



***IMD-SAI Platform Sustainability Master Class
Rolling Out Sustainable Agriculture in Food Companies
Rollins College, Winterpark, Florida, May 3-4, 2011***

Minutes

EXECUTIVE SUMMARY

On May 3-4, 2011, SAI Platform and IMD provided their Sustainability Master Class Workshop for the first time in the USA. They were lucky to be able to do so at Rollins College near Orlando, which thoroughly supported the event's organization.

Not only procurement executives but also managers from other functions such as research and Development, and Human Resources, joined the Class. The first day of the Master Class helped them to a) understand the business context that lends strategic relevance to SA as an issue and broker knowledge with leading experts b) build a business case for SA and exchange expertise with others managers while doing so, and 3) learn from best practice examples. A case study on Unilever's move to 100% sustainable tea in its Lipton supply chain was greatly valued by participants, as was a high level "knowledge brokering" session with inputs from Dr Jason Clay, Vice President for Market Transformation at WWF, Helen Van Heuven, Head, Market Transformation Initiative of WWF and Sabrina Vigilante, Director, Sustainable Value Chains, Americas & Asia Pacific at Rainforest Alliance (RA). The second day was also highly rated, with a very exciting and insightful game simulation focused on empowering managers to instigate change within their organization.

About the take home value of the workshop, it was said "It was really great to spend a couple of days learning firsthand what SAI Platform has to offer. The class was terrific and I hope to make good use of some of the tools that were shared. It has been very fun for me to have this opportunity to begin gaining global perspective."

Participants at the end of the workshop were asked to rate each module using numbers 5 = Excellent, 4 = Good, 3 = Fair, 2 = Poor and 1 = Very Poor. The overall value of the program was rated 4.20. Given this good score, we are going to explore ways to run it again in the USA next year, and in other regions of the world.

DAY ONE

Welcome & Introduction

Ernesto Brovelli, Senior Manager, Sustainable Agriculture (SA) at Coca-Cola and member of SAI Platform's Executive Committee, welcomed everyone. He shared his excitement about the fact that SAI Platform was bringing over to the USA this unique Master Class, which ran in Europe for the first time last year. He explained how the organization had decided to develop this training together with one of the top education centers for executives worldwide (IMD), as per requests received from member companies facing internal and external hurdles to implement sustainability throughout their supply chains. He thanked Rollins College for



hosting the event. Dr. Aileen Ionescu-Somers, Director, IMD Research and Learning Center for Corporate Sustainability Management (CSM), introduced the training objectives and proceedings.



So....what are you expecting?

The Class started with a roundtable of participants' expectations from the course, which turned around four learning axes: 1) Basic knowledge about SA and the relationship with the food business; 2) Building the business case; 3) Implementing; and 4) Measuring impact.



Setting the context for embedding SA

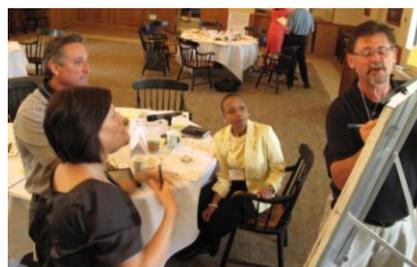
A "knowledge brokering session" started with a presentation from Jason Clay, WWF on "How big brands can save biodiversity" - see http://www.ted.com/talks/lang/eng/jason_clay_how_big_brands_can_save_biodiversity.html followed by a Q&A with Helen Van Heuven, WWF & Sabrina Vigilante, Rainforest Alliance.

Addressing SA challenges

Participants broke out in small groups to share the challenges which they faced when trying to implement SA in their companies and throughout their supply chains. It was not surprising to see, as per the findings of a research recently conducted by IMD, that the biggest barrier to overcome is about changing mindsets. One participant explained that "Marketing and sales are driving the agenda and need to get convinced. We must develop alignment between their short-term minds and the long-term corporate vision".

Why should you be concerned and active in addressing SA challenges?

Participants were asked to analyze the pros and cons for a company to act on sustainability issues. Some people had to be cynics so as to grasp some of the challenges commonly faced by managers in their company, when trying to convince their peers to join a sustainability initiative.



Building the business case for SA

The session aimed at explaining why managers often had failed at promoting SA initiatives in companies in the past, and how this could be changed. It was shown how the business case, in order to receive the necessary buy-in and support in the company, must be built like all other business cases - showing the economic value and value creation for the company - See [Presentation 1](#). Participants then broke out in smaller groups to develop crop-specific business cases of their choice (potato, sugar and eggs) aimed at getting top management as well as multi-stakeholder support for these.

To answer questions about ways to measure sustainability, Emeline Fellus presented the Sustainability Performance Assessment (SPA) project on tools and indicators, which first results are available for members on SAI Platform's website – See [Presentation 2](#). She promised to organize a webinar soon, with more information about the technical tools developed by SAI Platform to support the implementation of sustainable agriculture.



Module 3: Embedding SA in sourcing and marketing strategies



Participants split in smaller groups to analyze and discuss the case study entitled “Unilever sustainable tea: Leapfrogging to mainstream”

– see [IMD-UnileverCaseStudySustainableTea](#).

Cocktails and Dinner

Cocktails and dinner were sponsored by the Dutch Sustainable Trade Initiative (IDH), which provided an introduction to a program it is in the process of building, entitled “Sustainable Supply Chain Academy” (SSCA). Some participants showed interest in it, and said that they would be keen to help IDH co-shape it.

DAY TWO

Breaking down organizational hurdles

The second day started with a presentation from Aileen Ionescu-Somers on the main hurdles faced by managers when trying to implement SA initiatives in their companies

- See [Presentation 3](#). Participants themselves reported the following key hurdles:
- Connecting functions such as marketing, R&D and HR with the rest;
- Getting clarity about sources of raw material, so as to know where to focus; and
- Dealing with competing priorities in company (short versus long-term thinking).

Leading change in the organisation

Participants played the “Change pro” game simulation. In that game, each player is a “consultant” engaged to roll out a SA initiative in a company. He/she has 120 days to do so by building the right networks, using the right tools in the right order. See [Presentation 4](#) and <http://www.learningways.com/changepro.html>



Key findings were summarized in a final presentation - See [Presentation 5](#).

Take home

A last exercise was conducted by Aileen Ionescu-Somers to guide each participant through their own company-specific challenge in engaging internal networks in SA initiatives, and how to do that in order to make everyone evolve – including resisters and by-standers – to be supportive of their initiative. See [Presentation 6](#). This provided participants with solid take-home value, and with a project in mind that could be started the very next day in their company.

