General Motors Company
Identifying Potential Tools to Measure Supply Chain Sustainability Efforts

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Project Overview

**Sustainability as a Value Driver**
- TOP-LINE GROWTH
  - Drives fleet sales
  - First mover advantage
- BOTTOM-LINE
  - Strategic cost control
  - Waste management
- RISK REDUCTION
  - Control compliance risks
  - “Social license” to operate

**Supply chain Sustainability**
- Quality & Volume
- Material Cost
- Logistics Costs
- Policies & Codes
- Engagement
- Performance

**Key Questions:**
- How to secure Supply Chain Sustainability?
- What kind of tools are useful?

Analysis

**Benchmarking**
- Identify competitors’ initiatives on sustainability enhancement
- Study best practices of other industries

**Implementation strategy**
- Develop solution
  - Pilot project
  - Enhance relationship with suppliers
- Standardize solution
  - Share best practices
  - Develop a standardized package
- Global implementation
  - Plan to implement
  - Develop Certification / Regulatory strategy

Recommendation for current phase

1. **Initiative Evaluation Map**
   Evaluate economic and sustainability enhancement impact for each initiative

2. **KPI Monitoring**
   To monitor how much progress has been achieved
   Ex.) **Logistics:**
   - Trailer utilization rate
   - Returnable containers usage rate, etc.

3. **Supplier scorecard**
   To monitor suppliers’ capability to enhance sustainability
   Ex.) **Question:**
   - To what extent will the supplier invest to reduce the total emission of GHG?

4. **Common supply chain platform**
   To optimize holistic supply chain ecosystem both for economic value and for sustainability enhancement by using common platform