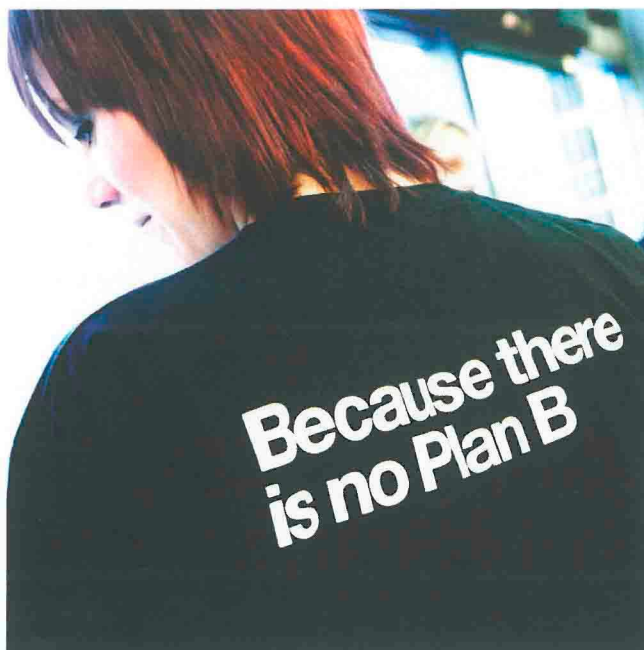


# SUSTAINABILITY: THE NEXT BUSINESS MODEL



**It's not just our green dyes that won't harm the environment.**

Our policy on dyeing clothes is black and white. We've banned all our suppliers from using 56 chemicals in the production process that put either their employees or the environment at risk. We also insist that all remaining dyes are removed from effluents before releasing them back into the environment. To ensure they meet our stringent standards, regular factory audits are conducted. So, it doesn't matter whether our dyes are blue, red or yellow, they're as kind to the planet as the green ones. [www.marksandspencer.com](http://www.marksandspencer.com)

YOUR M&S  
look behind the label



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## HE GOLDEN NUGGET

The other day I was facing a message in my inbox saying that I have reached the mailbox capacity only to find out the culprit: the galactic number of newsletters and group's updates I am receiving. Before getting rid of most of the subscriptions I decided to have a look, and found a golden nugget!! The latest Nielsen Global Survey (June 2015) that made my day.

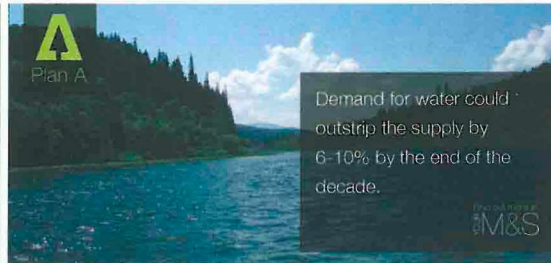
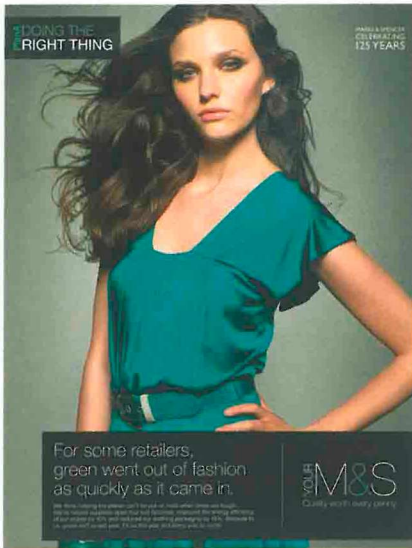
The survey report's title said it all: "Looking to achieve new product success? Listen to your consumers". Basic. Yet, Nielsen highlights that consumers' reasons for purchasing aren't always in alignment with what they say they want. In other words, existing offerings are not currently fulfilling some needs. The key revelation from the survey is that consumers want more new products on the market that are affordable, healthy,

convenient and environmentally friendly. This desire for more affordable and sustainable new products discloses the fundamental changes our world is going through and sends a clear signal to the retail industry. The scope for gaining competitive advantage by changing a product's composition or by creating a cleaner supply chain is definitely expanding.



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Although these concerns are most pressing in consumer product markets, they affect business-to-business environments, too.

McKinsey defines Sustainability as a term used to describe the business programmes, products, and practices built around environmental and social considerations. It is often seen as a luxury investment or a public relations tool, but in fact, a growing body of evidence indicates that sustainability initiatives can help to create profits and business opportunities.

**INNOVATION FROM WITHIN MATTERS**

Profits with purpose can only happen if change comes from within the

**Five years.  
Five commitments.  
100 things to change.  
Because we've only got one world.  
And time is running out.**

**YOUR M&S**  
Quality worth every penny

Climate change · Waste · Raw materials · Fair partner · Health  
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industry. Better to start with a deep analysis of your current business model revealing bottlenecks: waste of resources, rising raw-material prices, risk, employee disengagement, or environmental and social degradation caused by operations, to name a few.

Success requires both a structured programme to improve performance and a sustainability philosophy guiding your company's strategy.

**MARKS & SPENCER: THE BUSINESS CASE FOR SUSTAINABILITY**

The fundamental questions described above have been at the source of one-of-a-kind revolution, when in 2007 Marks & Spencer (M&S) launched 'Plan A'. Plan A, because there is no plan B.

With a number of 180 commitments, M&S is continuously on a mission to become the world's most sustainable retailer: "we're doing this because it's what our customers want us to do. It's also the right thing to do."

M&S has fully embraced Sustainability, in depth and breath. Central to their goals are carbon neutrality, zero waste to landfill, sustainable raw materials, improved living conditions for the people working in their supply chain, and improved (healthier) life-style for customers and employees.

Mike Barry, M&S Plan A director explains in 4 points why it makes business sense:

- 1 Last year alone M&S has made a net profit of \$290 million from Plan A, counting new business opportunities and improved efficiency.
- 2 Consumer trust in the marketplace has been consolidated as premium.
- 3 M&S employees are motivated to work with a purpose, making the company more attractive as an employer.
- 4 Our supply chain has become more resilient and stronger in the long term, helping our business become more robust.

It is not just about savings, nor tangible results only. It is about taking a systemic approach to embrace all possible business benefits.

M&S demonstrates that better financial results with a shared social and environmental value are the next business model. This has been achieved through radical innovation: developing new business models, new ways of working, and new ways of interacting with customers. The good news is that you can do it too. Catch the golden nugget! ●



**Profits with purpose can only happen if change comes from within the industry.**