

## **Tailored for decision – Knowing your target group prior to adaptation**

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Life cycle thinking is but one perspective - if at all considered -, in everyday business decisions throughout the organization; in the selection of suppliers, in the strategy of new product ranges, and, in what information is chosen to be highlighted to the customers. Tradeoffs are constantly made between e.g. environment, quality, price and other company goals. Before any successful adaptation and visualization of life cycle information, it is important for internal life cycle experts to identify and understand how other functions of the company perceive and value life cycle information in their specific working situations.

To get a better understanding of these internal users of life cycle information, life cycle experts in four multinational companies (Akzo Nobel, Vattenfall, Volvo Cars, Volvo Group) have joined forces with researchers in life cycle management and behavioral science to create a graphical map of how life cycle information is spread and used in different parts of an organization. The aim of the map is to be used as a basis for discussions and recommendations on how to tailor life cycle information in order to support decision making throughout a company.

The map is constructed by combining a) inventories on how quantitative data seeks its way to internal users through databases, reports and KPIs, with b) qualitative interviews on goal framing and decision weights of e.g. environmental and economic information. As a result, the map illustrates both the “physical” flows of life cycle information and the “cognitive logics” of this information for different users (e.g. how values, attitudes and norms influence the target groups’ likelihood of including life cycle information in their decision processes).

Based on the map, each company can identify and discuss who the main users of life cycle information are and what premises for life cycle thinking these users have: In what decision making situation is, or can, life cycle information be used? How is the information understood? What other sources of information and rationales for decisions are used in parallel to, or in conflict with, LCA-results?

Initial analyses on the usefulness of the map point to a better understanding of how life cycle experts can tailor information for decisions in different parts of the company, as well as on its usefulness in illustrating to people outside of the environmental departments the widespread use of life cycle information that already exist in the company. The latter is not least important for creating an understanding in how the organization respond to ongoing external pressure to focus more on a life cycle approach, e.g. new requirements in ISO 14001, new EU Directives on public procurement and current EU work to establish a common LCA methodology.

Presentation of the work will be made jointly by research and industry representatives where the thoughts and theories behind the map are combined with company specific examples and reflections.