Purpose

The Brazilian Association of Companies of Components for Leather, Footwear and Artifacts (Assintecal), is a non-profit organization focused on driving innovative changes in the footwear components sector.

With the help of last year’s L-Lab team, Assintecal has been developing a sustainability scorecard in the past year.

The objective of our project is to **promote the adoption of Assintecal’s sustainability scorecard** among its member companies.

Activities

In order to assess the challenges and opportunities for promoting the scorecard, we evaluated the systemic structure of the shoe industry value chain.

**External Research**
- Sustainability seals
- Seal adoption strategies
- Shoe industry dynamics
- Company research

**Primary Interviews**
- Raw material manufacturers
- Assintecal members
- Shoe manufacturers
- Apparel and shoe trade associations

**Useful L-Lab Tools**
- Check-ins
- Four-player model
- Stakeholder interview model
- Ladder of inference

Insights

We discovered three key barriers to adoption of sustainability and the scorecard within the shoe industry.

- **High Cost & Lack of Incentives**
  - Educate members on economic benefits of sustainability
  - Get support from government and partner with banks and development agencies

- **Lack of Knowledge & Awareness**
  - Seek cooperation with shoe manufacturer association, and initiate industry-wide programs to educate consumers and market the seal to shoe manufacturers

- **Lack of Innovative Sustainable Material & Tech**
  - Partner with educational institutions to research innovative solutions for scarce components
  - Create database of sustainable suppliers

Lessons

We proposed recommendations to address each key barrier: