The purpose of this project is to assist PepsiCo in pulling together the different views of multiple stakeholders in the water valuation contextual environment.

Conducted three layered processes to grasp water valuation ecosystem.

**Nature at glance**
- Water Crises is ranked in Global Risks 2014.
- **800 Million** people around the world live without access to safe water.
- PepsiCo uses water over **100 Billion** liters/year.
- 50% of PepsiCo’s facility are in water stress areas.

**Structure analysis**
- NGO activities
- Public activities
- Business activities

‘three lenses’
Revealed competing agendas;
- Cost vs Sustainability
- Water vs Energy
- Human right vs business continuity

**System dynamics**
**6 forces**
Global climate change/ energy prices/ water politics/ public awareness/ population growth/ NGO

‘Ice berg model’
Uncovered embedded patterns/Trends and system structures.

**Mental Model**
- Defined the stages where they are and where they should be.
- Focused on organizational goal ‘to create a sustainable world’.

**Lessons**
- **Re-define water**
  - Work with businesses and NGOs
  - PR
  - Engage PepsiCo’s brands
- **Invest in energy efficiency**
  - Cost of energy is 20x more
  - Water conservation is at the expense of energy

**Insights**

‘do right things’ < do things right’

**Off-site research**

<table>
<thead>
<tr>
<th>Internal &amp; External Interview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structure analysis</td>
</tr>
<tr>
<td>System dynamics</td>
</tr>
</tbody>
</table>

**Water valuation model with 6 forces**

**Activities**

- Off-site research
- Internal & External Interview
- Systems thinking approach

**Values and culture**
- Clearer definition of “performance and “purpose”.
- Co-opt Human Resources
- Cascade to suppliers,