

Integrating Sustainability into a Strategy course – Life Cycle Assessment of the Beauty and Personal Care Industry

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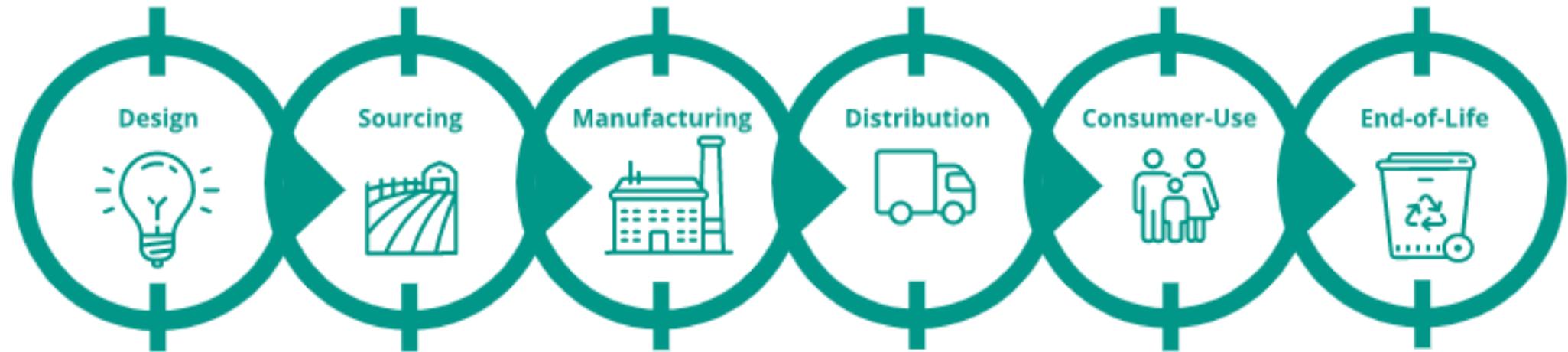
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The Project: Leveraging Sustainability for Advantage



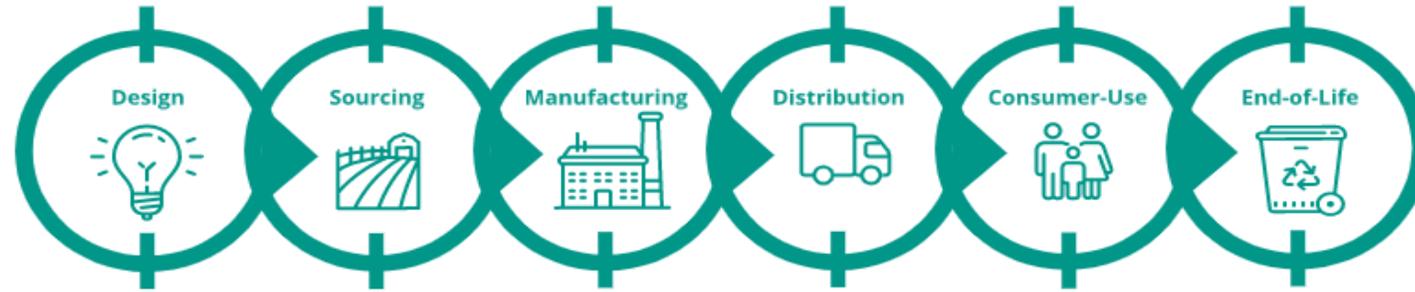
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Life Cycle Assessment framework and UN SDGs



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Primary Tool: Life Cycle Assessment framework



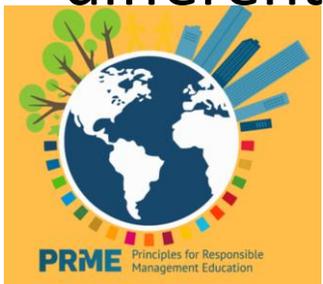
- Topics: vision, mission, and core values; Balanced Scorecard and more modern performance management approaches; crafting strategic plans; analyzing the external environment; 5 Forces; driving forces; strategic groups; SWOT analysis; value chain; low cost vs differentiation, and focus strategies; outsourcing; first-mover / fast-follower / late-mover; forward and backward integration; strategic alliances; international considerations; ethical universalism vs. relativism, social contracts theory, corporate culture



Design



- Issues: demand for water, water pollution, environmental impact of packaging
- Responses: green chemistry, map water usage, water-efficient / water-free products, no packaging, 3Rs, replace virgin materials, mono-materials, cradle-to-cradle design, water-based coatings / vegetable-based inks, compostable-packaging, refillable or multi-purpose
- Topics: R&D, technology, product design strategy; core and distinctive competences, and dynamic capabilities; value chain (cost-based vs. differentiating); low cost vs differentiation, and focus strategies



Sourcing



- Issues: overwhelmed ecosystems, poor working conditions, child labor
- Responses: ethical / sustainable sourcing, eco-friendly practices, opportunities for local community members
- Topics: Resource and capability analysis, core and distinctive competences, and dynamic capabilities; value chain (cost-based vs. differentiating); low cost vs differentiation, and focus strategies



Manufacturing



- Issues: Water use, water pollution
- Responses: sustainable withdrawals, waste-water treatment, reduce energy consumption and emissions, renewable-energy, zero-energy building, generate value from unavoidable refuse, recycling, work with local communities
- Topics: Production and Supply chain management strategies; resource and capability analysis; core and distinctive competences, and dynamic capabilities; value chain (cost-based vs. differentiating); low cost vs differentiation, and focus strategies



Distribution



- Issues: global energy consumption and CO₂ emissions,
- Responses: autonomous ships and trucks, port robotics, and drones to automate distribution operations; hybrid, biofuel, or electric powered vehicles; virtual marketplaces; consolidate distribution networks; D2C models; rethink last-mile delivery
- Topics: Supply chain management and distribution strategies; core and distinctive competences, and dynamic capabilities; value chain (cost-based vs. differentiating); low cost vs differentiation, and focus strategies



Consumer-Use



- Issues: Water use, CO₂ emissions
- Responses: water conservation, consumer-technology, connected-packaging
- Topics: core and distinctive competences, and dynamic capabilities



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End-of-Life



- Issues: consumption of natural resources, post-consumer use packaging
- Responses: circular-economy practices, reusable-options, educating customers
- Topics: core and distinctive competences, and dynamic capabilities

Term Project

- Student teams “create” their own personal care companies
- Pursue a well-defined strategy
- Analyze the environment and identify existing competitors
- Offer sustainable practices for each lifecycle stage
- Encouraged to look to other industries for inspiration
- Explain how suggestions positively impact SDGs, or at least minimize negative impacts



Leveraging Sustainability for Advantage

- Can be the catalyst for innovation, and to shift companies away from commodity offerings
- Useful for strengthening organizational capabilities, and for helping to contend with a turbulent marketplace
- Prepare for the opportunities and risks, and establish a basis for long-term success



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Questions?



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