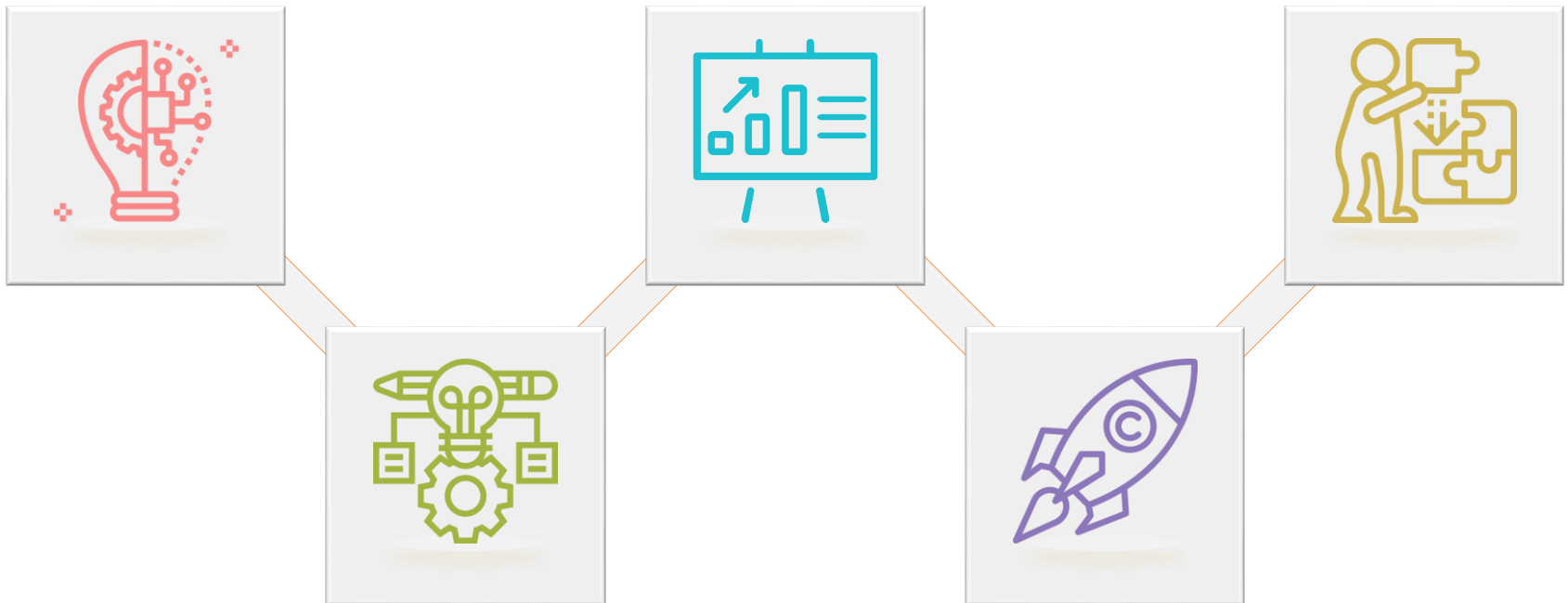


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SDG Accelerator Toolbox

Appendix:
Business Case &
Forecasting SDG impact





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Company logo

Business case

Company name

Name of presenter and date

Prepared for: *Add the target group for this presentation (investors, internal use etc.)*



Contents

1. Executive summary
2. Company presentation
3. Problem framing
4. Solution
5. Business model
6. SDG impact
7. Risks of side effects or trade offs
8. Market, competition and sales
9. Organisation and management
10. Current status



Executive summary



Content

1. Give a brief outline of your solution and do the summary with the target group in mind – what do they need to know?
2. Why are you doing this project—what motivates you—why are you passionate about it?
3. Which big problem does it solve?
4. What are the management team’s great credentials?
5. Which great people are (potentially) already backing you?
6. Write this section last



Guide

- What is the business concept?
- What is your competitive advantage?
- Who are the stakeholders?
- What kind of technology is used?
- How does the solution fit the market?
- What is the contribution to the SDGs?
- What is your long-term vision?
- What kind of capital is needed?



Company presentation



Content

1. Always start by introducing yourself
2. What do you do (your company)?
3. What kind of business are you in?
4. Who are you? Who owns the company? Include and organizational diagram describing the ownership structure.
5. What is the company history?
6. How good are you at what you do? Present financial performance, if relevant
7. How does this solution align with your long-term strategy?



Guide

- Focus only on question 6 and 7 if the business case is used only for internal use



Problem framing



Content

1. Which big societal, social or environmental problem are you addressing with your solution?
2. Minimize the use of heavy data and technical lingo
3. Describe your problem by linking to the SDGs and in a way so people can connect
4. Avoid describing a solution 'looking for a problem', but describe the real problem



Guide

- Use the SDG impact model to define the principal SDG target, other significant contributions and other positive development effects from your solution
- Use the Case for Change template developed in the beginning of the SDG Accelerator as input to your problem statement



Solution



Content

1. How do you address the problem and make and impact on the SDGs?
2. Why is it a solution to the SDGs and not 'just' a solution?
3. Describe the main product/service - what do you sell?
4. Who is the user and what is the value proposition?
5. Avoid in-depth technical description, just give a gist of "how"
6. You are welcome to include sketches, photos or diagrams to explain the concept



Guide

- Use content from the value proposition template and the business solutions canvas developed during the Innovation Lab as input



Business model



Content

1. How do you make money on the solution?
2. Who will pay you?
3. Through which channels?
4. What are the estimated gross margins?
5. What is the competitive advantage, technology, 'secret sauce' behind your solution?
6. What is the long-term vision if this venture is successful?



Guide

- Use content from the value proposition template and the business solutions canvas developed during the Innovation Lab as input
- In general, a new untested business model can be scary to investors, so seek to explain in terms of what people already understand or know



SDG impact



Content

1. Which primary SDG target does your solution have a positive impact on and how?
2. Which potential secondary SDG target does your solution have a positive impact on and how?
3. Are there additional positive development effects from your solution (typically in developing countries) not covered by the SDGs (e.g. taxes, technology transfer, etc.)?
4. How will you measure and validate this positive impact?



Guide

- Guidance for forecasting SDG impact can be found at the end of this document
- By clearly articulating and demonstrating how your solution makes a difference in a credible way, you can avoid accusations of 'corporate greenwashing'



Risks of side effects and trade offs



Content

1. Consider trade-offs from your solution and risks of negative side effects, e.g.: A) sale of second hand clothes in developing markets can impact local producers; B) a product may be made from recycled ocean plastic, but is manufactured in a water-scarce region and processing requires far more water than alternative plastics.
2. Which are the risks of negative side effects from your solution? Are there any of these that should be avoided completely?
3. Which side effects are deemed acceptable, and what is your plan to either neutralize, minimize, or mitigate these risks?
4. Collaborating with the right partners can help to hone the intended outcomes and can go a long way to avoiding unforeseen problems



Guide

- Guidance for forecasting SDG impact can be found at the end of this document
- It is a challenge that almost every action can be framed positively as 'doing good', if the full context is not considered
- Good intentions are not enough to ensure that your solution results in unambiguously positive outcomes
- Validating potential downsides and risks of side effects of your solution is key to ensure real progress and to avoid that you unintentionally undermine or hinder progress towards the SDGs¹

¹ Read more about this topic in the Future-Fit Business Benchmark



Market, competition and sales



Content

1. Convince the audience that you have an effective go-to-market strategy
2. How will you reach your customers/users?
3. How will your customers learn about your solution?
4. What is the market size for your solution?
5. Is off-take dependent on a single or a few buyers?
6. How will you price your solution?
7. What is the timeline for bringing your solution to market?



Guide

- Use content from the value proposition template and the business solutions canvas developed during the Innovation Lab as input
- Include a view of your competitive landscape and major players
- Never dismiss your competition and never say that you have no competition
- Investors, customers, employees all want to know why you are better, not why competition is bad



Organisation and management



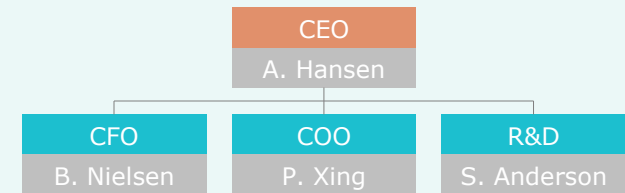
Content

1. Describe key players, investors, Board of Directors and potential advisors
2. Don't be afraid to show up with a less than perfect team - all teams have 'holes'. The important issue is that you know that there are holes
3. Identify skill gaps and figure out how to fill them
4. Include an organizational chart, if relevant



Guide

- Example: Organisational chart





Current status



Content

1. What is the current status of your work today?
2. What are your accomplishments to date?
3. How does the timeline look so far?
 - How will the money be used
 - Share details of positive momentum
 - Close the slide with a bias towards action



Guide

- Only include this slide if relevant



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Company logo

Forecasting SDG impact

Company name

Name of presenter and date

Prepared for: *Add the target group for this presentation (investors, internal use etc.)*



Contents

1. Introduction to SDG impact forecasting
2. Assess risk of negative side effects



Introduction to SDG impact forecasting

The objective of demonstrating SDG impact is to credibly forecast positive contributions from your solution on one or more of the 169 SDG targets. Contributions are divided into three impact categories.



Primary SDG contribution

The primary SDG contribution focuses on 1 specific SDG target, i.e. the problem that the solution addresses, for example: A solution that focuses on reducing food waste at the consumer level and in production, could have SDG 12.3 as the primary SDG target.



Secondary SDG contribution

Secondary SDG contributions include **1-3 other** SDG targets to which the solution delivers a significant contribution, for example: A solution that works with reducing food waste while raising awareness of sustainable lifestyle among consumers could have a significant contribution to SDG 12.8.



Introduction to SDG impact forecasting

The objective of demonstrating SDG impact is to credibly forecast positive contributions from your solution on one or more of the 169 SDG targets. Contributions are divided into three impact categories.



Other positive development effects

Other positive development effects include additional contributions to societal progress not covered by the SDG targets and as a direct result of the solution. These are for example: a) Local purchasing, b) Technology transfer, c) Local employment, d) Contribution to local infrastructure.



Assess risk of negative side effects

All solutions will potentially carry risks or negative side effects, either social, environmental or in relation to human rights. To ensure a positive contribution, assessing and managing risks from your solution is key. Make a plan for how you will minimize or mitigate environmental or social risks in a way that can easily communicated to external stakeholders such as media, NGOs and other partners.



Consider trade-offs from your solution and risks of unintended negative side effects

Examples of negative side effects

Sale of second hand clothes in developing markets may impact local markets negatively.

A new product may be made from recycled materials, but processing requires far more water than alternative materials and is manufactured in a water-scarce region.

A company has developed a solution that collects waste a debris from water ways, but has not thought of a solution for how to avoid that the waste piles up at the local landfill.

Examples of mitigation

Partnering with a local NGO to assess risks from the initiative might reveal an alternative and more succesful approach

Adjusting the design of the product, so it can be produced with a far less water consumption, and thus not affecting the local livelihood negatively

Partnering with a company or public entity that can treat the collected waste