

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

*Erica Dhowan, 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

Sandy Carter



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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 -

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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

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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

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