

# Top 3 Jobs-to-be-Done: Customer Value Proposition

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## Job #1: Achieve 50% GHG Reduction by 2030

**When** I'm responsible for reducing the company's 30 million metric tons of GHG emissions to meet our Net Zero Roadmap commitment,  
**I want to** identify and implement scalable decarbonization interventions across our entire value chain (Scope 1, 2, and 3),  
**So** I can achieve our science-based 50% reduction target by 2030 and position the company as a climate leader,  
**But** I lack standardized measurement infrastructure at the supplier level and face 40-90% cost premiums for low-carbon solutions,  
**Because** I need to demonstrate measurable progress to stakeholders while maintaining competitiveness and avoiding the "do less business" trap.

Key Pain: No standardized GHG measurement at supplier level; 40-90% cost premiums

Desired Gain: Scalable decarbonization toolkit with validated ROI across all emission scopes

## Job #2: Build Multilateral Ecosystem Partnerships

**When** I need to drive systemic change across complex agricultural supply chains that no single company can solve alone,  
**I want to** orchestrate multi-stakeholder collaborations (suppliers, NGOs, governments, competitors) around shared sustainability goals,  
**So** I can create industry-wide standards and collective action that accelerates progress beyond what the company can do independently,  
**But** I face coordination challenges, competitive tensions, and the "free-rider" problem where companies benefit without contributing,  
**Because** I need to build trust-based partnerships that deliver tangible outcomes while protecting the company's competitive position.

Key Pain: Coordination complexity; free-rider dynamics; competitive information sharing concerns

Desired Gain: Proven partnership frameworks that enable collective action while preserving competitive advantage

## Job #3: Navigate "No Green Premium" Reality

**When** I'm tasked with implementing sustainable sourcing solutions that must be cost-neutral or cost-negative,  
**I want to** identify interventions that deliver both environmental impact and economic value (yield improvements, efficiency gains, risk mitigation),  
**So** I can scale sustainability initiatives without compromising the company's financial performance or requiring price increases,  
**But** most low-carbon solutions carry significant cost premiums that our business model and consumers won't absorb,  
**Because** I need to prove that sustainability can be a value driver, not just a cost center, to secure long-term investment.

Key Pain: 40-90% green premiums unacceptable to business; consumer unwillingness to pay more

Desired Gain: Business-case-positive sustainability solutions that improve margins while reducing emissions