
The Curious Case of Green Supply Chain Management: A Literature Review

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Abstract

There has been extensive progress in building up ecological and social supportability towards operations administration and the inventory network in the field of sustainable development. Various production houses and makers in the late 1980's went past what was required in the enactment and went for a far more environmental friendly and greener approach in their operations frameworks. The motivation behind this paper is to quickly survey the various writings articles and researches in and around the green supply chain management (GrSCM) in the course of the most recent quarter century. The key topics that left the writing are: green operations, green outline/design, green assembling/manufacturing, reverse logistics and waste management. This paper will discuss these areas and issues. The current paper will likewise outline the reasons why associations would choose a green production network. Afterwards, the paper presumes that there is a dearth in the research regarding the partner and various other stakeholders' views towards green supply chain management. Knowing the diverse stakeholders' perspectives towards greening activities requires qualitative approach and a subjective review, for example, interviews – to depict the distinctive perspectives about the idea and how

Key words: Green Supply Chain Management (GrSCM), Literature Review, Green Design, Green Operations, Reverse Logistics.

Introduction

In a globalised and continuously growing competitive world, various business organizations can no longer function in silos. Researchers have been arguing that organizations should concentrate on unifying the entire supply chain right from raw materials, processing, finished goods to the buyers end (Farooq & O'Brien, 2012; Mungan *et al.*, 2010). The firms and business have a clear understanding that in order to stay ahead of the others; they have to effectively inculcate Supply chain management (Chong & Bai, 2014). The businesses not only need to be flexible but also efficiently responsive in order to deliver high quality service as well as goods. (Chuah *et al.*, 2010). The scope of Supply chain management inculcates various pillars like the flow of goods, interlinked networks, inventory etc; being the focus of numerous research studies e.g., operations management, marketing, and logistics (Halley & Beaulieu, 2009).

Since long, Supply chain management has been looked upon as a process wherein crude materials are changed over into definite items, then conveyed to the end-shopper (Beamon, 1999). This procedure includes extraction and exploitation of the characteristic assets (Srivastava, 2007). It is essential to note however that we live in the time where natural supportability and sustainability has been a critical issue to business home. Since the mid 1990's, producers have been confronted with weight to address Environmental Management (EM) in their supply chains (Wu & Dann, 1995). This is not a simple assignment to do in any case. Including the "green" idea to the 'supply chain' idea includes another worldview where the production network will have an immediate connection to mother earth. This is intriguing on the grounds that, ever, these two standards were once in head-on impact with each other (Srivastava, 2007).

From operational point of view, Supply chains are about extracting and exploiting raw materials from the natural environment. This paper will give an outline of the literature on Green Supply Chain Management (GrSCM). Knowing the more extensive viewpoint of the Green Supply chain is an essential stride in knowing the branch of ecological supportability. There are a lot of written works that encompass GrSCM, particularly from around 1990 to the present. However, the key areas and themes that left the GrSCM literature in the course of the most recent a quarter century; are the ideas of *green design*, *green operations*, *reverse logistics*, *waste management* and *green manufacturing* (Guide & Srivastava, 1998; Srivastava, 2007). The reason for this paper, in any case, is to examine some of these issues and give an outline of the scholarly viewpoint of the GrSCM literature. This paper will give a brief prologue to conventional inventory network administration and the order of GrSCM. The paper then talks about the ideas of Green Design and Green Operations. Toward the end, this paper addresses to specify why associations decide on a Green Supply Chain with some key academic mentioning in the area the respective arguments.

Supply Chain Management: The Basics

The term 'supply chain' was authored somewhere in the mid 70's. Banbury (1975) utilized supply chain as a term of transferring electricity towards a definitive buyer. It was not until the 1980's, be that as it may, that the term 'supply chain management' came into setting. Oliver and Webber (1982) examined the potential advantages of incorporating interior business elements of obtaining, assembling, deals and appropriation into one durable system. Stevens (1989) has characterized supply chain management (SCM) as the mix of business capacities including the stream of materials and data from inbound to outbound finishes of the business. Dyadic or party connections between providers are turning out to be a piece of the store network prepares (Harland, 1996). Here we see the definition of a supply chain network as far as building up contracts between firms. Associations have been given the chance to either vertically coordinate or market their items regarding different accomplices (Stevens, 1989).

Integrating Supply Chain

During the 1990's, SCM advanced significantly with the expanding significance of the association with different providers (Harland, 1996). Slack (1991) and Christopher (1992) clarify that the explanation behind this was the rise of a globalized commercial center. Wood (1997) contends that organizations need to wind up distinctly more integrative among different firms to lessen the defenselessness of the production network. There are different contextual analyses where firms are turning out to be more integrative to their production network accomplices. Lamming (1993) and Womack, Jones and Roos (1990) say the Japanese car industry and the Italian art based industry as essential illustrations. Just-In-Time (JIT) as well as Lean Management have included components that helped upgraded the operational procedures of the Supply chain (Wood, 1997; Power, 2005). The necessity for associations to wind up distinctly effectively receptive to the requirements of clients has progressively been vital (Christopher, 2000). Power (2005) watches that speed (conveying client request rapidly), dexterity (responsiveness to client request) and leanness (accomplishing more with less) are the contributing components that would make firms more aggressive.

The Evolution of Green Supply Chain Management (GrSCM)

Green supply chain management (GrSCM) is a developing field that branches out of the customary supply chain point of view. The quality focus in the late 1980's and the supply chain boosted businesses; organizations started to end up distinctly ecologically cognizant (Srivastava, 2007). GrSCM has picked up prominence with both academicians and specialists to point in lessening waste and saving the nature of product's life and the nature's assets. Eco-productivity and remanufacturing procedures are presently critical resources for accomplish best practice (Ashley, 1993; Srivastava, 2007). Worldwide market requests and legislative weights are pushing organizations to end up distinctly more economical (Guide & Srivastava, 1998; Gungor & Gupta, 1999). Walton, Handfield and Melynyk (1998) even claim that expansion of the government direction and more grounded open orders for ecological responsibility have brought these issues into the official suites, and onto vital arranging plans.

The key subjects that turned out in the literature in the course of the most recent a quarter century the ideas of: green design, green operations, reverse logistics, waste management and green manufacturing (Guide & Srivastava, 1998; Srivastava, 2007). The primary green supply chain came into setting in 1989. Kelle and Silver's (1989) article was the first of this research that built up an ideal determining framework for associations to use to conjecture items that can be conceivably be reused. This anticipating framework, nonetheless, was very quarrelsome on the grounds that returning individual holders is not typically known with assurance, so accordingly, their discoveries may fairly be mixed up.

The primary green design literature surfaced during the year 1991. Navin-Chandra's (1991) article was one of the the first to consider the requirement for a green plan to lessen the effect of goods waste. Works of Ashley (1993); Allenby and Richards (1994) and Zhang, Kuo, Lu and Huang (1997) came into setting and extended the structure of green outline. Life-cycle analysis was a case of a structure that left green design. Works of Arena, Mastellone and Perugini (2003), Beamon (1999) and De Ron Penev (1995) all talked about existence cycle investigation as a system.

Green Operations as far as reverse logistics is concerned, was an imperative idea that left the GrSCM repertoire of literature. Aside from Kelle and Silver's (1989) article, works of Pohlen and Farris (1992); Stock (1998) and Tibben and Limbke (2002) all gave contextual analyses on reverse logistics. The utilization of plastics and container reusing are specified in some of these research works. Carter and Ellram, (1998); Srivastava and Srivastava, (2005); Shih, (2001);

Nagorney and Toyasaki, (2005) and Min, Ko and Ko, (2006) are all scholarly points of view on reverse logistics.

Waste management is another point that surfaced from the literature on GrSCM. This became a force to be reckoned with the work of Roy and Whelan (1992). This article made an institutionalized model for lessening electronic waste without hurting nature. After this article, diverse waste administration issues came into setting especially around reusing and remanufacturing. Works like Owen (1930), Hannah and Newman (1995); Sarkis and Cordeiro (2001) and Nagorney and Toyasaki (2005) are all cases of patterns of waste management turning into an issue.

Green Manufacturing, then again, was not conceptualized until 1993, being mentioned in the work of Crainic, Gendreau and Dejax (1993). This work set up a far reaching green supply chain model as far as transporting containers from land to ocean and the other way around. Thoughts of green manufacturing were then grown further by Van Der Laan and Salomon (1997); Guide and Srivastava (1998) and White, Masanet, Rosen and Beckman (2003).

There are other extensive audits around GrSCM, especially in the late 1990's the place issues, for example, green production and arranging and assembling (Bras & McIntosh, 1999; Sarkis & Cordeiro, 2001; Van der Laan, Salomon Dekker, 1996) and product recuperation (Gungor & Gupta, 1999; Van Der Laan et al., 1996) are examined. Barros, Dekker, and Scholten (1998) examine reusing in the supply chain and Darnall, Jolley, Jason and Harnfield (2008) evaluate GrSCM by saying that Environmental Management Systems (EMS) are gaining less ground in decreasing ecological damages. A few reviews, be that as it may, are of restricted core interest. Van Der Laan et al. (1996) just talked about item remanufacturing and transfer, and Zhang et al. (1997) just talked about ecological advancements and outline. Journals that are valuable to GrSCM are Organizations and the Natural Environment, Business Strategy and Environment and Journal of Operations Management. Some key creators of the field are Srivastava (2006; 2007), Gupta (1999) and Guide (1998; 2003). A portion of the well known books of GrSCM are from Allenby and Richard's (1994) 'The Greening of Industrial Eco-framework' and Preuss' (2005) 'The Green Multiplier: A Study of Environmental Protection and the Supply Chain' and Sarkis' (2006) 'Greening the Supply Chain'.

Green Design

Green design is a vital area in Green supply chain management. It is about planning an item or an administration that supports natural mindfulness. Fiksel (1996) contends that associations can possibly get to be eco-accommodating towards item re-producing. Substantial enterprises that have complex supply chains ought to think about the advantages of reverse logistics (RL). Beamon (1999) recognized the improvement of ISO14000. This was presented as an aftereffect of the Rio Summit on the Environment in 1992. There are developing weight gathers that calls for firms to empower "greening" in the supply chain.

There are numerous literary works that identify with Green Design. Barros et al. (1998) proposed a two-level model on product recuperation with the support of the Dutch government. Johnson (1998) analyzed the part of acquiring reverse logistics framework and plan. In this review, twelve American manufacturing plants took part and it gives the idea that every one of them were supportive of reverse logistics without government enactment having been forced. Taleb and Gupta (1997) made connected calculations to outline an item recuperation framework. This review demonstrates that 'center calculations' and 'assignment calculations' are the planning frameworks that would diminish squander.

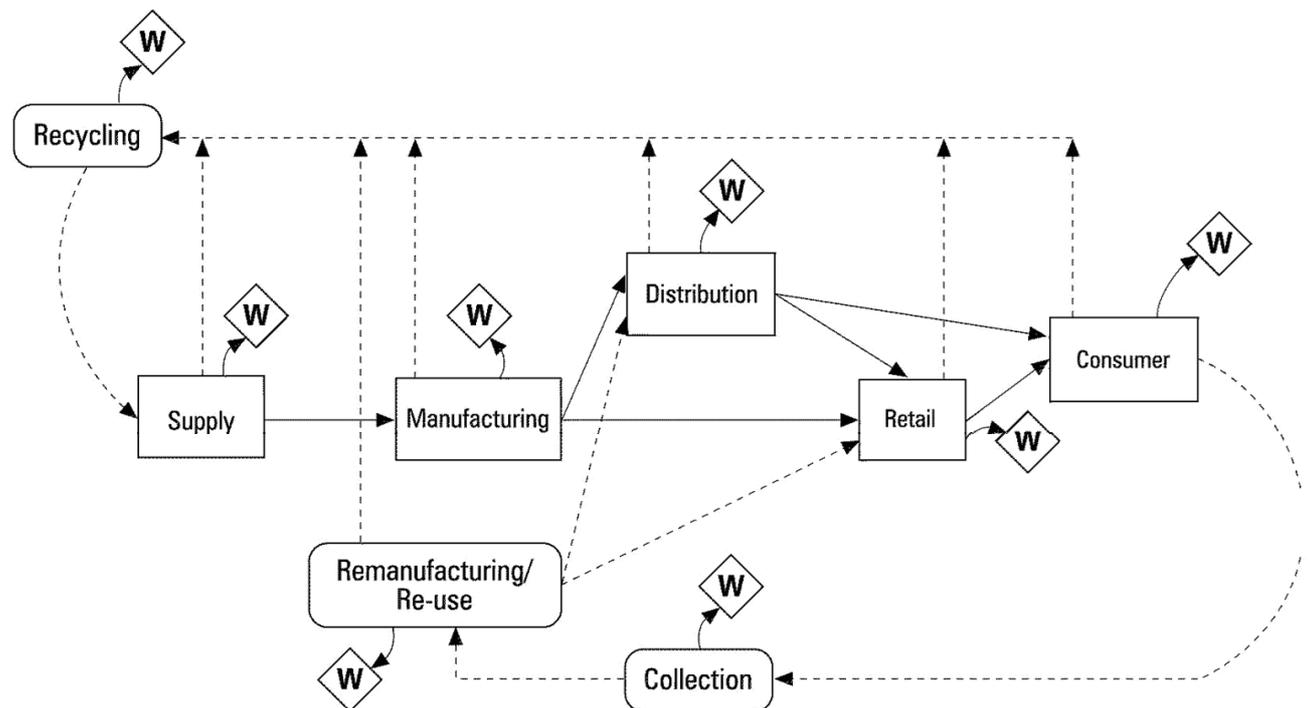
Life-cycle Analysis

Life-cycle analysis is an imperative concept related to Green Design. Life-cycle analysis was acquainted with measure natural and asset related items to the generation procedure (Srivastava, 2007). This estimation includes in stages from extraction of crude materials, creation, dispersion, and remanufacturing, reusing and final disposal. Gungor and Gupta (1999) remark that life cycle investigation looks at and evaluates the vitality and materials utilized and squandered and surveys the effect of the item on the environment." Government directions are likewise an additional component for associations to work towards life-cycle analysis. Works of Arena et al. (2003), Beamon (1999) and De Ron Penev (1995) all examined life-cycle examination as a system.

Reverse logistics

Reverse Logistics (RL) is quite opposite of customary or forward logistics (Beamon, 1999). Dowlatshahi (2000) and Carter and Ellram (1998) characterize RL as a procedure where a producer acknowledges already delivered items from the point for utilization for conceivable reusing and re-fabricating. Beamon (1999) outlines the basics of Reverse Logistics (Refer Figure 1). The model demonstrates the works around RL including dealing with the stream of materials towards remanufacturing and reusing, which in this sense diminishes the expenses of making new items (Dowlatshahi, 2000). Thierry, Wassenhove, Van Nunen and Salomon (1995) reports that Reverse Logistics (RL) have been broadly utilized as a part of vehicle enterprises, for example, BMW and General Motors. Different organizations, for example, Hewlett Packard, Storage Tek and TRW are additionally utilizing Reverse Logistics as a supply chain process. Doing this would in the long run help firms turn out to be more aggressive in their own particular industry (Srivastava, 2007).

Gathering is the primary stage in the recuperation procedure. Items are chosen, gathered and transported to offices for remanufacturing (Srivastava, 2007). Utilized items originated from various sources and ought to be conveyed to item recuperation office to start the merging procedure (Thierry et al., 1995). Sorting and Recycling are additionally a critical component when sorting reusable items. Cairncross (1992) and Srivastava (2007) propose that gathering plans ought to be characterized by whether isolated by the buyer (separation at source) or brought together (mixed waste). The objective is to sort items that can be reused to diminish expenses of making new items.

Figure 1: Green Supply Chain Management**Key**

Source: Beamon (1999)



Waste (or disposed) materials

Research Methodology

Some authors claim that Reverse Logistics (RL) is fundamentally an expert based view (Dowlatshahi, 2000). Be that as it may, there are extensive scholarly journals, especially quantitative reviews that show and back it (RL). One of the studies in this domain has tried to give a model related to electrical appliances in Japan in context of Reverse Logistics (Umeda, Tsakagushi & Li, 2003). The purpose behind this execution was a consequence of legislative directions been made. Ravi, Ravi and Tiwari (2005) include Analytical Network Process (ANP) based choice model to upgrade RL for EOL Computers. This review utilized an adjust scorecard approach that has four distinct measurements to improve the legitimacy of the model. Nagorney and Toyasaki (2005) built up a coordinated structure to diminish electronic waste. In this review, multi-layered e-cycling system network equilibrium model was utilized to upgrade the reverse supply chain. This model can be connected to an assortment of reusing issues and approaches in Japan and the European Union.

There are many qualitative works that are done in the field of Reverse Logistics, mainly in the forms of extensive surveys and interviews both unstructured as well as semi structured. Some studies are theoretical such as of Cairncross (1992). Authors have anchored their methodologies on structured and semi structured surveys as well as interviews of managers in the remanufacturing facilities (Guide & Srivastava, 1998). In this particular study, managers utilized delay or inventory buffers for the purpose of coordination and controlling the flow in the reassembly and remanufacturing facilities. Some studies study supply chain's environmental consciousness from theoretical perspective (Kopicki, Legg, Berg, Dasappa & Maggioni, 1993; Gatenby & Foo, 1990). One of the important works in this regard is of Zhu and Sarkis (2004) that surveyed manufacturing firms in china and also works that questioned companies that have

certification in ISO14001 (Rao & Holt, 2005). Hence, the approach to this particular paper has been in the lines of these works and adopts a reviewing of literature and qualitative setup.

The advancement in Green Technologies: learning from Kodak

There has been great requirement as well as push since the mid 1990's, for the innovative progression to Green Operations that is turning out to be more mainstream. There have been claims from authors that this new economic world setup has urged firms to be all the more naturally economical and eco-effective (Wu and Dunn, 1995). Kodak is a case of an organization that has a re-fabricating or re-manufacturing setup to the supply chain (Refer Figure 2). It is accounted for that 310 million single-utilize cameras have been returned since the early decade (Kodak, 1999; Guide, Jayaraman and Linton, 2003). In spite of the fact that the planning of profits of single-utilize cameras is obscure, Kodak has figured out how to apportion these whopping number of cameras once more into their production line. The explanation behind this achievement originated from its own particular item configuration (Guide et al., 2003). Kodak's single-utilize cameras are basic, reusable and simple to reuse, and in view of this, Kodak has figured out how to reuse their items and spare expenses.

Control et al. (2003) likewise utilized Xerox Europe, US Naval Aviation and Kodak as contextual analyses to Green Operations. Because of different enactments, organizations are urged to have Green Logistics (Guide et al., 2003). Manufacturer's duty has been, and still is, a developing issue. This issue is critical on the grounds that associations are presently beginning to end up distinctly sensible to protecting the common assets and nature (Guide et al., 2003; Umeda et al., 2003; Srivastava, 2007).

The Need of Transiting Towards Green Supply Chain management

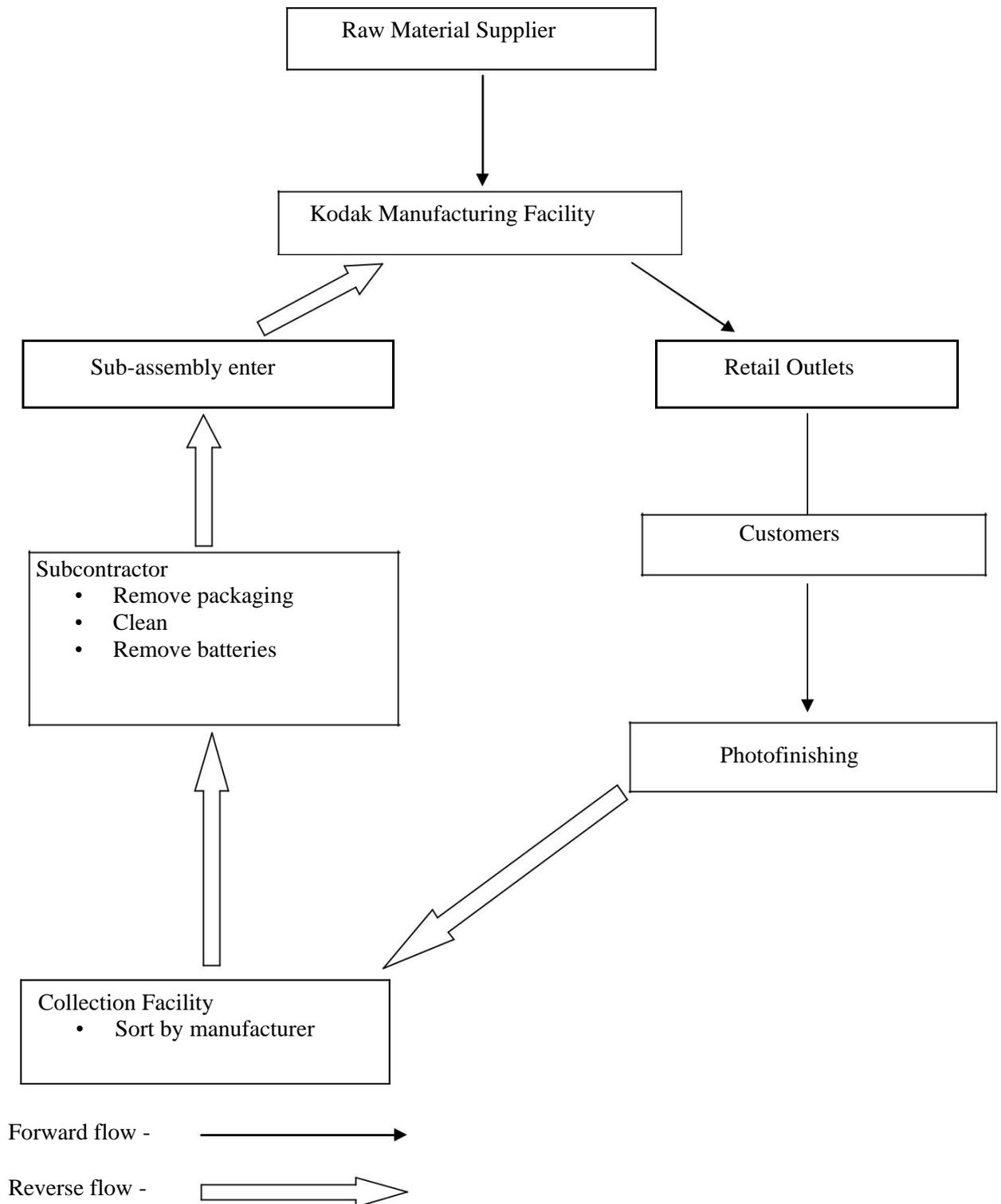
There are distinctive inspirations for organizations to change to greener ways in their production networks. Albeit a portion of the helpers are very indistinct, Wu and Dunn (1995) recommend that a few associations are just doing this since it is the best thing to accomplish for the mother earth. Maybe some are more radical to ecological change, however others may not (Wu and Dunn, 1995). Ponders, in any case, have demonstrated that gainfulness and cost lessening are a portion of the fundamental inspirations for organizations to end up more green in their respective supply chains (Srivastava and Srivastava, 2006; Srivastava, 2007; Darnall et al., 2008).

Many authors have been claiming that reverse logistics have been driven by factors that are economic in nature with minimal concerns for the environment (Johnson, 1998). Whereas some authors propose that reverse logistics are the only way that could bring about gain, waste diminishing and affects in advertising (Tibben-Lembke, 2002; Van Hock & Erasmus, 2000).

Organizations, in any case, need to recognize that there are concealed qualities to reverse logistics (Mollenkopf & Closs, 2005). However, there have been claims that clients, all things considered, return around 6% of the items they purchase (Jayaraman & Luo, 2007). These items can be from plastic jugs to boxes. Associations can cost-spare on the off chance that they can catch this 6% come back from the shoppers. Doing this, be that as it may, in any case stays being referred to. Srivastava and Srivastava (2006) proposed a model to oversee item returns. The review used normal life cycle of item information, past deals figure requests to bolster their examination. Semi-organized meetings to 84 partners were utilized to triangulate the discoveries of the model. The

discoveries demonstrate that reverse logistics can spare many costs just if done effectively. Saying this implies associations must have a center vision to support Environmental Management before going any further to green logistics.

Figure 2: Kodak's Green Remanufacturing Line



Conclusion

The basic objective for this paper was to outline and have an overview of the Green supply chain literature. This paper has contended that GrSCM has decreased the environmental effects of industries. Key scholarly works have contended distinctive points to GrSCM. Works, for example, Carter and Ellram (1998); Srivastava and Srivastava (2005); Shih (2001); Nagorney and Toyasaki,(2005); and Min et al. (2006) talked about reberse logistics , while Arena et al. (2003) and Beamon (1999) talked aboutlife cycle analysis. In any case, the key topics that left the GrSCM writing in the course of the most recent a quarter century the ideas of green design, green operations, reverse logistics, waste management and green manufacturing (Guide and Srivastava, 1998; Srivastava, 2007). This paper, be that as it may, quickly examined some of these issues and gave, as a matter of first importance, a brief prologue to conventional inventory network administration, then a talk to the order of GrSCM and green store network as a train. This took after by brief dialog of green outline and green operations. The last some portion of this paper quickly addressed the thought processes in associations to go towards green operations.

In spite of the fact that GrSCM has been completely explored, there are regions around Green supply chain that still require additionally pondering upon. One is a crevice in the writing as far as the partner's perspectives towards green supply chain. Partners would have diverse perspectives about this and can once in a while be clashing from the organization's perspective. Typically, managers view sustainability and natural environment perspectives more of constraints rather than facilitators. (Srivastava, 2007). This paper suggests that researchers an scientists ought to concentrate more towards subjective review, for example, meets in comprehension the distinctive partner sees towards green supply chain management to depict the diverse perspectives about the idea and how this, at last, embroils administration choices, decisions as well as strategies.

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