**Problem Statement:** Colgate is delivering meaningful, tactical results in achieving its 2020 Sustainability Goal. However, the absence of a formalized strategy and unified metrics to assess progress is prohibiting them from communicating their achievements to both internal and external stakeholders.

**Team Objective:**

1) Formulate an overarching **strategic framework** to help Colgate assess their ongoing and future initiatives that deliver against this goal.

2) Recommend **metrics** that should be leveraged in order to express progress of existing and future initiatives.

3) Integrate the framework and metrics in order to tell the **cohesive story** of Colgate’s ability to achieve their goal.

**Methodology:**

- Understand Colgate’s current global efforts towards achieving access and affordability by engaging in interviews with key global stakeholders in Marketing, Logistics, & Professional Relations
- Gather information on competitor practices and industry standards / benchmarks
- Define global strategic framework for Colgate, including key metrics for tracking progress towards goal
- Address how Colgate can effectively communicate its strategy and progress towards increasing access and affordability

**Implementation:**

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**Communication Recommendations:**

**Internal:**

- Focus on internal communications by leveraging strategic framework
- Highlight current CP initiatives that can be replicated globally

**External:**

- Utilize framework to highlight how goal will be attained
- Limit external communication efforts to focus on oral care products
- Standardize one metric that can be utilized globally to tell overall story through illustrative example

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**Recommended Strategic Framework**

**Overview:**

- **Key Elements Critical to Increasing Affordability and Accessibility**
  - **Education**
    - Increasing consumer awareness and willingness to purchase
  - **Product Innovation**
    - Innovating product and packaging at affordable price points
  - **Distribution**
    - Last mile reach and increase in sales points
  - **CP Current Initiatives**
  - **Peer Examples**
  - **Alignment to UN Sustainability Development Goals (SDGs)**
  - **Metrics**

**Metrics for Consideration:**

- **Product Innovation**
  - # of products (toothbrushes / toothpaste) tailored to low-income people
  - Decrease in product cost from improved product to packaging ratio
  - # of successful pilot projects launched in low-income communities

- **Distribution**
  - # of new sales points in underserved communities
  - # of new households reached in low-income / rural communities served
  - # of low-income sub-distributors for last mile efforts employed

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**S-Lab Project Focus**

- **Aspirational Goal/Vision**
  - Are we doing things towards accomplishing this goal (Current State)?
  - What do we need to measure to track progress towards this goal (Metrics)?
- **Strategic Goal**
  - What is our strategy for delivering the goal in terms of what we are, and are not, doing? How are we expressing this progress?

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