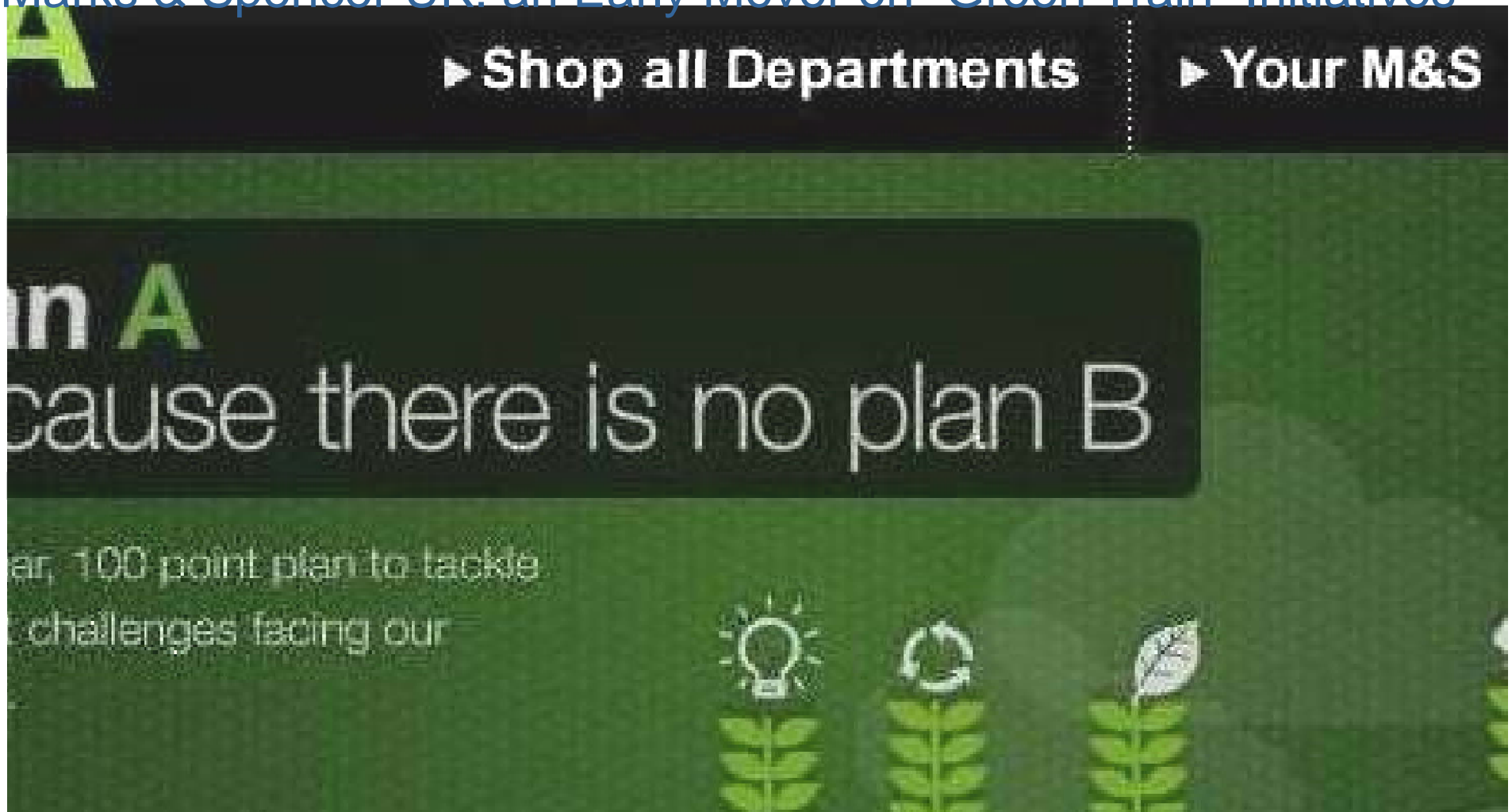


## Marks & Spencer UK: an Early Mover on “Green Train” Initiatives



In 2008, M&S Sets Challenging Targets Relating to:

- Mitigating climate change (carbon reduction) – in-store and with suppliers
- Waste reduction (zero land-fill, etc.)
- Sustainable sourcing (e.g. MSC, FSC)
- Fair partner with suppliers
- Health and well-being of customers and their families (meal planning advice, etc.)



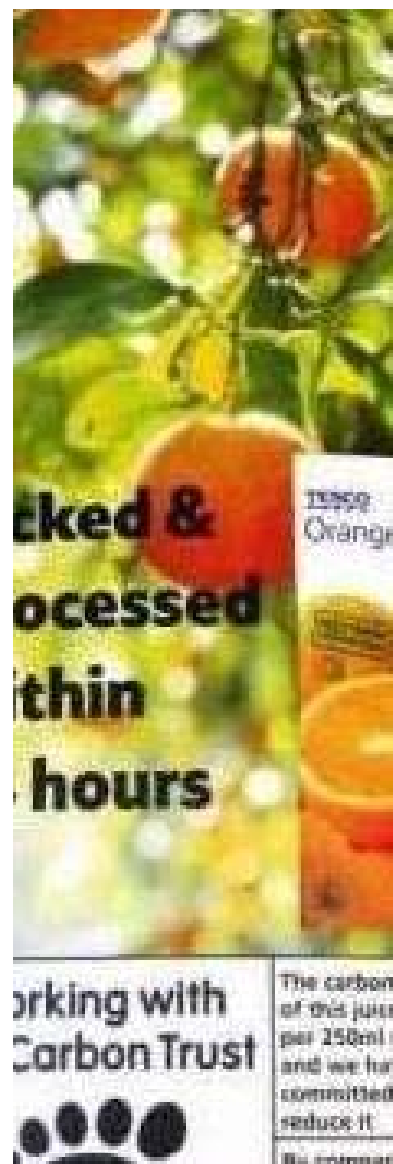
**\*For each inkjet cartridge that  
you recycle, you will receive  
100 Green Clubcard Points**



Sustainable Technology Fund



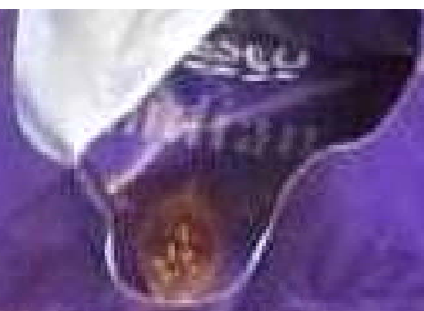
iversity of Manchester  
ainable  
... ..



The logo features the words "CARBON TRUST STANDARD" in a bold, sans-serif font. Above the text are three horizontal, curved lines in shades of blue. The entire logo is partially enclosed by a large, light blue arc that curves from the top left towards the bottom right.

**C A R B O N**  
**T R U S T**  
S T A N D A R D

raise your position on  
the CRC league table



ECO  
Indian

# Meal for 2 Chicken tikka & chicken jalfrezi

Chicken tikka masala is a warmly spiced tomato and green sauce and a chicken jalfrezi bursting with the heat of green chilies. Four light crisp onion bhajis, aromatic pilau rice and two pilowy naan breads flame baked in tandoor style oven.





**GASTROPUB**

Prawn & Chargrilled  
Chicken Paella

... with rice in a smoked paprika sauce



**SUSTAINABILITY  
CONSORTIUM**

*Business, Academia,  
Governments and NGO's  
seeking new directions for  
green strategies*

## European Retailer Tesco The Sustainability Con

New Partnership Includes the Sustainable Consumption  
Institute at Manchester University, Providing TSC  
Foothold in the Region

READ MORE ➔

**Business Members Include:**





# ainable supply ured by retail

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# Wal\*Mart Announces Global Sustainable Agriculture Goals, October, 2010



- **Support Farmers & Their Communities**
  - selling \$1 billion in food from smaller-scale farmers
  - training 1 million farmers/workers in sustainable farming practices
  - increasing income of above by 10-15%
  - in USA, doubling sale of locally-sourced produce
- **Produce More Food with Fewer Resources + Less Waste**
  - over next 5 years invest \$1 billion in its global fresh supply chain
  - reduce food waste in stores worldwide by 10-15%
  - introduce Sustainable Produce Assessment for suppliers
- **Sustainably Source Key Agriculture Products**
  - all Wal\*Mart brand palm oil sustainably sourced by 2015
  - expand existing beef sourcing practice in Brazil with zero tolerance on deforestation

# Customer Hierarchy at Coles Supermarket...



Source: Coles Supermarket, Australia

**coles**  
Save everyday ✓

## Danone Grabs Award for “Eco-friendly” Idea of Using Bioplastic for its Products’ Packaging



bioplasti  
AIA

*Coca-Cola Company*

# Converging on water: Innovative conservation Partnership

Coca-Cola Company and WWF are combining our international strengths and resources



Here is what we will do together:

- Measurably conserve seven key watersheds;
- Improve the efficiency of the Coca-Cola system's water use;
- Support more efficient water use in the Company's agricultural supply chain, with an initial focus on sugarcane (beginning in 2007), expanding to oranges and corn (beginning in 2010);
- Decrease the Coca-Cola system's carbon dioxide emissions and energy use; and
- Inspire a global movement by uniting industries, conservation organizations and others in the conservation and protection of freshwater resources around the world



**Packaging**  
reduces Coca-Cola's (1)  
innovative technology  
to 20% of the bottle



money  
and the  
planet

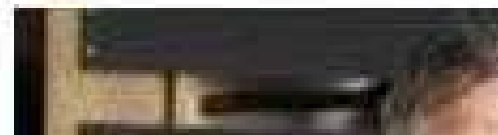
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ducing  
ew ECO

# Berry Gardens



*"The combination  
sweet taste and  
aroma make  
Jubilee a first"*





# UK Dairy Industry: Environmental Road Map Targets

## *Medium-term actions – by 2012*

- Nutrient management by 90% of producers
- 65% of dairy-managed farmland in Stewardship
- More than 20% of producers trialling technology to reduce cattle emissions
- 30% addition rates of recycled material in plastic milk bottles
- Major liquid milk processors to have an Environmental Management System
- Larger processing sites use low NOx burners on gas-fired boilers
- CO2 emissions from dairies to be 20% lower than in 1990
- Three operational anaerobic digesters running at processing sites
- 10% of non-transport energy from renewable sources or CHP
- No ex-factory waste to landfill, where environmentally advantageous
- Water use 50% lower than in 1999

# UK Dairy Industry: Environmental Road Map Targets

## *Longer-term actions – by 2020*

- Greenhouse gas (GHG) balance from dairy farms 20-30% lower than 1990
- Dairy farms recycle or recover 70% of non-natural waste
- 40% of energy used on dairy farms is from renewable sources
- Small dairies aim to achieve the medium-term targets of the major processors
- 50% addition rates of recycled material in plastic milk bottles

## Undertaking Sustainability Initiatives Because .....

- Complying with laws/regs.
- Strengthen image with key stakeholders
- Cost savings strategy
- Responding to external pressures
- Source of competitive advantage
- Positive impact on employees
- Senior management dedication to long-term development and sustainability issues
- Aligning values internally and with supply chain
- Opportunity for new revenues

# Undertaking Sustainability Initiatives Because ....

- Risk management strategy
- Opportunity to collaborate with influential groups
- Addressing hunger and societal welfare
- Reducing impact on environment now and in future

Three principal drivers:

- compliance and anticipating regulation
- feel good for the organisation/do good for society
- profit-driven and innovation

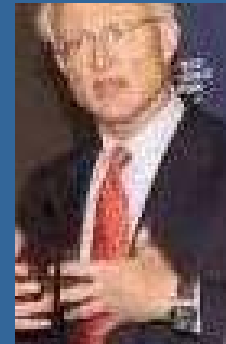
Which of the Three Drivers Looks Best to YOU?!

# Michael Porter's "Big Idea" for Business

**What's Good for American Business is Good for America (Coolidge?)**

**Turned on Its Head:**

**What's Good for America – its citizens' health, the environment, future generations, disadvantaged groups ....., etc., is Good for American Business**

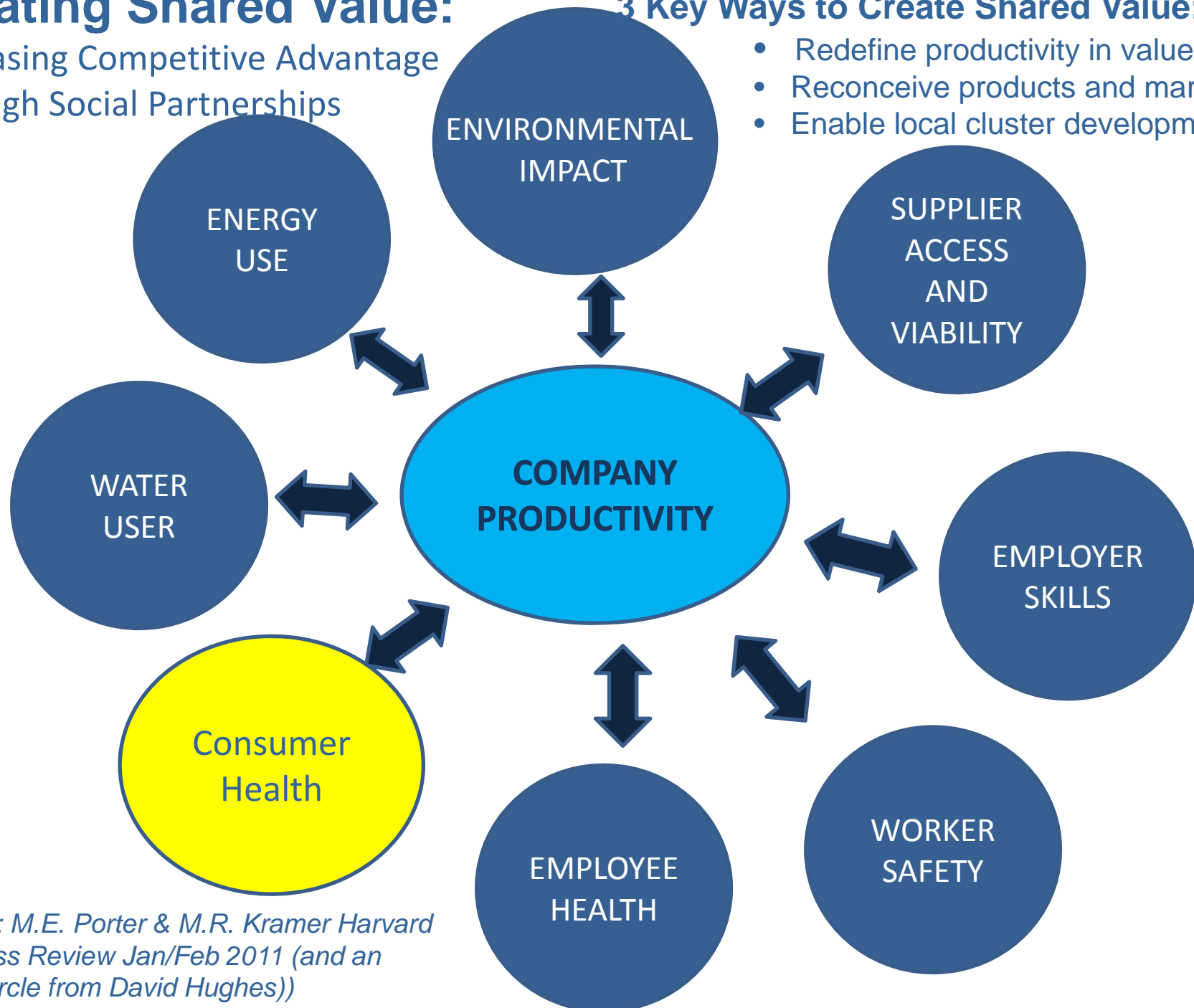


# Creating Shared Value:

Increasing Competitive Advantage  
Through Social Partnerships

## 3 Key Ways to Create Shared Value:

- Redefine productivity in value chain
- Reconceive products and markets
- Enable local cluster development



Source: M.E. Porter & M.R. Kramer Harvard Business Review Jan/Feb 2011 (and an extra circle from David Hughes))

# From Corporate Social Responsibility (CSR) to Creating Shared Value (CSV)

- Value: doing good
- Citizenship, philanthropy, sustainability
- Discretionary or in response to external pressure
- Separate from profit maximization
- Agenda is determined by external reporting and personal preferences
- Impact limited by corporate footprint and CSR budget
- Value: economic and societal benefits relative to cost
- Joint company and community value creation
- Integral to competing
- Integral to profit maximization
- Agenda is company specific and internally generated
- Realigns the entire company budget

Example: Fair Trade purchasing

Example: Transforming procurement to increase quality and yield





ability challenges provides  
unities for sustainable grow  
s preference for our brands  
ss with our retail customers  
ovation, grows our markets

Polman, CEO of Unilever



# Creating Shared Value and Sharing Values with Partners in the Supply Chain: What's in it for YOU?

- “Big Food” is “under the gun”! The bigger the brand, the bigger the risks for the brand owner
- brand owners will require supply chain partners who understand, share and live core values
- major suppliers of all inputs will carry the “brand integrity torch” for the brand owners
- branded supply chain partnerships will be closer, last longer, and higher value than commodity supply chains
- **But, actually, it isn't rocket science, it just makes business and social common sense!**

## CONTACT POINTS:

**e-mail**

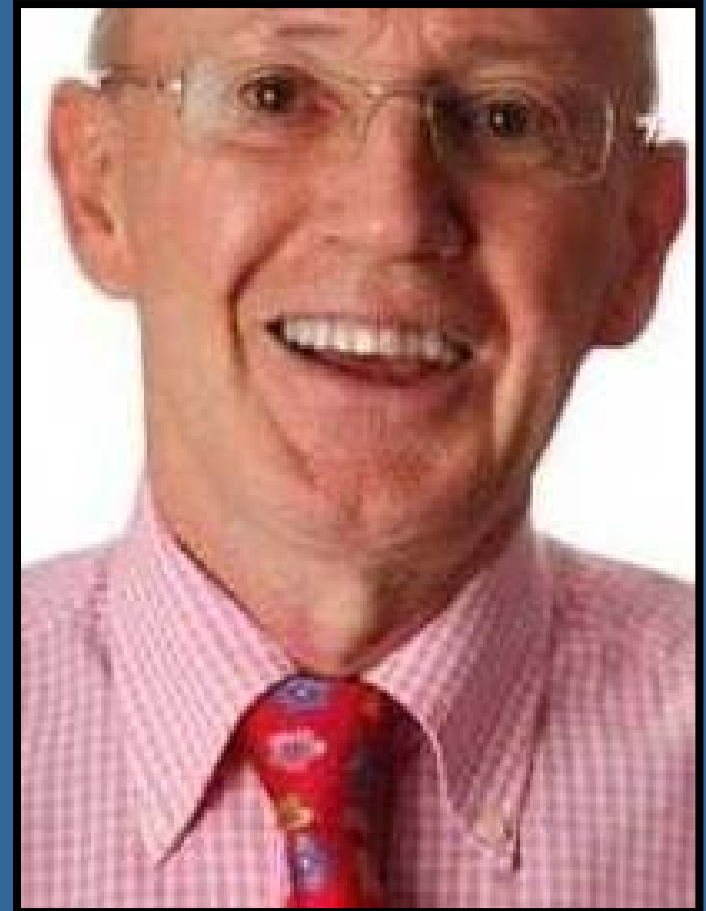
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