consultancy</li> <li>- Market Studies</li> <li>- Business Service</li> <li>- Portfolio Management</li> <li>- Project Realization</li> </ul>
<p>E3 Environmental Consultants</p> 	<p>Newly founded consortium of experts on water, soil &amp; environmental consulting.</p>	<ul style="list-style-type: none"> <li>- Multi expertise international team</li> <li>- Comprehensive solutions</li> </ul>	<ul style="list-style-type: none"> <li>- Initial Environmental Analysis</li> <li>- Environmental Impact Assessment</li> <li>- Strategic Environmental Assessment</li> <li>- Environmental reporting and support in preparation of sustainability reports for private enterprises and public entities</li> <li>- GIS Service for integrating Environmental Management Systems</li> <li>- Legal consultancy relating civil and environmental law</li> </ul>

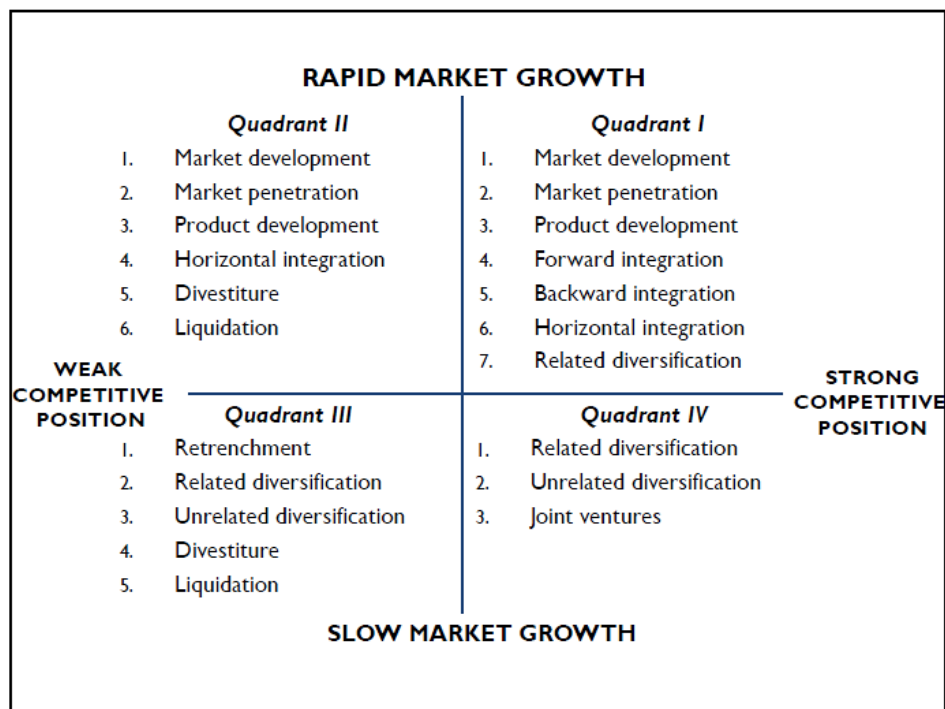
## VIII. ACTION PLAN

This thorough study of the sustainability consulting industry and Global Sustain leads to a better understanding of the company, its profile and position on the market, and allows for the drafting of an action plan.

### A. GRAND STRATEGY MATRIX

The grand strategy matrix is a strategic tool for formulating strategies once a company's profile has been drawn. It takes into account the market growth and the firm's competitive position to suggest adapted strategies.

Figure 30 : Grand Strategy Matrix



Based on the finding of this study, Global Sustain belongs to Quadrant II. The company exercises in an industry with a rapid market growth but has for now, relatively weak competitive positions in most countries of activity.

The second quadrant calls for intensive strategies targeting a drastic improvement of competitiveness.

## B. SUGGESTED STRATEGIES

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### 1. MARKET DEVELOPMENT

A market development strategy involves seeking new customers by branching out, hence developing a larger market for existing products or services.

For Global Sustain, this could mean expanding its activities to new countries or new areas. For example, an option would be to extend activities in the United States beyond New York.

Market development strategies are however very costly, with high investments necessary to enter a new market, and risky, due to the difficulties of entering the market as a new player.

### 2. MARKET PENETRATION

On the contrary, the goal of a market penetration strategy is to strengthen the position of the company in the current markets and with the same products or services. It implies a stronger involvement towards the existing customer pool.

Global Sustain could in this case emphasize its efforts on marketing to reinforce its competitive position.

The main risk attached to a market penetration strategy for a company is to face market saturation later on.

### 3. PRODUCTS/SERVICE DEVELOPMENT

Product development means creating new products and offering them to current or new markets.

In this case, this could mean for Global Sustain to develop the service offer to include for example other branches of consulting.

The risk of adopting such a strategy is that Global Sustain would consequently enter a larger industry – management consulting for example – and therefore face even stronger competition with well-established firms running the markets.

## C. COMPARATIVE ANALYSIS OF THE STRATEGIES

A QSPM (Quantitative Strategic Planning Matrix) helps the comparative analysis of alternative strategies and to assess the relative attractiveness and feasibility of each option. The QSPM takes into account the effect of the alternative strategies on major external (opportunities and threats) and internal factors (strengths and weaknesses)<sup>65</sup>. The key factors are weighted according to their importance.

**Table 3: Quantitative Strategic Planning Matrix (QSPM)**

Strategic Alternatives QSPM	Weight	Market Development		Market Penetration		Product Development	
		Rating	Score	Rating	Score	Rating	Score
<b>Key External Factors</b>							
Growing interest for sustainability	0,09	3	0,27	4	0,36	1	0,09
Availability of new services	0,08	2	0,16	2	0,16	4	0,32
Openness of other industries & markets	0,08	4	0,32	2	0,16	3	0,24
Saturation of the market	0,085	3	0,255	1	0,085	3	0,255
High competition	0,085	2	0,17	3	0,255	2	0,17
Global uncertainty	0,075	2	0,15	2	0,15	2	0,15
<b>Key Internal Factors</b>							
Strategic choices of location	0,085	2	0,17	4	0,34	1	0,085
Exclusive focus on sustainability	0,09	2	0,18	4	0,36	1	0,09
Social Responsibility & positive image	0,08	1	0,08	3	0,24	1	0,08
Weak global brand awareness	0,09	3	0,27	3	0,27	2	0,18
Lack of prestigious clients	0,08	3	0,24	4	0,32	3	0,24
Less services than competitive firms	0,08	1	0,08	1	0,08	4	0,32
<b>Total</b>	<b>1</b>		<b>2,345</b>		<b>2,78</b>		<b>2,22</b>

<sup>65</sup> Where 4 = the response is superior, 3 = the response is above average, 2 = the response is average, and 1 = the response is below average.



## D. CONCLUSION

With a total score of 2,78 in the QSPM, the market penetration strategy is the most likely to produce positive outcomes for Global Sustain and improve the company's competitiveness.

This strategy takes advantage of the opportunities of the environment –mainly the growing interest for sustainability worldwide and in the targeted countries– as well as the strengths of Global Sustain –the exclusive focus on sustainability consulting and the prime localizations of the activities – to tackle one of the main weaknesses it faces: its weak competitive position.

Global Sustain has several options to implement the market penetration strategy advised. One suggested option is the launch of an extensive marketing and promotion campaign in Germany and the UK, where the strongest opportunities lay for Global Sustain and sustainability consulting. This option can be cumulated with switching non-users into users, for example by targeting start-ups with an intense promotion campaign.

By cumulating these two options, Global Sustain can improve its competitive position and grow its market share by reaching new customers.

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