**SUPPLIER SUSTAINABILITY SCORECARD STRATEGY**

**PURPOSE**
Recommend a scorecard design and strategy to SCJ to formally include sustainability considerations into purchasing decisions.

“At SC Johnson, the environment is a 360°, 24/7 commitment. We work every day to create winning products, use fewer resources, ensure less waste and serve the greater good.” — Fisk Johnson, Chairman and CEO

**CURRENT REALITY**
We heard these statements from various SCJ staff during our interviews:

- “We have goals, but I just assume other people have projects to achieve them.”
- “Product sustainability belongs to RD&E. I don’t have anything to do with it.”
- “I know sustainability is important, but I don’t know how to value it in my decisions.”
- “I don’t know if there are suppliers that can help me to improve sustainability scores.”
- “The sustainability goals are confusing.”

**ACTIVITIES**
- Benchmarked supplier sustainability initiatives at 10 other companies, including Walmart, P&G, Unilever, Method, and L’Oreal.
- Interviewed 15 SCJ staff prior to our time onsite to learn about SCJ’s existing sustainability activities and procurement practices.
- Interviewed 30 SCJ staff in-person across multiple SCJ divisions onsite to understand sustainability aspirations and current reality.
- Held 6 feedback sessions to present ongoing insight and recommendations to SCJ staff.
- Facilitated final session with 28 staff from across multiple divisions of SCJ to highlight creative tension and discuss supplier scorecard strategy.

**ASPIRATIONS**
During our final session, we asked SCJ staff to tell us what word they’d like to use to complete the following sentence in five years:

“Have you heard what’s been happening at SCJ around supplier sustainability? It’s so _______!”

Here are some examples of what we heard:

- “Far ahead of its competitors”
- “Inspiring”
- “Global”
- “Cross-functional”
- “Key to our competitive advantage”

**LESSONS**
Design scorecard strategy to:
- Align with and drive internal sustainability goals;
- Leverage third party standards (e.g. CDP) where appropriate;
- Embed sustainability into existing business processes;
- Foster cross-functional collaboration to define the key sustainability criteria for suppliers in different procurement categories;
- Create a methodology for including sustainability into procurement decision-making; and
- Prioritize supplier engagement on improvement opportunities by hiring a Supplier Engagement Manager.

**PROJECT TEAM**
MIT L-Lab Team Alex Fallon, Matt Nespoli, and Nirav Patel with SCJ staff Jess Mazonson (Sloan ‘10) and Pam Williams.