

Sustainable Innovation

What we know:

Sustainable innovation is about creating and integrating new business strategies, products and services that accelerate positive social change, protect and preserve environmental integrity whilst enhancing business performance. It is a process where environmental, social and financial considerations are integrated into company systems from idea generation through research and development to commercialisation.

The business context we operate in is both complex and uncertain. Significant risks to the global economy that were once on the horizon are now within touching distance. The World Economic Forum lists the most likely of these as: extreme weather events, biodiversity loss and a failure to mitigate climate change alongside water and food shortages and a loss of bio-diversity.

Companies are facing a myriad of challenges around complex supply chains and limited resources. Doing business seems to be getting harder whilst expectations for corporate integrity and transparency are growing. Shareholders, employees

and customers are better informed and more demanding. Agile, tech-savvy start-ups are disrupting business models and taking market share.

And yet, against this backdrop of complexity and uncertainty, there are clear competitive advantages for those companies who are prepared to develop new business models through sustainable innovation. They are thriving, adapting to face new challenges, increasing resilience, growing revenue and profit and improving shareholder value. The estimated worth of the sustainable innovation market is over \$12 Trillion (BSCD report 2017).



IMPACT



THE GLOBAL GOALS
For Sustainable Development

What we can do:

A focus on sustainable innovation not only builds competitive advantage but creates collective purpose and increases employee engagement.

This approach creates more agile companies that are better able to navigate a volatile and ambiguous future by adopting a people-led approach to change and innovation. Adaptive and innovative organisations are learning organisations. Their people can apply solutions to meet the challenges of learning to work differently or learning to do different work. These organisations remain relevant in rapidly changing markets by innovating new practices and developing new behaviours and ways of working.

Together with our clients, we draw on the very best of our collective knowledge and experience to develop bespoke, people-led, innovation initiatives that create new sustainable business models, products and services.

"The team at Impact has the creativity and resources to inspire companies on their journey towards sustainable enterprise"

Yvon Chouinard, Owner, Patagonia

Sustainable Insights

A perception based, on line survey which generates meaningful information from key stakeholders – employees, customers, shareholders, collaborators - as a basis for making decisions on where sustainable innovation is most needed and most likely to be successful. It focuses on five crucial impacts - social, financial, environmental, workplace and propensity for creativity and innovation. Sustainable Insights provide managers with an accurate picture of how the organisation is currently perceived and can also become an ongoing feedback tool for measuring the impact of sustainable innovation.

Discovery Journeys

Powerful, facilitated, real experiences that confront senior managers and leaders with the realities of what needs to change whilst also looking into best practice and creating a genuine desire to innovate new solutions.

Return on Innovation

Creating new, sustainable products and services through an accelerated, process led, cross functional approach to innovation. Often delivered alongside strategic partners who have expertise and knowledge in relevant areas, return on innovation can achieve organisational and behavioural changes that have a direct bearing on a company sustainable strategy.

SONY Discovery experiences – walk in my shoes: USA

Discovery experiences put participants 'in the shoes' of community and supplier stakeholders. They are immensely powerful facilitated experiences that confront leaders with the realities of the changing social and environmental landscape. Participants explore new possibilities and create real action plans for change.

Each discovery experience is custom designed to relevant organisational challenges using a mix of experiential learning methodologies, including inputs from experts, site visits, challenging facilitated sessions and the opportunity to engage with business leaders and experts. 'Community action learning projects' have included: supply chain challenges in India, addressing diversity and inclusion in Thailand and innovating waste and packaging in the UK. 'In-market journeys' have included pharmaceutical and tech companies meeting external thought leaders and automotive manufacturers visiting the United Nations.

co op Inspiring across a whole organisation: UK

Simply cascading a change message won't transform an organisation. Organisations need to liberate brilliance across the whole organisation, creating courageous, innovative agents of change who will be better equipped to notice what change needs to happen and how to galvanise action to implement and measure success.

"It's about doing change with, not doing change to, involving people in change." Co-op worked with Impact to engage and inspire people throughout the organisation to co-create the transformation. A mix of consultancy, change events, skills workshops and one-to-one coaching created sustainable change.

Swiss Re 'Immersive Leadership Challenges' Creating innovation: China

Complex, dynamic challenges require a collaborative, collective approach. This includes how to work with diverse stakeholder groups, how to influence across functions and build an understanding of how a system's approach can help to tackle wider societal issues. Increasingly clients want to see a direct relationship between their business challenges, innovation and people development. 'Immersive Leadership Challenges' use a combination of real and fictional issues to simulate realistic, innovative leadership challenges for participants.

Swiss Re's 'Leadership Simulation' scenario focused on how to innovate new business models to meet the needs in a diverse new market (China). The simulation replicates a 'day in the life' of the Swiss Re business and presents participants with a series of interlinked leadership challenges – resulting in new ways of addressing diverse needs and creating new markets.



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Impact are an independent, award-winning global people development agency. We apply our unique experiential learning methodology to create customised solutions for organisations who want to succeed in highly competitive and high change environments.

Since 1980 we have worked at the intersection of leadership, people development strategy, business transformation and sustainable innovation. Our methods are action orientated and results focused, helping organisations to execute their vision, deliver their plans and achieve real performance improvements.

How we do it: Custom-created interventions to develop sustainable innovation culture

"Organisational change necessitates alignment of personal values.

Impact are the only organisation I know who are capable of making the conversation within corporations and groups, personal"

Tim Smit KBE,
Co-Founder, The Eden Project



Innovate, collaborate and think global: India

Working on complex, adaptive challenges such as child healthcare, poverty alleviation and education. Social sector organisations who are in need of sophisticated systems help, marketing and communications are brought together with participants who want to develop their innovation skills and work across a diverse stakeholder group to provide real value. Addresses wider societal and environmental issues.

Thomson Reuters participants partnered with a variety of social sector organisations in India to develop their high potential talent. By utilising skills to benefit community organisations, Thomson Reuters enhanced employee engagement and retention. 93% of participants were stretched to think differently, 75% were promoted (against an internal promotion rate of 5%) and 93% brought new skills back to the organisation.



'Where are we now' diagnostic tool: Australia

Research into organisational culture, people and purpose provides an accurate starting point and quickly identifies where innovation is already happening, where ideas are generated and the impact they have across the business.

Surveys and interviews gaining wider stakeholder perceptions enabled Lendlease to create a laser focus on how employees could become agents of change and contribute to the long-term ambitions of the organisation. The subsequent development programme seeds helpful interactions that will promote the wellbeing of the whole system: the global ecosystem (climate change), the corporate system (culture) and delegates' individual systems (health).

Achieving Results



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