

# INFLUENCE!

Inspiration and insight to change  
minds and policy

19 - 20  
June 2019  
University of Manchester



## Making the Business Case for Sustainability

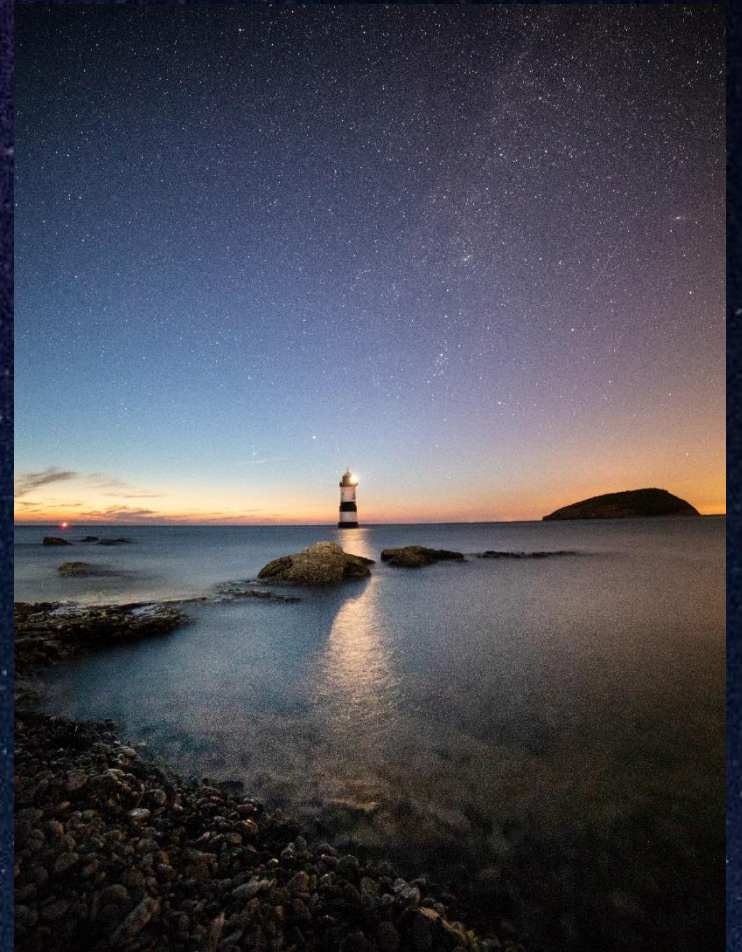
Breakout session, Thursday 20<sup>th</sup> June (2.15 – 3.15pm)

Charlotte Lee-Woolf (Business Development Executive) and Michelle Brown (Head of SRS Programmes), University of Edinburgh



# Key to institutional success

- ❖ Balances financial, social & env concerns
- ❖ Embodies systems thinking
- ❖ Focusses on the longer-term
- Delivers multiple business benefits





Ensures sustainable growth and safe-guards long-term investment value

Drives innovation and new forms of enterprise

Increases global competitiveness to attract staff, students and partners

Contributes to cost saving and efficiency of operations

Helps manage risks associated with supply chains and overseas operations

**financial  
resilience**

Delivers core mission to have a social impact by solving global challenges

Increases reputation and investment potential by 'doing the right thing'

Enhances community engagement and generates new partnerships

Builds social, cultural, economic capital in the local community

Promotes inclusive growth and equality in the institution and beyond

**societal  
impact**

Improves the impact of research by addressing societal challenges

Meets expected values and practices of the most talented employees

Boosts income by meeting emerging funding priorities

Enhances reputation and relevance to attract sought after partners

**research +  
innovation**

**student  
outcomes**

Attracts students from different places and backgrounds

Creates socially aware graduates who can solve complex problems

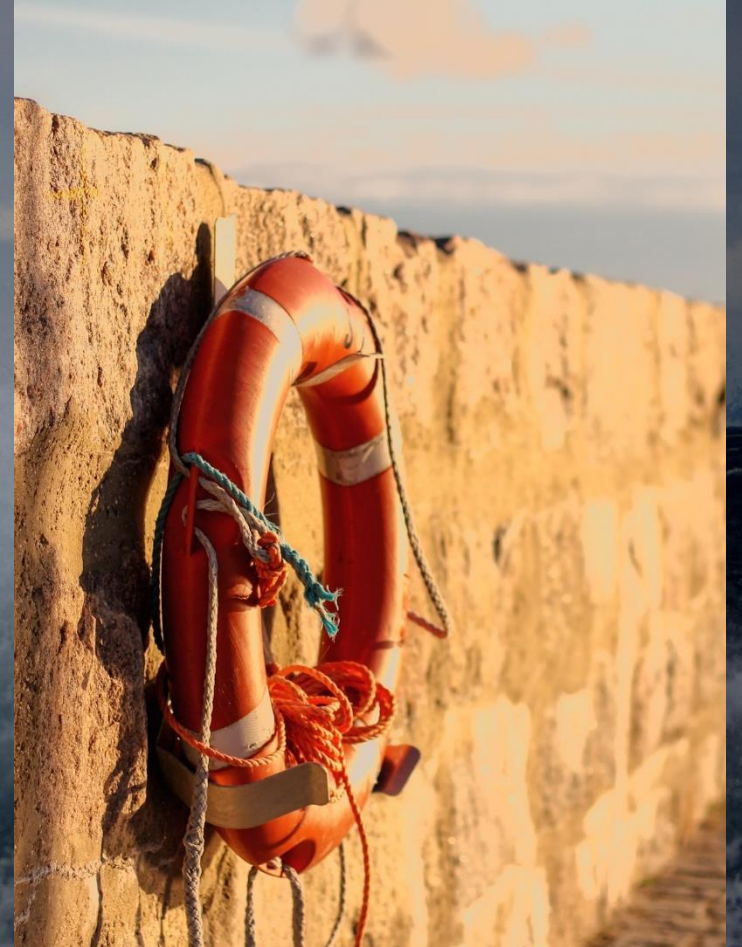
Enables students to have a positive impact and to study in a healthy, safe and inclusive environment

Improves teaching by providing a meaningful context for learning



# Three common pitfalls

- ❖ Failure to articulate the strategic benefits
- ❖ Asking at the wrong time, wrong place
- ❖ Poorly communicating your case





# Making a compelling case for support

- ❖ Understand decision-making processes
- ❖ Set out your vision for success
- ❖ Engage key decision-makers
- ❖ Think through the risks
- ❖ Build evidence
- ❖ Communicate clearly and concisely





# Engaging and influencing

- ❖ Start from where people are at
- ❖ Find a champion
- ❖ Be solution-orientated
- ❖ Build consensus on common issues
- ❖ Let leaders see things for themselves
- ❖ Celebrate success



# Case study example

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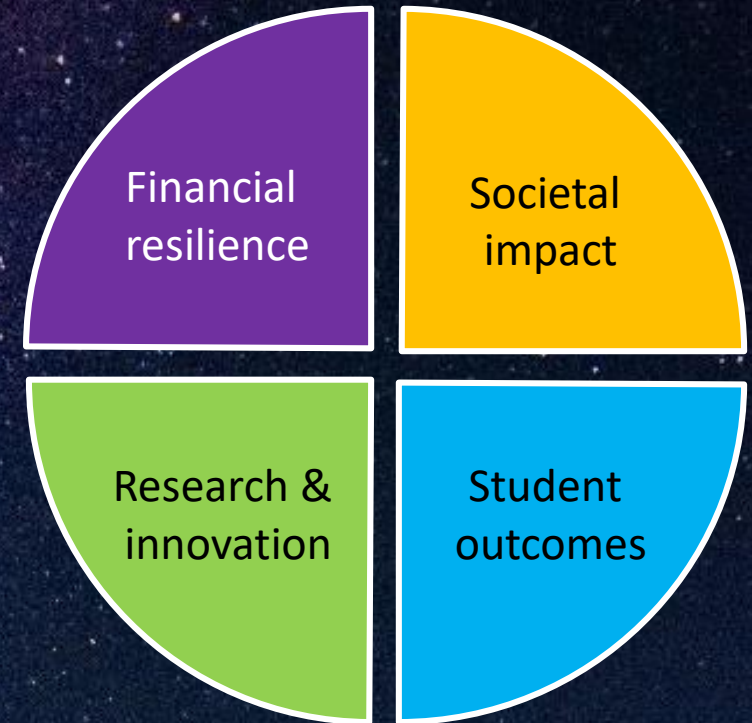


# Discussion: Articulating the strategic benefits

What are the benefits for your institution? E.g.

- ❖ Mitigating risk?
- ❖ Reducing costs?
- ❖ Improving reputation?
- ❖ Meeting regulation?
- ❖ Generating income?

How do these link to four pillars of success?



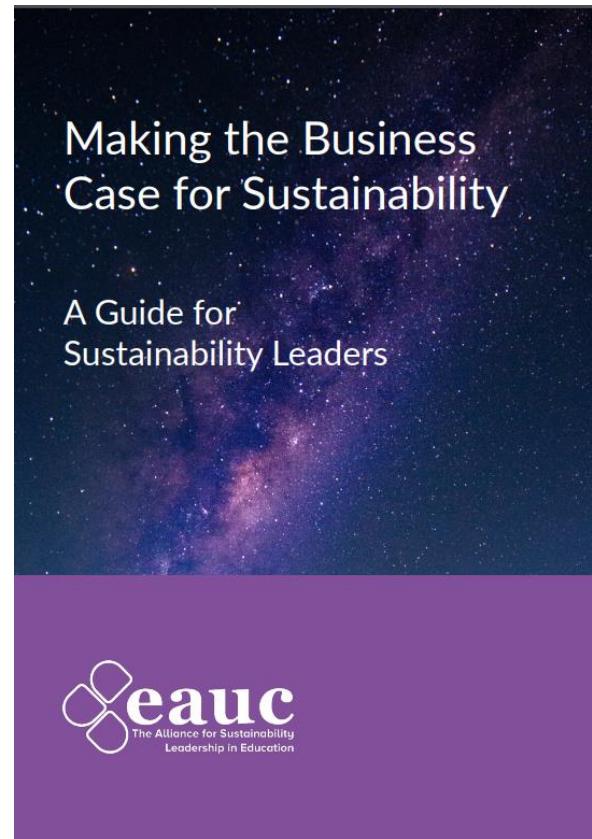


# Further information

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