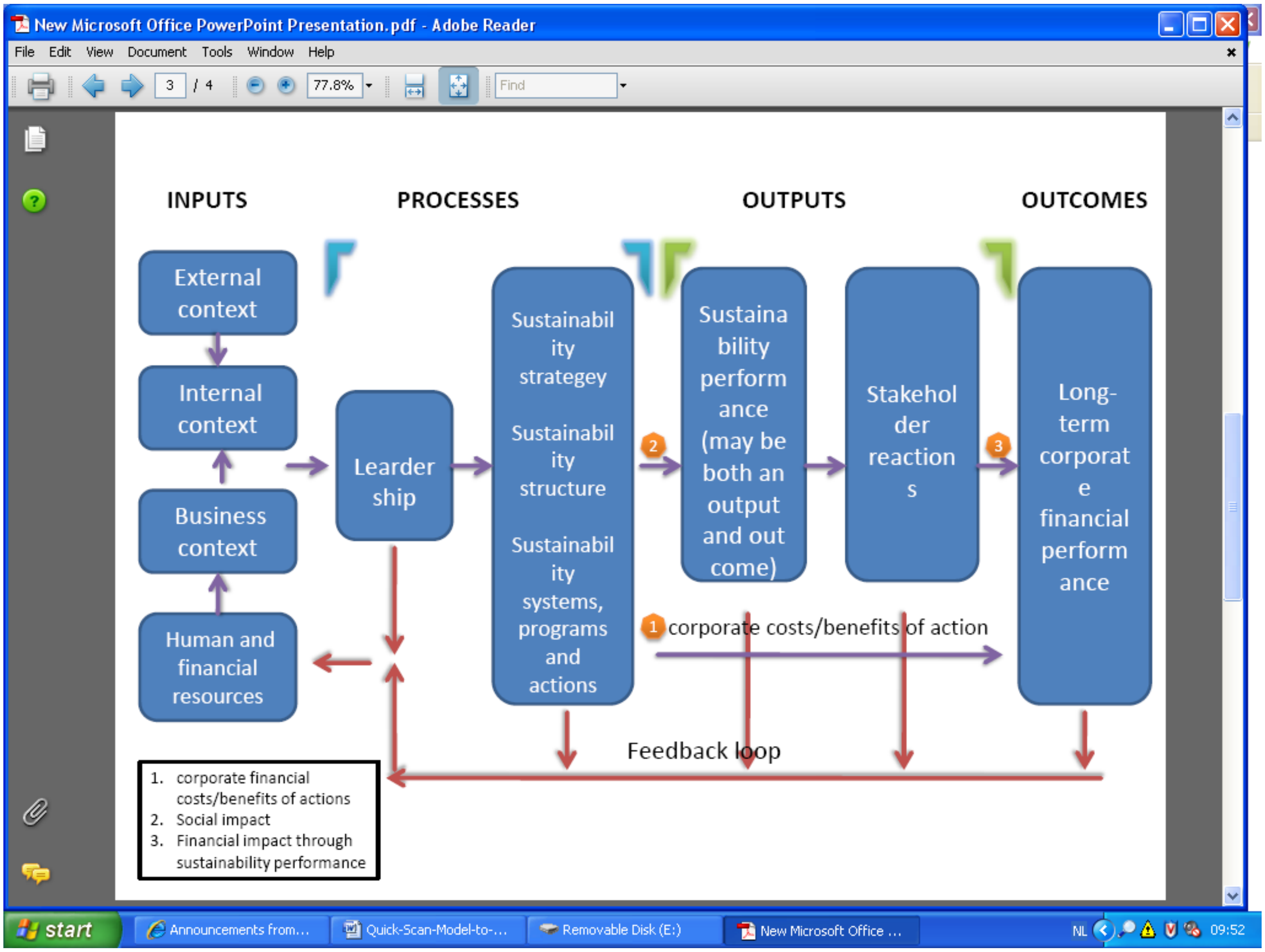


This is the framework which I am going to use for the quick scan. This models integrates most aspects which are interesting for us: Stakeholder's perspectives, quantitive & qualitive indicators and strategic & operational levels.

Inputs

External Context

External context means those local and global pressures affect the choices a corporation makes regarding the formulation and implementation of sustainability actions. There are two main direct pressures: The government regulations and the market place.

Government Regulations

Companies have to fulfill the requirements from both local and global government regulations, which is the minimum standards of sustainability performance: for instance, hazardous and other waste disposal regulations, pollution standards, etc..

Market place

Customers, from relatively more sustainably sensitive economics, shows more preferences to companies with better sustainable performances, for instance, Europe, Japan,etc.. On the other hand, some locations are more tolerant of pollutions due to the topography and weather patterns. Accordingly, the companies must consider whether it wants to adapt sustainability strategies to location differences.

Business Context (Transportation industry)

This is mainly about the industry sector of the business, and the characteristics of the customers and products. Transportation industry has significant impacts on environmental and social aspects, because they may exhibit relatively poor performance in terms of sustainability elements such as consumption of natural resources, emissions, and health risk of their products or services compared to companies operation in other industries.

Human and financial resources

In order to implement the sustainability programs, financial resource and human resource have to be considered as another important inputs.

Processes

Leadership

It is important for leaders to consider all of these inputs if they want to formulate effective sustainability strategies. If the leaders are not knowledgeable enough about sustainability to motivate their subordinates or institute the proper strategy, structure, or systems, then sustainability actions are unlikely to be successful.(comments of the CEO in annual report can be analyzed)

Sustainability Strategy, structure and systems

There are lots of examples which we can assess for those three different factors:

Strategy

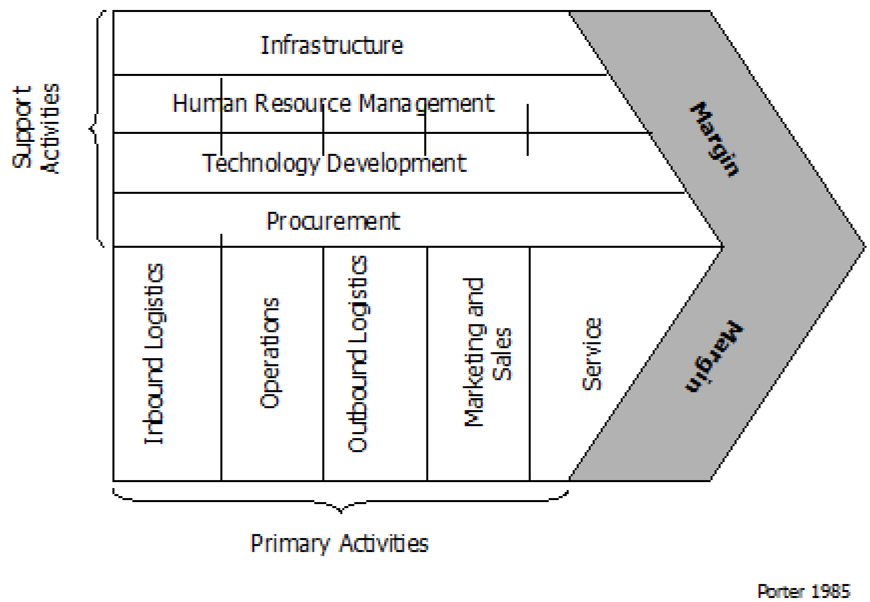
1.Develop a mission statement (mission statement from annual report)

2. Consider global and local regulations, as well as voluntary standard (ISO 4000, ISO4001, SA8000)

3. Consider the impact of social investors

Structure

1. Integrated throughout organization (Organizational structure)
2. Effective use of human resources
3. Manager access to top leadership
4. Aligned with strategy



The porter's value chain can be a good tool to help analysis the organization part.

Systems

1. Costing and capital investment systems (Activity-based costing, life-cycle costing, full cost accounting,etc..)
2. Risk management systems
3. Performance evaluation and reward systems
4. Measurement systems
5. Feedback systems
6. Reporting and verification systems

Outputs/ Outcomes

Sustainability Performance

As recommended by Mr. Jan. Jansen, I decide to use the weighted score card to present the measurement result. There will be four dimensions : Stakeholder Reaction, Economic, Environmental and Social, and several indicators or metrics will be selected under each dimensions. Moreover, we will assess the long-term financial performance in this research in order to get a relative objective result.

This is the draft of the weighted score card:

Perspective	Weight	Score (0-4)	Weight Score
Economic			
ROI			
Increased Sales from improved reputation			
Cost savings from reduction in energy costs			
Cost of capital investments			
XXXX			
Environmental			
Volume of hazardous waste			
Volume and cost of energy use			
Noise levels in Community			
XXXX			
Social			
??????			
Stakeholder Reactions			
Awards			
Employee satisfaction scores			
Number of shareholder complaints			
Average work week hours			