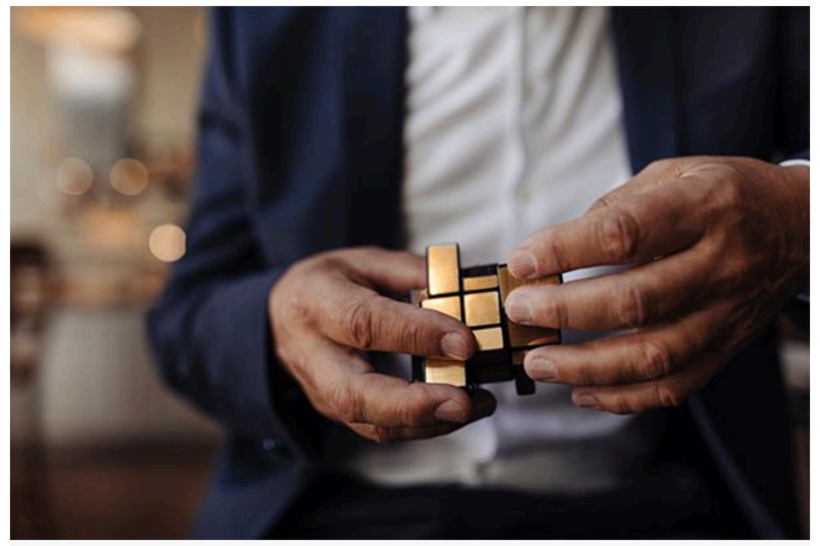
The six key pillars to assess opportunities

Stakeholder value creation

Create value not just for investors, but also for communities, employees, customers/consumers, and other relevant stakeholders.



Strategic fit and relevance

Strengthen the organisation's core business and future positioning.

Sustainability and ESG viability

Align with and advance the organisation's sustainability and ESG goals.

Financial viability

Improve cashflow resilience, cost efficiency, and access to capital – including through sustainable financing.

Risk appetite

Understand the organisation's acceptable level of risk, balanced against available resources.

Operational viability

Understand operational complexity and manage barriers to execution readiness.

Examples of what leaders want to know

- What is the opportunity?
- Does the opportunity fulfil a particular market demand?
- How does the opportunity add value for the organisation and its stakeholders?
- Is the value real?

- How does the opportunity fit within the organisation's strategy over the short, medium, and long-term?
- Does the opportunity align with the organisation's strategic priorities?
- If not, is the opportunity crucial enough to warrant a review and/or update of the organisation's current strategic priorities?

- Will the opportunity advance or provide chances to advance the organisation's sustainability and ESG goals?
- Are the targets and outcomes quantifiable or qualitative?

- What is the revenue model and margin?
- How will this opportunity be financed and what are the related costs?
- What are the financial implications and how material are they?

TIP: Read *Green finance skills: The guide* on how professional accountants can develop skills to steer green financing activity for organisations to build a sustainable future.

- What risks does the opportunity create, and how much risk is the organisation willing to take?
- What are the trade-offs and unintended consequences? Eg will pursuing the opportunity lead to stranded assets and/or reputational risk?

TIP: *Manage the risk* and persevere in moving along with the opportunity. Don't miss the opportunity when the risk is already mitigated.

- Are the necessary infrastructure and technology in place? How complex would it be to set these up?
- What is the composition of skillsets assessing and executing the opportunity? Are these the right skillsets, and does the organisation have sufficient access to them?
- What are the tax and legal implications in pursuing and executing the opportunity? How complex are they to resolve?