

## Chapter 13

# Sustainable Supply Chains and International Soft Landings: A Case of Wetland Entrepreneurship

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### ABSTRACT

*Dealing with the “hidden dynamics” of diplomacy, espionage, and geopolitics has been a major challenge in international business. The rise of climate change and global terrorism, however, has brought nations together to seek for collaborative solutions. Coopetition is a strategy needed for business executives and managers engaging in strategic planning and operations of their international businesses in the 21st century. In this paper, we propose a two-stage process of coopetition consisting of sustainable supply chains and international soft landings. We illustrate how the two-stage process is used to develop a “Flying High, Landing Soft” platform of wetland entrepreneurship to address the growing global problem of wetland losses. The platform allows students to participate in exploring and developing businesses to maintain a healthy wetland and have positive impact on public health.*

### INTRODUCTION

In the era of global hypercompetition, dealing with the “hidden dynamics” of diplomacy, espionage, and geopolitics has been a major challenge in international business. The rise of climate change and global terrorism, however, has brought nations together to seek for collaborative solutions. For example, in the November, 2015 Paris Climate Change Conference, more than 150 Heads of State and Government had the political will to agree on a new, legal framework of climate change agreement (UNFCCC, 2015). Another recent example is the unanimous call by the 15-member body of United Nations Security Council for eradicating ISIL safe havens in Syria and Iraq (UNSC, 2015). Coopetition (Dagnino & Giovanna, 2002), combining competition and cooperation, is thus a strategy needed for business executives and managers engaging in strategic planning and operations of their international businesses in the 21<sup>st</sup> century (Castaldo & Battista, 2010).

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In this chapter, we propose a two-stage process of coopetition in responding to the new, legal framework of climate change agreement (UNFCCC, 2015). The first stage is to develop a strategy of cooperation in sustainable supply chains which delivers value by using ethical, economic, social, and environmental levers throughout the supply chains (PwC, 2014). The second stage is to expand the strategy globally through international soft landings (Chen et. al., 2013; Chen et. al., 2016) to mitigate the risks associated with the “hidden dynamics” of global hypercompetition and the extreme politically uncertain environment (Akash, 2015). We illustrate how the two-stage process is used to develop a platform of wetland entrepreneurship to address the growing global problem of wetland losses.

### **SUSTAINABLE SUPPLY CHAINS**

Sustainable supply chain is an emerging and important research topic in the current context of climate change. Consider global food supply chain management as an example (Paloviita & Järvelä, 2015). Early literature of food supply chain focused on “farm to fork” (Bourlakis & Weightman, 2004; Eastham et al., 2007), including consumer, procurement, livestock systems & crop production, food manufacturers, organic foods, retailing & supermarket distribution networks, wholesaling, catering. Corporate social responsibility (CSR) emerged later as a research focus in the global food supply chain (Piacentini et al., 2000), including motivations, CSR drivers, rural economy development, reputation for quality and reliability, CSR within food stores, impact on consumer trust, CSR in emerging markets, cross-cultural comparison, and nutrition information disclosure. More recent research focus of food supply chain management consists of addressing growing sustainability issues such as food waste and sustainability (Leal, Filho, & Kovaleva, 2014), design for sustainability through social practice approaches (Niimi, et al., 2014), sustainable intensification strategies for food security (Godfray & Garnett, 2014), climate change impacts on food availability (Shackleton, 2014) and threat to future global food security (Tai et al., 2014).

In responding to the growing demand for sustainable supply chain research and practices, PwC and APICS Foundation (PwC, 2014) recently surveyed 500 supply chain executives and developed a collaborative framework of sustainable supply chains to help companies prioritize their sustainability strategies and unlock value in the end-to-end supply chain. The framework consists of an end-to-end plan identifying environmental, social, economic, and ethical priorities for each of the following five processes: design and plan, source, make, deliver, and use and return. Such a holistic framework, when appropriately implemented, can help reduce the risks in the “hidden dynamics” of local politics.

### **INTERNATIONL SOFT LANDINGS**

Global entrepreneurship in sustainable supply chains is believed to be an effective solution to address the growing global issues in climate change (Jaggernath, 2015). Consider sustainable supply chains in global food management as an example (Tripathi & Agarwal, 2014; Kline et al., 2014). To cultivate food entrepreneurs to address the growing global demand and issues in food sustainability, there is an emerging trend in integrating vital players in food supply chain to form food clusters (Lee & Wall, 2012; Woods, 2014; Cooperhouse & Surgi, 2014), including government agencies, existing food companies, food service companies, food logistic companies, value-added technology companies, agricultural

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