

HIGH-HANGING FRUIT

THE PROBLEM

The low-hanging fruit is gone. Now what?

For years, sustainability has benefited from an abundance of quick-win initiatives, delivering impact and straightforward financial returns. But these opportunities are drying up. Momentum is slowing and so is funding.

But there is still fruit hanging ripe on the tree.

The high-hanging fruit is where the next opportunities for competitive advantage lie.

THE CHALLENGE

Reaching the high-hanging fruit.

Even when the business cases exist, why do so many stall?

- **Business case challenges:** value is distributed across multiple functions, realized over longer time horizons, and often falls outside traditional measures of performance.
- **Organizational barriers:** fragmented ownership, frameworks that capture only part of the value, and propositions competing for the same funding.

There are two kinds of high-hanging fruit. Some opportunities require wholesale business transformation, so commercially disruptive that few organizations are likely to pursue them.

Others are within reach, but require a different way of identifying, evaluating and capturing value. These are the **Actionable Edge** opportunities.

THE SOLUTION

The Actionable Edge: Big enough to matter, grounded enough to fund.

Amongst the high-hanging fruit lies the Actionable Edge: opportunities material enough to move growth or margin, proven enough to underwrite, and executable with assets the company **already** has.

CHARACTERISTICS

Actionable Edge opportunities typically display at least three of the below characteristics:

- 1. DISTRIBUTED**
Ownership and value span the business, so costs and benefits land across different budget lines.

2. DYNAMIC
The case rests on where the market is heading, shaped by how input costs, regulatory pressures, and customer requirements are moving.

3. DIRECTIONAL
The case is part calculable, part directional – some values can be calculated, others are hard to quantify.
- 4. DURATION**
The full value emerges in about three to seven years – beyond the usual window companies plan and measure against.

5. DEPENDENCIES
The case sheds light on unpriced dependencies and makes overlooked economic risks visible.

6. DISRUPTIVE
The case challenges established assumptions and widens the view to unseen opportunities.

THREE BARRIERS TO ACTIONABLE EDGE OPPORTUNITIES

- No Sponsor
- No Process
- No Precedent

THE ROI² METHOD

Spotting and harvesting opportunities at the Actionable Edge.

Our methodology finds and evaluates high-hanging fruit opportunities and turns them into an Actionable Edge strategy that delivers impact and investment returns.

The result is a shortlist of opportunities that would not otherwise have surfaced.

- **DISCOVER**
Where does high-hanging fruit sit, and who would pick it?
We search for tangible Actionable Edge opportunities and link them to a strategy the business is already pursuing, and to someone with a good reason to sponsor it.
 - **QUANTIFY**
Is this fruit worth harvesting?
We turn an opportunity into a decision about a future strategy, building a case that stands on its financial merits with support from Finance.
- **DELIVER**
How does the fruit actually get picked?
We help move the sustainability strategy to the core of the business, with clear ownership, dedicated capacity, and accountability for the value it is meant to create.



READ THE FULL WHITEPAPER:
[High-Hanging Fruit](#)

GET IN TOUCH TO FIND OUT MORE:
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IMMEDIATE STEPS

What are the first steps to harvesting an Actionable Edge opportunity?

Here are four immediate steps to reach the high-hanging fruit:

1. **Have conversations with no agenda.** Ask three business leaders where their plan is most sensitive to see how sustainability could become part of the answer.
2. **Take one opportunity you have never costed.** Pick one case that has never been formally assessed and establish what it might be worth in ranges, functions and business targets.
3. **Price one dependency.** Take a hard-to-replace business input – a material or natural resource – and establish what it costs today, what it would cost under two plausible pathways, and the risk of not pricing it.
4. **Diagnose what is causing your opportunities to get stuck.** Review your current approach comprehensively.



START CLIMBING

The high-hanging fruit is there for the picking, and sustainability leaders are well placed to harvest it. Reaching it takes a few steps up the ladder, but the reward is **growth, margin, and resilience** for the business, alongside **impact** for people and the environment.