



Case Study: Sustainability Roadmap

The a2 Milk Company: Australian Dairy Supplier

3-year sustainability roadmap to deliver APCO targets.

PROJECT SUMMARY

LOCATION

Oceania

INDUSTRY

Consumer
Packaged
Goods

To address ongoing challenges faced by the a2 Milk Company, TMX developed a 3-year roadmap with significant sustainable initiatives to deliver on APCO targets.

Client Challenges

The a2 Milk Company were facing a number of challenges around sustainable packaging, affecting their overall performance, including:

Missing Roadmap: Created challenges to deliver on committed APCO targets.

Data Availability: Hindered actionable insights to drive packaging optimization across various systems.

Pocket of Excellence: High supplier reliance and limited in-house packaging expertise.

Cross-over of Packaging Roles: Combined with mixed responsibilities across the organization for packaging development.

Undefined Sustainability KPIs: Sustainable packaging KPIs are not clearly defined with limited reporting.

- **Phase 2:** Gap Analysis to (1) benchmark and (2) prioritize short-/long-term initiative hopper.

Solution

TMX were able to deliver a number of significant outcomes for a2 Milk, including:

- A **3-year roadmap** with 25 significant tangible initiatives (>50 initiative hopper).
- **Packaging database** for dynamic benchmarking and actionable insights.
- Clear pathway to deliver on **APCO targets**.
- Consultants integrated successfully with the team with **ongoing coaching and mentoring to support implementation process**.
- The recruitment of a new external **sustainability reporting expert** to maintain database, supported by in-depth training and ongoing mentoring.

Approach

To address the various challenges a2 were facing, TMX conducted a two-phase approach in delivering them a feasible roadmap:

- **Phase 1 A:** Comprehensive diagnostic of packaging data (specification, volume, cost) defined current state situation.
- **Phase 1 B:** Assessment of stakeholder feedback, supplier, and packaging development identified that process changes were required. Determination of packaging expertise and resourcing to support packaging development.

“TMX consultants have completed an excellent piece of work for a2MC on our long-term sustainable packaging roadmap. I can highly recommend them for their quality of work and professionalism and ability to bring a lot of life to the project – even on some of the technical and data heavy tasks.”

David Akers, Group Head of Investor Relations and Sustainability, The a2 Milk Company

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TMX Transform is an end-to-end supply chain consultancy, providing expert advice and practical, innovative solutions to businesses globally.