

# **SUSTAINABILITY THROUGH SUPPLY CHAIN MANAGEMENT**

**International MBA IMBA-EN SEP-2024 S-SMS**

Area Operations and Business Analytics

Number of sessions: 15

Term: Concentrations

Category: regular

Language: English

Professor: **FELIPE AMADO QUINTANA NAVARRO**

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## **Academic Background**

Master in Technology and Communication for teaching by UNED (2013-2014)

Master in Logistics, Purchasing and Stocks Management by AERCE (2003)

MBA by IE Business School (1999-2000)

Industrial engineer by University of Las Palmas de Gran Canaria (1992-1998)

## **Professional Experience**

MDS (since 2014). Customer Experience and Lean Thinking consultant.

Aguas Minerales de Fargas (2009-2016): Operations & Supply Chain Manager. New Products Development Responsible (Canary Islands. Spain).

Robert Bosch (2004-2009): Project Manager for Bosch Car Service Spain and Portugal (Madrid-Lisbon-Kalsruhe)

LVMH (2000-2004): Operations Responsible for Perfumes Loewe (Madrid-Paris)

## **Academic Experience**

IE Business School, IE University and IE School of Human Sciences and Technology Adjunct Professor since 2004: Operations Management, Supply Chain Management, Customer Experience Management, Sustainability through SCM and Lean Thinking.

HeadSpring (Joint Venture between IE and Financial Times for "in company" education) faculty since 2018.

### **Office Hours**

Office hours will be on request. Please contact at:

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## **SUBJECT DESCRIPTION**

During this course we are going to discover the role of Operations and Supply Chain Management towards sustainability and its 3 spheres: Economic, Social and Environmental.

Sustainability is not only a new trend but it is also a "must" specially in a business environment because customers are demanding sustainable products, services and solutions.

According to several authors, Business sustainability, also known as corporate sustainability, is the management and coordination of environmental, social and financial demands and concerns to ensure responsible, ethical and ongoing success. Within the corporate world, they are sometimes referred to as the triple bottom line: Economic, Social and environmental.

Supply Chain Management is the management of the flow of goods and services and includes all processes that transform raw materials into final products. It involves the active streamlining of a business's supply-side activities to maximize customer value and gain a competitive advantage in the marketplace. This function involves not only internal activities related with Operations management and coordination with the rest of the areas of the company, but also upstream to suppliers and downstream to customers, including logistics and after sales activities.

In this 15 sessions elective course we shall discover together how we can achieve sustainability through our Supply Chain Management, which is responsible for more than the 60% of the value addition for customers.

Join me in this relevant elective course and let us discover together plenty of frameworks, tools and best practices to be able to apply them during your professional career to help your companies to create and implement a sustainability strategy to be a change agent.

## **LEARNING OBJECTIVES**

During this course the learning objectives are:

- To understand the role of Supply Chain Management towards Sustainability in its 3 spheres: Economic, Social and Environmental.
- To discover the links between Sustainability and Innovation with the 5 stages of sustainability
- How to build a resilient Supply Chain in a Polycrisis World
- Circular Supply Chain and the Circular Economy with the 7 Rs of the Circular Economy and some interesting frameworks of Circular Economy: Ellen MacArthur Foundation and Lacy and Rutqvist
- Steps to green your Supply Chain, with the so called: Greening your Supply Chain: Upstream to suppliers, internally and downstream to customers.
- Where to start when creating and implementing a Sustainability Strategy, being a change agent and avoiding the negative: Greenwashing and Socialwashing.
- Triple A Supply Chain: Agility, Adaptability and Alignment
- How to interpret a Sustainability report and how to build one up.
- To learn from best practices in Sustainability through Supply Chain: Ikea, Unilever, Radius Recycling, Banco do Brasil, Patagonia, etc.

## TEACHING METHODOLOGY

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

| Learning Activity                                     | Weighting |
|---|-----------|
| Lectures  | 20.0 %    |
| Discussions   | 20.0 %    |
| Exercises in class, Asynchronous sessions, Field Work | 20.0 %    |
| Group work  | 20.0 %    |
| Individual studying                                   | 20.0 %    |
| TOTAL   | 100.0 %   |

## AI POLICY

### Specific use cases of GenAI are encouraged

Generative artificial intelligence (GenAI) tools may be used in this course for research, ideation, generating an outline, proofreading, grammar check, coding, image generation, with appropriate acknowledgement. GenAI may not be used for group submissions & exams. If a student is found to have used AI-generated content inappropriately, it will be considered academic misconduct, and the student might fail the respective assignment or the course.

If you are in doubt as to whether you are using GenAI tools appropriately in this course, I encourage you to discuss your situation with me.

## PROGRAM

### SESSION 1 (LIVE IN-PERSON)

**Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

**INTRODUCTION.**

The triple bottom line. Competing through Sustainability.

Supply Chain Management introduction. History of this position and activities of Supply Chain Management.

Read this article before the session:

*Article: A More Sustainable Supply Chain (HBS R2002F-PDF-ENG)*

**SESSION 2 (LIVE IN-PERSON)****Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

Sustainability Challenges, Competencies and Opportunities. The 5 stages model for competing through sustainability.

Stage 1: Viewing Compliance as opportunity

Stage 2: Making Value Chain Sustainable

Stage 3: Designing Sustainable products and services

Stage 4: Developing new business models

Stage 5: Creating next-practice platforms

Read this article before the session:

*Article: Why Sustainability Is Now the Key Driver of Innovation (HBS R0909E-PDF-ENG)*

**SESSION 3 (LIVE IN-PERSON)****Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

Your Sustainability Commitment.

Professor will explain the approach by companies when implementing Sustainability: To establish commitments, and link them to the 17 Sustainable Development Goals by United Nations, and analyzing quantitatively the commitments and the action plan to implement them. You shall create your own Sustainability commitment and you will share it inside a Discussion Board created by the professor during the time of the session. So, bring your laptop and your headphones to be able to elaborate your post.

**SESSION 4 (LIVE IN-PERSON)**

THE 6 FRAMES OF SUSTAINABILITY:

- The resources frame

- The time frame
- The value frame
- The design frame
- The abundance frame
- The moral frame

Read this article before the beginning of the session:

*Article: The 6 Ways Business Leaders Talk About Sustainability (HBS H03YII-PDF-ENG)*

## **SESSION 5 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

The 7 Rs of circular economy: Refuse, Reduce, Reuse, Rethink, Redesign, Repair and Recycle.

Ellen MacArthur Foundation to promote Circular Economy

The 5 Circular Business Models by Lacy and Rutqvist:

- Circular Supply Chain
- Recovery and Recycling
- Building product to last
- Sharing Platform PaaS business model (Product-as-a-service)
- The project Drawdown by Paul Hawken

Read the article: Introducing a Circular Economy, and watch the following video before the session:

*Article: Introducing a Circular Economy: New Thinking with New Managerial and Policy Implications (HBS CMR677-PDF-ENG)*

*Multimedia Material: Circular Economy Explained: What Is It & Why Is It Important? (YouTube)*

## **SESSION 6 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

### **Greening and Leaning your Supply Chain:**

- Ethical Sourcing
- Sustainable Manufacturing (Lean Management)
- Sustainable Packaging
- Greening Transportation. Sustainable Logistics.
- Sustainability in the point of sale
- Customer Use
- Promoting the Reuse of products in the supply chain
- Sustainability solutions for the end of life of the product

Article: 'Greening' Transportation in the Supply Chain (HBS SMR338-PDF-ENG)

## **SESSION 7 (LIVE IN-PERSON)**

Midterm exam (25%). Professors will give you the indications to prepare this midterm and will provide students with a mock midterm with similar structure and level of difficulty of questions.

## **SESSION 8 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

Topic: Creating shared value. Sustainability Reporting.

Best Practices: Patagonia Case Study.

Individual exercise to do after this session: Your Sustainability Reporting Analysis: Each student will select a Company's Sustainability Report and will interpret it answering some questions by the professor. This activity represents 5% of the evaluation criteria of the course, inside: Class Participation. It will be delivered as a deadline just before Session 9.

Article: *Creating Shared Value* (HBS R1101C-PDF-ENG)

Practical Case: *Driving Sustainable Innovation by Embracing Tensions* (HBS B5853-PDF-ENG)

## **SESSION 9 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

### **1st Teamwork activity:**

Sustainability through Supply Chain Management at IKEA. Professor will give all the indications for each group to prepare this teamwork activity.

## **SESSION 10 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Economic Development

The role of Sustainability in a Triple A Supply Chain. Sustainability and Building a resilient Supply Chain.

Triple A Supply Chain: Adaptability, Agility and Alignment

Building a Resilient Supply Chain: Redundancy, Flexibility and Culture

Article: *Triple-A Supply Chain* (HBS R0410F-PDF-ENG)

Article: *Building a Resilient Supply Chain* (HBS H001ES-PDF-ENG)

Check also this article about "The new triple A Supply Chain" by Prof. Lee, written in 2021 updating the previous article with the new Triple A: Super-Agility, Architectural Adaptability and Eco-system Alignment":

<https://mbrjournal.com/2021/01/26/the-new-aaa-supply-chain/>

## **SESSION 11 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

Teamwork presentation (first teams): Professor will give, in advance, all the indications for the teams presenting during this session.

*Practical Case: Wal-Mart's Sustainability Strategy (A) (HBS OIT71A-PDF-ENG)*

*Practical Case: Walmart's Sustainability Strategy (B): 2010 Update (HBS OIT71B-PDF-ENG)*

*Practical Case: Walmart's Sustainability Strategy (C): Inventory Management in the Seafood Supply Chain (HBS OIT71C-PDF-ENG)*

*Practical Case: PMI's Vision of a Smoke-free future. Can a Tobacco Company be sustainable? (HBS IM1129-PDF-ENG)*

## **SESSION 12 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

ACHIEVING SUSTAINABILITY THROUGH SUPPLY CHAIN INTEGRATION. BEST PRACTICES: FERRERO GROUP and UNILEVER

Teamwork presentation (second teams): Professor will give, in advance, all the indications for the teams presenting during this session.

*Practical Case: Ferrero Group: Achieving Sustainability Through Supply Chain Integration (HBS W17371-PDF-ENG)*

*Practical Case: Seventh Generation and Unilever: Would an Acquisition Affect Sustainability? (HBS W05C07-PDF-ENG)*

*Practical Case: Tony's Chocolonely: The Road to 100% Slave-Free Chocolate? (IN1767-PDF-ENG)*

## **SESSION 13 (LIVE IN-PERSON)**

### **Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

COMPETING THROUGH SUSTAINABILITY. BEST PRACTICES: UNILEVER.

Read the case study:

*Practical Case: Unilever's New Global Strategy: Competing through Sustainability (HBS 916414-PDF-ENG)*

## **SESSION 14 (LIVE IN-PERSON)**

**Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

Best practices and common failures during the growth strategy.

Article: *The HBR Interview: Starbucks CEO Howard Schultz (HBS R1007K-PDF-ENG)*

**SESSION 15 (LIVE IN-PERSON)****Sustainability Topics:**

- Environment
- Governance
- Social Challenge
- Economic Development

**Final Report Delivery (25%)**

Each student will elaborate an individual final report about a chosen topic related with the subject for Session 15. The more important aspects for the evaluation of this individual report are: Relationship with the learning topics of the subject, multimedia material to illustrate your topic, application of the tools and frameworks studied, creativity and structure of the presentation.

**EVALUATION CRITERIA**

- Class Participation: 25%: this criterion include: Attendance, Participation in the debate during the synchronous sessions, and participation live in the forums created during the sessions (session 3 (5%) and session 8(5%))
- Intermediate tests: 25%: During Session 7 in Videoconference. Open book exam with 15 test questions and 4 questions to answer in approximately 5 lines.
- Group Presentation during Session 9: (15%) STSCM at IKEA. This is a 15 minutes presentation answering professors' challenges recorded and delivered to professor.
- Group Presentation during Sessions 11 or 12: (15%): This is a "live" 10 minutes presentation per group. Professor will give all the indications to each group to prepare this teamwork activity.
- Final report presentation for Session 15 (20%): This is a final report to be delivered to professor before the beginning of the session. The topic is selected by the students and also the format of the presentation (or a 10 minutes presentation recorded, or a ppt with the audios recorded (total time to listen to all the audios 10 minutes), or a pdf document with a maximum o 4 pages, or a pptx presentation with 10 slides.

| criteria            | percentage | Learning Objectives | Comments               |
|---------------------|------------|---------------------|------------------------|
| Class Participation | 25 %       |                     |                        |
| Intermediate Tests  | 25 %       |                     | During Session 7       |
| Group Presentation  | 30 %       |                     | During Session 9 to 12 |
| Individual Work     | 20 %       |                     | For Session 15         |

## **FAILING GRADE AND REASSESSMENT**

When students receive a Fail in a course, they have the opportunity to present themselves for reassessment in order to earn the necessary credits toward graduation.

The reassessment of students should be scheduled between 5 and 10 working days after the review session takes place.

Grades for the reassessment are limited to a Low Pass and Fail.

Both, the initial Fail as well as the grade of the reassessment remain on the transcript. For the purpose of calculating the GPA however, only the grade of the reassessment is to be considered. Students receiving a failing grade in the reassessment of a course will not be able to continue in the program.

## **BIBLIOGRAPHY**

### **Recommended**

- Nancy Bocken, Paavo Ritala, Laura Albareda, Robert Verburg. (2019). (2019). *Innovation for Sustainability: Business Transformations Towards a Better World..* Palgrave Macmillan. ISBN 9783319973852 (Printed)
- Balkan Cetinkaya, Christoph Tyssen, Graham Ewer, Richard Cuthbertson, and Thorsten Klaas-Wissing.. (2011). *Sustainable Supply Chain Management: Practical Ideas for Moving Towards Best Practice..* Springer. ISBN 9783642120220 (Printed)
- Joëlle Morana. (2013). *Sustainable Supply Chain Management.* Wiley. ISBN 9781848215269 (Printed)

## **BEHAVIOR RULES**

Please, check the University's Code of Conduct [here](#). The Program Director may provide further indications.

## **ATTENDANCE POLICY**

Please, check the University's Attendance Policy [here](#). The Program Director may provide further indications.

## **ETHICAL POLICY**

Please, check the University's Ethics Code [here](#). The Program Director may provide further indications.