

Deepening Engagement with Sustainability

Strategy Services for Thriving In the
Sustainability Economy



RonBenton & Associates, Inc.
Strategic Value Realized.

DEEPENING ENGAGEMENT IN SUSTAINABILITY

As a leader in your industry, your early-stage adoption of sustainability efforts such as waste and energy management should have provided you with encouraging bottom-line results in the form of cost-savings and efficiencies.

Deepening your engagement with sustainability and socially responsible practices can lead to greater opportunities for innovation, competitive differentiation, strengthened customer relationships. Managing these changes under dynamic market conditions means understanding risks, and keeping employees engaged, motivated and productive. This requires effective processes to plan, implement and evaluate strategic initiatives to accelerate both learning and the realization of value.

Thriving in the Sustainability Economy

Our suite of strategy and stakeholder engagement services offer companies the guidance that teams need to build performance capacity, and to plan and implement strategic initiatives. As you work together and with us to achieve your key objectives, your team members build the capabilities identified in a recent MIT study as required for thriving in the sustainability economy¹:

- Integrate activities and break down organizational silos
- Understand, build and design integrated systems
- Collaborate with all kinds of stakeholders through relationships of trust and interest alignment
- Share knowledge
- Manage significant flow of and demand for new information
- Value the long-term
- Establish metrics that are meaningful for learning
- Conduct rapid experimentation and “mini innovation” projects

These capacities will help improve performance overall, and will be developed in the context of doing real work to achieve your objectives.

Who We Are

Hosfeld & Associates Inc. and Ron Benton & Associates, Inc. deliver strategic services to accelerate the return on investment from commitments to sustainability, stakeholder partnerships and trust-based business practices. For more than 20 years they have supported companies in the development and implementation of strategy, with particular emphasis on engagement and aligning business practices to achieve strategic objectives. Kathleen Hosfeld and Ron Benton share a commitment to creating tangible results and return on investment from

¹ Hopkins, Michael. "Sustainability, but for Managers." MIT Sloan Management Review. 50.3 (2009): 11-15. Print.

strategy and strategic implementation. Combining strengths in rapid decision-making processes, performance measurement and research-based customer insight development, their services go to the heart of issues affecting the growth of visionary companies.

Kathleen Hosfeld
Hosfeld & Associates, Inc.
www.hosfeld.com

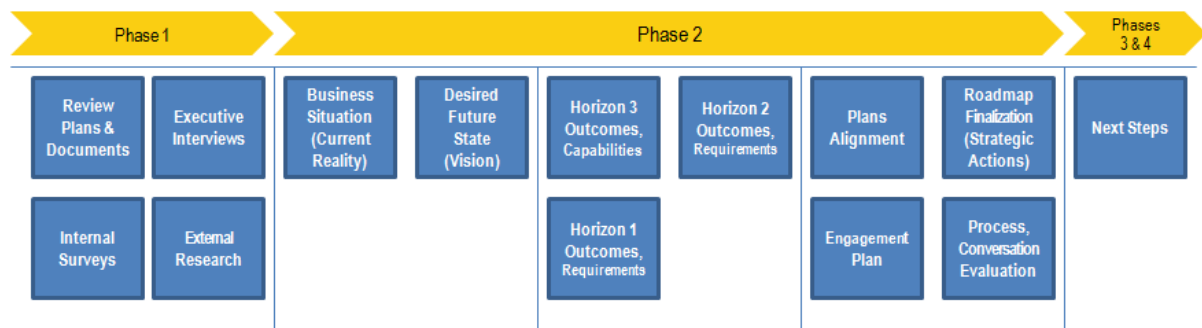
Ron Benton
Ron Benton Associates, Inc.
www.ronbenton.com

RAPID SUSTAINABILITY STRATEGY

We enable companies and lines of business to accelerate the development of new sustainability oriented products, services and business models. We accelerate and invigorate the planning process so that participants are emotionally and intellectually connected to your strategy and its successful implementation. As a result, you can realize returns and value from your work more quickly.

Subject to the outcome of the Phase 1: Assessment, our work with you continues in Phase 2.

Process Model: Rapid Sustainability Strategy Planning



As we conduct strategy engagement processes, we keep in mind these key factors:

Start from the Future – Our rapid strategic planning engagements start from a desired future state and work back. We help you create a compelling vision and build the plan accordingly with the end always in mind. After a thorough situation analysis, we engage teams in envisioning a compelling future in which sustainability plays a significant role in the success of the organization.

Build Engagement from the Start — The result of the planning process will be a strategy that must be implemented. Strategy must be constructed and owned by those who execute it. This means creating cross-functional teams across organizational silos that can work together to solve complex problems. It also means creating opportunities for engagement during the planning process with those who may not participate directly in it.

Feed the Process with New Insights – At this stage of sustainability engagement, customers and other stakeholders can play a co-creative role. Effective design and implementation of customer and stakeholder research can tap insights that will feed the innovation process. Marketing specialists on the innovation team can help other departments interpret research and learn how to understand customer needs. Great ideas can also come from anywhere in the organization. Effective approaches to sustainability innovation will tap the hidden genius of the organization.

Mitigate the Challenges of Change – As an adaptive process, strategic sustainability innovation has the potential to create both fear and enthusiasm. It's important to anticipate both factors and address them proactively and constructively. Building your team's capacity to have fearless, frank and authentic dialogue and move quickly through areas of disagreement is fundamental. This means using conflict and resistance as opportunities for learning and engagement. Clear objectives and metrics can also provide guidance and support for making good decisions, assuring engagement and supporting execution.

Keep It Moving – If the goal is competitive advantage, strategic sustainability innovation can't get hung up on internal turf squabbles, or get squashed by the tyranny of day to day operations. Organizations seeking this type of advantage must support teams with clear direction and the resources to keep it a top priority. We build into the process, those accountabilities and communication strategies that will increase follow-through.

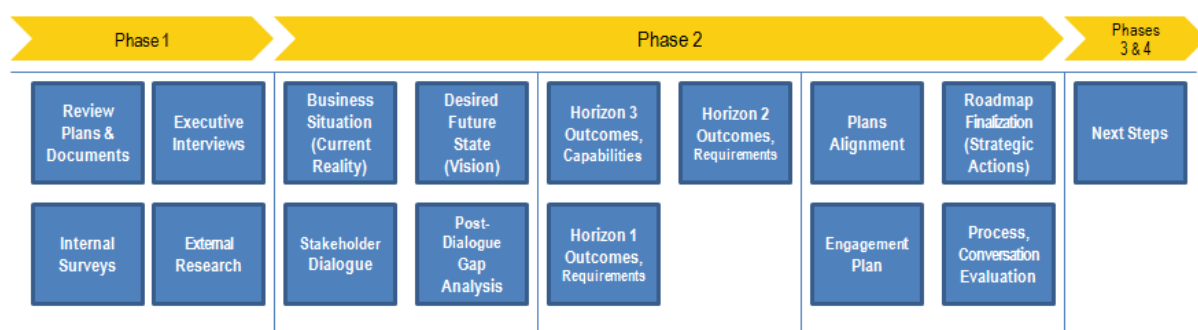
Timing: We begin all assignments with an Assessment Phase 1 (please see page 11 for details of our engagements). Phase 2 of Rapid Sustainability Action Planning takes place in one intensive executive session, with pre-work assignments and follow-up. Pre-work may involve commissioned research.

STAKEHOLDER EXPERIENCE

We enable companies to tap the significant business benefit of stakeholder loyalty and trust. We combine principles of stakeholder marketing and Total Customer Experience management to identify all the ways the company engages with stakeholders and the corresponding opportunities to create transformative partnerships with them. We engage the intellectual and emotional commitment of team members, leading to effective follow-through and acceleration of results.

Subject to the outcome of the Phase 1: Assessment, our work with you continues in Phase 2.

Process Model: Stakeholder Experience Strategy Planning



Stakeholder experience planning is an opportunity for companies to develop shared strategies for the stakeholder engagement across functional boundaries. We convene teams from departments across the organization whose work significantly impacts the stakeholder’s experience of the company. After a thorough situation analysis, we help clients create a vision for how enhancing stakeholder engagement will make a significant contribution to the company’s success. Since effective stakeholder engagement is a co-creative dialogue process, a critical first step is to design dialogue sessions with your actual stakeholder groups.

We support teams as they design initial stakeholder dialogue sessions to gather information for stakeholder experience action planning. The planning team first determines its priority stakeholder groups. It then plans and conducts initial dialogue sessions to explore issues key to the stakeholder experience.

Dialogue may take many forms. One form may be facilitated sessions in which the critical element is thoughtful discovery of issues and opportunities with an emphasis on listening. If large numbers of people are involved, it can extend to large forums where everyone’s voice (whether spoken or not) is offered, gathered, and synthesized into topics for consideration and action.

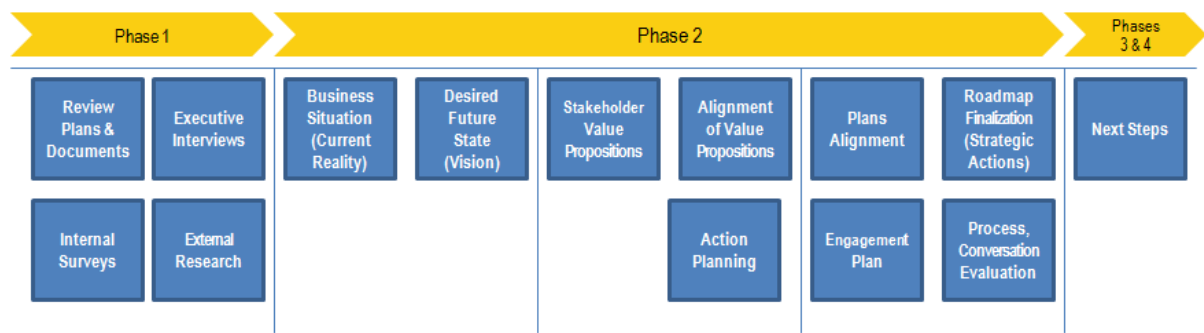
Following the dialogue sessions, the team reconvenes to assess its learning, conduct a gap analysis of current state versus desired state, and determine how to respond to the information that has been gathered. Out of this analysis, teams construct an 18-36 month horizon-based action plan to continue stakeholder engagement.

Timing: We begin all assignments with an Assessment Phase 1 (please see page 11 for details of our engagements). Phase 2 of Stakeholder Experience Action Planning takes place in two intensive executive sessions, with pre-work assignments and follow-up for each session. Pre-work may involve commissioned research.

STAKEHOLDER MARKETING

We work with our clients to design stakeholder marketing systems, strategies and action plans that accelerate the realization of value from stakeholder engagement. We help companies make use stakeholder *marketing* approaches to tap tremendous potential for innovation, trust and loyalty. In the face of increasing complexity and potentially competing stakeholder needs, we help clients clarify their objectives, build their capacity to manage stakeholder dialogue, and implement strategic change quickly.

Process Model: Stakeholder Marketing Strategy Planning



Antecedents to stakeholder marketing action planning may be stakeholder experience strategy work, stakeholder dialogue training, and/or commissioned research studies of stakeholder needs. These needs are explored in Phase 1: Assessment.

Stakeholder Marketing Action Planning focuses on creating a matrix of stakeholder value propositions, and aligning those value propositions to address conflicting or competing needs between stakeholder groups. As these value propositions are aligned, we then guide teams in action planning for an 18-36 month time horizon using our Marketing Strategy Matrix.

Timing: We begin all assignments with an Assessment Phase 1 (please see page 11 for details of our engagements). Phase 2 of Stakeholder Marketing Action Planning takes place in one intensive executive session, with pre-work assignments and follow-up. Pre-work may involve commissioned research.

PRINCIPALS

Kathleen Hosfeld

Since 1989, Kathleen Hosfeld has designed strategies, brand and marketing programs to build highly profitable relationships of trust, loyalty and mutuality between her clients and their customers. Using research-based customer insights and team strategy processes, she has helped companies, as one client said “do a great deal more than we expected and achieve unexpectedly positive results.” Her clients include Fortune 500 and middle market companies, social venture and non-profit organizations.



Her company demonstrates a 20-year history of building strategic capacity across and within lines of business. She holds concentrated expertise in financial services marketing, including programs for marketing to high net worth individuals. She has provided strategic services to sustainable products and organizations since the mid 1990s.

She was a contributor to the Center for Ethical Leadership’s study, “The Leadership of Sustainability.” With Jenny Mish she wrote "Marketing Before and After Sustainability," a summary of best practices beyond "green marketing." She writes about the emerging model of marketing practiced by high-performing sustainable organizations at Listening | A Strategy and Marketing blog. She holds a Bachelor’s Degree from Pacific Lutheran University.

Ron Benton

Ron Benton brings practical expertise to accelerate the critical conversations, decisions, and processes essential to creating strategic business value. A former consulting leader and line manager within Hewlett-Packard, Ron directed HP’s business strategy, measurement and organizational acceleration internal consulting practices. He is recognized for his expertise in performance measurement.



Since launching his own firm in 2006, Ron has worked extensively with a variety of firms, primarily in Europe and Asia. Clients include many insurance, commercial banking, and retail banking units of a global financial services firm, a Norwegian manufacturer, and a UK utility. He also serves as a knowledge expert in performance measurement at the Institute for Management Development.

Ron is an innovator who shares a patent pending for an organizational customer value assessment framework. During the HP-Compaq merger, he co-designed the new company’s Quality / Total Customer Experience management system and strategy. Earlier, he led the team that created and implemented HP’s global competitive customer measurement system. Ron holds a Masters in Management from the J. L. Kellogg Graduate School of Management at Northwestern University and a Bachelor’s Degree from Pacific Lutheran University.

OUR FIRMS

Hosfeld & Associates Inc.

Hosfeld & Associates provides strategy, marketing, consulting and coaching services to executive teams working within and outside the traditional marketing department. Focusing on the alignment of organizational, marketing and brand strategy since 1989, Hosfeld & Associates has been a trusted advisor and strategist for hundreds of organizations. We specialize in crafting flexible strategic frameworks within which companies can innovate, evolve and respond to dynamic market changes, and which give marketing and branding strategies authenticity and depth.

Our strategic recommendations are strengthened by our decades of practical experience in hands-on design and implementation of marketing programs. Our coaching and implementation support assure follow-through and execution.

Our marketing assessment tools are based on research conducted by scholars with some of the US's leading universities (Texas A&M, Louisiana and Arizona States), as well as on the insights of integral theory, for a robust, comprehensive view of an organization's strategic success factors. These tools enable us to quickly identify opportunities for performance improvement and increased marketing efficiency.

Representative Strategy Clients:

- American Financial Solutions
- Compass Bank
- Exvere Private Investment Bank
- Financial
- GNA (GE Capital Assurance)
- Hibernia Bank
- Lakeland Communities
- Old Kent Bank
- Seattle Capital Management
- Seneschal Advisors
- SolutionsIQ
- Systems Three Resins
- The Rainier Group

Ron Benton & Associates Inc.

We help you transform your investments in strategy, measurement, and communications into realized strategic value - wherever you and your teams are in the world

Ron Benton & Associates Inc. focuses on clients, particularly CEOs, CFOs, and CSOs, who must increase the value of their investments in strategy planning and execution, performance measurement, and leadership effectiveness. We bring practical expertise to accelerate the critical conversations, decisions, and processes essential to creating strategic business value. Ron has

guided businesses and sales organizations around the globe in identifying and aligning to achieve billions of dollars in revenue opportunities, over \$1B in cost reductions, and to measurably improve critical performance.

Our network of experienced industry consultants provides a broad set of strategic planning, organizational alignment and governance, supply chain, operations, business transformation, systems dynamics, and customer experience strategy services. We have also created and led organizations and initiatives like yours, and been accountable for their success. We understand your work and appreciate your challenges.

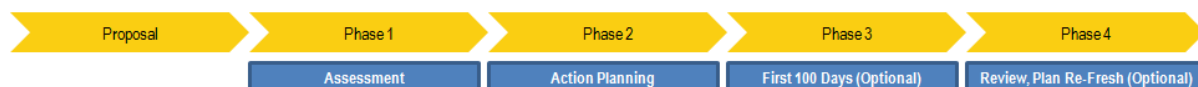
Representative Strategy Clients:

- Hewlett-Packard Company – Consumer Inkjet
- Hewlett-Packard Company – Enterprise Software
- Hewlett-Packard Company – India
- Hewlett-Packard Company – China
- Hewlett-Packard Company – Strategic Alliance Summit
- Hewlett-Packard Company – Americas Region operations
- Hewlett-Packard Company – Global Operations
- ING Real Estate
- ING Investment Management
- ING Insurance
- ING Commercial Banking
- ING Retail Banking
- Institute for Management Development

OUR ENGAGEMENT WITH YOU

Our work together begins with development and acceptance of an engagement proposal, followed by four distinct phases. The first two define and start you on the path towards implementation of your strategy. The latter two help assure effective implementation and adjustment as your work proceeds.

Our General Engagement Model



All of our engagements are customized to your individual needs and situation.

Proposal Phase:

In this phase we work with the executive sponsor and others as appropriate to clarify needs, opportunities, expectations, and constraints. At the same time, you learn more about our expertise and approach. At the end of this stage, we either submit an engagement proposal for your consideration, or propose other firms or approaches that may be better suited to your needs. We seek a match that fully meets your needs and proves mutually satisfying and beneficial.

- Deliverable
 - Response to Client Request For Proposal / Engagement Proposal

Phase 1: Assessment

During the Assessment Phase we work with you to gather and analyze information essential to the action planning in Phase 2. This typically begins with reviews of business, marketing, stakeholder and sustainability plans and performance and other relevant documentation. We then interview key people in your organization, and use online surveys to gain perspective from a wider number of employees in your organization. We synthesize and analyze the information and interviews, developing summaries and key findings. As we present our findings we identify the issues related to individual engagement, cultural norms, individual and organization behavior, and systems and processes that support your objectives. Finally, we work with you to determine the specific activities, participation, timing, and logistics for Phase 2

- Deliverables
 - Preparation and presentation of analysis and key findings presented to Executive Sponsor at the conclusion of Phase 1; presentation to others as a part of the Strategic Sustainability Action Planning in Phase 2. Findings vary by client situation and may include:
 - Key challenges
 - Key opportunities

- Accelerators to success
 - Inhibitors to success
 - Necessary competencies
 - Key Initiatives / Investments to maintain
 - Work that can be amended or stopped
 - How Sustainability success will be recognized
 - People, teamwork, and
 - Phase 2 Meeting Objectives
 - Preliminary Action planning design
- Requirements
 - What This Phase Always Requires:
 - Executive management commitment
 - Cross-functional project team identified
 - Interview and dialogue with executive sponsor:
 - Essential learning will include the sponsor's perceptions of expected opportunities for or barriers to success, business agendas and interpersonal dynamics
 - Interviews with leadership team, and others important to successful planning
 - Access to relevant business plans, sustainability plans, performance metrics and results, communications, and other information as necessary
 - What this Phase Usually Requires:
 - Pre-work with project lead/sponsor
 - Reviews with executive sponsor
 - Preparation with management team
 - What this Phase May Require:
 - Commissioned research
 - Development of business direction and business constraints / requirements
 - Waiting until management team can properly focus on and participate with the project

While clients typically move to a Phase 2 engagement, it is optional. The value delivered during the Assessment phase stands on its own as guidance for management decision-making to achieve your objectives.

Phase 2: Action Planning

Phase 2 centers on the real work of engaging your leadership team and others critical to successful strategy development and execution. This work is intensive and demands that participants are prepared, focused, and willing to listen and learn from one another. We create and facilitate a process where difficult conversations take place in safety, essential decisions are made, and commitments are confirmed. We frequently concentrate planning sessions into 2-3 day sessions, with pre-work assigned prior to each session.

In Phase 2, we work with the executive or planning team to design and conduct action planning intensive – in either one or two intensive sessions. During this phase you:

- Validate the realities of your current business situation and the opportunity
 - Confirm major issues, organizational enablers and disablers
 - Current situation description (including some of the following: focus area, value proposition, stakeholder performance, strategies processes, people, organization, metrics)
- Create a shared vision of a successful future in which achievement of a new desired state is a crucial contributor to the success of the organization and a competitive differentiator (this is a creative, energized activity):
 - By major stakeholder (employee, customer, investor, community, relevant analyst/media)
- Create a Roadmap (most often through a time horizon 18 – 36 months out) of the major actions, investments, and trade-offs necessary to transform the organization’s performance. This is done by time horizons, beginning with the furthest out horizon in which the Vision is largely fulfilled
- (Optional – as needed) Capability Planning
- Commitment confirmation
- Next Steps
 - Action plan governance moving forward
 - Communication plan and key messages from the Session (roles / responsibilities)
 - Liaison roles for messaging and feedback
- Deliverables
 - Shared vision for the future
 - Sustainability Action Plan Roadmap by horizon, from current situation to Horizon 3
 - Governance plan
 - Communications plan

Phase 3: The First 100 Days (optional)

We work with the executive sponsor and/or the strategy team to provide support, guidance, trouble-shooting and problem-solving to maintain the momentum you initiated.

Phase 4: Performance Review and Plan Re-Fresh (optional)

At an interval determined by the client, we can provide a performance review, identify new issues to address and convene prior and new participants to update the action plan, and re-engage commitment.