

RBTP Member Business Case Canvas

This canvas is used to help an RBA member to structure an internal business case to implement the tools and business process changes required to support their adoption of the UNTP protocol and the RBTP extensions specific to their industry. Through discussions with pilot members and their value chain partners, we aim to develop a consistent and reusable canvas to support all RBA members.

1

Review UNTP theories of value - 60 min discussion

The United Nations Transparency Protocol working group has developed a set of value hypotheses that may provide a starting point for your discussions on value creation opportunities. This activity will allow 30 minutes for your team to quietly read the theories, 15 minutes to discuss and 15 minutes to agree on the theories to apply to your use case (immediacy vs. value).

2

Find opportunities in the product lifecycle - 60 min activity

Mapping your product lifecycle (or an example of one) will help to uncover opportunities to apply RBTP. Each part of the lifecycle may have different regulatory or business reporting requirements or opportunities to use a Digital Product Passport. Look beyond the RBPT project of other credentials or DPPs that might one day be presented using the UNTP framework.

3

Build business case - 60-90 min activity

This structure activity may vary from your own corporate framework to develop a business case, so feel free to modify it to suit your needs.

1. 10 mins- agree on the topics and the flow, rename or rearrange as required
2. 40 mins - for each element, review the pre-proposed discussion points, discard, refine and extend
3. 10 mins - have your facilitator play back the story of your business case
4. Download the board as a PDF to inform the development of your RBTP corporate business case
5. Download our generic business case word template as a starting point [TBD]

Activity 1: review UNTP theories of value

UNTP Theories of value

The UNTP program has developed a set of value hypotheses, some of which may be applied to your project. Discuss which ones are relevant and if the estimates are reasonable in your case.

Market access

Why it matters: Regulations (EU), EU (EU), and US (US) require companies to prove ESG compliance to access key markets. These laws often limit the ability of firms to innovate, demanding procedural and administrative changes. Businesses are often required to prove ESG compliance to access new markets, which can be costly.

How UNTP/UNTP enables it: UNTP transparency provides digital, verifiable proof of compliance, enabling businesses to meet ESG requirements efficiently. By standardizing sustainability data, UNTP allows companies to demonstrate their commitment to ESG principles to regulators and consumers. This framework rewards compliant suppliers, allowing them to maintain market relevance and avoid rejections.

Quantification:

- **ESG Rating:** Gains 400Bn in imports (+1% of global trade).
- **Regulations:** Effect on import and export trade volume.
- **Revenues risk:** Trade restrictions could impact -5-10% of company revenues, with a +1% impact as a conservative benchmark.



Unit price uplift

Why it matters: Consumers increasingly consider sustainability in purchasing, with -10% willing to pay a premium. For example, a UNTP transparency audit and demand, while supporting ESG credentials, risk being passed on to consumers. Businesses are often required to prove ESG compliance to access new markets, which can be costly.

How UNTP/UNTP enables it: UNTP transparency provides digital, verifiable proof of compliance, enabling businesses to meet ESG requirements efficiently. By standardizing sustainability data, UNTP allows companies to demonstrate their commitment to ESG principles to regulators and consumers. This framework rewards compliant suppliers, allowing them to maintain market relevance and avoid rejections.

Quantification:

- **Sustainability Premium:** Consumers pay 1-10% more, with a +1% overall price impact.
- **Consumer Demand:** +1% unit price uplift is a conservative estimate.



Anti-counterfeiting

Why it matters: Counterfeiting undermines trust, reduces brand value, and leads to significant financial and reputational damage. Businesses and individuals are tightening authentication requirements, putting businesses at risk of being rejected.

How UNTP/UNTP enables it: UNTP transparency claims, ensuring buyers and suppliers can capture premium pricing, reduce long-term costs, and differentiate from competitors in ESG-driven markets. Digital products present opportunities for real-time verification by buyers, regulators, and consumers.

Quantification:

- **ESG Rating:** 10% of global trade represents about \$1.2T in counterfeit goods. If approximately 10% of that trade is captured by UNTP transparency, the value of counterfeit goods is reduced by 10%. The effectiveness of anti-counterfeiting measures is estimated at 10% than the value lost is around 1% of trade.



Compliance costs

Why it matters: Regulatory compliance costs—operating, reporting, tariffs, border delays, and penalties—are increasing as sustainability laws tighten. The EU's Circular Economy Directive (2020) mandates that companies must report on their ESG performance. This can lead to significant costs. For example, a company with sustainability reporting requirements in the EU could result in fees as high as 1% of a company's annual turnover for failing to report.

How UNTP/UNTP enables it: UNTP transparency provides digital, verifiable proof of compliance to reduce reporting costs. Businesses are often required to prove ESG compliance to access new markets, which can be costly.

Quantification:

- **ESG Rating:** Implementing UNTP can actively reduce compliance costs through faster border clearance, lower administrative overhead, and improved efficiency reporting. For instance:

1. Reduction in Border Clearance Delays

- **Example Quantification:** If a company's reporting expenses on average of 20 hours, savings and the average cost is \$200 per hour per day, reducing delays to 24 hours could save \$1,200 per 100 shipments per year.

2. Lower Administration Costs

- **Example Quantification:** Reducing reporting expenses associated with annual data entry and verification, from 100 hours to 50 hours, could save \$100 per hour per year. This results in \$500 per year in savings.

3. Carbon Border Adjustment Mechanism (CBAM) Compliance

- **Example Quantification:** UNTP Digital Product Passports (DPP) provide high-quality environmental data to prevent overpayment. For instance, a company that imports 100 million units of ESG products at \$20 per unit, or \$2M, but accurate reporting reduces declared emissions by 10% on 1 million units of ESG, this results in \$8 million in savings.

4. Avoidance of Non-Compliance Fines

- **Example Quantification:** For instance, if a company's reporting expenses on average of 20 hours, savings and the average cost is \$200 per hour per day, reducing delays to 24 hours could save \$1,200 per year.

5. Reduced Costs of ESG Audit

- **Example Quantification:** UNTP transparency can lead to mutual recognition of sustainability certifications. For instance, a company that currently pays \$100,000 in annual ESG audits, and if audited once every 10%, this would result in \$40,000 in savings.

6. Reduced Reporting Costs

- **Example Quantification:** Reducing reporting expenses associated with annual data entry and verification, from 100 hours to 50 hours, could save \$100 per hour per year. This results in \$500 per year in savings.

7. Carbon Reductions

- **Example Quantification:** Reducing reporting expenses associated with annual data entry and verification, from 100 hours to 50 hours, could save \$100 per hour per year. This results in \$500 per year in savings.



Benefits

Finance costs

Why it matters: The \$2.1T global trade finance gap is approximately affected by 500Bn due to ESG risks, undersupply issues, and lack of visibility. Supply Chain Finance (SCF) has grown significantly but struggles to reach deep tail suppliers, leading to financial strain.

How UNTP/UNTP enables it: By using digital, verifiable proof of compliance, UNTP increases transparency and reduces costs. For example, companies can use ESG data to identify potential finance risks. This leads to lower financing costs, improved margins, and reduced cost of goods sold (COGS). Grants linked to ESG compliance can further offset financing costs.

Quantification:

- **Trade Finance Access:** UNTP can help reduce the \$2.1T trade finance gap by improving visibility and enabling companies to access finance.
- **Reduced Finance Costs:** Sustainable companies can cut financing costs by up to 20% due to lower risk premiums.
- **Strong ESG Performance:** Strong ESG performance can be profit margin increases of up to 10%.
- **Lower COGS:** Optimized supply chain financing can reduce COGS by 5-10% (McKinsey, 2018).



Digitalisation efficiency

Why it matters: Manual data collection and processing create inefficiencies, increasing operational costs, inventory holding costs, and decision-making delays. Digitalization enables automation, real-time visibility, and improved forecasting, enhancing business agility and customer satisfaction.

How UNTP/UNTP enables it: By verifying digital data collection and processing, UNTP reduces manual errors, improves efficiency, and reduces costs. For example, UNTP enables real-time decision-making. This results in better inventory management, lower costs, and higher customer retention.

Quantification:

- **Optimised Cost Reduction:** Organisation reduces operating costs by 10-20% with UNTP contributing to at least 10% savings. (McKinsey, 2018)
- **20% in Holding Cost Reduction:** Improved visibility reduces inventory costs by 10-20% and stock write-off by 20%.
- **Productivity & Profitability Gain:** Data-driven decision-making boosts productivity by 5-10% and reduces costs.
- **Customer Retention & Sales Growth:** Enhanced digital working increases repeat business by 10% and sales by 10%. (McKinsey, 2018)



Brand reputation

Why it matters: Consumers, investors, and stakeholders increasingly trust brands with strong ESG credentials. Transparency builds trust, increases loyalty, and strengthens market position. This results in greater sustainability and improved reputation, leading to higher brand value and resilience.

How UNTP/UNTP enables it: By verifying digital data collection and processing, UNTP enhances brand credibility through transparent reporting. This results in better brand perception, stronger ESG-related sales. This strengthens brand value and resilience.

Quantification:

- **Consumer Preference for Sustainability:** 10% of global consumers and 70% of millennials are willing to pay more for ESG products. (McKinsey, 2018)
- **Brand Loyalty Impact:** 80% of consumers purchase from brands aligned with their values, while 70% will switch to a competitor if they feel the brand is not aligned with their values. (McKinsey, 2018)
- **ESG & Brand Value Premium:** High ESG scoring brands achieve a brand value premium of up to 10% (Brand Finance, 2020)
- **Orbit Branding Advantage:** Strong reputations enable a 5-10% faster stock price increase after a ESG risk. (Brand Finance, 2020)
- **UNTP Role in ESG Publishing:** While multiple factors drive brand value, UNTP can contribute to it by demonstrating strong ESG performance.



Sustainable practices process improvement

Why it matters: Suppliers are under increasing pressure to align with ESG principles, which may negatively affect margins in areas such as packaging, energy efficiency, and labor rights compliance. These costs are often absorbed through taxes or green finance mechanisms, and securing long-term contracts with buyers can help mitigate these costs.

How UNTP/UNTP enables it: Verifiable ESG credentials allow suppliers to access preferential green financing, assume sustainability performance to buyers, and secure long-term contracts that provide financial stability for ESG investments.

Quantification: Costs are unaffected by UNTP. However, organizations will need to work with their certifying organizations to issue UNTP/UNTP conformity credentials and ensure their auditors can consume and analyze these.



Audits and certification

Why it matters: Suppliers are under increasing pressure to align with ESG principles, which may negatively affect margins in areas such as packaging, energy efficiency, and labor rights compliance. These costs are often absorbed through taxes or green finance mechanisms, and securing long-term contracts with buyers can help mitigate these costs.

How UNTP/UNTP enables it: Digitally verifiable and auditable credentials streamline audit and certification processes, reducing costs and increasing compliance rates. Buyers can trust supplier credentials, reducing the need for repeated audits.

Quantification: Costs are unaffected by UNTP. However, organizations will need to work with their certifying organizations to issue UNTP/UNTP conformity credentials and ensure their auditors can consume and analyze these.



Capital investment costs - transparency system

Why it matters: Establishing a transparency system instead of requiring new data purchases, streamlining capital investment. Standardized data models reduce IT complexity while interoperable platforms streamline buyer-supplier integration.

How UNTP/UNTP enables it: UNTP leverages existing systems instead of requiring new data purchases, streamlining capital investment. Standardized data models reduce IT complexity while interoperable platforms streamline buyer-supplier integration.

Quantification: Costs are unaffected by UNTP. Work with your delivery partners to minimize the cost of developing trial platforms, and updating core business systems to align UNTP.



Operational costs - transparency system

Why it matters: Running a transparency system requires ongoing data management, compliance reporting, and reporting processes, which can be resource-intensive. This operational cost is likely to be the largest cost of UNTP, but the cost of UNTP is significantly lower than the cost of ESG audits, and if audited once every 10%, this would result in \$400,000 in savings.

How UNTP/UNTP enables it: Once implemented, UNTP maintains transparency at similar operational costs to legacy systems, reducing reporting and analysis. The real-time supply chain insights generated can drive cost efficiency gains.

Quantification: Costs are unaffected by UNTP.



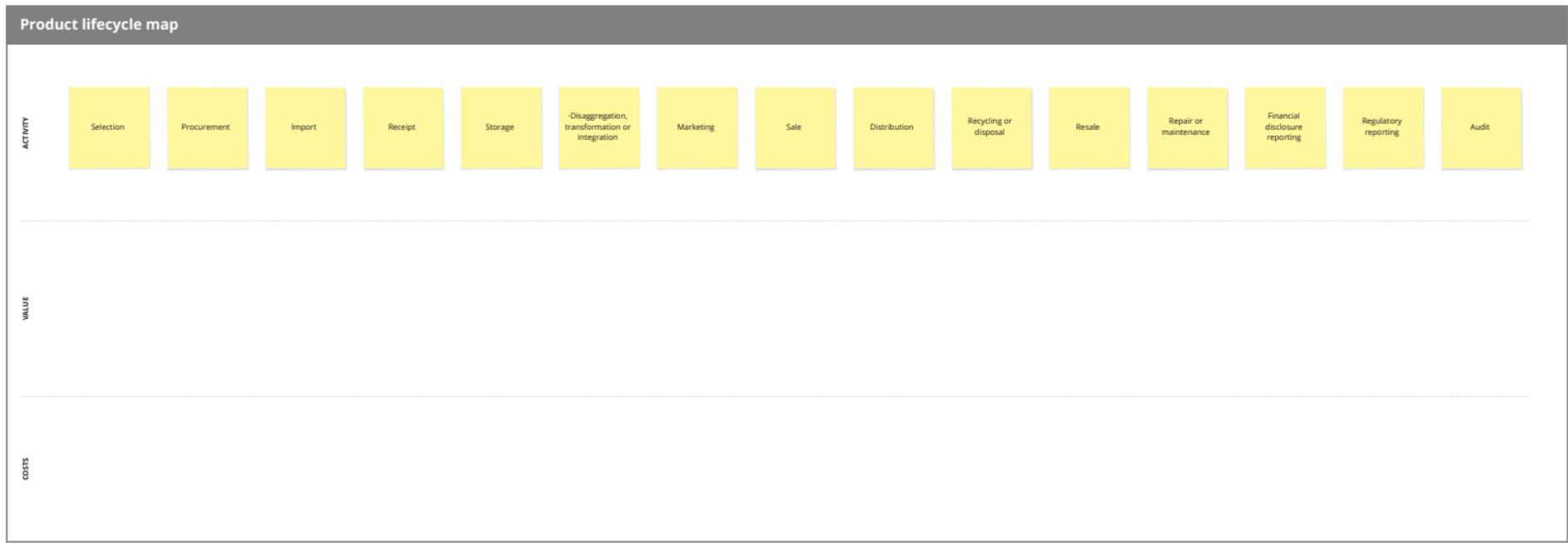
Exercise: prioritise the theories for your business

Market Access



Market access

Activity 2: find opportunities in the product lifecycle



Activity 3: build business case

Lessons learned

What can we learn from previous LNTP or BEIP projects? What experts might we engage to learn these lessons?

- Learning LNTP principles is critical
- Having a single, clear, and consistent approach is important

Things we will build

What technology do we need to make BEIP work for our business?

- Transparency platform
- Verifier tools
- Business system adoption

Build approach and timeframes

What approach will our take to building and maintaining the technical capabilities in support of BEIP? and when are we likely to deliver them? Will we build or buy? Will we outsource or develop our own capabilities?

- Internal products
- Message from senior BEIP support
- Select vendors with LNTP support
- External vendors

What is your company's methodology?

Technical pilot → Proof-of-scale → Discovery → Alpha → Beta → Live

Strategic intent and alignment

How is this project aligning with our broader strategic intent, goals and outcomes?

How does BEIP fit our long-term roadmap?

People to convince

Which external stakeholders need to be convinced and what is important to them? What segments and audience will be used to influence each stakeholder?

- CIO
- Marketing department
- CISO
- Chief Sustainability Officer
- Investor relations
- More reliable data

- CTO
- Technology department
- Chief Marketing Officer
- Using trust quickly

- CFO
- Cost control
- Internal audit
- Funding the change
- Other people and regulatory requirements
- Suppliers and downstream customers

Costs

What is the project likely to cost, including technology development and business transformation?

- Pilot (may already be done)
- Transparency system
- Business process change
- New skills, e.g. Trust Architects

- Core system updates
- Supporting suppliers and customers
- Maintenance

Problems to solve

What business problems are we trying to solve through implementing BEIP?

- Streamlined reporting at a buyer
- Reducing the cost of compliance for
- Having more partners for a product as a seller
- Having regulatory reporting
- Having internal auditors
- Having supply chain partners as both buyer and seller
- Having audit
- Having security

Business change

How does our business and processes need to change to take advantage of BEIP?

- Require or incentivise companies to provide GPPs
- Build trust through financial disclosures
- Establish links in product packaging, invoices, etc.
- Convince suppliers to adopt BEIP

- Support customers' requirements to measure trust
- Update more systems and processes to support GPPs
- Can we articulate the change?

Risks and barriers

What can we learn from previous LNTP or BEIP projects? What experts might we engage to learn these lessons?

- Slow ROI realisation
- Low literacy in market
- Internal competition for funding

- Partners not ready
- Supply chain regulatory environment

Strategic partners

Who will be partners with to advance the implementation of BEIP in our business? What regulators, auditors, certifiers and customers need to be actively involved?

- Key platform vendors
- Key regulators
- Internal stakeholders
- Customers
- Insurers

- Financial partners
- Financial markets
- Certifiers
- Trust Architects

Value creation

What value can we expect to deliver, over what period and for which functions of our business?

- Apply the LNTP measures of value
- Market Access
- Meeting sustainability goals
- Compliance Costs
- Cost, Costing

- Unit Price Uplift
- Finance Costs
- Brand Reputation
- Digitalisation Efficiency

Return on investment

How can I share the tangible benefits in a simple ROI calculation to help us communicate with funders?

- Cost/Value