

Determinants of successful implementation of Green Supply Chain Management: From literature review perspective

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Abstract

The purpose of this study is to identify the Green Supply Chain Management (GSCM) best practices and explore the factors influencing the successful adoption of green supply chain management practices. The authors have used a systematic review of literature approach to collate 27 articles ranging from automobile, beverages, construction, electrical, hospitality, power generating and, general industries. The findings are revealed under five categories namely; green procurement, green design, green packaging, green operations, green manufacturing and reverse logistics incorporating 48 critical success factors under five themes, namely; Organizational Commitment (OC), Knowledge Base (K), Operational Dynamics (OD) , Market Pressure (MP) and Exogenous (E).

Keywords: Green manufacturing, Green procurement, Green supply chain, Reverse logistics, Sustainability

Introduction

Supply chains have been developing with time since the inception of commercial trade and barter system (Rao et al., 2012). The emergence of the Green Supply Chain practices and its industrial terminologies are the key jargons that fascinate recent studies in the field of SCM. Various studies cited the importance of having strong internal and external environment on par with the sustainable business operations. On the other hand, it has been noted that some organizations have robust supply chain policies in parallel with the executions and at the same time it was executed merely to satisfy external parties. As per the (Gawande and Dube, 2011), GSCM evolves for many different reasons: forced due to laws and regulations, to gain competitive advantage and for survival. Prevailing organizations are focused on implementing Green Procurement, Green Design, Green Packaging, Green Operations, Green Manufacturing and Reverse Logistics (Amemba, 2013); (Vinh et al., 2014); (Charbel et al., 2013); (Green et al., 1998) as green supply chain initiatives. The successful implementation of the above practices purely depends on identifying the critical success factors behind them. The drivers of GSCM encourage industries to adopt GSCM practices to reduce environmental hazards in their supply chain (Narwal and Dhull, 2017). During the last two decades, environmental considerations have become a significant issue in purchasing (Igarashi et al., 2013). Still in the large corporates, Greener Supplier Selection (GSS) is considered as the pivotal role to enhance the performance of green purchasing. Hence, across industry there is shift in the focus of GSCM creating value for customers and shareholders. Therefore, it is vital to identify the most influential critical factors to successfully adopt the GSCM practices within the corporates and different industries. This is an effort to sum up the GSCM practices and critical success factors highlighted in the recent literature reviews in relation to supply chain management.