

Feasibility of assessing the full company LCA of a large multi-national

LCA and ecodesign at Nestlé

20.03.2015



Nestlé Research™

- CHF 91.6 billion in sales in 2014
- 339,000 employees in over 150 countries
- 442 factories in 86 countries

- Over 2,000 brands, 10,000 products
- 1 billion Nestlé products sold every day

Unmatched
product
and brand
portfolio



Creating Shared Value across the entire value chain

CHF 91.6 billion
total group sales



More than 1 billion
number of servings consumed per day



4.1 million
number of families earning
a livelihood because of us



339 456
number of employees



Creating
Shared Value

CHF 16 billion
total group salaries and social
welfare expenses



695 000
farmers working directly
with Nestlé



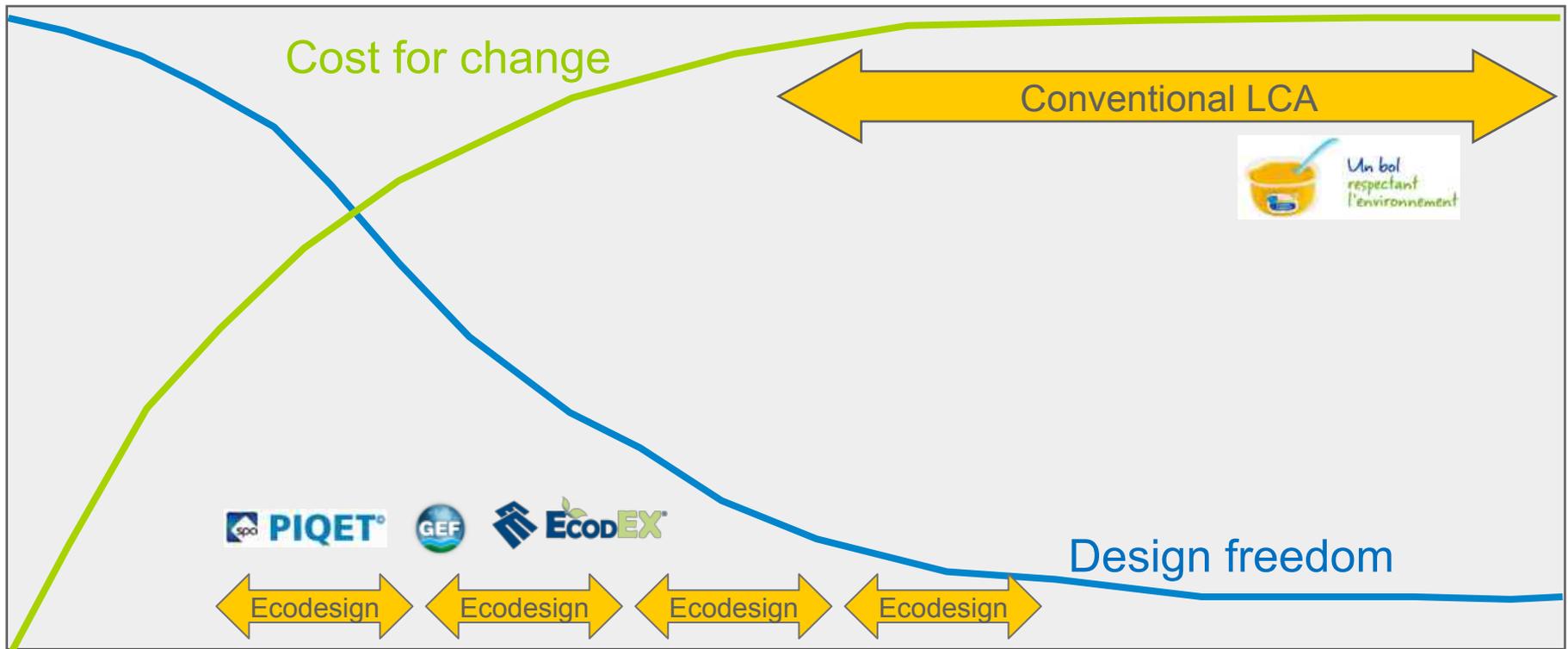
442
number of factories worldwide



CHF 2859 million
corporate taxes paid in 2014



Ecodesign delivers results much faster than conventional LCA



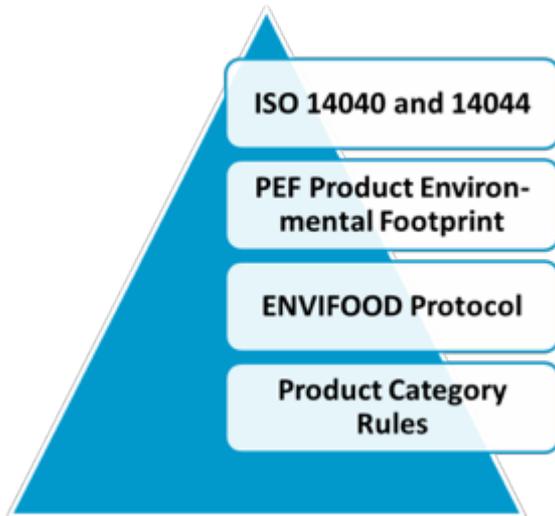
Nestlé Product Development Process

Ecodesign makes LCA cheaper, faster, and more efficient



Nestlé has developed a product ecodesign tool

Harmonized LCA
Methodology



For non-expert use,
quick results generation

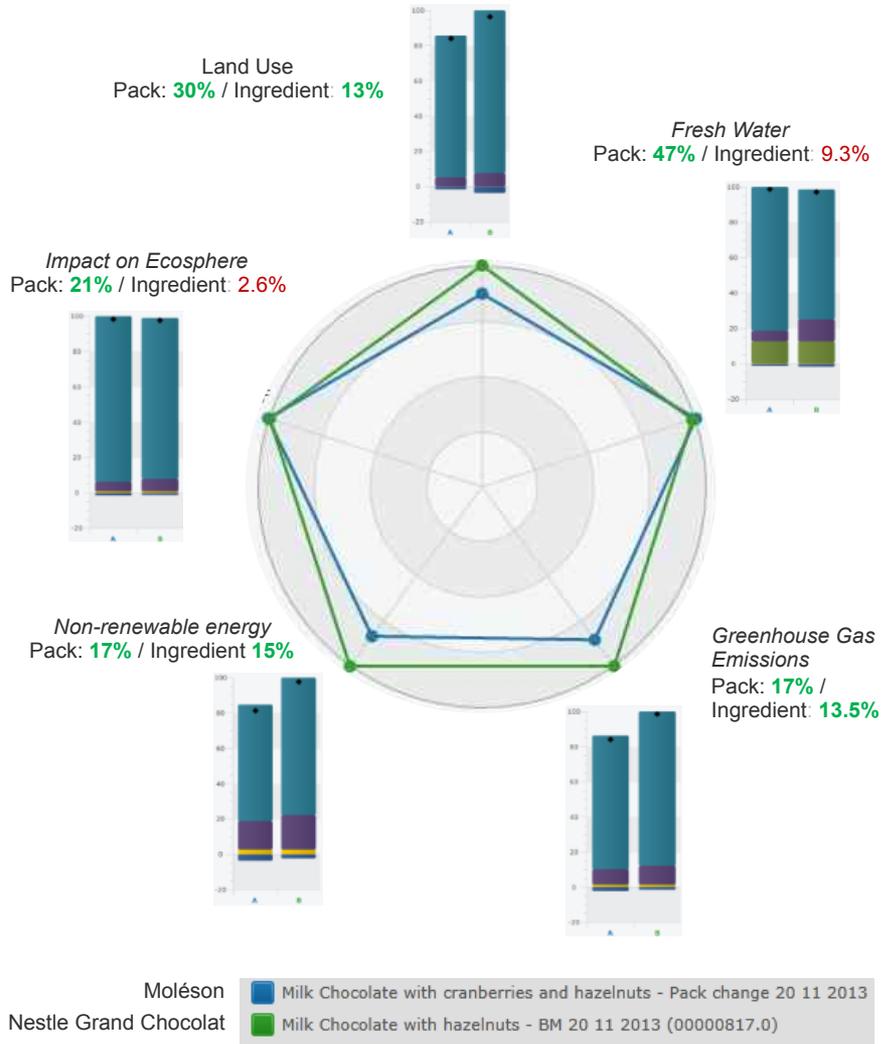


Integration into
company IT systems



Ingredients, Processing steps,
packaging setup (SAP-RM)

Chocolate Center of Excellence, Broc: Recettes de l'atelier: Artisan flair Chocolate



Brief Project Description

- Understand environmental performance of new chocolate tablet which has a generous load of ingredients on top

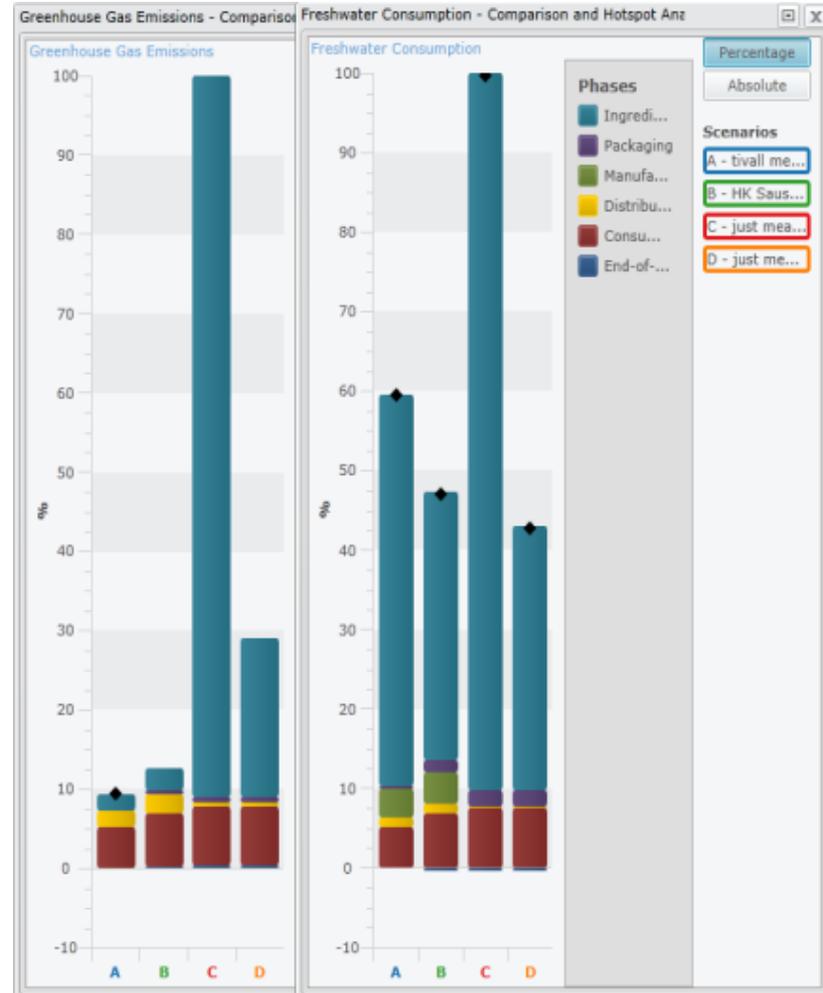
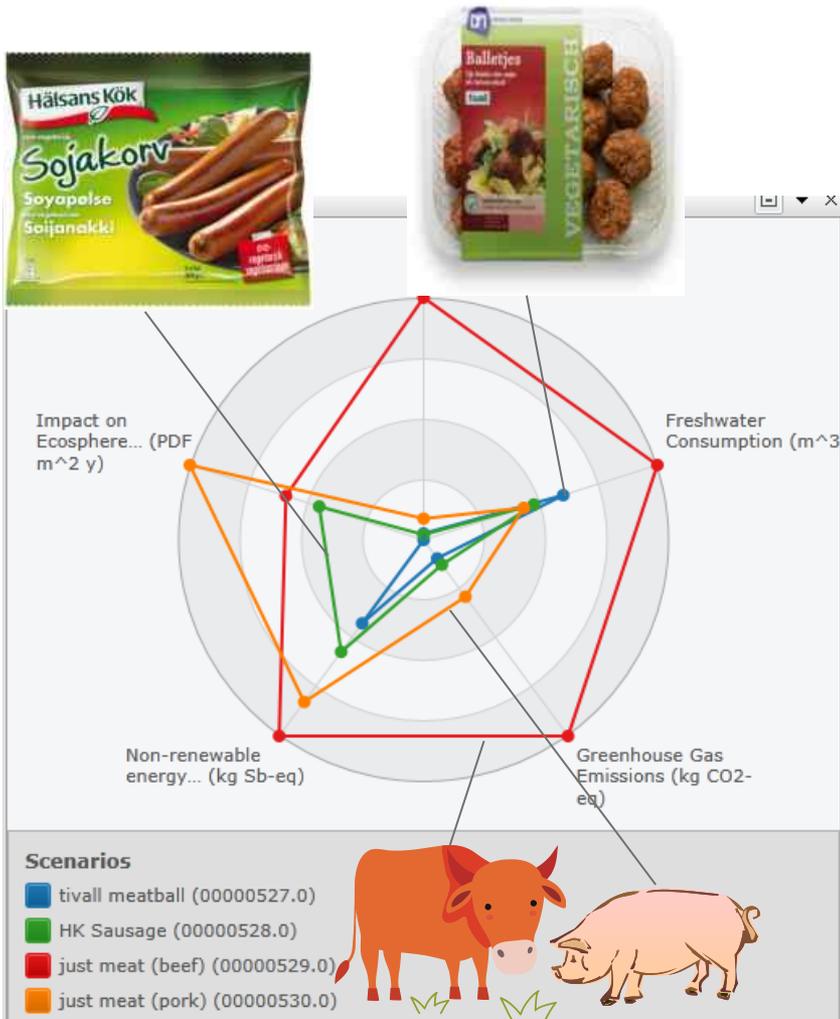
Benefit & Business Impact

- Satisfied consumer preference with better environmental performance
- Perfect execution of the iterative ecodesign process in innovation

Achievements

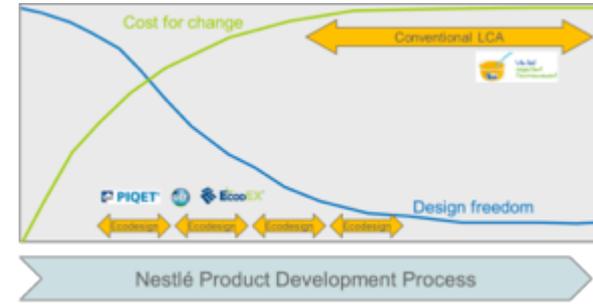
- Validated and reviewed environmental impact through EcodEX
 - Packaging: all 5 attributes are better from 17% - 47%
 - Ingredient Supply: 3 out of 5 attributes are better from 13% - 15%

Plant protein: Tivall products vs. meat



What have achieved with EcodEX?

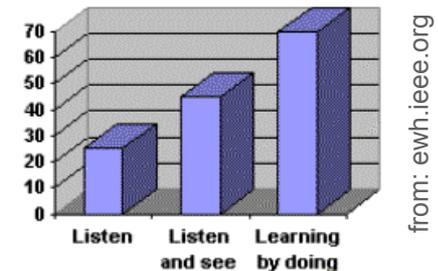
- Fact based decision leading to product improvement



- Engagement with suppliers and customers



- Understanding & engagement of employees



Challenges of corporate footprinting are mostly related to data quality

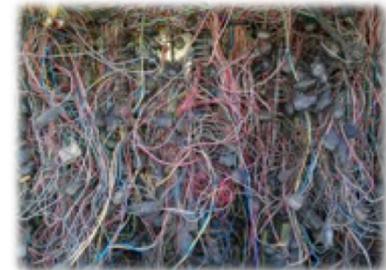
- Ingredient specifications, different IT and reporting systems across the world



M. Dollner via Flickr

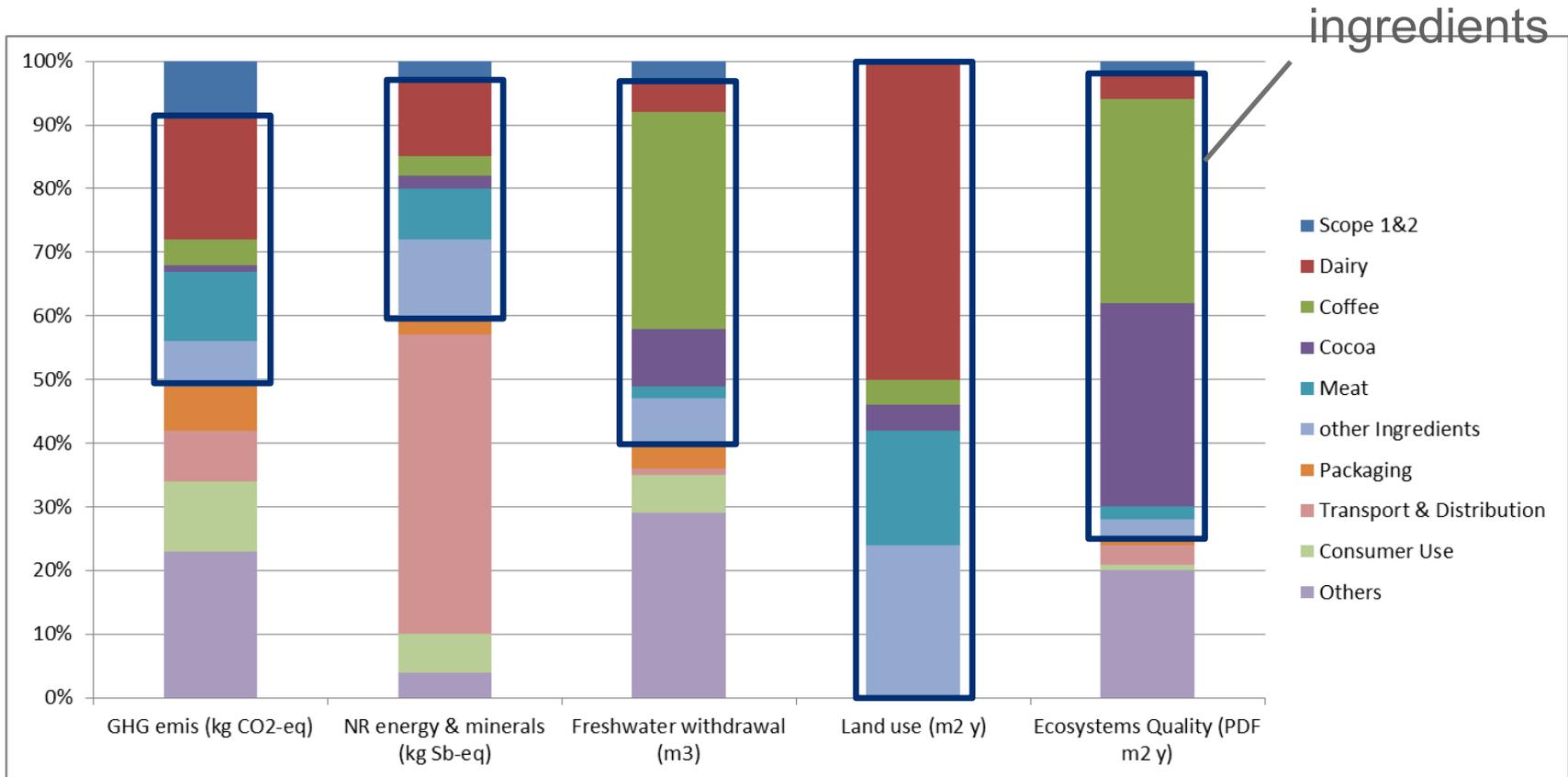
- Origin of ingredients: specific data needs for environmental footprinting

- Complexity: Full understanding of the results requires a lot of time & resources



M. Skipper via Flickr

Initial results: Top-down Nestlé Footprinting



- + Excellent communication opportunity on business transparency
- + Top-down view allows identification of different priorities in different businesses
- + What gets measured, gets done (!/?)

- No fundamentally new insight gained
- Reliability of the results remains somewhat unclear, given limitations in data quality
- Top-down view makes it difficult to identify winning opportunities for change

For an organization as large & complex as Nestlé, a bottom-up ecodesign approach has greater potential to implement change.