5 & 6 November, Nouveau Siècle, Lille
### SWOT Life Cycle Approach

#### Strengths
- **Conceptual**: holistic, science-based, makes impacts transparent, gives a vision (to make dreams come true, circular economy); strengthens strategic thinking & planning; offers recognized & well-established concrete tools (ISO & 14040); powerful tool
- **Communication**: helps communicate performance internally & externally;

#### Weaknesses
- **Data**: reliability, comparability, transparency; business/market relevance, not linked to design, poor outreach/communication
- **Leadership**: leadership gap in politics/business; business lobbying too strong; unclear BRICs engagement
- **Conceptual**: too simple/complex; LCA community too isolated; excludes impt social & economic data; lacks clear business case; allows ‘business as usual’

#### Opportunities
- **Data**: information that is more measurable, relevant to SD governance (incl social & economic); data essential to eco-innovation, circular economy, value creation & policy reform: new narrative & business model needed?
- **Engagement**: framework for engaging wide stakeholder group in standards co-creation;
- **Leadership**: underpin transition to circular:sustainable economy
- **Technology**: optimise use of ICT

#### Threats
- **Leadership**: risk of reduced credibility due to business lobbying & greenwash; political decisions too slow/bad; failure to connect with urgent political issues (e.g. jobs); continued lack of global political impetus; need to give LDCs voice on own resources/operations
- **Data**: low credibility due to false data & claims; no independent verification
- **Technology**: emergence of LCA Apps not linked to ISO approach (easy to use, but wrong)
The LCA Issues Landscape?

**Market**
(drivers, incentives, for investors, consumers & other stakeholders)

**Science**
(e.g. resource scarcity, planetary boundaries, etc.)

**Vision**
(e.g. circular economy, life cycle thinking, etc.)

**Treaties & Regulations**
(e.g. EU, France)

**Standards**
(e.g. ISO 14040 series and other normative guidance)

**Tools**
(e.g. measurement & monitoring methodologies)

**Geo-political**
(e.g. competitive advantage in resource constrained world)

**Technology**
(e.g. using ICT, ‘big data’ and ‘internet of everything’)

**Business model**
(e.g. ‘shared value’, supply chain, Cradle to Cradle’)

**Geo-political**
(e.g. competitive advantage in resource constrained world)