



# Boost post-pandemic business practices for sustainable development for 2030

2022-1-PT01-KA220-VET-000089333



Co-funded by  
the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them

# LEADING 2030

Upskilling  
programme - 3  
step consulting  
process for  
accelerating  
business action  
on the SDGs

## Key-areas – additional competences

**SUSTAINABILITY**

**BUSINESS PRACTICES**

**LEADERSHIP**

## 3-step consulting process for accelerating business action on the SDGs – additional competences

**PRIORITISING OPPORTUNITIES**

**ALIGNING GOALS**

**TAKING ACTION**

# Unit synopsis

## ALIGNING GOALS



Aligning goals is crucial for integrating sustainability into a business core strategy and operations.

This unit combines a set of competences aligned to promote the setting of clear and measurable goals that align with the prioritised SDGs, establish a framework for action and provide a roadmap for progress.

# *Knowing more about aligning goals*



# ALIGNING GOALS

## PRACTICE PRINCIPLES

- Integrate sustainability into the organisation's core strategies and operations
- Set clear and measurable goals that align with prioritised SDGs
- Establish an organisational framework for action and provide a roadmap for progress

After completing this section, you are expected to be able to:

- Reflect on the level of commitment needed for the implementation of prioritised SDGs at several levels
- Identify the benefits of a quality assurance model in action planning and execution
- Recall the PDCA cycle model for a structured approach in quality assurance of sustainable goals



# Knowing more about aligning goals

**The concept of aligning goals** in terms of the 17 SGD refers to the process of ensuring that organisations are working towards the same sustainability goals. Proper alignment is important to maintain focus, foster collaboration and drive all members of the organisation towards sustainable work environment as a core direction.

## ADIDAS

The ADIDAS company is a modern example of classic target realisation in the sense of the 17SGDs. The company's own corporate visions were aligned with the German government's sustainability strategy, i.e. the product range was designed to be more customer-centred and sustainable. Circular economy services are not only being expanded, but the company is also working towards achieving climate neutrality.



[www.adidas-group.com/en/sustainability/focus-sustainability/our-targets](http://www.adidas-group.com/en/sustainability/focus-sustainability/our-targets)

## Knowing more about aligning goals

**Company-related goals** provide all involved people orientation as to the level at which work is carried out and profits generated. Many organisations and institutions also refer to the 17 sustainability goals set worldwide, which symbolise an environmentally friendly, better and more ecologically social world. Examples of company-related goals are in line with the 17 SGDs: food consumption and production, regional cultivation of products, etc.

## VG (Verbauchergemeinschaft)

VG is a non-profit cooperative that supplies people from Dresden and the surrounding area with high-quality organic produce. The VG pays particular attention to regional organic products and regional economic cycles. The cooperative sees this as its contribution to an environmentally friendly way of life and a regional, alternative economy.



[www.vg-dresden.de/vg-leitbild](http://www.vg-dresden.de/vg-leitbild)

## Knowing more about aligning goals

**Setting goals.** Every company understands its importance. It is imperative to align employee to team goals, and team to organisational goals. Everyone should be working to achieve the organisation's overall strategy, and aligning goals gets everyone on the same page and moving in the same direction. Aligned goals create a familiar atmosphere where everyone works together and understands their role.

### EDEKA

EDEKA, one of Germany's largest food suppliers, is focusing its internal corporate goals more consciously on the 17 SDGs. The company is committed to biodiversity, resource conservation, water and climate. The Sustainable Development Goals are leading the way here. Since 2009, EDEKA has been working with the environmental protection organisation WWF to promote greater environmental protection on its own shelves and in its supply chains.



[www.edeka.de/nachhaltigkeit/unsere-wwf-partnerschaft/die-kooperation/index.jsp](http://www.edeka.de/nachhaltigkeit/unsere-wwf-partnerschaft/die-kooperation/index.jsp)



# Practical activities

## ALIGNING GOALS



After deepening in your knowledge of how excellence in aligning goals can contribute towards achieving the 2030 Agenda, you are now challenged with three training activity sheets providing each a specific hands-on activity in a step-by-step format to support you in improving your aligning goals skills.

# *Improving my aligning goals skills*



# ALIGNING GOALS

## PRACTICE PRINCIPLES

- Integrate sustainability into the organisation's core strategies and operations
- Set clear and measurable goals that align with prioritised SDGs
- Establish an organisational framework for action and provide a roadmap for progress

After completing this section, you are expected to be able to:

- Choose clear and measurable sustainable goals that align with the prioritised SDGs and the business overall sustainable strategy and values
- Assess the overall need and benefit of applying the PDCA cycle model to priority SDGs
- Design a PDCA cycle model to implement and monitor strategic sustainable action plans

# *Develop your own sustainable business goals*

**Step1:** Think about what kind of company you would set up (sector, country/city, size, etc.)

**Step2:** Think about the vision of your company

**Step3:** Discuss in a group setting what you want to reach with your business

**Step4:** Based on the 17 SDGs, select at least 4 sustainability goals that you would like to pursue with your company. Now transfer these goals to your thoughts, i.e. how do you want to implement these goals based on which specific measures?

- Learn more about how to create aligning goals/business goals:  
<https://aligntoday.com/blog/how-to-achieve-goal-alignment-in-your-organization/>

## *Implement your business goals*

**Step1:** Focus on your 4 selected criteria/goals and define them in general and in your business case

**Step2:** How would you implement them in practice?

**Step3:** Find a modern way to communicate these goals to employees/managers/society to draw attention to it

*“If you don’t know where you’re going, any road will take you there”*  
(Lewis Carroll, English author)

The same applies to organisations. Without goal alignment, your employees could be taking any road to reach their destination, leading to chaos and confusion. Achieving goal alignment presents a unique set of challenges, as it involves multiple moving parts and depends on various circumstances that may be difficult to influence.



## *Making your green and sustainable marketing strategy*

**Step1:** Think about which main product(s) you want to disseminate

**Step2:** Make sure that everything is in line with your sustainable

**Step3:** Develop and define your own sustainable marketing strategy based on your vision, company philosophy, guiding principles, target groups and goals

- A marketing plan is an action plan that includes all necessary actions to achieve your marketing goals, as well as your business aims and vision. Learn more about sustainable marketing:

[www.techtarget.com/searchcustomerexperience/tip/Best-practices-for-a-sustainable-marketing-strategy](http://www.techtarget.com/searchcustomerexperience/tip/Best-practices-for-a-sustainable-marketing-strategy)



# Implementation instructions

## ALIGNING GOALS



After going through the knowledge and practical sections of this training, here you can find a checklist of points supporting you to accelerate corporate sustainability and responsible business practices, leading you towards 2030.

# *Leading transformative change*



# ALIGNING GOALS

## PRACTICE PRINCIPLES

- Integrate sustainability into the organisation's core strategies and operations
- Set clear and measurable goals that align with prioritised SDGs
- Establish an organisational framework for action and provide a roadmap for progress

After completing this section, you are expected to be able to:

- Integrate the SDGs into the business existing frameworks, policies and processes
- Guide teams to embed sustainable practices at all levels and foster a corporate culture of sustainability
- Carry out the tasks to plan and implement the PDCA model

**Create a business core strategy** with your previous developed criteria (vision, philosophy, target group etc.). Be aware to integrate also information about your products to sell, facts about your market and data for your SWOT analysis. Finally, add your SDGs into your plan and make sure that you give relevant information about how you achieve them internally.

<https://smartbusinessplan.com/business-plan-sample/>



**A business strategy** is a powerful tool for helping to reach your business goals, defining the methods and tactics you need to take within your company. The business strategy also guides many of your organisational decisions, such as hiring new employees.

[www.indeed.com/career-advice/career-development/business-strategy-examples](http://www.indeed.com/career-advice/career-development/business-strategy-examples)



**Define your corporate culture of sustainability.** Which criteria will have an influence on it, e.g. economical, social, ecological aspects? Have your creation process focus on sustainability! Then, think about how you would implement the developed criteria in your daily working life. For instance, how would you avoid plastic? Would you create rules for your employees?

<https://2030.builders/how-to-build-sustainability-culture-organisation/>



**A sustainable corporate culture** is a culture that serves sustainable corporate development, creates and anchors an awareness of ecological as well as social and economic responsibility.

**Familiarise yourself with the PDCA model.** What does it mean, what is it used for and how does each individual phase help your tasks planning and implementation, as well as consider the challenges in your company in each phase.

<https://2030.builders/how-to-build-sustainability-culture-organisation/>



**The PDCA model** is a four-step model for carrying out change. Just as a circle has no end, the PDCA cycle should be repeated for continuous improvement. It is considered a project planning tool.

<https://asq.org/quality-resources/pdca-cycle>

# Self-quizzing

## ALIGNING GOALS



### 1. Aligning goals:

- a) Are a direction for the internal organisation focus
- b) Are not relevant for the success factor of a company
- c) Are just relevant for the management level

### 2. Goal alignment involves...

- a) organisational goals
- b) team goals
- c) organisational, team and individual goals

### 3. It is important to communicate goals from...

- a) top to down
- b) down to top
- c) no communication is needed

# Self-quizzing

## ALIGNING GOALS



### 4. In general, aligning goals are part of...

- a) just only the marketing plan
- b) the business plan
- c) the internal communication strategy

### 5. A business strategy includes...

- a) 3 steps
- b) 4 steps
- c) 6 steps

### 6. A SWOT Analysis symbolises...

- a) strength, waste, opportunities and trust
- b) structure, weaknesses, opinions and trust
- c) strength, weaknesses, opportunities and threats

# Self-quizzing

## ALIGNING GOALS



### 7. What are the components of the PDCA Model?

- a) Plan, Direction, Chance, Action
- b) Plan, Do, Chance, Action
- c) Plan, Do, Conflict, Action

### 8. The PDCA Model is a tool for...

- a) improving business process
- b) checking internal structures
- c) controlling employees

### 9. A culture of sustainability should be based on...

- a) economic, ecologic and social pillars
- b) economic pillars
- c) ecologic pillars



# Online reading and resources

## ALIGNING GOALS



What is goal alignment

[www.mosaicapp.com/glossary/goal-alignment](http://www.mosaicapp.com/glossary/goal-alignment)

How can an organisation reach goal alignment

<https://blog.clearcompany.com/transform-through-strategic-goal-alignment>

Sustainable Marketing: key principles and strategies for small business

[www.crowdspring.com/blog/sustainable-marketing/](http://www.crowdspring.com/blog/sustainable-marketing/)

Applying the PDCA cycle: A blueprint for continuous improvement

<https://citoolkit.com/articles/pdca-cycle/>

How to develop a small business sustainability plan

[www.constellation.com/solutions/for-your-small-business/goals/developing-a-small-business-sustainability-plan.html](http://www.constellation.com/solutions/for-your-small-business/goals/developing-a-small-business-sustainability-plan.html)

# Developer

## ALIGNING GOALS

The logo for the Institute for Business (IB), consisting of a blue lowercase 'i' followed by a blue uppercase 'B'.

[www.ib.de](http://www.ib.de)



Co-funded by  
the European Union

# Go ahead and select a new unit!

## SUSTAINABILITY

Commitment towards, alignment with and integration of the 17 SDGs as core corporate values

## BUSINESS PRACTICES

Sustainable business approaches, multistakeholders' relations and support to sustainable policy

## LEADERSHIP

Ethics, effective employer engagement, intergenerational learning, and operational footprint

## PRIORITISING OPPORTUNITIES

Assess, analyse, and map business opportunities to ensure a strategic approach to address the SDGs

## ALIGNING GOALS

Clear and measurable goals aligned with the SDGs, framework for action and progress roadmap

## TAKING ACTION

Implementation planning, monitoring and improvement of sustainable actions





**Boost post-pandemic business practices  
for sustainable development for 2030**