Supply Chain Sustainability goes beyond Reporting
[avniR], November 8th 2017
Reporting alone will not make the difference

Inspired by: (Moro Piekarski et al., 2013)
LCA is a crucial pivot in a larger ecosystem

Open, collaborative mind-set is key
Every actor has their own specific needs

<table>
<thead>
<tr>
<th>Role</th>
<th>Key Responsibilities</th>
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<tbody>
<tr>
<td>Sustainability Director</td>
<td>Demonstrate to the company that sustainability is a value creator</td>
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<tr>
<td>LCA and Sustainability Expert</td>
<td>Support business with relevant data &amp; advice</td>
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<tr>
<td>Production and Purchasing Manager</td>
<td>Find best facilities, production technologies and suppliers</td>
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<tr>
<td>Sales and Marketing</td>
<td>Promote the sustainability of the company &amp; value proposition</td>
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<tr>
<td>Product developer</td>
<td>Create new and better products</td>
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- **Show business value of sustainability/LCA**
- **Create focus** to meet goals
- **Communicate** sustainability efforts and **report** on results
- **Set KPIs** and monitor progress
- **Understand hotspots** and support decisions

- **Increase efficiency in delivering LCA**
- **Measure impacts** of products and processes
- **Generate insights in hotspots** and link to business objectives
- **Sound and robust methodology and software**
- **Collection of data** to get recent and specific data

- **Improvement opportunities for operational performance**
- **Supply chain engagement on sustainability**, including supplier reviews
- **Data collection from suppliers**

- **Meet customer needs and behavior**
- **Enhance brand reputation**
- **Substantiation of marketing claims**
- **Labeling of products**
- **Input for product innovation**

- **Understand hotspots and support product design**
- **Compare scenario’s and products on impact**
- **Quick insight** in impact of (material) changes
- **Deliver value** to customers and business through (more) sustainable products and services
Facilitate collaboration on a single platform

Business users

Advanced Business

LCA Expert
Opening new opportunities by connecting the dots

Other systems

Suppliers & internal departments

Background databases

Data (management) platform

Calculation engine

Compare (Innovation & Eco design)

Benchmarking & Analysis

Green Operations

Sharing w/ Customers

Green Marketing & Communications

Data providers (Suppliers, Sites, BU's, etc)

LCA experts

Users: external (Customers, Suppliers) and internal (BU's, Strategy & Innovation, Departments, etc)

LOUISA ← LUIGI
Examples of Supply Chain collaboration

Providing Footprint results via an existing online platform – with 15,000 users – facilitated by a large corporate and a sector organisation.....

Biodiversity report tool with regionalized results (shown on a map) to identify impacts in the supply chain....
Transparency and collaboration are key

- Sharing results/insights with multiple supply chain partners:
  - Individual level:
    - Taking confidentiality into account
  - Aggregated level > benchmark
- Facilitated by bigger partners:
  - Take the lead, feel the responsibility
- Sharing is enabled by online platform:
  - Next step 1) sharing data, sharing models, direct interaction
  - Next step 2) provide perspective to act