7-2 Final Project

Crystal Meser
Southern New Hampshire University
QSO-321: People, Planet, and Profit
Instructor: Dr. Jaylene Hall
April 10, 2024

Part One

Justification of Benefits: Key Components

There are three main components to the TBL framework, people, planet and profit.

People: This component focuses on the internal and external factors of a business and how it impacts society. The internal impact can affect their employees throughout the organization. The external impact can affect communities, suppliers, customers, etc. Businesses follow sustainable practices that incorporate human rights, fair labor practices, employee well-being, diversity and inclusion, and volunteer or engage in community involvement.

Planet: This component observes the environmental impact and the sustainability efforts that a business incorporates. It focuses on the business's operations, looking at the resources they use, energy consumption, generated waste, carbon footprint, and the pollution the business emits. The goal is to decrease the environmental impact and promote efficient sustainable practices.

Profit: This component assesses a business's financial health and their ability to make money. It's important that a business can have long-term sustainability. It needs to prosper and create returns for stakeholders (Kenton, 2023).

Utilizing all three components of the Triple Bottom Line (TBL) a business can achieve long-term success while playing a vital role. By contributing to the long-term success, it will have a beneficial impact on society and the environment while achieving financial growth and sustainability.

Justification of Benefits: Organizational Value

NationaliTeas has a mission to, **"Make the world more awake through rejuvenating and refreshing beverages and sustainable practices that uplift workers, communities, and souls."** (*QSO 321 Project Guidelines and Rubric*, n.d.)

NationaliTeas vision is, **"To be the most respected tea manufacturer across at least three continents for our tea and our actions, which will be driven by a commitment ethical sourcing, minimal waste, and empowerment of our employees."** (*QSO 321 Project Guidelines and Rubric*, n.d.)

Using the Triple Bottom Line (TBL) framework we can add value to NationaliTeas by focusing on our long-term sustainability. We can build a strong reputation as a company if we focus on people, planet and profit. We can align NationaliTeas's mission and goals to the TBL framework by following these simple practices:

People - NationaliTeas needs to follow sustainable practices committing and dedicating the business's practices to benefit our employees, communities, customers, suppliers, etc. We need to prioritize the health, safety, and overall well-being of our employees. We also need to make sure that our employees are paid fairly and are offered decent benefits so that they can take care of their families. We should provide opportunities such as wellness programs, professional growth programs, and provide opportunities for our employees to grow. While doing this we will build a positive company culture that encompasses diversity and inclusion, while also providing our employees with a decent work-life balance.

NationaliTeas will support our communities by volunteering, partnering, and looking at ways to source our ingredients locally to provide local economic prosperity and local development. We will also provide educational materials to explain the benefits of how our tea can support our customer's health and well-being. All of our ingredients will be transparent for our customers and provide information on the local sources we use to show our sustainable initiatives.

We will build strong relationships with our suppliers making sure that they are compliant following laws and regulations. We will partner with suppliers focusing on the B-Corp certification so that we can make sure we are doing business with companies that are transparent, instilling fair labor practices, providing fair prices, and aligning their goals to ours so we achieve the TBL together.

Planet - NationaliTeas can provide value to our planet by using sustainable sourcing. We can use suppliers with certifications in organic, and fair trade. We can make sure our facility is looking at ways to reduce cost by using renewable energy such as LED lighting or solar panels.

We can reduce waste by recycling and advising our customers to do the same. We can use packaging material that is biodegradable, or recyclable. We need to look at ways to reduce our carbon emissions by using local sourcing options to cut down on wasted travel. We can promote conservation efforts and help sustain them. We can partner with organizations and volunteer to plant trees. We can also reduce our water consumption by installing efficient systems to cut back on water waste.

Profit - NationaliTeas can reduce costs by improving production processes, reducing waste, using local suppliers, etc. If NationaliTeas invests in R&D, we could create products that meet preferences of the consumers expanding on our profits. We can look at new growth opportunities in different geographical locations. We would be able to build our brand and create a positive reputation showing our consumers our TBL efforts and our commitment to them. This will only build trust and customer loyalty while also building a strong reputation for our company.

We could also look at ways to make our company more efficient by streamlining processes. We could partner with other suppliers who are much more efficient to help save time, reduce costs, and increase our profitability. We will always look at ways to reduce risk and create a plan by assessing our company internally and externally. This way we will remain sustainable and be prepared for unforeseen circumstances.

Our commitment to contributing to the (TBL) will allow our company to align our goals to meet our mission and vision for the future of our company. By following through with these practices, it will add value to our organization and benefit not only our employees, customers, suppliers, communities, but it will provide us with long-term sustainability and create a strong branded business for our future.

Justification of Benefits: B Corporation Benefits

Obtaining a B-Corp certificate can set a company apart from other companies who don't have the B-Corp certification. Companies that obtain the B-Corp certification have demonstrated their commitment by passing thorough assessment processes. Once the B-Corp certification is obtained the company has proven that they are committed in following social and environmental expectations (Daugherty, 2023).

Obtaining a B-Corp certification shows customers, suppliers, communities, employees, stakeholders, etc. that you have proven that your company follows laws, and regulations. The company is truthful about their performance allowing it to be posted publicly on the B-Corp's website. They also prove that they are meeting sustainable requirements socially and environmentally by supporting communities, obtaining certifications, improving processes, then following through by monitoring those processes and consistently evaluating them (B Corp Certification Demonstrates a Company's Entire Social and Environmental Impact., n.d.).

Part Two

Operational Recommendations

Focused Initiatives

1. **Governance**
   - Form a structured stakeholder group to review social and environmental performance regularly and accurately.
2. **Workers**
   - Employee pay is low, both for hourly and salaried employees.
   - Attrition rates are high, resulting in a significant loss of company resources.
   - Employees lack the autonomy to shut down unsafe practices and processes.
   - Required trainings are frequent, but professional development for growth is very limited in both opportunities and funding.
3. **Community**
   - The organization needs to regularly screen and evaluate suppliers for social and environmental impact, not just when an initial partnership is begun.
   - The majority of materials used to grow, manufacture, ship, and sell the tea are not locally sourced.

Operational Recommendations: Organizational Impacts

Initiative 1: Governance - Form a structured stakeholder group to review social and environmental performance regularly and accurately.

Organizational Benefits:

- Key stakeholders will help provide insights and perspectives that can track our processes and the effects it has on the environment and society.
- Key stakeholders make decisions. Having a panel made up of a wide variety of stakeholders will help us gain better insights and hear feedback from different perspectives.
- It will strengthen the company by building relationships with our community, employees, suppliers, and customers. By collaborating with these stakeholders, we will be able to improve our processes by reducing waste and contributing to the TBL.
- The key stake holders will identify problems needed for improvement. Our initial investment will be long-term gain for the company.
- Stakeholders help reduce risk internally and externally. They will be able to evaluate and continually look for ways to improve our methods.
- Stakeholders are resourceful and can help educate (Hendricks, 2024). Having multiple stakeholders will allow us to understand concepts that we have little knowledge on. Many of these stakeholders will provide ideas and educate us along the way to align our goals and mission to the TBL.

Initiative 2: Workers - Raise wages, provide training, and set up a structured reward system where employees can submit feedback and offer cost savings ideas.

- Increase wages through a performance-based program. Provide raises based on reviews that evaluate yearly performance on employees.
- Offer incentives for employees for cost savings ideas.
- Look at educational certifications that align with our business needs to support not only our company but also so we can grow our employees. This will allow us to promote internally and reduce attrition rates.
- Start a two-week classroom training program. This will support the employees by educating them on our business, culture, goals, and missions, and also provide them with a hands-on training structure guided by a certified trainer. This will enhance performance, quality, and reduce mistakes.
- Promote engagement within company. Set up computers so that employees can submit feedback regarding process improvements, unfair practices, unsafe working conditions, ideas to innovate, etc.
- Start a monthly program pulling random employees throughout our business to engage with key stakeholders so that their voices can be heard. This can engage employees to converse about problems, safety hazards, issues with other employees, basically any kind of concern or thought can be brought up at these meetings.
- Recognize employees through an employee of the month program.
- Celebrate wins with employees.

Organizational Benefits:

Initiative 3: Community - Find local suppliers that align with our business goals, and mission and set up practices to evaluate their businesses socially and environmentally.

Organizational Benefits:

- Set specific guidelines for evaluating suppliers. Assess the suppliers on their policies, practices, and review their certifications. Check their environmental impact by looking at their energy practices, waste practices, and evaluate their sustainable materials.
- Assess the suppliers labor practices, employee working conditions, and Human Resource policies. Are they providing fair wages and following diversity and inclusion policies?
- Observe supplier's efforts on collaborating with communities, volunteer projects, charity donation programs, and partnerships with local businesses.
- Assess transparency on meeting metrics and observe their goals and benchmarks to understand if their overall mission is to benefit society and the environment.
- Check their sourcing of raw materials. Make sure that they are in compliance following ethical practices.
- Understand how they make decisions. Make sure that they are engaged with key stakeholders, employees, customers, and have community involvement when making changes.
- Assess their efforts to improve upon their processes. See if they have goals in place that are being evaluated weekly, and monthly.
- Make sure our business partners have similar commitments, goals, values, and missions. Dedicating their company to the TBL practices and trying to also be B-Corp certified if not already.
- Use local sourcing. Find suppliers such as local farmers, distributors, or manufacturing companies to work with. This will reduce our carbon emissions, be more cost effective, and also allow us to support our local communities.

- Aligning our goals to reduce our carbon footprint as a company will help benefit our society, and our enviroment. Following guidelines when assessing suppliers will help us commit to our TBL efforts. It will allow us to promote growth and build trust and reputation with our brand throughout the community, while helping achieve our B-Corp certification.

Operational Recommendations: Societal Impacts

Initiative 1: Governance - Form a structured stakeholder group to review social and environmental performance regularly and accurately.

Societal Impact:

- Build strong relationships.
- Having stakeholders will allow us to manage resources more effectively.
- Stakeholders will provide insight allowing us to make better decisions.
- Stakeholders will help improve our reputation. By being open and honest with the community about our business practices and performance it can lead to the consumers having confidence knowing that the product they are buying from is coming from a reputable company.
- Insights will allow us to create environmentally safe products.
- Creates engagement with the community so that we can strategize their needs and values into our goals.

- It can help us reduce pollution by listening to other stakeholders within the community. Issues can allow us to assess and drive innovation to make change to the processes currently in place.

  (Barbosa et al., 2023)

Initiative 2: Workers - Raise wages, provide training, and set up a structured reward system where employees can submit feedback and offer cost savings ideas.

Societal Impact:

- By increasing the wages, it can help boost the economy. Allowing people to spend more money.
- Raising wages can reduce poverty levels in a community.
- Providing paid education can give employees an opportunity to gain higher paying careers.
- Listening to the feedback from our employees will make them feel valued.
- Providing training and raising wages brings employees satisfaction and increases morale in the workforce.
- Cost savings ideas will help our company save money so we can invest into other future developments.
- Rewarding our employees for their feedback will bring overall sense of satisfaction, motivation, empowerment, loyalty, encouragement, appreciation, but will also make them feel inspired and valued to keep assessing their surroundings so that they can offer more feedback (Ton, 2019).

Initiative 3: Community - Find local suppliers that align with our business goals, and mission and set up practices to evaluate their businesses socially and environmentally.

Societal Impact:

- By finding local suppliers we will be able to reduce our carbon footprint by reducing pollution.
- Conducting business locally can boost the community by increasing employment opportunities.
- Setting up guidelines to make sure that the companies we partner with are following the TBL practices and aligning their goals and missions with ours, will build trust within the community and build our reputation with customers and other suppliers.
- Working with local suppliers can allow us to collaborate and build innovative solutions to help reduce social and environmental issues that are being brought to our attention through the community.

(How Companies Are Partnering with Suppliers to Deliver Social Impact, 2023)

Operational Recommendations: Customer Impacts

Initiative 1: Governance - Form a structured stakeholder group to review social and environmental performance regularly and accurately.

Customer Impact:

- It will allow customers to provide feedback to our company. This could potentially help us innovate new products, improve processes, or invest into other environmental materials for packaging.
- Customers will help us be able to make informed decisions. When developing our products we will be able to understand how our products are impacting the environment and how our products are going to affect society's overall well-being.
- Reviewing our processes environmentally and socially will allow us to create higher quality products and ensure that they are beneficial to society and ensure that they are safe from harmful preservative agents.
- Striving for becoming environmentally and socially sustainable, using TBL practices, and being transparent with our business practices to our customers, will build a strong brand with our customers and show them that we are committed to our Corporate Social Responsibility.

  (The Harvard Law School Forum on Corporate Governance, 2020)

Initiative 2: Workers - Raise wages, provide training, and set up a structured reward system where employees can submit feedback and offer cost savings ideas.

Customer Impact:

- Raising wages for employees can bring morale up at work and make the employees more likely to be focused on creating quality products for the customers.

- Providing training will ensure that the product is being made right every step of the way so that the customer receives what they wanted, not a defected item.
- Offering a rewards system for cost savings ideas can help us improve and innovate our products for our customers.
- Offering great benefits, wages, free education, and training reflects what a company is about. Customers are more likely to purchase from company's who provide great benefits to their employees and have strong reputations.
- Our employees are our affiliate marketers. We need to treat our employees well so our customers can see our values and commitment through our workforce. (What Are Reward Systems? (Including Benefits and Examples), n.d.)

Initiative 3: Community - Find local suppliers that align with our business goals, and mission and set up practices to evaluate their businesses socially and environmentally.

Customer Impact:

- Sourcing through local suppliers can give customers a sense of satisfaction knowing that they are helping to support the community locally (5 Benefits of Working with Local Suppliers, n.d.).
- Partnering with local suppliers can help customers get more personalized products.
- Working with local suppliers will reduce transportation costs which then in turn can bring the cost down on our products for our customers.
- Customers will know that they are getting fresh products because we will be using local suppliers. This will build trust with our customers.
- Customers will recommend our products because they will be environmentally friendly and safe.

Operational Recommendations: Business Risks

Initiative 1: Governance - Form a structured stakeholder group to review social and environmental performance regularly and accurately.

Business Risks Involved with Prioritizing, Planning, and Resourcing:

- Having a small shareholder panel could have a negative affect on NationaliTeas when observing environmental and social performances. Having a wide variety of shareholders can decrease the risk of losing a considerable number of different perspectives when making key decisions. However, it could also make things more complicated in order to agree on a decision.
- Not aligning our decisions with trends in the market, customer feedback, competitor analysis data through market research could cause us to fail as a company.
- Bad decisions can affect NationaliTeas financially. Failure to make good decisions when resourcing, implementing, producing, shipping, and setting selling price points can be crucial, sinking the company in debt if not done effectively.
- Disclosure of our operations currently, could negatively affect NationaliTeas's reputation if our current processes are found to be unsafe environmentally or socially.
- Monitoring these risks through risk assessments, planning and adjusting our strategies should be an effective way to stay in line with NationaliTeas's objectives.

Initiative 2: Workers - Raise wages, provide training, and set up a structured reward system where employees can submit feedback and offer cost savings ideas.

Business Risks Involved with Prioritizing, Planning, and Resourcing:

- This could pose a risk financially on NationaliTeas. Training employees is an investment.
- Raising wages can drive up costs on our products and give NationaliTeas less of a ROI.
- Sustaining raises yearly can cause a potential issue when employees are maxed out.
- Not trying all employees' ideas through submitted feedback could pose negative feelings.
- Performance-based raises may have a negative return if the employees feel they aren't given accurate pay compared to their fellow colleagues.

Initiative 3: Community - Find local suppliers that align with our business goals, and mission and set up practices to evaluate their businesses socially and environmentally.

Business Risks Involved with Prioritizing, Planning, and Resourcing:

- At NationaliTeas we need to be sure that the companies that we partner with are in compliance with laws and regulations, so NationaliTeas's reputation isn't destroyed.
- NationaliTeas needs to have suppliers that are maintaining quality in the products they are selling us (Bryce, n.d.).
- Using local suppliers could pose risks due to seasons changing. With weather conditions changing there is a likely chance that certain demands won't be able to be met by local suppliers resulting in unavailable products.
- Local suppliers may not be able to keep up with our product demands.
- To monitor these risks NationaliTeas will need to identify the risks through risk assessments and also develop strategies to overcome the risks associated with partnerships, and their partner's business practices.
- To monitor these risks, we can set up KPI's such as wages, morale, educational programs, turnover rates, etc. We can also monitor these risks by using employee surveys and conducting financial audits (Fuller et al., 2023).

Operational Recommendations: Operational Management Techniques

Using a combination of operational management strategies is needed in all 3 of these initiatives.

- Project Managers will help us lead the change that our company needs. They will focus on the project and look at all the available alternatives. Project Managers look at more efficient ways to save money and time. They will focus on the enviromental aspects to reduce waste and incorporate ways to promote value for society (Whiteley, 2023).

- Lean manufacturing practices will help us reduce waste by looking at processes and eliminating time wasters. Processes that aren't necessary will help save the company money and it will help us put quality processes in place so we can be proactive rather than reactive to defects. Lean manufacturing will take the bottlenecks in our processes and look at ways of efficiently optimizing these steps (Principles of Lean Manufacturing, n.d.).

- Six Sigma is another important strategy technique to use. It will help us define goals, track performance, improve our processes, and improve the quality of our products. We can use Six Sigma to reduce our defects. Six Sigma uses define, measure, analyze, improve, and control (DMAIC). We can utilize analytical tools to track our quality defects in our products. We can also use Six Sigma to streamline processes in order to save money. It will help us identify if we have too much raw materials or finished product. It can also help us identify tracking waste within our transportation process (Zell, 2018).

- Incorporating all of these strategies together will only make NationaliTeas more efficient. Providing training to our employees on these techniques should be invested. This will help our employees be able to contribute to the TBL as well. It will also help our employees understand how important each step of our operation can affect the overall TBL.

Operational Recommendations: Defining Requirements and Scope

Initiative 1: Governance - Form a structured stakeholder group to review social and environmental performance regularly and accurately.

Requirements needed:

- Set goals, listen to feedback, improve products, and strive to meet the customers needs.
- Create strategies based on the feedback to improve processes, and products.
- Identify performance metrics for goals using (KPIs). Analyze the progression, and define strategies if goals are not being met.
- Observe all areas of the organization when determining social and environmental performance.
- All stakeholders should have clearly defined positions.
- Stakeholders should meet on a monthly basis, following an agenda that covers goals, metrics, performance, issues, ideas, and ways to improve our methods. Risks should be identified, and strategies should be put in place (Asana, 2024).
- Changes to these requirements and scope could impact my timelines, budget, and risk by creating delays in planned projects, but it could also help us identify problems before

they occur. Changes could result in negatively impacting our budget. If problems aren't addressed or recognized, it could cause a detrimental affect on our business and our business practices.

Initiative 2: Workers - Raise wages, provide training, and set up a structured reward system where employees can submit feedback and offer cost savings ideas.

Requirements needed:

- In order to provide wage increases we need to make sure that we are following laws including state, federal, and local laws (Haan, 2024).
- We also need to make sure that our budget is being assessed.
- We need to determine what metrics an employee needs to meet in order to receive a raise.
- Our training programs will need to provide educational information on our business and our business practices. It will define our goals, and mission. It will provide employees training on six sigma and lean manufacturing practices.
- We will need to identify if there will be yearly refresher training programs.
- We will set up ways for employees to be able to submit feedback.
- Operational managers will gather these ideas every week for review.
- We will encourage our employees to provide advice for cost savings ideas.
- We will implement a reward structure for employees expressing their ideas and we will track these ideas if implemented and see how much cost we save over a course of time.
- Changes to our requirements and scope could impact our timelines and effect the morale of our employees. Not receiving wages on time, training, or timely appreciation for their feedback could affect their overall productivity, and the quality of our products. It could impact our budget if we are not prepared to give out raises because we spent too much

money on other projects. It can also impact risk putting our company in a bad spot. Not being able to meet deadlines would reflect poorly on our reputation internally and externally.

Initiative 3: Community - Find local suppliers that align with our business goals, and mission and set up practices to evaluate their businesses socially and environmentally.

Requirements needed:

- Develop guidelines that meet the criteria of what is expected from our suppliers.
- Define our goals, and strategies.
- Find suppliers that meet our standards.
- Use technology to communicate with suppliers in real time.
- Assess the supplier's business practices.
- Educate them on our practices and clearly communicate expectations, goals, and missions so that they understand our company's values.
- Measure suppliers' performance.
- Develop strategies to migrate risks for potential supplier issues.

  (Gutierrez et al., 2020)
- Changes can impact the development of our product, and delivery. It could impact our budget if we can't make the product on time due to supplier issues. Distributors could end up dropping their contract with us because we would be considered unreliable. It would put us at high risk of losing customers and giving us a bad reputation.

Operational Recommendations: Roles and Responsibilities

I would establish a stakeholder committee to address all 3 of these initiatives. For my stakeholder committee I would make sure it included a diverse selection of members internally and externally throughout the organization.

Why? – Having stakeholders internally and externally will give us different perspectives when making key decisions. Each member is well educated in what they do and will be able to advise our company to make the appropriate changes to keep in line with our goals.

Initiative 1: Governance - Form a structured stakeholder group to review social and environmental performance regularly and accurately.

Initiative 2: Workers - Raise wages, provide training, and set up a structured reward system where employees can submit feedback and offer cost savings ideas.

Initiative 3: Community - Find local suppliers that align with our business goals, and mission and set up practices to evaluate their businesses socially and environmentally.

Internal and External Stakeholders Needed:

- **(CEO) Chief Executive Officer**
  - Makes the final decision.
- **(COO) Chief Operating Officer**
  - Makes sure business strategies are aligned with our goals.
  - Assess for risk and creates strategies.
- **Chief Financial Officer (CFO]**
  - Assesses financial impacts of sustainability.
- **Sustainability Manager**
  - Focuses on environmental and social practices.

- **HR employee**
  - Looks out for the employee's well-being.
- **Front line worker**
  - Does the job
- **Manager**
  - Enforces policies and maintains structure.
- **Accountant**
  - Tracks costs and maintains budgets.
- **Tea Supplier**
  - Collaborates and conducts business with the company externally.
- **Packaging Supplier**
  - External stakeholder that can provide advice on packaging.
- **Tea Customer**
  - Can provide feedback on the products.
- **Distributor employee**
  - Sells the products.
- **Shareholder**
  - Invests with the company.
- **Community leader**
  - Represents the community's interest.
- **Environmental NGO advocate**
  - Advises on sustainable practices.

- **Environmental agent**
    - Will make sure we are in compliance with laws and regulations.
- **Fair Trade Organization employee**
    - Advises us to make sure that we are following sustainable practices.
- **Organic Certifier**
    - Will make sure we are following organic production methods.

(*What Is Stakeholder Management? | TeamGantt*, n.d.-b)

Resources

5 Benefits of Working with Local Suppliers. (n.d.). PNC Insights. Retrieved April 18, 2024, from https://www.pnc.com/insights/small-business/industry-insights/5-benefits-of-working-with-local-suppliers.html?lnksrc=insights-editorspick

Asana, T. (2024, January 19). 7 Common project risks and how to Prevent them [2024] • Asana. *Asana*. https://asana.com/resources/project-risks

B Corp Certification demonstrates a company's entire social and environmental impact. (n.d.). https://www.bcorporation.net/en-us/certification/

Barbosa, A. D. S., Crispim Da Silva, M. C. B., Da Silva, L. B., Morioka, S. N., & Vinícius Fernandes de Souza. (2023). Integration of Environmental, Social, and Governance (ESG) criteria: their impacts on corporate sustainability performance. In *HUMANITIES AND SOCIAL SCIENCES COMMUNICATIONS* (Vol. 10, p. 410). https://doi.org/10.1057/s41599-023-01919-0

Bryce, I. (n.d.). *Supplier risk management: 5 best practices to follow*. https://www.gatekeeperhq.com/blog/how-to-manage-supplier-risk

Daugherty, G. (2023, May 18). *B Corp: Definition, Advantages, disadvantages, and examples*. Investopedia. https://www.investopedia.com/b-corp-7488828

Fuller, J. B., Griffiths, M., & Janho, R. (2023, January 10). *Are organizations actively managing the full spectrum of risks associated with the workforce?* Deloitte Insights. https://www2.deloitte.com/us/en/insights/topics/talent/managing-workforce-risk.html

Gutierrez, A., Kothari, A., Mazuera, C., & Schoenherr, T. (2020, July 7). *Taking supplier collaboration to the next level*. McKinsey & Company. https://www.mckinsey.com/capabilities/operations/our-insights/taking-supplier-collaboration-to-the-next-level

Haan, K. (2024, March 8). What is employee training? definition & best practices. *Forbes Advisor*. https://www.forbes.com/advisor/business/software/employee-training/

Hendricks, A. (2024, March 11). *The importance of stakeholders: Identifying & prioritizing stakeholder engagement*. Simply Stakeholders. https://simplystakeholders.com/the-importance-of-stakeholders/

How companies are partnering with suppliers to deliver social impact. (2023, May 10). https://www.us.jll.com/en/trends-and-insights/workplace/how-companies-are-partnering-with-suppliers-to-deliver-social-impact

Kenton, W. (2023, December 17). *Triple bottom line*. Investopedia. https://www.investopedia.com/terms/t/triple-bottom-line.asp

Principles of Lean Manufacturing. (n.d.). ASCM. Retrieved April 18, 2024, from https://www.ascm.org/lp/principles-of-lean-manufacturing/?msclkid=0c581c53ab6a1f698a837a72c6fb918d&utm_source=bing&utm_medium=cpc&utm_campaign=MOF_Bing_Search_NonBranded_All_US-CAN_ROAS_47014&utm_term=https%3A%2F%2Fwww.ascm.org%2F&utm_content=DSA_All_All

QSO 321 Project Guidelines and Rubric. (n.d.). https://learn.snhu.edu/d2l/le/content/1554670/viewContent/30881455/View. Retrieved April 10, 2024, from https://learn.snhu.edu/d2l/le/content/1554670/viewContent/30881455/View

The Harvard Law School Forum on Corporate Governance. (2020, September 14). *The stakeholder model and ESG*. https://corpgov.law.harvard.edu/2020/09/14/the-stakeholder-model-and-esg/

Ton, Z. (2019, April 18). *Raising wages is the right thing to do, and doesn't have to be bad for your bottom line*. Harvard Business Review. https://hbr.org/2019/04/raising-wages-is-good-for-employees-and-doesnt-have-to-be-bad-for-your-bottom-line

What Are Reward Systems? (Including Benefits and Examples). (n.d.). Indeed.com. Retrieved April 15, 2024, from https://ca.indeed.com/career-advice/career-development/reward-systems

What is stakeholder management? | TeamGantt. (n.d.-a). [Video]. TeamGantt. https://www.teamgantt.com/guide/stakeholder-management#:~:text=Here%20are%205%20steps%20you%20can%20follow%20to,priority%20Step%205%3A%20Formalize%20your%20stakeholder%20engagement%20plan

What is stakeholder management? | TeamGantt. (n.d.-b). [Video]. TeamGantt. https://www.teamgantt.com/guide/stakeholder-management

Whiteley, D. (2023, November 7). Sustainability in Project Management: A Complete Guide - pmo365 | Project Portfolio Management Solution. *https://pmo365.com/blog/sustainability-in-project-management-a-complete-guide*. https://pmo365.com/blog/sustainability-in-project-management-a-complete-guide

Zell, S. (2018, June 4). *How Six Sigma inherently supports sustainability*. Six Sigma Daily. https://www.sixsigmadaily.com/six-sigma-inherently-supports-sustainable-business-practice/