LEAN + GREEN:
Developing a Sustainability Scorecard for Assintecal Member Companies

ACTIVITIES
- **Factory visits** to nearly 20 companies to gather quantitative and qualitative data relating to sustainability challenges and opportunities
- **Workshops** with CEOs designed to further hone scorecard criteria and discuss high-level industry challenges
- **Alignment meetings** with Assintecal staff to reaffirm the scorecard goals

SCORECARD PURPOSE
- Promote environmental, social, and economic sustainability
- Increase both **domestic and global competitiveness** by enhancing the Brazilian footwear industry value chain
- Establish a **replicable program** to be implemented throughout the footwear industry and beyond, giving Assintecal member companies a 1st mover advantage

INSIGHTS
- Project assumes scorecard will enhance competitiveness, but other industry **artifacts** and **habits of thought** must be considered
- Local industry’s rich artisanal history shaped **enacted systems** that support both productive clustering and challenging fragmentation and horizontality
- **Collaboration across boundaries** has produced innovative and profitable partnerships

RECOMMENDATIONS
- **Scorecard framework** as an artifact or tool to encourage environmental, social, and economic sustainability across component industry sectors
- **Implementation timeline** to carefully consider impacts, both positive and negative, of introducing this new artifact
- **Partnerships** with other footwear industry groups, the Brazilian government, multilateral NGOs, and global companies to foster collaboration across boundaries

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Hajime Kawafuji
Haruhiko Yoshida
Kate Dineen
Lily Russell