

Unilever and its Supply Chain: Embracing Radical Transparency to Implement Sustainability

*Erica Dhawan, Elisha Goodman, Shayna Harris, and Chris Mitchell
15.915, S-Lab Final report, May 12, 2010
Unilever contact: David Pendlington*

Introduction

When a company with a well-established supply chain enters the sustainability space, it is understandably with trepidation, and in the best-case scenario, with curiosity and a willingness to experiment. In order to drive sustainability changes, there are a plethora of places to start – from shifting consumer buying patterns, to farmers' production practices, to corporate culture. Commonly, large multinationals rely on multiple product streams going into multiple product lines; the task to "green" the entire supply chain is daunting, and the process iterative. A company must do two things over and over again. First, the company must find the appropriate tools to help prioritize a starting place. Second, once this prioritization process happens, the company must dig into an evolving toolbox of items which can drive sustainability down the supply chain and ensure compliance in the areas that the company is seeking sustainability. Finally, the company must follow these steps over and over again – capturing learning as the tools are applied – and then re-evaluating its sustainability priorities up and down the supply chain.

To assist Unilever with this iterative process, Unilever requested two primary tasks. First, Unilever wanted high-level strategies and frameworks with which the company can make decisions about where to begin implementing sustainability measures across its vast supply chain. Second, Unilever asked for a discussion of ways that the company could drive sustainability down the supply chain and verify supply chain sustainability compliance, particularly in cases where Unilever did not use 3rd party certification schemes. To satisfy Unilever's requests, our team began by researching background information on Unilever and its sustainability values and practices, using mainly external literature sources and the limited internal Unilever documents for which we had access. We also tapped into MIT's network of sustainability experts in the Media Lab and Center for Transportation and Logistics. After several brainstorming sessions discussing various prioritization schemes that Unilever could employ, we developed a supply chain prioritization tool called the Sustainability Stakeholder Rating Tool (SSRT). Taking into account the complex supply chain ecosystem, the tool is meant to prioritize supply chain actions based on a combination of financial, social, and environmental consideration in various product lines (dairy, oil, and vegetables) from the perspective of Unilever's main stakeholders.

The culmination of these exercises is reported below and is split into four sections. First, the paper provides a background on Unilever as a company. Second, this document discusses several lenses with which Unilever may view their options to find the most optimal starting point or points to enact sustainability measures. The paper then demonstrates one such tool, Sustainability Stakeholder Rating

Unilever And Its Supply Chain Embracing Radical Transparency

**ManMohan S. Sodhi, Christopher S.
Tang**



Unilever And Its Supply Chain Embracing Radical Transparency:

Building Brand Equity and Consumer Trust Through Radical Transparency Practices Veselinova, Elena, Samonikov, Marija Gogova, 2017-07-13 The creation of business value and competitive advantage is crucial to any company in the modern corporate sector. By developing positive relationships with consumers, businesses can better maintain their customers' loyalty. Building Brand Equity and Consumer Trust Through Radical Transparency Practices is an innovative reference source for emerging scholarly perspectives on the role of branding in organizational contexts and techniques to sustain a profitable and honest relationship with consumers. Highlighting a range of pertinent topics such as risk management, product innovation, and brand awareness, this book is ideally designed for managers, researchers, professionals, students, and practitioners interested in the development of value creation in contemporary business. *ICoRD'15 - Research into Design Across Boundaries Volume 2* Amaresh Chakrabarti, 2014-12-23 This book showcases over 60 cutting edge research papers from the 5th International Conference on Research into Design, the largest in India in this area, written by eminent researchers from across the world on design process, technologies, methods, and tools, and their impact on innovation for supporting design across boundaries. The special features of the book are the variety of insights into the product and system innovation process and the host of methods and tools from all major areas of design research for the enhancement of the innovation process. The main benefit of the book for researchers in various areas of design and innovation is access to the latest quality research in this area with the largest collection of research from India. For practitioners and educators, it is exposure to an empirically validated suite of theories, models, methods, and tools that can be taught and practiced for design-led innovation. **The Innovation Blind Spot** Ross Baird, 2017-09-12 Our innovation economy is broken. But there's good news: The ideas that will solve our problems are hiding in plain sight. While big companies in the American economy have never been more successful, entrepreneurial activity is near a 30-year low. More businesses are dying than starting every day. Investors continue to dump billions of dollars into photo sharing apps and food delivery services, solving problems for only a wealthy sliver of the world's population, while challenges in health, food security, and education grow more serious. In *The Innovation Blind Spot*, entrepreneur and venture capitalist Ross Baird argues that the innovations that truly matter don't see the light of day for reasons entirely of our own making. A handful of people in a handful of cities are deciding behind closed doors which entrepreneurs get a shot to succeed. And most investors are what Baird calls "two pocket thinkers," artificially separating their charitable work from their day job of making a profit. The resulting system creates rising income inequality, stifled entrepreneurial ambition, social distrust, and political uncertainty. Our innovation problem makes all our other problems harder to solve. In this book, Baird demonstrates how and where to find better ideas by lifting up people, places, and industries that are often overlooked. What's more, Baird ultimately outlines how to create long-term success through one pocket thinking, eliminating the blind spot that separates what we do for a living and what we really care about. *El cambio climático visto*

desde diferentes enfoques y escenarios territoriales Varios Autores, 2021-02-01 El cambio climático entendido como la variabilidad acelerada de la temperatura del Planeta por cuenta de la acumulación de gases de efecto invernadero en la atmósfera derivados principalmente de la quema de combustibles fósiles y de la deforestación supone una serie de riesgos que van desde el aumento de la temperatura mundial el crecimiento del nivel del mar el descongelamiento de las capas de nieve la escasez de agua dulce las variaciones extremas de los fenómenos meteorológicos la extinción de especies la pérdida de ecosistemas de especial valor ecológico la seguridad alimentaria la migración obligatoria de las poblaciones entre otros En virtud de dicho panorama en las últimas décadas se ha incluido en la agenda de la comunidad internacional y de los Estados alrededor del mundo el tema del cambio climático y la necesidad de tomar las medidas pertinentes para garantizar la mitigación y adaptación a este fenómeno En este sentido esta obra colectiva pretende plantear una discusión desde diferentes enfoques y latitudes en torno a este fenómeno sirviéndose de los aportes de la comunidad internacional tanto a nivel normativo como doctrinal

The Sustainability Handbook, Volume 2 Mark Von Rosing, 2025-06-27 The Sustainability Handbook provides a comprehensive and holistic understanding of sustainability bridging the gap between academic theory and business practices Global climate change poses enormous environmental challenges and societies across the world must adapt and innovate to further the goals of sustainability for present and future generations The private sector especially must find new ways of doing business to align their practices with the Sustainable Development Goals SDGs adopted by the international community Using a conceptually structured framework throughout the book examines the latest academic research to summarize what environmental social and economic sustainability actually means in different contexts Using numerous specific case studies and insights from industry leaders the book shows how to strategically integrate sustainability into the organization with extensive focus on policies incentives measures operations production consumption and lifecycle management Volume 2 explores the concept of Radical Sustainability within an enterprise and why it is needed With examples from zero waste to eliminating use of rare earth resources triggering sustainable practices to cause related marketing and sustainability responsibility to external transparency over internal incidents this volume offers practical solutions for those who desire to progress from a Sustainable Strategy to an effective Sustainability Portfolio Management approach Underpinned by international research based evidence it explores associated trends and drivers within the marketplace and how innovative environmental social economic and governance aspects can be considered and solutions applied For researchers students and businesspeople at all levels and sectors this handbook is an essential reference of the latest sustainability tools and methodologies required to adapt and innovate towards sustainability Provides step by step guidance on key procedures and methodologies Presents chapters that begin with a graphical representation of how the topic fits within the larger framework Includes extensive coverage of sustainability related case studies and lessons learned

The Adventure of Sustainable Performance Stuart McLachlan, Dean Sanders, 2023-04-14 A guidebook for leaders to

create value from sustainability and organisational performance The Adventure of Sustainable Performance seeks out bold pioneers or forgotten pioneers who need reinvigorating and to be inspired with renewed purpose Leaders who want more than just modest incremental efficiency gains who want to create value to deliver positive impact and meaningful change should welcome this book In a time of disruption like never before boundaries will need revisiting systems need reimagining and assets need repurposing through wise stewardship The authors share their many years of experience serving clients and driving performance as the world transitions to a net zero carbon future A future that uses resources sustainably and that seeks social justice Through storytelling and interviews from many international leaders in business and sustainability and by anchoring practical advice with evidence and truth you will find The avalanche of new regulations and changes to the compliance landscape The opportunity for value creation beyond compliance box ticking Inspirational stories on how ambitions can be reset A destination that supports ongoing prosperity for humanity from sustainable performance models How purpose driven brands generate superior value The role of Total Value Systems as we move from shareholder to stakeholder capitalism models The relationship between sustainability talent and customer attraction How digital will play an increasingly important role as the world pivots in response to the climate crisis Be in no doubt The Adventure of Sustainable Performance describes an adventurous journey uncomfortable at times where a new and cold reality is dawning But in a period when the world will continue to play at denial or talk more of ruins this book helps leaders to instead see foundations Foundations upon which the new era will be built and new systems of value will be realised Perfect for executives managers directors and other business leaders The Adventure of Sustainable Performance is an actionable guidebook for the implementation of value add sustainability programmes

AI First, Human Always Sandy Carter, 2025-03-03 Leadership wisdom to ride the wave of the seven hottest trends in our new AI first world of business Written by seasoned tech executive Sandy Carter AI First Human Always Embracing a New Mindset for the Era of Superintelligence is your guidebook to the seven hottest trends in AI This book will recalibrate your approach to the exponential curve of emerging AI solutions for business It will help you transform today's unstoppable currents of change into tailwinds that propel your organization to great heights From the tokenization of everything to multi model learning models to the importance of technical convergence and the implementation of digital twins across almost every industry imaginable this book provides an essential core knowledge base as well as examples and case studies to help you transform your approach to leadership to meet the demands of the modern business era Throughout the book Carter drives home the essential coexistence of technology emotion intelligence creativity intuition and ethics to enhance rather than replace the human experience Some of the topics that Carter explores include How to foster an AI driven culture with experimentation Strategies for applying first principles before starting an AI project Ways to balance human and AI collaboration AI First Human Always Embracing a New Mindset for the Era of Superintelligence is a timely essential read for all business leaders and professionals aiming to prepare for AI's

broader implications on society and the economy Grab your copy today and stay one step ahead of the competition in a digital world evolving at breakneck speed

Certifiable Chris Van Bergen, 2023-08-04 Transformative guidance for putting responsible sourcing at the heart of your supply chain strategy In *Certifiable* How Businesses Operationalize Responsible Sourcing supply chain and corporate social responsibility expert Chris van Bergen delivers a practical and incisive discussion of how to create implement and audit transformative socially responsible sourcing practices that create a permanent competitive advantage for your firm In the book you ll find start to finish guidance on doing the hard work and creative problem solving required to put responsibly sourced products on store shelves Drawing on his own experience creating the groundbreaking Ethical Handcraft program at non profit organization Nest as well as many other real world case studies the author shows you exactly how to navigate the complex arena of global supply chains without falling victim to the common pitfalls presented by typical factory auditing systems You ll also find Expansive discussions of the impact of corporate finance Covid 19 shifting consumer attitudes and demographics and information sharing policies on supply chain transparency Interviews with recognized business leaders in a variety of industries that address the challenges you re likely to face and the solutions you need to overcome them Examples of contemporary businesses that have made corporate social responsibility a central plank of their company s business model and the benefits they ve realized as a result An engaging and rigorously supported exploration of the real world implementation of supply chain transparency and corporate social responsibility *Certifiable* belongs on the bookshelves of managers executives directors operations and sourcing professionals and other business leaders seeking transformative change

Unilever Restructures Its Supply Chain Management Practices A. Neela Radhika, A. Mukund, Vivek Gupta, 2004

Transparent Dealings Now Michael Davis, AI, 2025-02-20 In today s interconnected world *Transparent Dealings Now* argues that business transparency is not just ethical but a strategic advantage The book explores the rise of anti corruption measures and advocates for proactive transparency going beyond minimal compliance data It posits that openness cultivates trust among stakeholders enhancing sustainability and brand reputation For instance trust can be easily broken when companies choose not to disclose their supply chain management practices leading to consumer boycotts The book progresses from ethical foundations to specific areas like financial reporting and supply chain management analyzing real world case studies to illustrate transparency s impact It uses diverse sources including regulatory filings and industry accounts to offer a nuanced understanding One intriguing fact is trust in businesses that have ethical business conduct is much higher than businesses with no corporate social responsibility The approach is conversational yet authoritative aiming to make complex ideas accessible Ultimately *Transparent Dealings Now* offers actionable strategies for implementing transparency initiatives It emphasizes a shift from reactive compliance to proactive engagement helping readers navigate regulations and build ethical organizations This book will help business leaders managers and policymakers understand how to improve internal communication accountability and stakeholder engagement

through transparent dealings **Procurement and Inventory** Marcel Keller, 2010-10-22 Seminar paper from the year 2010 in the subject Business economics Supply Production Logistics grade 1 0 Coventry University language English abstract It is a matter of fact that through increasing globalisation multinational companies now face a wide range of issues related to their business for instance the processes of purchasing and manufacturing as well as the management of inventory Furthermore multinational companies have major implications on the external environment This report will focus on Unilever's procurement function and their inventory requirements Unilever is a multinational company with more than 400 brands spanning 14 categories of nutrition home personal and care products with presence in more than 100 countries worldwide to meet everyday needs Research Opportunities in Supply Chain Transparency ManMohan S. Sodhi, Christopher S. Tang, 2018 More firms than ever before are disclosing provenance of their products results of product testing and suppliers labor practice compliance with western norms in annual reports sustainability reports and press releases besides making it available on third party websites The problem remains however that companies find collecting and disclosing such information not only to be costly and complicated but also do not understand the benefits To motivate further research on supply chain transparency we first report recent examples of companies providing supply chain transparency We also present potential benefits of supply chain visibility and supply chain transparency separately for the company While terminology has not yet been standardized this paper distinguishes visibility managers efforts to learn more about operations upstream in their supply chains from supply chain transparency by which we mean a company disclosing information to consumers investors and other stakeholders about compliance to consumer expected norms in its supply chain operations and products Finally we propose some topics for research on supply chain transparency arranged by stakeholder **Trust Inc.** Matthew Yeomans, 2018-04-25 We are entering the age of sustainability a business era where every company big and small must adapt its way of doing business to meet the realities of climate change a finite supply of natural resources evolving attitudes about inequality increasing digitisation and automation At the same time companies must meet the demands of consumers as they adjust to this rapidly changing way of life Supercharging this change in consumer behaviour is social media a communications revolution that is democratising and disrupting society in ways never seen before In this book Matthew Yeomans explains why embracing sustainability is key to helping companies articulate their sense of purpose and their reason to exist in a world where social media is eroding trust in all institutions The book shows how social media has made sustainability a mainstream concern for all society how it compelled companies to be more authentic and accountable in their actions and how it will continue to shape how companies communicate the importance of sustainability to all of society This book is a powerful guide for both communication and marketing professionals in business especially Fortune 500 FTSE 250 companies and agencies on how to use social media to communicate with their audiences and stakeholders in an authentic way It is also a guide text book for the growing field of sustainability communication in higher

education

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