



CHANGEHORIZON

# Start and accelerate your sustainable transformation

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IATA World Cargo Symposium, Dublin, 14 October 2021

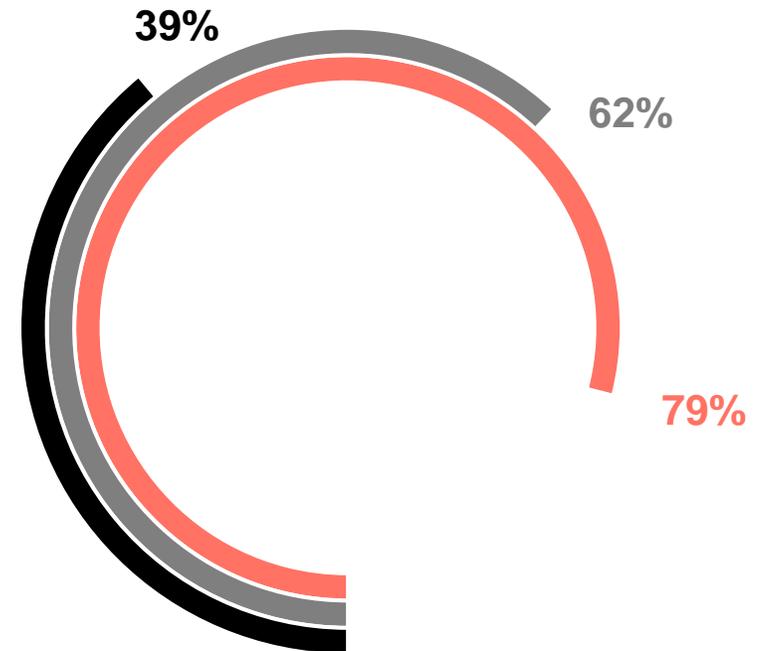
# Sustainability matters for the air cargo industry



Why does or should sustainability matter to your company?



Air cargo companies believe making tangible progress in Sustainability matters will or would impact positively their company's **reputation**, attractiveness and **bottom-line**



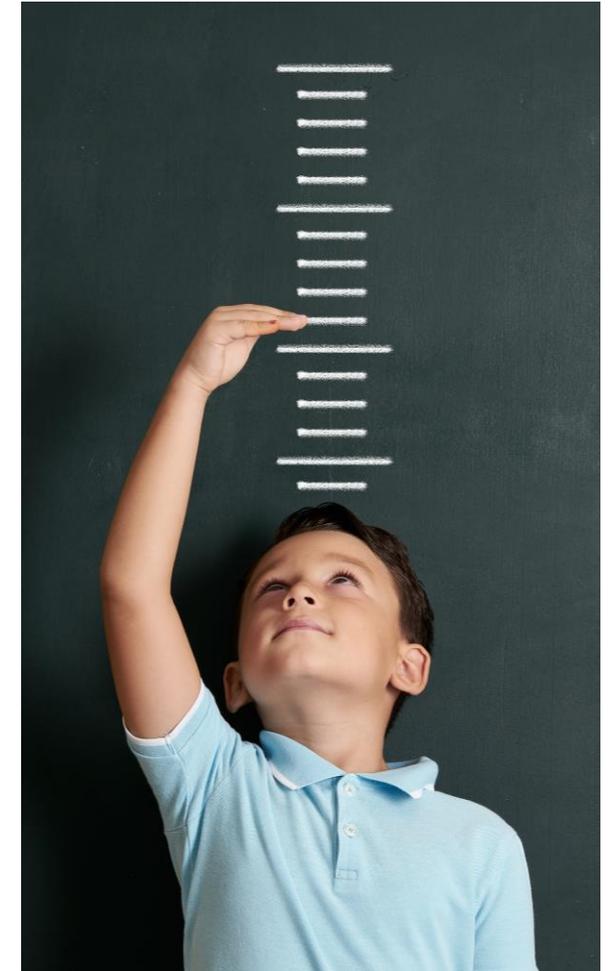
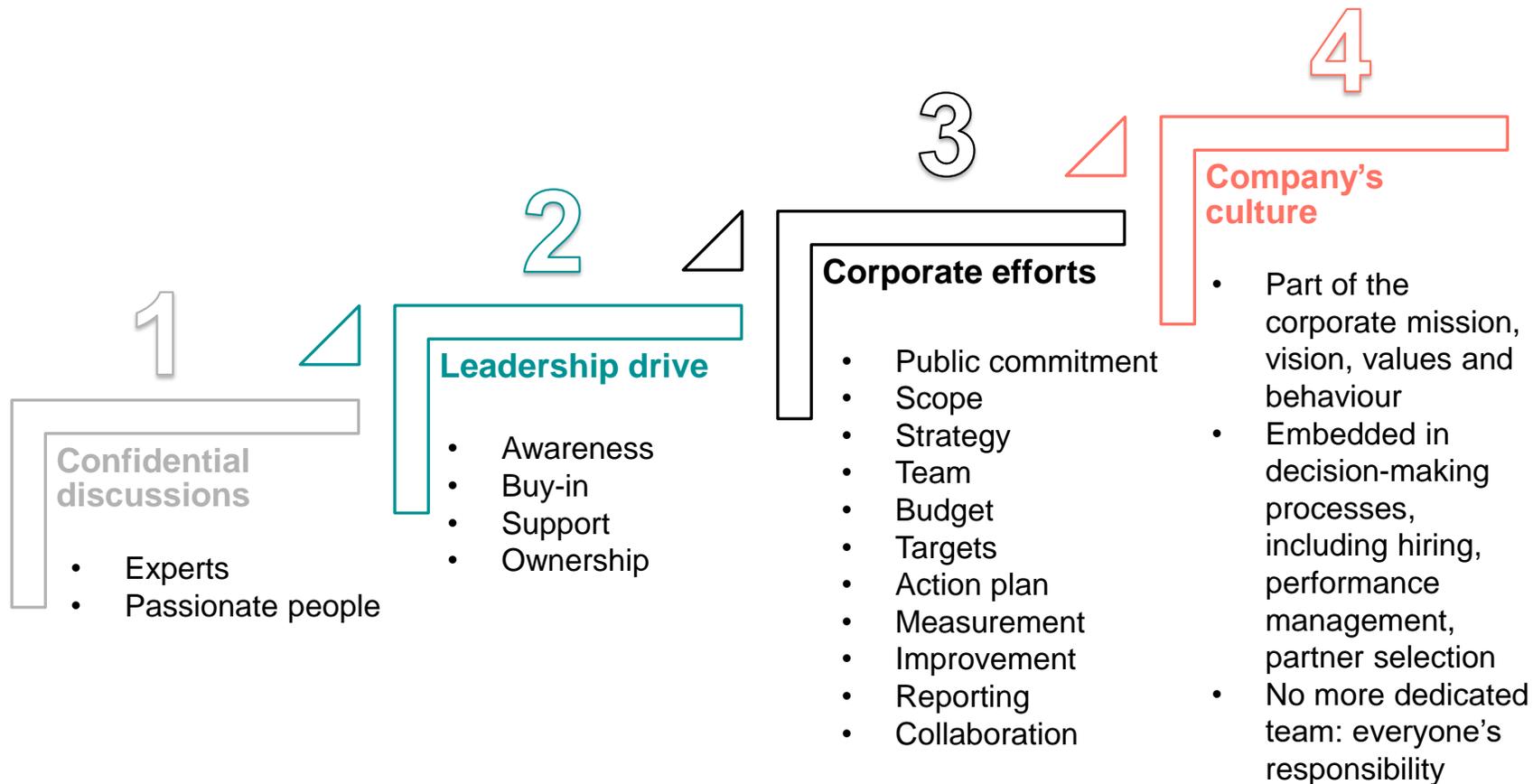
# Sustainability has become a strategic priority

- 91% of respondents confirm sustainability agenda is **supported directly by their CEO**
- 75% told us they have a **strategy** in place (but only 43% of small & medium size businesses)
- 69% say that sustainability aspects are considered in their **procurement** process
- 61% have a **team** in place or at least one fully dedicated person taking care of business sustainability agenda
- Only 43% of respondents could confirm that their company has a dedicated sustainability **budget**

63% say sustainability was even more important in 2020 than it was in 2019



# Corporate sustainability maturity levels

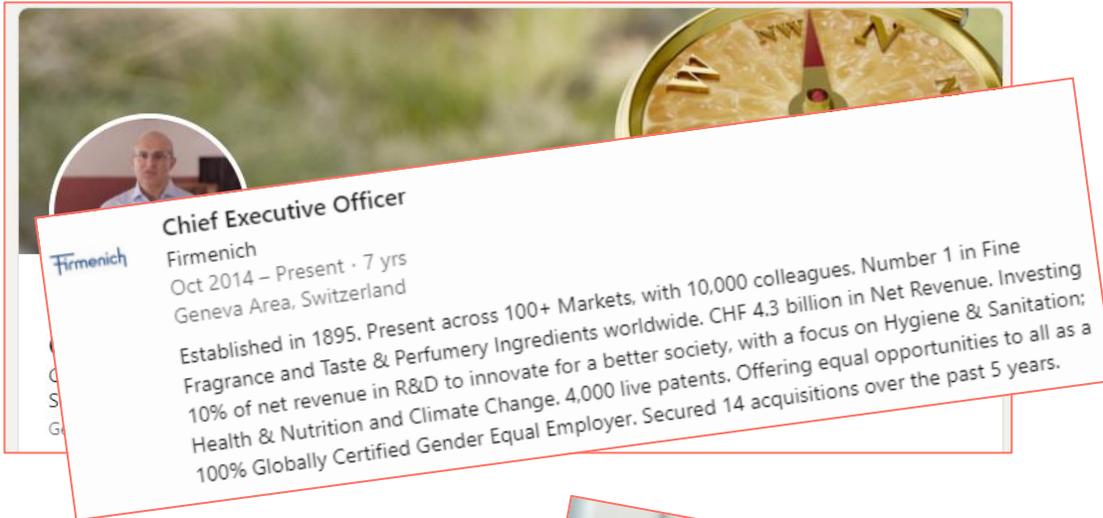




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How to **start** your sustainable transformation journey?

# 1. Leadership drive



**Chief Executive Officer**  
Firmenich  
Oct 2014 – Present · 7 yrs  
Geneva Area, Switzerland

Established in 1895. Present across 100+ Markets, with 10,000 colleagues. Number 1 in Fine Fragrance and Taste & Perfumery Ingredients worldwide. CHF 4.3 billion in Net Revenue. Investing 10% of net revenue in R&D to innovate for a better society, with a focus on Hygiene & Sanitation; Health & Nutrition and Climate Change. 4,000 live patents. Offering equal opportunities to all as a 100% Globally Certified Gender Equal Employer. Secured 14 acquisitions over the past 5 years.



**SKY+CELL**  
Safe. Secure. Sustainable.

**About**  
Entrepreneur using technology to improve access to healthcare and sustainability.

Stanford University Graduate School of Business



**Frank Appel**  
CEO Deutsche Post DHL Group  
Cologne Bonn Region · [Contact info](#)

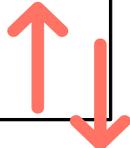
Today our company presents its new Sustainability Roadmap.



## 2. Preliminary work



Listen **outside**



- Sustainability imperatives & industry trends affecting the air cargo industry and your business
- Customers' satisfaction survey
- Partners' feedback survey
- Regulatory framework
- Competitive landscape
- Industry collaborative initiatives map
- Best practices and guidelines



Listen **inside**



- Employee engagement survey
- Organizational design
- Internal operating procedures mapping
- Corporate sustainability assessment
- Culture diagnostic



Look **back**



- Learnings from the past
- Celebrate the progress made so far



Look **ahead**



- Innovation radar
- Future trends affecting the air cargo industry and your business
- Sense of urgency

### 3. A new corporate trajectory



Develop the  
**vision and mission**  
statements for  
your  
better[sustainable]-self



Identify the  
**priorities**, based  
on what  
matters and  
what you can  
control and  
influence



Set clear and  
ambitious  
**targets**



Empower a  
high-caliber  
launch **team**



Design the  
transformation  
**roadmap**



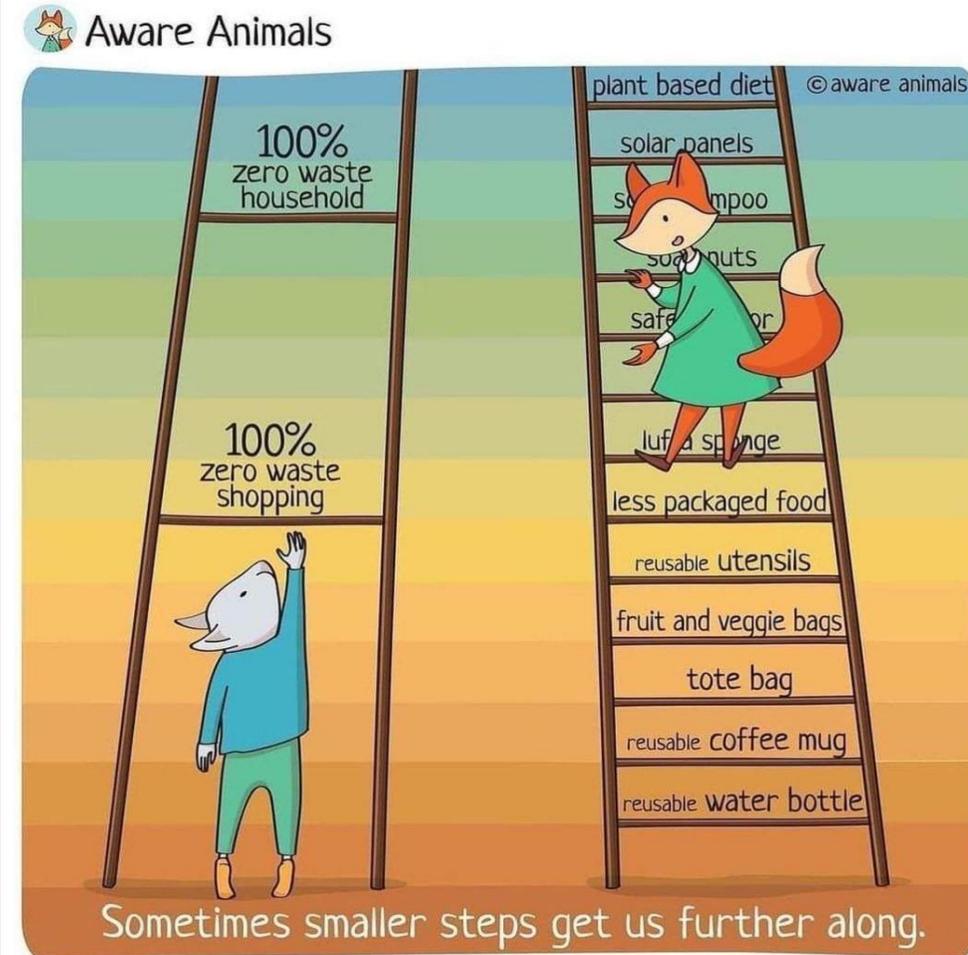
Frame change within the organization's purpose — the “why we exist” question to align and galvanize all employees, in terms that stir emotion and incite action, providing a positive vision and a path forward that's within the power of the crowd



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## 4. Quick wins

- The **first 90, 100 or 180 days** are critical to set the pace, attitude and path to success
- Identify **sustainability frontrunners** who can be ambassadors in driving the sustainable development in your organization
- **Design sprint workshops**, time-bound planning and implementation efforts aligned with the organization's priorities, involving employees at all levels
- Focus on **low-hanging-fruit** opportunities that generate meaningful impact quickly
- **Build momentum and confidence** allowing later initiatives to address complex, big-bet initiatives

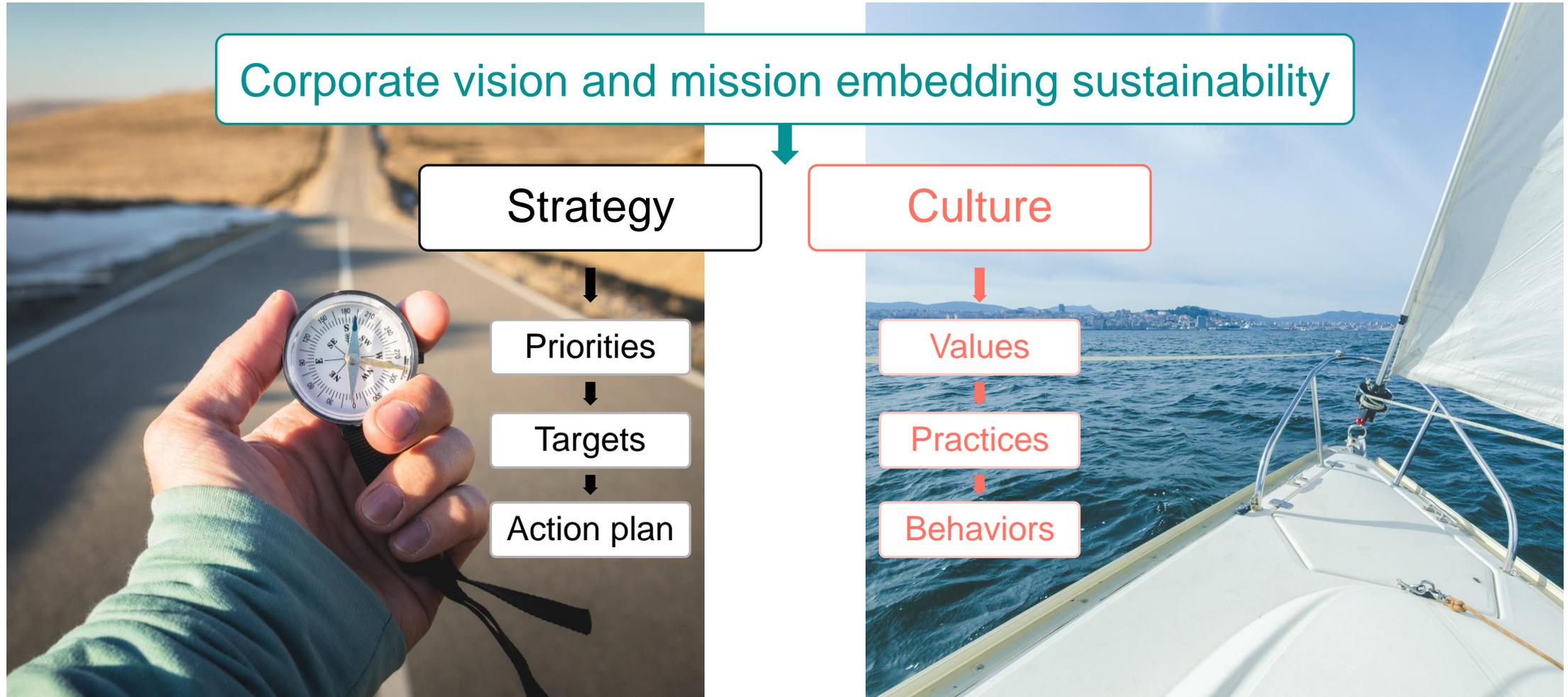




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How to **accelerate & sustain** your sustainable transformation?

# 5. Sustainability culture





“The way we do things around here”

Organizational culture plays a fundamental part in the shift toward sustainability. Sustainability is culturally ingrained when it enters day-to-day decisions and processes

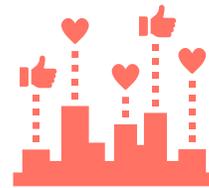


# Aligning corporate culture with sustainability strategy



## Corporate value

- Articulate sustainability as a core value rather than as an obligation or a burdensome expense
- Align conversations up and down the organization
- Embed in the operating procedures, reinforced and reshaped through daily practices



## Audible and visible

- Construct and deploy symbols that create a feeling of solidarity and belonging (help define the boundary between “us” and “them”)
- Make the employees the premier ambassadors of your sustainability culture



## Continuous learning

- Identify employees who needs a competency boost
- Create development plans for teams, departments or management levels to build and improve their sustainability capacity
- Offer learning opportunities through online training, workshops, on-the-job



## Accountability

- Align sustainability to core business goals and have it on the agenda for next performance reviews
- Establish an appreciation of positive sustainability practices among employees
- Empower behaviours aligned with values, culture code and vision

## 6. Collaboration

- Sustainability is part of a broader societal agenda that extends beyond the organization (UN SDG, Paris Agreement, etc.)
- Cross-industry interdependencies: key levers required for change may be beyond the control of the organization and may reside in the organization's supply chain or with its key stakeholders
- Industry best practices, partnerships
- Contribute to the big picture



# We can help you!

- Market **insights**, industry trends affecting the air cargo industry and your business
- Customers' satisfaction, partners' feedback and employee engagement **surveys**
- Culture **diagnostic**, corporate sustainability assessment, SWOT analysis
- Sustainability risk analysis and mitigation **strategy**, revised corporate vision, mission, values and strategic priorities
- Recommended organizational **design** to deliver better, employee handbook for sustainability in the workplace, online sustainability training & microburst learning





## CHANGEHORIZON

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Independent consulting company helping organizations in the **aviation and logistics** industries:

- Established companies
- Start-ups
- Industry associations
- International organizations

We are focused on **generating added value, success and capability development** for our customers:

- Strategy & business development
- Stakeholder engagement & outreach
- Change management
- Sustainability vision & projects
- Transformation & innovation

Our services are **flexible and tailored** to achieve agreed and specific goals, working closely with client teams:

- Sparring partnership to executives
- Consultancy and advisory services
- Research and insights
- Interim management
- Hands-on support
- Mentorship