

# Chapter 71

## Advocating Sustainable Supply Chain Management and Sustainability in Global Supply Chain

**Kijpokin Kasemsap**

*Suan Sunandha Rajabhat University, Thailand*

### ABSTRACT

*This chapter aims to advocate Sustainable Supply Chain Management (SSCM) and sustainability in global supply chain, thus describing the overview of Supply Chain Management (SCM); the overview of SSCM; the overview of Triple Bottom Line (TBL); TBL measures in terms of social, environmental, and economic perspectives; the multifaceted applications of SSCM; the barriers to the implementation of SSCM; the overview of sustainability; the utilization of sustainability in global supply chain; and the sustainability aspects in global supply chain concerning risk management, transparency, strategy, and culture. This chapter performs a detailed literature review and uses the conceptual theory to introduce the concept of TBL to implement SSCM practices and to promote sustainability in global supply chain. The chapter argues that advocating SSCM and sustainability has the potential to enhance organizational performance and achieve business goals in global supply chain.*

### INTRODUCTION

Sustainable supply chain management (SSCM) has received much consideration from corporate and academic over the past decade (Azadi, Jafarian, Saen, & Mirhedayatian, 2015). SSCM is a concept which ensures the environmentally friendly practices in traditional supply chains (Diabat, Kannan, & Mathiyazhagan, 2014). SSCM investigates management strategies, risks, and opportunities in the market (Beske, 2012). Many business approaches have emerged that attempt to measure the contribution of firms to corporate sustainability (Schneider & Meins, 2012). As competition becomes global in nature, the importance of global supply chain rapidly grows (Connelly, Ketchen, & Hult, 2013). SSCM has be-

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come a strategic issue for any company looking to meet targets in terms of economic competitiveness, time, and quality of service characterized by the globalization of trade and the acceleration of industrial cycles (Eskandarpour, Dejax, Miemczyk, & Péton, 2015).

Consumers, governments, and other stakeholders are pressuring companies to be more responsible for their business operations and to strike a balance between profitability and sustainability (Hsueh, 2015). One key research stream, which explores why and how supply chains incorporate and manage sustainability, has generated significant attention within industry, academia, and policy circles (Silvestre, 2015). Considering the dynamic nature of business environments (e.g., the downturn and upturn of the global economy), competitive firms are flexible enough to make constant strategic adjustments and policy changes (Hong, Roh, & Rawski, 2012). The innovation processes toward sustainable development have received increasing attention in academic literature (Bos-Brouwers, 2010). The topic of sustainability has moved from the fringes of SSCM research to the mainstream and is an area of significant research activity (Pagell & Shevchenko, 2014).

Global concerns about sustainability have increased substantially (Govindan, Jafarian, & Nourbakhsh, 2015). Sustainability practices are one of the most important factors influencing the customers' perceptions and the decision-making process (Berezan, Raab, Yoo, & Love, 2013). The integration of sustainability concepts into SSCM involves the various business processes and cooperation between parties across supply chain networks (Winter & Knemeyer, 2013). The strength of this chapter is on the thorough literature consolidation of advocating SSCM and sustainability in global supply chain. The existing literature of SSCM and sustainability provides a contribution to practitioners and researchers by describing the multifaceted applications of SSCM and sustainability to appeal to the different segments of SSCM and sustainability in order to maximize the business impact of SSCM and sustainability in global supply chain.

## **BACKGROUND**

For modern organizations competing in the greatly potential markets, the search for new sources of competitive advantage is necessary in order to sustain in the global economy (Kasemsap, 2015a). Industries currently face pressure on environmental initiatives from both government regulations and global competition in addition to customer pressure (Diabat et al., 2014). The concept of SCM was introduced in the early 1980s (Harland, 1996). The fast growing branch of research is SSCM (Seuring & Muller, 2008). The extant literature on SSCM contains studies on a diverse set of topics such as green purchasing, purchasing ethics, remanufacturing, safety management, supplier certification, carbon footprint, and reverse logistics (Winter & Knemeyer, 2013).

Globalization forces SCM to focus not only on the economic criteria but also on the good labor conditions and the environmentally friendly production (Azadi et al., 2015). Current researchers and practitioners give special attention to environmental issues to achieve the environmental and business needs (Caniato, Caridi, Crippa, & Moretto, 2011). Businesses face the new challenges and opportunities for adopting environmental practices (Sezen & Turkkantos, 2013). The definitions of sustainability have been more encompassing, and have explicitly incorporated the social, environmental, and economic dimensions of the major viewpoint by defining organizational sustainability as a balance among economic development, environmental stewardship, and social equity (Sikdar, 2003).

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