



Impact Steering

Steering for multiple value creation and impact on your stakeholders

A non-profit organisation would like to place sustainability on the agenda and integrate it into decision-making. The sustainability manager has the knowledge and finance manager the tools to integrate sustainability into decision making. They are willing to collaborate and share a vision on this company-wide. But their question was how can we integrate sustainable goals and KPI's into decision making, since often we face conflicting interests?



Context

The sustainable KPIs can be integrated into the financial report, but that will not be enough to change behaviour and decision making, that's what the sustainability manager and finance manager do realise. The board of directors do support the way to a more sustainable company, but not all of them in the same way and on the same topics. Besides the strategic level, the company has to align the sustainable, operational and financial goals so the people within the organisation know what they're aiming for in their activities and make choices. More and more customers are also requiring the insights into sustainability and achievements within the organisation, which increases pressure to externally report on the choices that have been made and why.

Our approach

The sustainability manager and finance manager have joined forces, which is already a great start for this project. Together with KORU Consulting the organisation started this journey. Together with the top management, the most important stakeholders were identified. Afterwards, the required impact, KPI's and targets were chosen to quantify the impact of the organisation on the stakeholders was chosen. This created a framework for decision making. Not only short term goals, but also long term goals over multiple years were given in this project, so more difficult achievements will be included in the projects and actions resulting from this exercise. Top management was trained to work with this decision making framework, especially the topics where conflicting interests between stakeholders were discussed.



The result

After a trajectory of 4-6 months, the company was ready to work with impact steering, using their own framework. They developed new skills and knowledge on what's important to create a sustainable impact with their organisation and create the transparency clients and regulators require nowadays. Using these indicators, which are aligned to other projects and goals, they use the same language to discuss conflicting interests of stakeholders and their own employees have guidelines on what impact the organisation wants to make. After 1,5 years, the company adapted

the framework themselves, including budgets and stakeholder management to co-create on achieving more impact.

Do you want to create multiple value for your organisation and implement impact steering? Please feel free to contact us to explore whether we can support you in further shaping your internal sustainable decision-making through info@koruconsulting.nl.

