

Create a Profitable, Social and Sustainable Business

This is a business model framework that integrates three bottom lines. This business model operates with PROFIT, PEOPLE and PLANET as a structure to achieve financial profit, a social benefit and a positive footprint on our environment.

Our focus in designing this model has been to show – in a simple way – the questions and processes one can go through in order to integrate all three aspects in one business model. The model/framework targets entrepreneurs, municipalities, companies, organizations, NGOs, etc.



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Background:

This Social Business Model has been developed as part of the BaltSe@nioR 2.0 project, within the INTERREG Baltic Sea Region Programme, and is co-financed by the European Union.

It is predicted that in the future, customers will be less loyal to brands. Nevertheless, they will be willing to engage in brands that take a stand, make a statement that customers can relate to and identify themselves with – as for instance within corporate social responsibility or sustainable products, etc. These aspects will be important parameters in companies' business models going forward. With this model we aim to support businesses in creating new innovative business models that address profit, people and the planet.

We wanted to design a model that could address all these challenges. In our research we found that many models were made with a strong academic perspective and we decided to design one that was more user friendly towards a broader audience yet very useful.

During the literature review we found that VIA University College, Denmark had already designed a model that fulfilled some of these criteria. We tested this model with several of our partners both nationally and internationally and used their feedback to design this new model, which we hope you will find very intuitive and easy to use. We have made the model interactive.

The start of using the model by the user means that he/she has familiarized himself/herself with the functionality of the model, and accepts the fact that the results obtained due to the use of the model cannot give rise to any complaints regarding the model or claims for damages in the above scope. As a consequence, the user uses the model at his/her own risk, including making the business (economic) decisions based on the results obtained while using the model. This publication does not necessarily reflect the opinion of the European Commission.

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Introduction Social Business Model

While working on the BaltSe@nioR 2.0 project and having a special focus on senior-friendly public spaces, *it has become clear that we all need to work with a holistic approach when it comes to business model development.*

Therefore, we have created a business model, taking as its starting point recognition of the fact that all companies, established as well as start-ups, private companies as well as public institutions, need to look at different bottom lines at the same time.

The natural economic bottom line should not only be supplemented with but equated with the social and the sustainable bottom lines. What do we mean by that? Just as the

classic Business Model Canvas is based on the profitable business, private companies and public organizations ought to also base their businesses on social and sustainable business models. This model addresses all three.

For some the easiest part will be to describe the economic part of their products/services, while for others the social or the sustainable part will be the easiest to describe. In this model you will be presented a series of questions to help you identify where your company/organization is placed within the 3 bottom lines: profit, people, and planet.

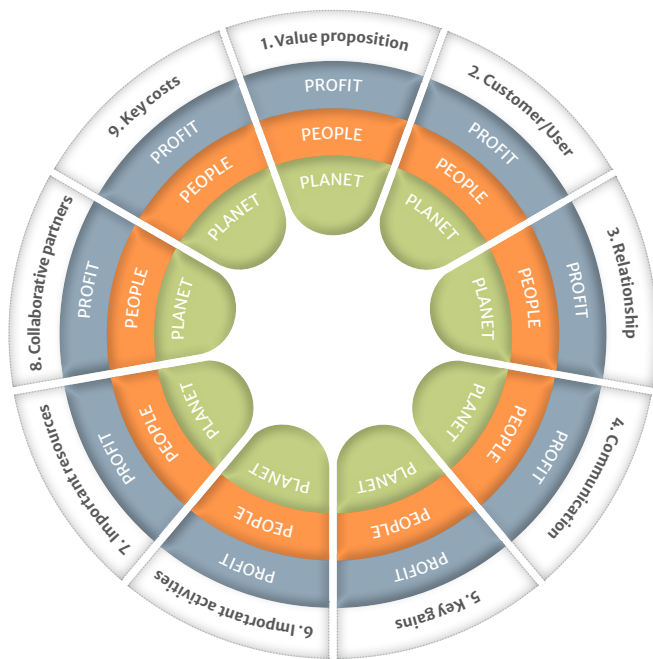
This model can help you identify which economic, social, and sustainable value you – via your product or service – provide to your customers/users.

The present model can be used by both well-established companies and start-ups, private companies as well as public institutions, and non-governmental organizations, though the model is aimed specifically at companies and public institutions, who work with a focus on social value.

Therefore, both case examples referred to in the explanation of the different questions focus on the social value.

When talking about social value it can refer to both an internal value in the company/the public institution and to the social value the company/public institution provides to its customers/users.

How to use the model



Based on user feedback during testing of different prototypes it became clear that a good overview and being able to easily navigate around the model were paramount.

Therefore, we have placed the questions related to a specific focus area (module), the explanation, including relevant case studies, and your answers all on one page.

We have also made the model interactive. This means you can easily click your way around the different topics (modules) or work with one bottom line at a time. You will always be able to check the small overview icon in the top left corner of every page to see where in the model you are. If you click the overview icon it will send you back to the main overview, from where you can click a new module to work with that. You can also click forward or backward arrows at the bottom of the page. This means

you know exactly where you are going and don't have to scroll up and down to find the right work page.

You begin working with the model by starting with the question related to your Value Creation in module 1 and then go clockwise through the model. You can however also enter the model wherever it makes sense to your business/organization.

Once you have chosen a focus area (clicked one of the topics in the circle) you will be guided to a page dedicated to that focus area.

Each focus area (e.g. What is the value proposition?) is divided vertically into the three bottom lines – Profit, People, Planet – and each of those has three horizontal sections: a question, an explanation, and a field for you to fill out as the answer to the question.



Before you fill out the answer related to a specific question, you can "mouse over" the "i" (information) button in the cell where you are supposed to write, and you will be able to read the answer from one of the explanatory cases. You can read the 2 cases in their full length at the end of this document. The cases both have a social character and come from social projects, where people are the core of the business.

Once you start writing, the help text and the case example will disappear.

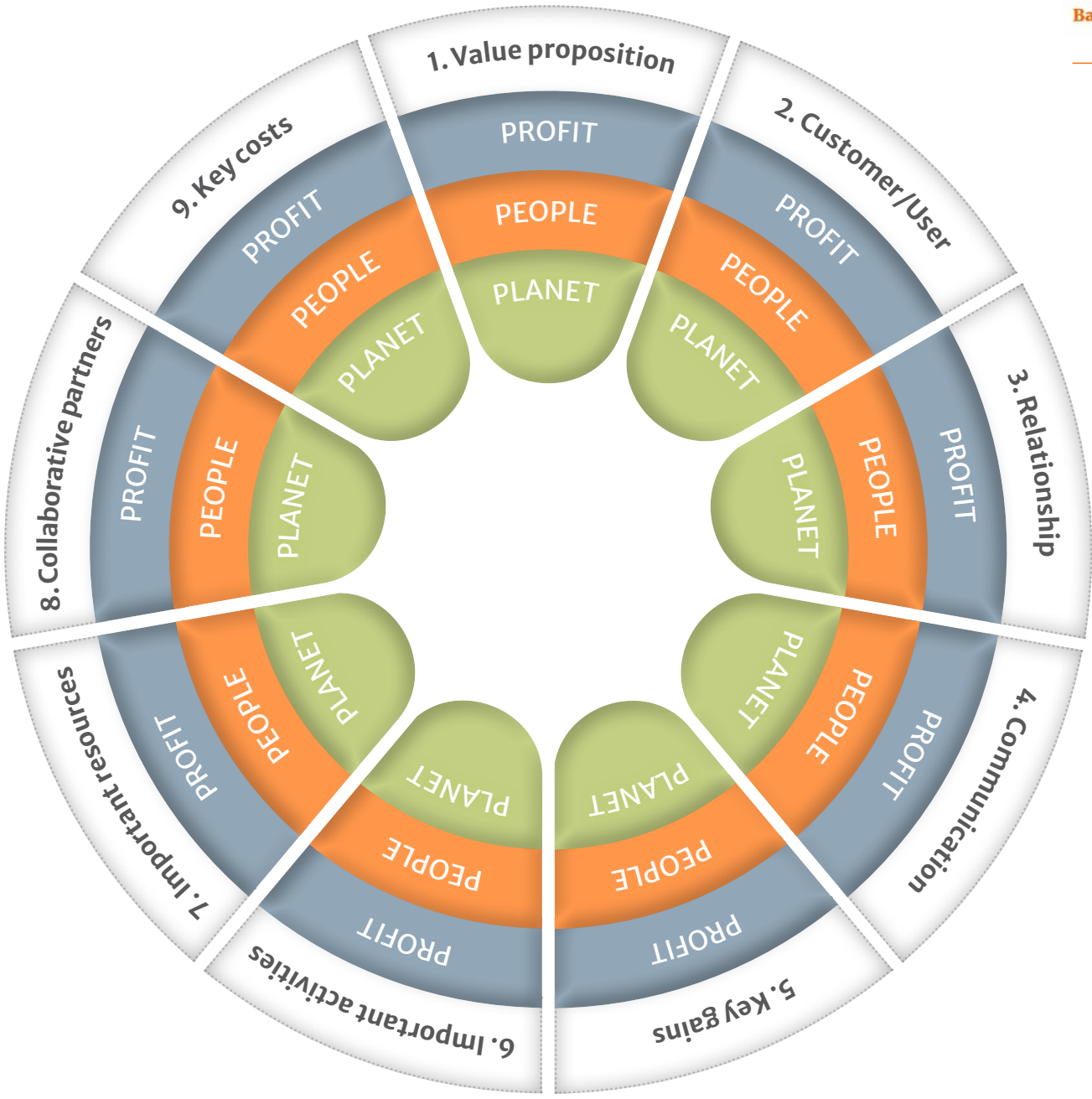
Before you start writing, be sure to download the document to your computer and save it as your own document. Please also remember to save your work when you are done working with the model.

When done filling out one page/focus area you can either click the navigation arrows at the bottom of the page to go either forwards to the next page or back to the previous page or you can click the overview icon at the top left corner to get to the overview of the full circle of focus areas/modules. From there you can choose a new area of interest by clicking the specific module, and you will be guided to that specific page.

Before you start using the model, we recommend that you read through the case examples which you will find at the end of this document. [Link](#)

You will always be able to click back to main overview by clicking the small Overview Icon in the top left corner of every page.




Social Business Model 2021





1. VALUE PROPOSITION




What value does the product/service give the customer?

	QUESTION	EXPLANATION	ANSWER
 PROFIT	What is the value for the customer? What problem does the product/service solve?	A "value proposition" is a short explanation of why the customers should buy from you. What results do they achieve by using your product/service?	
 PEOPLE	What social or societal value is created?	Does your product/service create a positive value for people either individually or in a community?	
 PLANET	Which environmental value does the product/service create?	In circular business models we look at the product's environmental "footprints". What positive or negative value does your product/service bring?	



2. CUSTOMER/USER

Who is the customer/user?

	QUESTION	EXPLANATION	ANSWER
 <p>PROFIT</p>	Who is the customer?	Is your customer a BTB, BTC business (business to business or business to consumer), a public institution or NGO?	
 <p>PEOPLE</p>	To whom does your company create social value?	Is social value created for an individual customer, for a specific group of people or a specific geographic area?	
 <p>PLANET</p>	To whom does your company create environmental value?	Is environmental value created for the individual customer, for a company, a public institution/municipality or for a specific area?	



3. RELATIONSHIP

How is the relationship to the customer/user/target group?

	QUESTION	EXPLANATION	ANSWER
 PROFIT	How is the relationship to the customer?	What kind of customer relationship do you want to establish with your customers? Where do you meet your customer?	
 PEOPLE	What is the relationship to the target group?	Is the user included? Is there a trusting relationship?	
 PLANET	How is the relationship environmentally responsible?	How can the customer feel that he/she at a societal level is helping to make an environmental difference by using your product/service?	



4. COMMUNICATION


How do you create contact with the customer/user/target group?

	QUESTION	EXPLANATION	ANSWER
PROFIT 	How do you create contact with the customer?	How does the customer spot your product? What are the touchpoints between you and the customer?	
PEOPLE 	How to create socially responsible communication?	How do you reach your customers/users in a socially responsible way?	
PLANET 	How to create environmentally responsible contact?	How to ensure sustainable resource consumption for marketing and distribution?	



5. KEY GAINS

What is the most important source of income/value?

	QUESTION	EXPLANATION	ANSWER
 PROFIT	What is the most important source of income?	Where does the revenue come from? Physical products? Service? Rental? Subscriptions?	
 PEOPLE	How does the revenue create social value?	How does the company contribute with social values to the society? Communities? Security? Co-influence? Dignity?	
 PLANET	How does the revenue create environmental value?	How does the company manage its financial resources to benefit nature and the environment?	



6. IMPORTANT ACTIVITIES


What are the most important activities?

	QUESTION	EXPLANATION	ANSWER
PROFIT 	What are the most important activities?	What activities are needed to run the company?	
PEOPLE 	What is the activities' social dimension?	How do the company's or project's most important activities contribute to strengthening people and society?	
PLANET 	What is the activities' environmental dimension?	How do the company's or project's most important activities contribute to strengthening nature and the environment?	



7. IMPORTANT RESOURCES

What are the most important resources?

	QUESTION	EXPLANATION	ANSWER
 <p>PROFIT</p>	What are the most important resources?	What resources are needed to run the business? Machines? People? Financial resources?	
 <p>PEOPLE</p>	How to secure the human resources?	How does the company take responsibility for the people who are part of it? E.g.: a healthy environment, pay conditions, maternity/paternity leave, right to sick days, etc.? Across business and national borders.	
 <p>PLANET</p>	How is resource consumption environmentally responsible?	How does the company ensure its resource consumption is responsible towards nature and towards the environment?	



8. COLLABORATIVE PARTNERS



Who are the collaborative partners?

	QUESTION	EXPLANATION	ANSWER
<p>PROFIT</p>	Who are the collaborative partners?	What partners are needed to run the business? Knowledge partners? Distributor? Supplier? Network, etc.?	
<p>PEOPLE</p>	How do your partners take social responsibility?	How do the partners with whom the company collaborates take responsibility for the people and society? Who can you collaborate with to create more social value?	
<p>PLANET</p>	How do your partners take environmental responsibility?	How do the company's partners take responsibility for the environment? Who can you collaborate with to create new value chains?	



9. KEY COSTS

What are the costs?

	QUESTION	EXPLANATION	ANSWER
 <p>PROFIT</p>	What are the economic costs?	What are the main costs for the business/service? E.g.: Wages? Rent? Materials? Machines? Transport? Other things?	
 <p>PEOPLE</p>	What are the social costs?	What negative consequences does your business have for people and society? What can you do to eliminate or minimize these consequences?	
 <p>PLANET</p>	What are the environmental consequences?	What negative consequences does your company/product/service have for nature and the environment? What can you do to eliminate or minimize these consequences?	



CASE 1

Disabled People's Organizations Denmark

Disabled People's Organizations Denmark (DPOD) is the umbrella organization for 35 Danish organizations of persons with disabilities. DPOD works at the municipal level, where DPOD has 97 local departments, nationally, and internationally. The purpose of DPOD is to enable persons with disabilities to live a life like everyone else.

<https://handicap.dk/presse/billedgalleri-logo/handicaporganisationernes-hus>



1. VALUE PROPOSITION

What value does the product/service give the customer?



PROFIT

What value does the product/service give the customer?

Answer: We offer a place that combines all the organizations concerning different disabilities in Denmark. Everyone can use our premises regardless of their disabilities. Everyone can use the house independently due to the implementation of the principles of "Design for all".



PEOPLE

What social or societal value is created?

Answer: It gives all users of the house a unique place to be where all boundaries of their handicaps are minimized. Everyone is equal and feels welcomed. The reception has two levels, so 2 people, one with a wheelchair and one standing, can be at the reception at the same time without one feeling different if the desk was either too low or too high.



PLANET

Which environmental value does the product/service create?

Answer: The building is a zero energy house. Sustainability and accessibility go hand in hand. We use daylight very efficiently. The windows are very high – on one floor we even made them higher than the roof. That is important regarding energy consumption, because, if you use artificial light, you use electricity to produce the light, and you create heating and afterward you use electricity to cool away the heat. Daylight is relevant for people with visual impairment, but it is equally important for people with hearing impairments. A challenge that is still to be solved: No shadows on the face when there is too much artificial light. Low energy light bulbs have less color recognition / color contrast = difficult to read lips or read mimics.



2. CUSTOMER/USER

Who is the customer/user?



PROFIT

Who is the customer/user?

Answer: Disabled People's Organizations Denmark (DPOD) is the umbrella organization for 35 Danish organizations of persons with disabilities. The customers are therefore various disability organizations and their members.



PEOPLE

To whom does your company create social value?

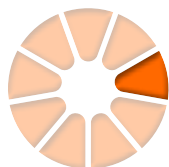
Answer: The social value is created for various organizations, people who work at the office and also for all users of the premises. No one looks at you because you are "different". It is a nice place to be in. You feel among equals.



PLANET

To whom does your company create environmental value?

Answer: The zero energy house contributes to less environmental impact.



3. RELATIONSHIP

How is the relationship to the customer/user/target group?



PROFIT

How is the relationship to the customer/user/target group?

Answer: We represent persons with all kinds of disabilities. Visible and invisible – from persons living with brain injury and arthritis to persons with development constraints and mental disorders. We expand the knowledge of the Convention on the Rights of Persons with Disabilities and we are an active part of Danish development cooperation. We are working to reach the UN Sustainable Development Goals in order to leave no one behind. The organizations in the house work both individually and together. The different organizations' members use the house for various projects.



PEOPLE

What is the relationship to the target group?

Answer: An example could be the building of the house, which now houses the 35 organizations. The users were very much included in the building process. They were interviewed and had a lot to say in designing the space. The architects talked a lot with the users of the house about how the building should include the needs of the users. All the constructors were guided in the understanding of the importance of accessibility and what "accessibility design" means.



PLANET

How is the relationship environmentally responsible?

Answer: By providing access to the offices located in zero waste building we help our customers to build the image of environmental friendly organizations.



4. COMMUNICATION

How do you create contact with the customer/user/target group?



PROFIT

How do you create contact with the customer?

Answer: As an umbrella organization one example could be that there have been created different networking groups for the purpose of strengthening the communication and the coordination within the organizations in relation to political topics, to advise municipalities, etc. .



PEOPLE

How to create socially responsible communication?

Answer: The house and the wayfinding are designed with respect to all the different people using the house. There are visible boards, braille signs, icons, colors, contrast, an induction loop, and furniture of different heights.



PLANET

How to create environmentally responsible contact?

Answer: No example



5. KEY GAINS

What is the most important source of income/value?



PROFIT

What is the most important source of income?

Answer: Mostly from Tips and Lottery funds and secondly some income from the member organizations.



PEOPLE

How does the revenue create social value?

Answer: We try to make political changes in favor of the members of the different disability organizations. The member organizations advise their members. E.g.: The Muscular Dystrophy Fund made a project under the COVID19 pandemic "Together through robots". Others have made "friends groups" between "developmentally disabled" and "people without a disability" – and other projects with e.g. "security calls" among a group of friends.



PLANET

How does the revenue create environmental value?

Answer: No example



6. IMPORTANT ACTIVITIES

What are the most important activities?



PROFIT

What are the most important activities?

Answer: Political advocacy, counseling and membership activities.



PEOPLE

What are the activities' social dimension?

Answer: We facilitate/support creation of communities and social arrangements in all the member organizations. They provide support if you are suddenly affected by a disability.



PLANET

What are the activities' environmental dimensions?

Answer: No example



7. IMPORTANT RESOURCES

What are the most important resources?



PROFIT

What are the most important resources?

Answer: People. Fully accessible premises, meeting rooms, offices, etc.



PEOPLE

How to secure human resources?

Answer: At the Disabled People's Organizations Denmark there might be more people employed on special terms than in other organizations. There is a great understanding for employees with a disability.



PLANET

How is resource consumption environmentally responsible?

Answer: No example



8. COLLABORATIVE PARTNERS

Who are the collaborative partners?



PROFIT

Who are the collaborative partners?

Answer: By providing the meeting place of various disability organizations we facilitate the communication between them.

New ideas can be created more easily and synergy is generated.

By providing knowledge, political advocacy, counseling and membership activities law, we seek to facilitate a good political dialogue.

We contribute to knowledge about disability and new solutions.



PEOPLE

How do your partners take social responsibility?

Answer: It is important that the legislators are also in favor of development of the organizations. Furthermore, it is important that the municipalities are positive and implement the legislation.



PLANET

How do your partners take environmental responsibility?

Answer: By effective cooperation with architects, it was possible to create a zero energy building.



9. KEY COSTS

What are the costs?



PROFIT

What are the economic costs?

Answer: Salaries of employees and costs related to the maintenance of the building.



PEOPLE

What are the social/societal costs?

Answer: It is not everyone with a disability that is a member of one of the organizations. E.g. some of the most vulnerable citizens, e.g. homeless people with a disability, are not members. Since all of the organizations' knowledge comes from their members, it can be difficult to know which needs they do not fulfill. One could ask oneself if we are good enough to spot the needs of those who are not members.



PLANET

What are the environmental consequences?

Answer: Since the building from the very beginning was constructed as a zero energy house, this is where the biggest environmental gain lies.



CASE 2

Porta Poznania

Porta Poznania is a heritage interpretation centre that functions as a "portal" to the Cathedral Island in Poznań (the historical part of Poznań) and as such a starting point for exploring the entire city.

www.bramapoznania.pl



1. VALUE PROPOSITION

What value does the product/service give the customer?



PROFIT

What value does the product/service give the customer?

Answer: As a heritage interpretation centre, the building is a "portal" to Cathedral Island in Poznań (the historical part of Poznań), and therefore it is also the starting point for exploring the entire city. As the first heritage interpretation centre in Poland we aim to bring heritage closer to people and inspire them to discover its value and meaning for themselves. We create a place where social relationships can be built in a historical and natural environment while taking a break from everyday problems.



PEOPLE

What social or societal value is created?

Answer: From the beginning, one of our priorities was to create a place that would welcome everyone and help people explore the heritage of Cathedral Island in an interesting and engaging way. Therefore, we aimed to create a programme of events that would be tailored to the needs and interests of various kinds of visitors as well as to make our spaces as accessible as possible, taking into account the needs of our visitors, including seniors, visitors from abroad and people with disabilities.



PLANET

Which environmental value does the product/service create?

Answer: Heritage for the climate. This is the motto which we adopted for our institution in 2020. We believe that it is our duty as a cultural institution to engage in the joint effort to protect our planet and natural heritage. Therefore, we act in two ways. First of all, we want to set an example so in 2020 we created a green code for our institution which stipulates eco-friendly procedures that we implement in the day-to-day running of our institution. Secondly, we believe in the power of education. Thus, we organize workshops and events to educate people about the environment, the natural heritage and our responsibility towards them as well as to promote environment protection.



2. CUSTOMER/USER

Who is the customer/user?



PROFIT

Who is the customer/user?

Answer: Mostly BTC (business to consumer), but public institutions also visit our institution.



PEOPLE

To whom does your company create social value?

Answer: Our customers comprise all possible groups of visitors, from families with small children, to seniors, foreign visitors and people with various disabilities. Our aim is to be as open and as accessible as possible. We want to bring the heritage of Poznań closer to all visitors, regardless of their age, mobility issues, language, cognitive abilities, etc. Including those who for some reasons may have limited opportunities to access historical knowledge, tourist attractions, social activities, etc.



PLANET

To whom does your company create environmental value?

Answer: The environmental value is created in general for the whole society.



3. RELATIONSHIP

How is the relationship to the customer/user/target group?



PROFIT

How is the relationship to the customer/user/target group?

Answer: We have various types of visitors; some of them visit us while travelling around the country or from abroad, while others, like Poznań inhabitants, are with us on a permanent basis. For tourists we have prepared audio guides, publications and materials available in various languages. For Poznań inhabitants we offer a wide range of additional activities and events including workshops, guided tours and community projects.



PEOPLE

What is the relationship to the target group?

Answer: The building was designed keeping in mind the possible visitors and the accessibility priority. Our users-to-be, e.g. seniors, became our consultants at the development stage of our programme. We are also constantly monitoring the changing laws regarding accessibility, stay on top of new solutions for accessibility which appear on the market and always take into account the needs of our visitors when creating and improving our offer and our building (there is an accessibility coordinator at the institution). Our target audiences frequently help us both create and test our offer and architectural solutions introduced in our spaces to make them accessible and tailored to their interests and needs.

We cooperate with other city institutions to reach our audiences; for example, our offer is communicated via a "Senior's bag" which regularly provides information on organized events and a cultural programme for seniors in the city.



PLANET

How is the relationship environmentally responsible?

Answer: We decided to replace some of the hygienic materials and chemical cleaning agents with ecological and environmentally friendly ones.

For the events organized by us we order vegan or vegetarian catering.

We limit chemical spraying of plants around the building and the use of road salt on pavements during the winter time. We mow the grass less often.



4. COMMUNICATION

How do you create contact with the customer/user/target group?



PROFIT

How do you create contact with the customer?

Answer: Our leaflets are available at tourist information centres, in the Centre for Senior Citizens Initiatives, in cultural centres, libraries, etc. Our webpage operates in 8 languages. We are present on the TripAdvisor platform and on social media. We also cooperate with institutions dedicated to particular groups of potential visitors, including seniors, families, and people with disabilities, to reach our audiences.



PEOPLE

How to create socially responsible communication?

Answer: The main exhibition is visited with an audio guide. It is possible to rent an induction loop, which is dedicated to people wearing hearing aids. To ensure the most hassle-free, uncomplicated tour, the audio guide plays the narration mostly automatically (in eight languages). The movies presented at the exhibition are translated into Polish Sign Language. The web page design is fully accessible for visitors with various vision abilities.



PLANET

How to create environmentally responsible contact?

Answer: We limited the number of printed materials. No unnecessary conference gadgets are produced. When preparing temporary exhibitions or workshops, we use reusable materials. We have convenient parking spaces for bicycles in front of the building.



5. KEY GAINS

What is the most important source of income/value?



PROFIT

What is the most important source of income?

Answer: Subsidy from the City of Poznań, which is the operator of the institution. We sell tickets to the main exhibition and some of the events and workshops.



PEOPLE

How does the revenue create social value?

Answer: Our community projects, workshops and events focus on important current issues and, through heritage, promote positive values and behaviours. In the project called Śródka Community Archive, which is made with and by the inhabitants of the district of Śródka in Poznań (mostly seniors), we collect and preserve people's stories and memories about Śródka, its past and the life in it. These stories comprise the personal heritage of these people which they are happy to share with others. The project allows us to witness intergenerational transmission of values and memory of the whole community. The interviews with the inhabitants are recorded. We also collect photographs from private collections to preserve them for future generations. On the basis of these memories and photos, we published two books about Śródka.



PLANET

How does the revenue create environmental value?

Answer: Due to environmentally conscious operation fewer resources are used to run the institution. We moved some of our activities online, e.g. some conferences, which means the carbon footprint is reduced by online participation. We educate about the environment and the need to protect it.



6. IMPORTANT ACTIVITIES

What are the most important activities?



PROFIT

What are the most important activities?

Answer: Preparation of the exhibition and guided tours. Preparation of educational materials, workshops and events.



PEOPLE

What are the activities' social dimension?

Answer: Our institution creates opportunities for seniors and other visitors to create good memories, spend time with people, build relationships and learn new things while being close to the cultural heritage of Poznań. We strive to create a friendly atmosphere and an environment without barriers where everyone feels welcome. This encourages people to go out and be part of the community. Thanks to our workshops and events, seniors have an opportunity not only to keep learning, but also to meet other people. This is especially important for seniors struggling with loneliness and retirement from professional activity.



PLANET

What are the activities' environmental dimensions?

Answer: We not only communicate about the Heritage for the Climate action plan but we also implement a list of clear actions in our everyday practice. We have reduced the use of plastic and printed materials as well as the production of marketing gadgets and workshop materials. We segregate waste and support the longer lifecycle of products by running a free Givebox which people can use to exchange the things they no longer need.



7. IMPORTANT RESOURCES

What are the most important resources?



PROFIT

What are the most important resources?

Answer: Empathetic, engaged staff. Financial resources to invest in the constant improvement of the interior and exterior infrastructure as well as in the events.



PEOPLE

How to secure human resources?

Answer: People are the most important asset. We have developed special procedures to ensure a healthy, friendly and respectful working environment where employees have a chance to show initiative, run their own projects and develop their professional skills and knowledge, e.g. by participating in courses and conferences.



PLANET

How is resource consumption environmentally responsible?

Answer: We drink and serve tap water.

We have limited the amount of printed materials. No unnecessary conference gadgets are produced. When preparing temporary exhibitions and workshops, we use reusable and recycled materials.



8. COLLABORATIVE PARTNERS

Who are the collaborative partners?



PROFIT

Who are the collaborative partners?

Answer: Our partners comprise experts in various fields who support us with their knowledge of the subjects and help us develop programmes for visitors (e.g. experts from universities) as well as companies and experts in audience development and surveys, city officials, artists and educators, and other city institutions working with various groups of people and knowing their needs and abilities (e.g. institutions working with people with disabilities, seniors, families). Our visitors themselves are also our partners, as they help us develop and test our offer and architectural solutions so they are adjusted to their needs and interests.



PEOPLE

How do your partners take social responsibility?

Answer: Close cooperation with accessibility experts, the community of seniors and people with disabilities to constantly improve the user-friendliness of our services and facility.



PLANET

How do your partners take environmental responsibility?

Answer: The Heritage for the Climate manifesto and plan of action as well as our internal procedures were developed in cooperation with an expert. We choose companies providing vegan/vegetarian catering for conferences and eco-friendly cleaning supplies.



9. KEY COSTS

What are the costs?



PROFIT

What are the economic costs?

Answer: The exhibition and building maintenance costs, salaries for employees, the costs of projects, events and temporary exhibitions.



PEOPLE

What are the social/societal costs?

Answer: Due to the architectural decisions, and the need to meet the landscape's aesthetic requirements, it was not possible to build an elevator to the observation deck. To compensate for this inconvenience, for people who cannot climb the stairs to the observation deck there is a screen in front of the staircase, which presents a live broadcast of the view from the terrace.



PLANET

What are the environmental consequences?

Answer: We have to constantly monitor and improve our internal procedures to assess their impact on the environment.