How to strive in the construction business while sustaining biodiversity?
The objective of this project is to show how to utilize “Mitigation Banks” (MB) not only as a mitigation measure, but also as a potential business initiative

Activities

1) Seeing Systems
- Secondary data research on biodiversity market, financial impact and regulations
- Analysis on mitigation bank structure and biz opportunities

2) Collaborating Across Boundaries
- Interview with 10+ stakeholders to identify Ferrovial’s capabilities for banking
- Analysis on Virginia US460 project cost, risks and agency approval

3) Creative orientation
- Develop framework for site selection and cost-analysis model

Insights

Creative Tension
- Business opportunity of “Mitigation Banking” was not recognized fully by leaders
- The tension between pragmatism and high aspiration can be the power of evolution

L-Lab team’s initiatives
- Envision current reality to scrutinize opportunities by detailed analysis
- Refine mental models about mitigation banking via discussion with key members
- Create strategic business models and frameworks

Lessons

1) Validate viability of MB
- Build value estimation model
- Identify all risks & mitigation
- Specify existing capabilities

2) Identify future biz opps
- Study market entrance opportunity
- Set the next steps to achieve result