

# Life cycle approaches in Latin American organizations – An approach to identify frontrunners

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LC thinking, methodology, Latin America

## Introduction and Goal

- Sustainability is everyone's new goal
- Companies are big and complex
- A life cycle is complicated and long
- Decision makers require simple and effective metrics
- So, how to have a clear view of how the company is improving in this area?

## Method

### Step 1: Exclusion Criteria

#### Available information

- Necessary for assessing transparency and current work

#### Sustainability policy

- Should be publicly available
- Shows commitment from management

#### Inclusion criteria

#### In action

- Changes should be taking place (not just intentions, action!)

#### Good relations

- No public complaints or serious concerns from relevant stakeholders

### Step 2: Assessment Criteria

#### Scope

- range in which organization accounts for its impacts

#### Core SM

- Management practices i.e. sustainability policies and KPI's

#### Assessment criteria

#### Upstream Sustainability Management (SM)

- Engagement with suppliers to reduce overall impacts

#### Downstream SM

- Participation in reducing or mitigating impacts in the downstream

- Score per criterion 0 to 3
- Maximum score 12 points

- Greater score means more life cycle thinking or more scope

#### Example: Downstream SM

1: Engages users of product or service to have a more sustainable experience. Example: use instructions.

0: No investment or plan to prevent or mitigate downstream impacts  
No information available.

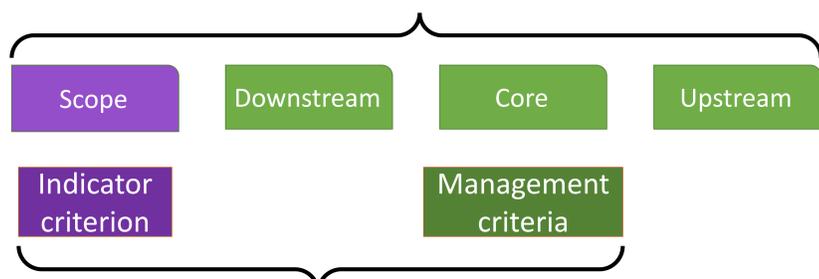
2: Actively engages in recycling products after use or mitigates impacts (Mitigation approach).

3: Designs product(s) to have less impacts on the downstream (Prevention approach)

More Life Cycle Thinking

### How does it work?

Add to find total score

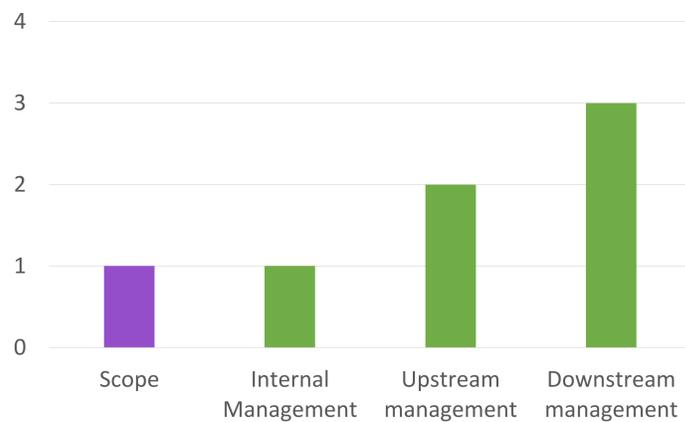


Compare to assess "measure vs. manage"

## Results and discussion

### Create value: Maximize value from investment in sustainability

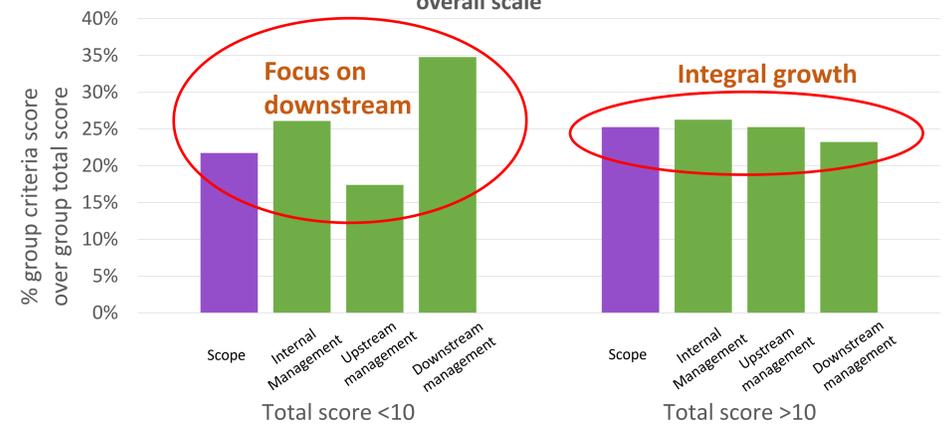
Results of Company A studied  
Total score: 7



**Intuitive approach to sustainability**  
Company is managing, but has little insight on potential impacts because it is not measuring them.

### Identify frontrunners: Extract best practice and identify trends in industry

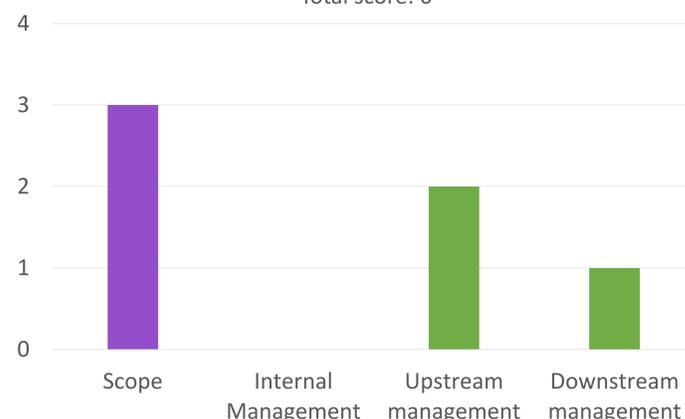
Distribution of actions in companies with less and more than 10 points in overall scale



**What do companies focus on first?** Companies seem to start their path to sustainability focusing on the downstream, while those with more experience have a more balanced score.

### Orient next steps: Aid decision making

Results of Company B studied  
Total score: 6



**Measured, not managed**  
Company is measuring, but is missing the chance to improve its own operations.  
0: Not even sustainability policy is available.

## Conclusions

- Easy application – easy understanding
- Fosters integral growth (in complexity and scope)
- Supports decision making by comparing action and metrics

## Next steps

- Apply methodology to greater number of companies (looking for volunteers)
- Adjust to industry needs
- Apply method in other regions.

## References

Life Cycle Thinking in Latin America – 12 case studies UNEP 2015

Download this poster and look at the references