

Request for Information

Sustainability Measurement and Reporting Ecosystem

Background:

In TSC's Measurement and Reporting Program, TSC uses the demand signal from retailers, brands and other major purchasers to increase the implementation of sustainability assessments and improvement projects across the value chain. Sustainability reporting for consumer products representing over \$200Bn in retail sales is now managed using TSC's tools. Many of these products are sold by major food and consumer goods companies that have reported the sustainability performance of their products for at least three consecutive years.

TSC's focus to date has been on the business interface between retailers and their major tier 1 suppliers, manufacturers and brands. But many of the TSC KPIs relate to hotspots further "back upstream" in the supply chains of those tier 1 suppliers where:

- there's increased complexity in how the supply chain operates, including often many hundreds or thousands of upstream suppliers for a single finished product;
- often reduced transparency to the tier 1 suppliers of sustainability performance; and
- often misalignments between the sustainability data that's being gathered through existing "upstream" initiatives and what's required to meet retailer KPI requests.

This means that tier 1 suppliers can often only answer "unable to determine" to those retailer-facing KPIs that relate to upstream hotspots because they are unable to get the right data, in the right format at the right time. And there's a risk of duplicated effort alongside the existing issue- and sector-specific sustainability initiatives, software tools and proprietary company initiatives.

TSC has started the process to disaggregate selected KPIs into their underlying data elements and, in parallel, is running a project in selected agricultural value chains to test the process of creating new linkages between data systems along the supply chain. Building on these projects, the ultimate objective is to improve supply chain connectivity and transparency, and to build a "chain of custody" data model that gets useful, actionable, consistent sustainability information in front of key decision-makers along the value chain, so they can make decisions and engage their suppliers and customers.

The overall goal of this project is for TSC to identify and partner with software providers to support multi-tier reporting between companies in the consumer goods value chain and to test those partnerships with real suppliers and their supply chains.

Draft Timeline:

Dates	Actions
December, 2017 – January 15, 2018	Initial RFI period
January 15, 2018 – January 31, 2018	TSC review of submissions and follow-up calls, as needed
February – May 2018	Group and bilateral project working, including: <ul style="list-style-type: none"> • Exploration and definition of the overall opportunity • Identification of collective and group needs (e.g. TSC KPI data elements in a consistent format) • Exploring individual business offerings and specifics of bilateral working relationships for the testing phase and beyond • Prioritizing sectors, categories and brands/manufacturers to test with (this will rely on the software providers to engage existing / new clients)
April – September 2018	Testing in selected categories with brands/manufacturers and their upstream suppliers. The main objective of the test is to show that relevant data can be gathered from upstream suppliers that can then be aggregated by the brand/manufacturer and used to respond to the existing TSC retailer-facing KPIs
August – November 2018	Review of the testing phase and planning for future adjustments and roll-out
October 2018	Relevant brands/manufacturers use the results from the testing as part of their response to Walmart’s Sustainability Index survey
December 2018	Plans for ongoing bilateral relationships in place, including joint understanding of the market opportunity, agreed operating and revenue model, and agreed approach to IP management

Project Membership: Existing TSC Members will be able to participate in the project as part of their membership. Non-Members will be asked to contribute \$5,000.

Revenue Model and IP Management: These are critical aspects of any successful initiative but TSC does not have a pre-defined view on how to treat these here. They will be considered as part of the project in 2018 and may, if required, be the subject of further selection processes and/or legal agreements.

RFI Questions:

Please email a copy of your written RFI response to Christopher Cooke (Christopher.cooke@sustainabilityconsortium.org) and Jessica Ginger (jessica.ginger@sustainabilityconsortium.org) by close of business on Monday, January 15, 2018. Responses should include:

1. Name, title, address, telephone and e-mail for your company's primary contact for the project.
2. General business information (up to 1 page):
 - Year and state or country of incorporation
 - Length of experience
 - Functional areas of expertise
 - A link to your most current annual report and/or financial disclosures
3. Summary Description of your platform and associated services, referencing the Features and Functionality table below (up to 2 pages). Please also include specific responses to the following questions:
 - In which country is your data held and platform development completed?
 - Do you have a help desk system to assist all users with navigating the platform, regardless of time-zone?
 - Use of industry best practices in IT development and QA
4. Provide a high-level description of your client base for similar services, including information on: (up to half a page):
 - Number of customers
 - Geographic distribution of customers
 - Potentials for synergies and/or conflict of interest in customer base

Features and functionality: The table below outlines the desired features in the following segments: *Survey Model*, *Customer User*, *Supplier User*, *Analytics*, and *Legal/IT*. While all features are sought, a prioritization scheme is included ranging from *Essential*, *Priority*, and *Preferred*.

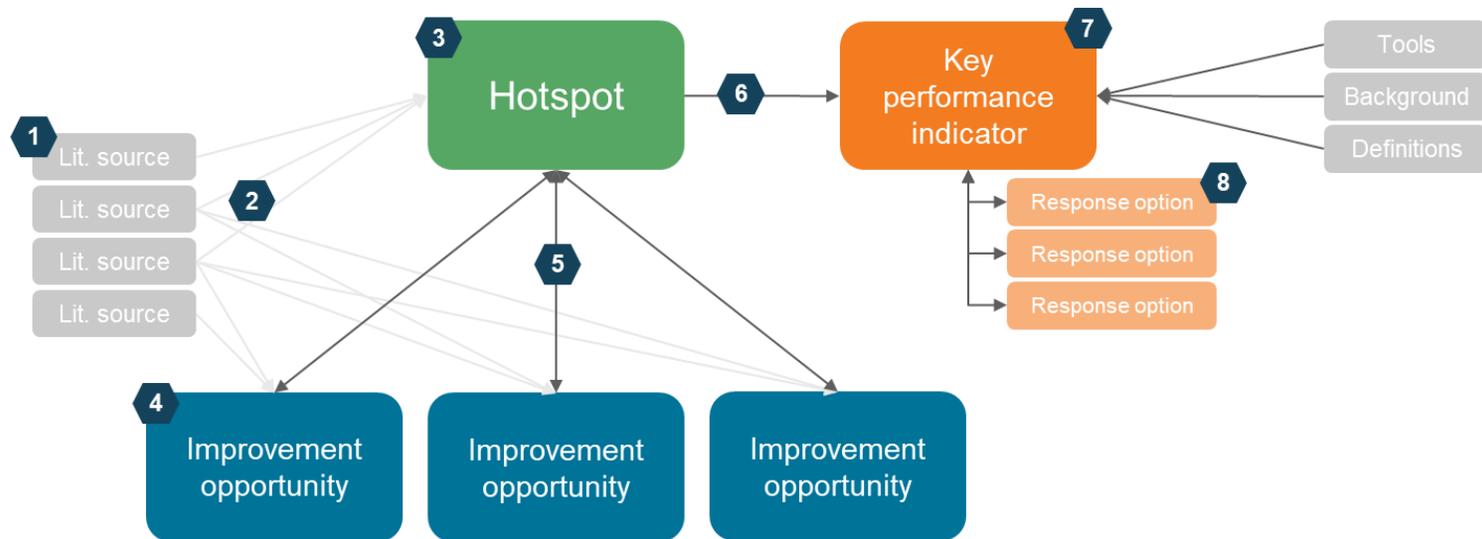
	FEATURE	PRIORITY	NOTES
SURVEY MODEL	Data management	Essential	Data exchanged between users shall remain the property of the reporting organization. By agreeing to use the platform, each user shall agree to give TSC the access to the data for the purposes of analysis, summary reports and KPI quality control. (Note: TSC will not make identifiable data public or share with other organizations without express consent of the reporting organization.) Customer users shall have access to the data for their internal decision making but shall not be able to make identifiable data public or share with other organizations without express consent of the reporting organization.
	Flexible metric engine	Priority	Minimum: Support current TSC KPI types Preferred: Ability to create metrics using a flexible set of rules and structures for calculation, rules, relationships between inputs and response options, and scoring. Additionally, support live calculation of results for users from input data (e.g., converting energy to GHGs)
	Survey Approach	Priority	Customers shall have the ability to establish “request response” surveys using a pre-defined set of TSC KPIs for a pre-selected group of suppliers to complete, and Suppliers shall have the ability to establish “publish subscribe” survey responses where they self-select the relevant TSC KPI set and then share their completed responses with selected customers
	Product- and category-level reporting capabilities	Priority	<ul style="list-style-type: none"> • Support data collection at multiple levels of aggregation, product-level and category-level • Necessary functionality to allow users to manage product-level data efficiently • Ability to relate product and category-level metrics and perform roll-up calculations
	Multi-user communication abilities	Priority	Users shall be able to receive communications from both TSC and customers concerning, for example, content updates, additional tools, and reporting schedules/deadlines.
	Multi-Tier User Capability	Essential	Priority requirement: The ability for a single business user to operate both as a customer, where it gathers KPI response data from its suppliers, and also a supplier, where it shares KPI response data with its corporate customers (often through aggregating response data from its own suppliers) Essential requirement: A development plan that sees this functionality available in the system in 12-18 months
	Live Demo Function	Preferred	TSC will have an account set up to provide live demos to both types of users – customers and suppliers.

CUSTOMER USER	Multiple business IDs per supplier	Essential	Customer users can upload multiple business IDs per supplier. The supplier's account, which will have one platform ID, will be associated to all business IDs uploaded to it by all customers. Reports that customers see/download will only display the relevant business IDs for each supplier.
	One contact per business ID / Multiple contacts per supplier	Essential	Customers can upload whichever primary contact is associated with their business IDs for initial notifications. In some cases, this will mean multiple contacts per supplier. A mechanism is needed to ensure only one person is designated as administrator per supplier account, but persons can request to be a primary contact for a requesting/receiving user.
	Supplier Identification	Essential	Customers have access to simple search tools that let them identify which of their suppliers are already registered on the system
	Survey assignments to unconnected users	Essential	Surveys can be assigned to unconnected users. When users connect to the customer, then the survey assignments appear.
	Upload contacts and survey assignments	Essential	Users can manually create new user requests for suppliers not on the system or request a connection with suppliers on the platform.
	Data incorporation and manipulation	Priority	Users have access to functionalities to upload data from other software packages (using API's) and/or to calculate averages out of individual supplier data from other software packages. And/or to upload data from this software package into another tool to calculate scores and to download this score again into the software
	Progress Report and Dashboard	Essential	Indicates how much progress suppliers have made on each survey. The dashboard can be viewed at any time by the customer. A report can also be downloaded. Both the dashboard and the report break down progress of all connection requests and assigned surveys. Report fields include, but are not limited to, the following: Requested, Connected, Not Connected, License Valid, License Invalid, Survey Unread, Survey Opened, Survey x% Completed, Survey Submitted, Survey Declined, Survey Requested by Supplier
SUPPLIER USER	Multi-user support	Essential	Multiple individual users per organization account (at least 10). One administrator. Multiple primary account holders (e.g., one per receiving customer could be possible). Primary account holders can assign additional users ability to enter or change data inputs. It is clear to all users who has entered data where for purposes of internal collaboration and QA/QC. Dashboards can be customized per user.
	Downloadable documents from TSC	Essential	While completing a questionnaire, users have access to related downloadable files (e.g. guidance documents etc.). The number and type of files may vary by questionnaire. Download capability should be easily accessible and clearly associated with the questionnaire. The same content should also be viewable on platform in a central location.
	Channels for sales of additional products and services from TSC	Priority	While completing a questionnaire, users have access to purchase complementary tools and services. One-click purchase links should be easily accessible and clearly associated with the point(s) in the questionnaire when the additional tool or service will be useful. The user should be returned to their point in the questionnaire with immediate access to the tool or service. The complementary tools and services should also be viewable on platform in a central location.

SUPPLIER USER (CONT.)	1-step registration and Toolkit activation process	Essential	Platform registration requires license payment before registration is complete. The license will automatically activate within the created account with no activation step necessary. Preferred: Auto-renewal of any user licenses
	Wizard-style reporting process	Essential	Provide users with (optional) “wizard” that walks through clearly defined steps for the reporting process. This should include the ability to request user confirmation (e.g., “I understand the scope of this questionnaire”) at necessary steps.
	Scoring visibility	Essential	Provide users with an easy-to-understand representation of the scoring used in a questionnaire
	Visibility of customer priorities	Essential	Allow responding suppliers to see which, if any, KPIs have been identified by their corporate customers as organization priorities. Requires support for multiple, overlapping and non-overlapping, customer priorities. Customers are given the ability to quickly set priorities, preferably via a file upload.
	Multi-unit capability (e.g., kgCO2e/t vs kgCO2e/lb)	Essential	Allow users to specify which units are being used when responding and be related to the standardized unit provided by TSC. Only for units of the same type, not conversions that require additional data (e.g., converting from volume to mass).
	Explanation text box and supporting document upload per KPI	Essential	Supplier can add an explanation to a KPI response or attach a supporting document. The requesting/receiving user can toggle this feature on/off for entire surveys. Supplier is required to answer the KPI before having the ability to provide an explanation and/or attach a document for justification or verification.
	Data management per KPI	Essential	This feature will enable suppliers to explain their responses for internal record keeping and referencing. An explanation box and ability to upload documents per KPI will be needed. Note: This feature would not be seen by the customer.
	Survey scope text	Essential	In a “self-select” model, suppliers can identify which TSC category KPIs are relevant to their products and then communicate to their customers which products are included and excluded in the survey data and why. This feature will also enable internal tracking for continuity.
	Performance Planning Tools	Priority	Suppliers can plan their improvement strategies by indicating their company priorities and comparing with their customer priorities. Additional data points include KPI benchmark performance, frequency KPI appears across multiple categories for supplier, and level of effort required to improve. The tools will enable to set their own parameters for some fields (e.g., level of effort required to improve).
	Multi-cycle data management and change process	Essential	Provide all users the ability to manage data over multiple reporting cycles System for tracking changes in questionnaire consistency and comparability between reporting cycles and content updates Ability to tag and flag changes for user communications

ANALYTICS	Benchmarking and Ranking	Essential	Anonymized benchmarking and ranking data shall be available to participating suppliers (subject to data confidentiality constraints). The data should show benchmarking and ranking information at the overall product category level and for each individual KPI. Customers shall have access to benchmark data, including supplier names.
	Results Reporting and Dashboards	Essential	<p>Customers and suppliers can download scorecards. Customers can download data on a per-questionnaire or per-supplier basis. Suppliers can download per questionnaire. Both types of users have access to interactive dashboards that display the following fields per questionnaire:</p> <ul style="list-style-type: none"> • Section 1: Survey-questionnaire drop-down, Overall Score, Response Rate, Supplier Ranking (anonymized for supplier view), Supplier name (drop-down for requesting/receiving user), Supplier score, Supplier ranking data overlaid with sales data, Executive sign-off details, Unable to Determine KPIs titles and numbers in questionnaire, Unable to Determine average score in questionnaire, Unable to Determine TSC Benchmark data, Unable to Determine “how to determine” • Section 2: Category priority KPIs with description, Supplier performance in ranking format per priority KPI, How to improve on priority KPIs (i.e., TSC Improvement Opportunities) • Section 3: Historical performance heat map (option to toggle for all questionnaires related to supplier or view historical performance for questionnaire selected in Section 1 drop-down), years requested of each questionnaire, years submitted for each questionnaire, and a compliance percentage.
	User data export	Essential	All users will be able to export survey results into MS Excel. Requesting/receiving users can export a report that contains reporting information for all connected suppliers. Suppliers can export data for all surveys submitted or shared with requesting/receiving users. Exported data should include benchmarking information. TSC is able to export all available reports.
	Supply Chain Visualization	Preferred	Users can see a visual representation of their supply chain, including upstream suppliers and downstream customers

TSC internal data model



- 1** The first item created is a record for a specific literature source. Several pieces of metadata are stored for use in subsequent processes
- 2** Each source is linked to a hotspot and/or improvement opportunity record. If defined conditions are met, the hotspot or IO “passes”
- 3** The hotspot record contains a title, short description, and metadata such as impact classification and life cycle stage.
- 4** Improvement opportunity records contain a title, short description, and some meta data such as scope and actionability.

- 5** Hotspots are linked to up to three IOs which may be linked many relevant hotspots. For a hotspot to “pass”, there must be at least one.
- 6** The hotspot is linked to one or more KPI records (rarely >3). The IOs are thus only indirectly linked to KPIs.
- 7** Each KPI contains a title, question text, guidance and nested response options. Metadata includes: stage, issue, numerator/denominator
- 8** Each KPI may have several response options. Their requirements and relationships are determined by one of the predefined scoring models