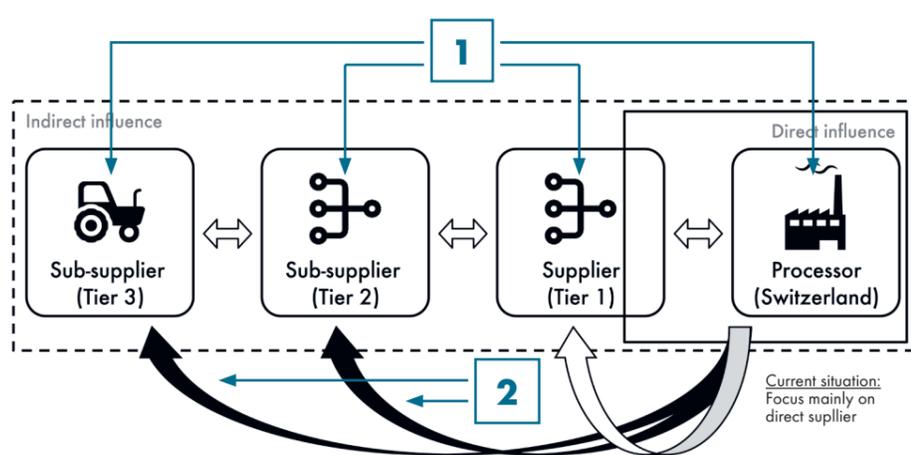


Enhancing supply chain stability, resilience and sustainability through improved sub-supplier management – chocolate and cotton apparel case studies

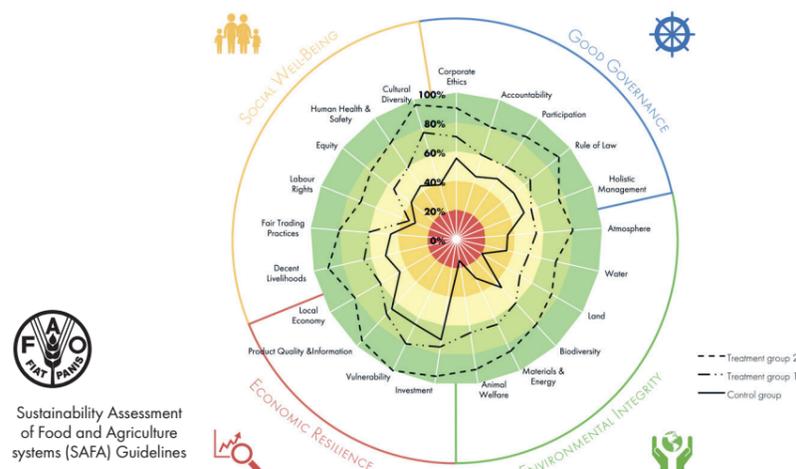
The majority of Swiss agri-food companies source from global supply chains. Yet, only occasionally supply chain initiatives achieve the desired improvements in sustainability performance. In close collaboration with six companies of two im-

portant sectors of the Swiss economy – chocolate and textile – this project will identify and analyse various supply chain management options in order to support science-based decision making with respect to global supplier management.

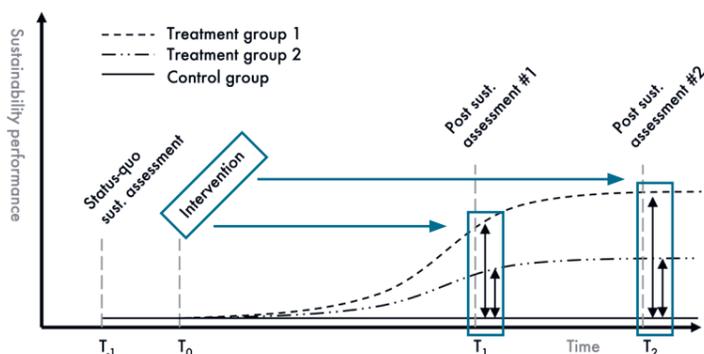
Project overview & methodology



1 Research focus: Holistic sustainability assessment
Methodology: Multi-criteria analysis



2 Research focus: Sub-supplier management
Methodology: Participative research, case studies & field experiments



Research questions

1. How can the sustainability performance of cocoa & cotton apparel supply chains be assessed comprehensively against the objectives defined in the FAO SAFA Guidelines?
2. How do different cocoa & cotton supply chains perform with respect to the 58 sustainability themes?
3. How do supplier management approaches perform with respect to improvements in sustainability and in terms of acceptance by operators along the supply chains?
4. Which trade-offs and synergies exist for optimising different sustainability themes?

Project objectives

1. Development of a harmonised methodological framework for sustainability assessment and evaluation.
2. Comprehensive sustainability assessments of selected supply chains.
3. Participatory development of practical interventions for influencing critical sub-suppliers.
4. Assessment of sustainability impacts and the acceptability of interventions for influencing critical sub-suppliers.
5. Application and evaluation of methods and processes for sub-supplier management.
6. Development of target group-specific recommendations and dissemination of the results beyond the boundaries of the project consortiums and its partners.

Implementation & knowledge transfer

Participative research and implementation with six companies
Collaboration with the Swiss and international research community
Dissemination of findings to other companies and stakeholders (Project website; Advisory board; Workshops & events with industry associations & business consultants)

Collaboration with key partners (among others):

- Agri-food industry
- Federal administration (FOEN)
- Business associations (amfori, ITC, öbu)
- Non-governmental organisations

Contributions to NRP 73

1. Improving long-term competitiveness of Swiss companies: showcased in the chocolate & cotton sector.
2. Providing practical approaches and tools for assessing the stability, resilience and sustainability of Swiss companies' supply chains, including sub-tier levels.
3. Providing Swiss companies effective and efficient approaches and methods for a systematic management of critical sub-suppliers.

Project leader



Prof. Dr. Urs Niggli
Director FiBL

Project partner



Prof. Dr. Joerg Hofstetter
President ISVC

Project management



Dr. Christian Schader
Head Sustainability FiBL



Leonhardt Jancso
Project manager FiBL

References

FAO, 2014. Sustainability Assessment of Food and Agriculture systems (SAFA). Available online at: <http://www.fao.org/nr/sustainability/sustainability-assessments-safa/en/>. Food and Agriculture Organization of the United Nations (FAO), Rome.

Schader, C., Baumgart, L., Landert, J., Muller, A., Ssebunya, B., Blockeel, J., Weissshaidinger, R., Petrasek, R., Mészáros, D., Padel, S., 2016. Using the Sustainability Monitoring and Assessment Routine (SMART) for the Systematic Analysis of Trade-Offs and Synergies between Sustainability Dimensions and Themes at Farm Level. *Sustain.* 8, 274.