



## CONCEPT OF SUSTAINABLE CHAIN DEVELOPMENT IN TIMES OF GLOBALIZATION

Olga Dębicka, Aneta Oniszczyk-Jastrząbek

### Abstract

The rate of economic, technological, political and legal changes, as well as the complexity of predicting demand, behavior and preferences of consumers, along with expanding markets contribute to the growing importance of sustainable supply chain in the company's operation, playing a special role in the decision making process and adaptation to the consumer needs of. In order, therefore, to achieve a competitive advantage, it is necessary to maintain the high level of innovation, which should result in the implementation of new solutions, ideas and concepts that contribute to the competitiveness on a global scale.

**Key words:** sustainable development, globalization, supply chain

### Introduction

The enterprise's operation can not be considered without regard to its environment, as it determines, to a large extent, a success or failure of an enterprise. Changes in the environment create chances for company, but they might either pose a threat<sup>1</sup>. Thus, the behavior of the market is a consequence of the impact of the environment in which companies operate, which is complex and difficult to predict. Rapidly changing environment forces companies to focus attention on achieving competitive advantage through unconventional and innovative behavior, setting the main purpose of their action.

Contemporary global economy stand all enterprises against increasing requirements. The requirements related to continuous technological progress, demands resulted from the dynamic development of the countries referred to as emerging markets which either successfully implement the newest technology and boast large reserves of cheap labor<sup>2</sup>.

<sup>1</sup> J. Żurek, *Globalizacja wyzwaniem dla polskich przedsiębiorstw*, [in:] *Przedsiębiorstwo w otoczeniu globalnym*. Eds. O. Dębicka, A. Oniszczyk-Jastrząbek, T. Gutowski, J. Winiarski, UG, Gdańsk 2008, p. 129.

<sup>2</sup> B. Wyżnikiewicz, *Konkurencyjność MŚP*, [in:] *Raport o stanie sektora małych i średnich przedsiębiorstw w Polsce w latach 2007-2008*, Wydawnictwo Naukowe Instytutu Technologii Eksploatacji – PIB, Radom 2009, p. 105.

## 1. The concept of globalization

The impact of globalization on economic development underlines R. Piasecki, defining globalization as the internationalization of goods and / or services in the production, distribution and marketing. Undoubtedly, this is „a complex process that results from the fast-growing movement of goods, money, people and ideas<sup>3</sup>.” With regard to the strategic management procedures, G. Gierszewska and B. Wawrzyniak define globalization as: “ (...) the process of changing the perspective perception of the rules and principles of conduct, events, behaviors, activities, common values – from the national perspective to the global one<sup>4</sup> . For the purposes of this paper, a definition prepared by the European Commission has been accepted, which defines globalization as: “ (...) the process by which markets and production in different countries are becoming increasingly interdependent due to the dynamic exchange of goods and services, as well as flows of capital and technology<sup>5</sup>.” In the literature, the economic dimension of globalization is most often analysed, but globalization is a multidimensional and interdisciplinary phenomenon related either to social and environmental issues. In the process of globalization, competition should be associated with the co-operation, taking into account ethical and moral aspects, and not focus solely on economic ones<sup>6</sup>.

The conditions in which businesses operate today, force their managers to have a broader view on the resources held by the company. Currently, the use of innovative systems that support business and provide customers high quality services and manufactured products is a prerequisite for success.

In the long run it becomes increasingly difficult to maintain a competitive advantage by the product itself. This is due to the fact that the differences between the products are poorly visible and new production technologies are rapidly captured by the competition. Therefore, more and more companies differentiate themselves from the competition thanks to features like innovation focused on customer service, which is the added value of the product. The product itself - in the form in which it leaves the factory- is located in the center, the environment of this product are created by all of these added values which are offered to customers by services offered for them. Thus, the ability of a company to provide a service for a customer at a level exceeding customer's expectations is an important element of competitive advantage in the market. Customer service can be determined in various ways, such as the ability of enterprise logistics system to make customer satisfied in terms of time, reliability, communication, and convenience<sup>7</sup>.

In the era of global competition, with diminishing difference between the brands and the increased role of the media, businesses that go beyond the traditional elements of the marketing mix, but still incorporate these elements to intangible assets, such as identity, reputation and value of the company, become more competitive. This is particularly important when these values represent a strategic advantage, because they create value not only for customers but also for other stakeholders, such as employees or investors. Therefore, awareness of socially responsible activities of a company will be positively related to the attitude of the company

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<sup>3</sup> R. Piasecki, *Rozwój gospodarczy a globalizacja*, PWE, Warszawa 2003, p. 73.

<sup>4</sup> G. Gierszewska, B. Wawrzyniak, *Globalizacja. Wyzwania dla zarządzania strategicznego*. Poltext, Warszawa 2001, p. 13.

<sup>5</sup> *European Economy. European Commission Directorate-General for Economic and Financial Affairs. Raport and Studies. Economic Evaluation of the Internal Market*, ISSN 0379-0991, Belgium 1997, No. 63, p. 33.

<sup>6</sup> S. Pangsy-Kania, *Polityka innowacyjna państwa a narodowa strategia konkurencyjnego rozwoju*, UG, Gdańsk 2007, p. 107.

<sup>7</sup> F.J. Beier, K. Rutkowski, *Logistyka*, Warszawa 1993, s. 40; K. Rutkowski, *Efektywne zarządzanie logistyczne jako warunek przetrwania polskich firm w nowym stuleciu*, [in:] *Wyjść naprzeciw logistycznym wyzwaniom XXI wieku*, Poznań 2000, p. 77.

towards stakeholders, their identification, increased demand for products and investments<sup>8</sup>. It should be noted that failure in adapting to business requirements of globalization, can lead as a consequence to slowing down or inhibiting of company's growth.

## 2. The concept of supply chain

The supply chain concept exists as a means to enhance the ability of a firm to develop and maintain strategic advantages in a competitive marketplace. Supply chain management (SCM), global supply management (GSM), or procurement management solutions enable enterprises to design, plan, execute, control, and monitor supply chain activities to create net value, build competitive infrastructure, leverage worldwide logistics, coordinate supply and demand, and measure performance globally<sup>9</sup>. The benefits of supply chains extend beyond the operational dimensions of lead time, quality, and flexibility to the strategic and financial areas. Supply chains, if properly structured, can effectively combine the core competencies of a given firm with the skills and capabilities of its suppliers. However, to be strategic, supply chains must be driven by marketing strategies, targeting of customers, and the creation of value propositions that are highly attractive to these customers<sup>10</sup> (Fisher and Fisher and Raman 2010).

The practice of supply chain management is ever changing. Initially, the supply chain was viewed as an entity that was primarily concerned with the upstream — suppliers and supplier management. By the mid-1990s, there was a change in orientation. The focus has shifted from the upstream to the entire supply chain. As we move into the middle of the first decade of the 21st century, we are seeing another shift in focus — from supply chain management to strategic supply chain management<sup>11</sup>.

Corporate competitiveness and economic success relies more and more on superior agility and collaboration capabilities. *Cooperation instead of confrontation* is fundamental rule in value chain collaboration. Having in mind the nature of the environment or other factors<sup>12</sup> that determine the operation of the modern enterprise, the partnership in a supply chain involves<sup>13</sup>:

- undertaking business activities together with business partner and their efficient conduction in respect to cooperation, competition and risk,
- responding to environmental changes, ie such a behavior of entrepreneurs, which involves a creative innovative and flexible approach to new problems,
- the ability to seize new chances opportunities,
- complex decisions and actions taken since the start of the partnership until after its completion,
- mechanism for increasing the efficiency of the effectiveness of actions taken,
- forces driving innovation in various business areas.

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<sup>8</sup> S. Sen, C. B. Bhattacharya, D. Korschun, *The Role of Corporate Social Responsibility in Strengthening Multiple Stakeholder Relationships: A Field Experiment*, "Journal of the Academy of Marketing Science" 2006, Vol. 34, No. 2, p. 164.

<sup>9</sup> J. Witkowski, *Zarządzanie łańcuchem dostaw. Koncepcje, procedury, doświadczenia*, PWE, Warszawa 2003.

<sup>10</sup> M. Fisher, A. Raman, *The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance*, Harvard Business Press, Boston 2013.

<sup>11</sup> C. Donald, J. Waters, *Global Logistic: New directions in Supply Chain Management*, Kogan Page Limited, London 2010.

<sup>12</sup> Among specific reasons for concluding partnership agreements we can also include: globalization, technological revolution, economies of scale and scope, the inadequacy of features to meet the needs of competitiveness, access to markets, technology, specialized skills, raw materials, costing, risk reduction, rate of the customer service process, legal requirements, efficiency, reputation. D. Faulkner, C. Bosman, *Strategie konkurencji*, FELBERG SJ, Warszawa 1999, pp. 120-125.

<sup>13</sup> B. Bembenek, *Partnerstwo przejawem przedsiębiorczości [in:] Przedsiębiorczość i innowacyjność. Wyzwania współczesności*. Eds. A. Kaleta, K. Moszkowicz, L. Woźniak, Wrocław 2006, p. 227.

Thus: *"The partnership is a business relationship between two or more independent entities, which is a manifestation of an enterprising attitude. These relationships are based on mutual trust, commitment, accountability of partners, who decided to work together closely to achieved due to their joint work such results that are either beneficial for both parties and have a lasting nature"*<sup>14</sup>.

The modern value chain should start with the customer, and then seek to core competencies and resources. As W. Janasz writes, and what must be accepted: *"Customer is the first link in the chain, the driving force that moves the remaining links (needs, priorities). The traditional value chain focuses on resources and core competencies of a company, followed by the expenditures and raw materials, product offer (services), distribution channels and customers. (...) Therefore development (formation) of company's value chain involves combination of company's strategic concept with the effective operation and constant renewal of resources and skills."*<sup>15</sup>

### **3. The concept of integrated management of the sustainable development in the supply chain**

Sustainable supply chain management (SSCM) means that companies should incorporate, promote and implement responsible business practices throughout its supply chain in three dimensions: economic, social and environmental. The aim of a sustainable supply chain is creation, protection and development of long-term value for all stakeholders involved in the delivery of products and services on the market. This approach allows for effective implementation of sustainable development paradigm. It is true, however, that SSCM is a difficult and complicated process. Supply chains are becoming more complex, so the concept of sustainable development cannot be effectively implemented without the active involvement of all stakeholders in the supply chain. Moreover, the company aiming at cooperation with suppliers based on the principles of CSR, has to implement them first. However, the SSCM can be a significant source of today's competitive advantage, especially on developed country markets, where consumers are paying less attention to the price of the goods and are willing to pay more for socially responsible products.

Supply chain sustainability is the management of environmental, social and economic impacts, and the encouragement of good governance practices, throughout the lifecycles of goods and services. The objective of supply chain sustainability is to create, protect and grow long-term environmental, social and economic value for all stakeholders involved in bringing products and services to market. There are numerous reasons why companies start a supply chain sustainability journey. Primary among them is to ensure compliance with laws and regulations and to adhere to and support international principles for sustainable business conduct. In addition, companies are increasingly taking actions that result in better social, economic and environmental impacts because society expects this and because there are business benefits to doing so. By managing and seeking to improve environmental, social and economic performance and good governance throughout supply chains, companies act in their own interests, the interests of their stakeholders and the interests of society at large<sup>16</sup>.

The objective of supply chain sustainability is to create, protect and grow long-term environmental, social and economic value for all stakeholders involved in bringing products and services to market. Through supply chain sustainability, companies protect the long term

<sup>14</sup> *Ibidem.*

<sup>15</sup> W. Janasz, *Innowacje i ich miejsce w tworzeniu wartości przedsiębiorstwa* [in:] *Innowacje w działalności przedsiębiorstw w integracji z Unią Europejską*. Ed. W. Janasz, Difin, Warszawa 2005, pp. 58, 63.

<sup>16</sup> *Supply Chain Sustainability A Practical Guide for Continuous Improvement*, June 2010, UN Global Compact Office and Business for Social Responsibility, p. 5.

viability of their business and secure a social license to operate. By virtue of their ongoing business relationships, every company makes direct economic impacts through payments to employees, suppliers and governments and indirect economic impacts through monetary flows throughout supply chains and beyond. Companies which make their supply chains more economically inclusive can support further economic development through for instance job creation and increased incomes. Economic development has secondary impacts on socioeconomic development and the environment and is therefore a critically important aspect of sustainability<sup>17</sup>.

To properly manage the sustainable development of the supply chain, we must first define what a supply chain means for a given company and what elements it consists of. This allows us to trace the key activities of other companies that are involved in the supply chain, from the producer to the final consumer. At the same, the supply chain may be different for each company. The stages of the supply chain from the retailer perspective are shown on Figure 2

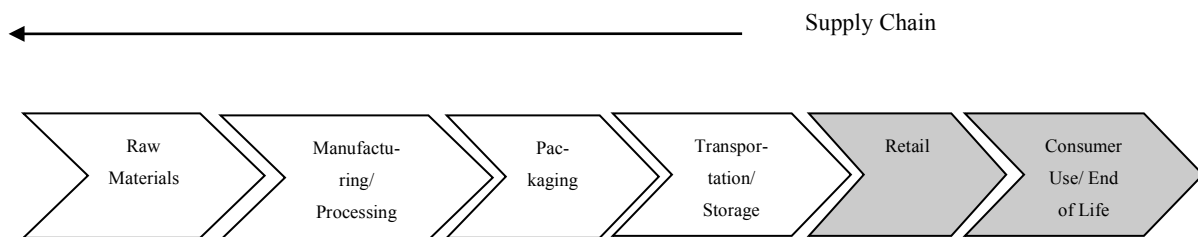


Figure 2. The stages of the supply chain from the retailer perspective

Source: *Supply Chain Sustainability A Practical Guide for Continuous Improvement*, June 2010, UN Global Compact Office and Business for Social Responsibility, p. 26.

In all sectors, quality and costs, the traditional competitive differentiators have become broadly similar across many suppliers. One way in which companies can differentiate themselves, reduce costs and improve service is to consider the environmental, social as well as economic factors relating to their supply chain.

To support sustainability objectives and enable suppliers to meet expectations, alignment between a wide variety of functions is required. In addition to supply management professionals, product design, business development, logistics, marketing and sales can all impact supply chain sustainability. Companies should consider how to bring together cross-functional representatives, as illustrated in the figure below, to get a clear picture of impacts and where they arise in company decision making. It is important that individual roles and responsibilities within the business are specified so that individuals can assume responsibility for implementing and meeting the vision and milestones set out by executives. These objectives should be backed by incentives and consequences. Sustainable supply chain personnel should also provide input to strategic planning processes in functions throughout the company. To build sustainability into decision making processes, sustainability expertise should be embedded in, or available to, every team with an impact on the supply chain<sup>18</sup>.

<sup>17</sup> S. Brammer, S. Hoejmoose, A. Millington, *Managing Sustainable Global Supply Chains, Systematic Review of the Body of Knowledge*. Network for Business Sustainability c/o Richard Ivey School of Business University of Western Ontarios, 2011, p. 24.

<sup>18</sup> *Supply Chain Sustainability...*, *op. cit.*, p. 46.

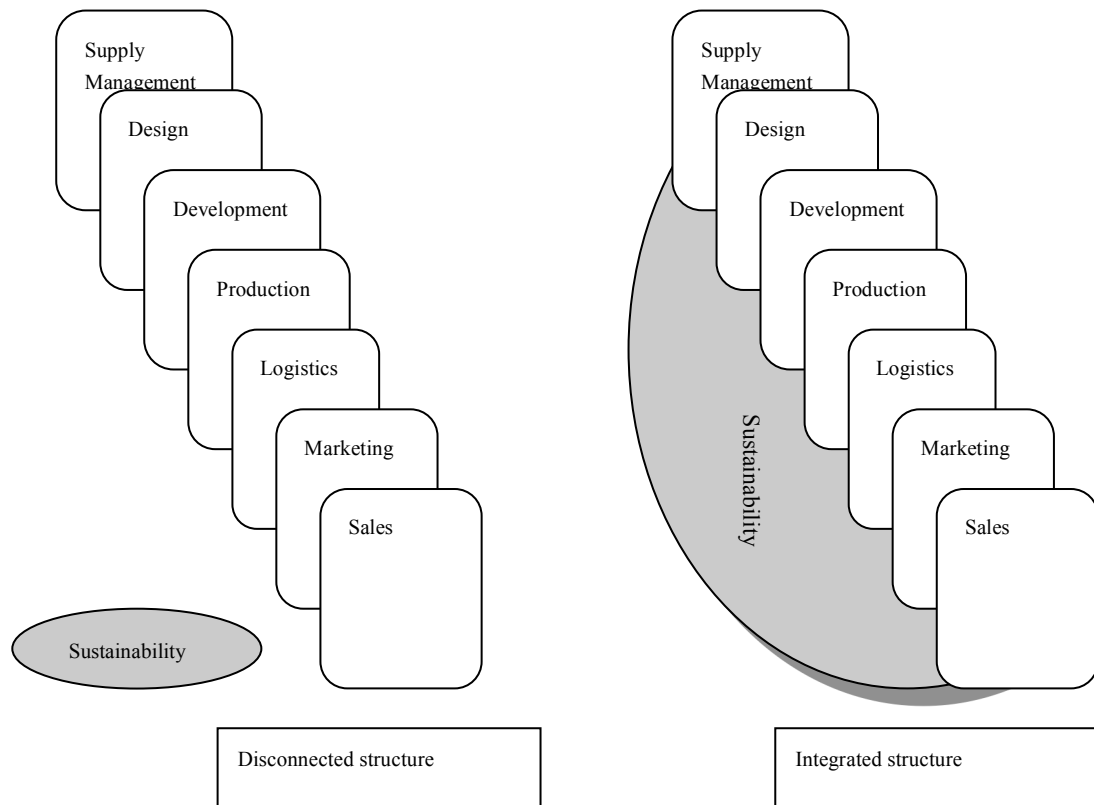


Figure 3. Integrating Sustainability across Functions

Source: *Supply Chain Sustainability A Practical Guide for Continuous Improvement*, June 2010, UN Global Compact Office and Business for Social Responsibility, p. 46.

The supply chain considers the interactions between a business and its customers and suppliers. The greatest benefits are derived by extending the focus as far as possible upstream towards the raw materials, downstream towards the consumer and then back again as the product and wastes are recycled.

Responsible relations in the supply chain should not be based on imposing rules on suppliers and punishing them for their breaching, but also on long-term, clear relations e.g. with suppliers. This goal may be met by dialog, seeking common values and concentration at reciprocal relations. During works on conduct code it is worth to consider suppliers standing and help them to adjust to requirements. A knowledge on CSR can be expanded by regular trainings and creating thus a platform for experience exchanging. Cooperation should be remembered also in difficult situations, e.g. when standards from the code are violated. In such a situation one should think about the source of negligence in order to prevent it in the future.

Motivation to take action on sustainable development can be vary widely, including: strategic business goals (e.g. creating long-term value for the company), operational business goals (e.g. saving cost by reducing wasted energy and materials), goals to improve your company's reputation (e.g. wanting to change stakeholder opinions of your company).

Despite some fuel concerns claim that they carry out operations of environmental management, facts prove something different. We see oil spills, explosions in refineries resulting in casualties among employees and doubtful mining practices. A motivation is the key element of the sustainable development. Plans to limit costs may cause smaller consumption of fuel which in effect is advertised as an action for sustainable development. Nevertheless if

motivation is to be more neutral towards the natural environment, and the way to achieve this goal is reduction of fuel consumption, a result is the same but the motivation – different.

It is important that enterprises taking up operations directed at social responsibility deliberately shape relations with this group. One should particularly focus on supporting attitudes towards natural environment protection, indicating eco-effective solutions, encourage pro-environmental changes in processes and development of knowledge about possibilities to limit a negative impact at natural environment. “Responsible” supply chain constitutes a challenge for all its links<sup>19</sup>.

Businesses aspire to building value in a supply chain in order to increase its economic efficiency. In Poland the definition of a supply chain has evolved during the last 20 years from a just supplies managing to integration of all its elements. This change enabled many companies optimization of a process, more effective response to customers’ needs and faster reaction to changes at the market. Many enterprises are convinced that the success at the market depends first of all on a quality of a supply chain and that this is the place where a battle for economic triumph takes place<sup>20</sup>.

#### 4. Sustainable supply chain – results of survey

The authors of the paper - conducting survey in the enterprises in the Poland - focused their attention on the factors related to changes in the following areas of sustainable development: economic, social and environmental. The respondents answered to questions relating to these factors, assessing the actions undertaken by the company in the field of sustainable development and giving them one of the following mark: very good, good, bad, very bad or I have no opinion.

The survey, which was conducted from September to November 2013, included micro, small and medium-size enterprises employing from 1 to 250 employees, and the large companies employing more than 250 employees - from all industries. The sampling method used in the study consists in a simple random selection, which means that there was exactly the same probability of selecting each company. The sample has been divided according to the criteria: employment, net turnover, legal form and location in particular provinces. 131 correctly completed questionnaires were received.

Characteristics of the companies in terms of legal form indicates a major share of limited liability companies (38.17%), stock companies (19.85%), individuals engaged in economic activities individually and state-owned enterprises (9.92% ), a general partnership (3.82%), individuals engaged in economic activity in the form of a civil company (2.29%), as well as a limited partnership and co-operatives (1.53%).

Among the surveyed companies, the entities employing from 11 to 49 people and companies with over 250 employees were the largest group (approximately 28.24%), followed by the companies employing from 50 to 250 people (approximately 25.19%). 18,32% of surveyed companies employed less than 10 persons.

As many as 46.56% of the respondents achieved in 2012 net sales of goods, products, services and financial operations of up to 2 million Euro, 26.72% of companies reached from 2 to 10 million Euro of net profit while 26.72% - from 10 to 50 million.

Among the respondents 77.1% of companies were located in Pomeranian voivodship, 6.1% - in Warmia and Mazury, 3.26% - in Mazowieckie, 2.76% - in Podlaskie, West Pomerania, Wielkopolskie, Małopolskie, 2.5% - in Kuyavian-Pomeranian.

<sup>19</sup> A. Rudnicka, *Środowiskowe aspekty zarządzania dostawami* [in:] *Wspólna odpowiedzialność. Rola dostaw i zakupów*. Red. N. Ćwik, Forum Odpowiedzialnego Biznesu, 2011, p. 25.

<sup>20</sup> R. Sroka, *Aspekty zarządzania dostawami* [in:] *Wspólna odpowiedzialność. Rola dostaw i zakupów*. Ed. N. Ćwik, Forum Odpowiedzialnego Biznesu, 2011, p. 16.

Due to the issues raised in the article, the authors present only the results of studies connected with the activities undertaken by the surveyed companies addressed to the suppliers (Table 1 and 2) and customers (Table 3 and 4).

Table 1 Assessment of actions within the sustainable development in the social field - supplier in 2011 [%]

Components	Very good	Good	Bad	Very bad	I have no opinion
	% of ans.	% of ans.	% of ans.	% of ans..	% of ans.
Meet the high quality standards of the supplied products	19,85	55,73	9,16	0,76	14,50
Making sure that the delivered products have special certifications and approvals, are safe for life and health	28,24	41,98	5,34	1,53	22,90
Support for enterprises producing own brand products	9,16	33,59	9,16	4,58	43,51
Promoting CSR concept among partners	10,69	34,35	16,79	5,34	32,82
Purchasing safe, clean products	15,27	33,59	14,50	6,11	30,53

Source: Calculations on the basis of the survey.

Table 2 Assessment of actions within on sustainable development in the social field - supplier in 2012 [%]

Components	Very good	Good	Bad	Very bad	I have no opinion
	% of ans.	% of ans.	% of ans.	% of ans..	% of ans.
Meet the high quality standards of the supplied products	24,43	55,73	5,34	0,76	13,74
Making sure that the delivered products have special certifications and approvals, are safe for life and health	34,35	38,93	1,53	2,29	22,90
Support for enterprises producing own brand products	14,50	29,77	7,63	5,34	42,75
Promoting CSR concept among partners	14,50	36,64	10,69	6,11	32,06
Purchasing safe, clean products	20,61	35,11	9,92	5,34	29,01

Source: Calculations on the basis of the survey.

The responses presented in Table 1 and 2 indicate that the companies undertook some actions within the sustainable development in the analyzed period. Surveyed companies, both in 2011 (28.24%) and 2012 (34.35%), awarded the highest ratio to actions ensuring that delivered products have special certifications and approvals and are safe for life and health. This assessment may result from the growing entrepreneurs' awareness of responsible activities in developing new value to customers. Clearly, it can be seen that the response rate is higher in 2012 than in 2011, what indicates that the investigated companies have increased the actions for sustainable development in the surveyed area. Thus, the percentage of answers "I have no opinion" diminished.



Table 3. Assessment of actions within sustainable development in the social field - customers in 2011 [%]

Components	Very good	Good	Bad	Very bad	I have no opinion
	% of ans.	% of ans.	% of ans.	% of ans..	% of ans.
Adjustment of enterprise infrastructure for customers with disabilities	11,36	34,85	28,79	12,88	12,12
Openness to customer problems	23,66	53,44	18,32	0,00	4,58
Education for customers, such as expert advice on portals and forums	17,56	45,80	19,85	5,34	11,45
Speeding up the complaint process and its careful explanation	16,79	44,27	19,85	3,82	15,27
Care about the welfare of clients and the highest quality of services	28,03	52,27	13,64	1,52	4,55
Informing the client of his rights	20,61	39,69	20,61	5,34	13,74
Equal treatment of all customers	18,94	46,21	21,97	6,82	6,06
Fair competition and free access to the market for competitors	27,27	40,15	9,85	3,03	19,70
Robust and reliable popularization and promotion of the services and products	19,85	54,96	12,21	1,53	11,45
Accurate and objective information	25,76	51,52	12,12	3,03	7,58
Non-misleading advertisements	32,06	31,30	16,03	4,58	16,03
Opportunity to actively participate in the process of upgrading and expanding the company's offerings	12,98	45,04	17,56	10,69	13,74

Source: Calculations on the basis of the survey.

Table 4. Assessment of actions within sustainable development in the social field - customers in 2011 [%]

Components	Very good	Good	Bad	Very bad	I have no opinion
	% of ans.	% of ans.	% of ans.	% of ans..	% of ans.
Adjustment of enterprise infrastructure for customers with disabilities	13,74	41,98	25,19	9,92	9,16
Openness to customer problems	25,95	58,78	12,21	0,00	3,05
Education for customers, such as expert advice on portals and forums	27,48	41,98	14,50	5,34	10,69
Speeding up the complaint process and its careful explanation	25,95	45,04	11,45	3,82	13,74
Care about the welfare of clients and the highest quality of services	40,91	46,97	6,82	1,52	3,79

Informing the client of his rights	26,32	41,35	15,04	3,76	13,53
Equal treatment of all customers	21,05	49,62	18,05	6,77	4,51
Fair competition and free access to the market for competitors	28,24	41,98	6,11	3,82	19,85
Robust and reliable popularization and promotion of the services and products	29,77	51,91	5,34	2,29	10,69
Accurate and objective information	30,83	48,87	12,78	0,00	7,52
Non-misleading advertisements	30,53	35,88	14,50	3,05	16,03
Opportunity to actively participate in the process of upgrading and expanding the company's offerings	19,85	40,46	19,08	6,87	13,74

Source: Calculations on the basis of the survey.

According to responses presented in Tables 3 and 4, the highest rank in 2011 was given to: non-misleading advertisements (32.06%), followed by care about the welfare of the customer and the highest quality (28.03%). By contrast, in 2012 the respondents rated highest care about the welfare of the client and the highest quality of services (40.91%), reliable and objective information (30.83%) and non-misleading advertisements (30.53%). In the opinion of the surveyed companies, the other important elements in the context of sustainable development are openness to customer problems, robust and reliable popularization and promotion of the services and products, and equal treatment of all customers.

The results of the survey, conducted among representatives of all enterprises, led to identification of the most important areas of their operations within sustainable development.

## Conclusions

The evolving global economy imposes supply chain management with the difficult challenge of maintaining quality, growth, and innovation while reducing costs in ever-shorter product life cycles. The supply chain management also cannot stay aside the trend of globalisation process.

Since 2008 the number of global companies with a code of conduct for suppliers has grown about 30-50% per year<sup>21</sup>. Already in 2012, 75% of European companies declare that they include issues related to CSR sustainability into their purchasing processes<sup>22</sup>. What we can observe, is an increasing investor interest in how the companies manage environmental and social risks – that may have an indirect impact on the company's reputation and finance. The supply chain plays an important role in the management of company's impacts on the environment – what is proved by the fact that between 40% and 60% of the carbon footprint of manufacturing companies is generated by the supply chain<sup>23</sup>. Today, a stable and competitive

<sup>21</sup> Governance White Paper: *One in Five Large Firms Set Labor Supplier Standards*, Risk Metrics Group 2008, <http://riskmetrics.com/node/135625> (03.02.2014)

<sup>22</sup> O. Bruel, O. Menuet, P-F Thaler, *Sustainable Procurement: A Crucial Lever to End the Crisis?* HEC Paris, SNCF, Ecovadis 2009, <http://hec.edu/news/homepage/knowledge-impact/the-HEC-EcoVadis-2009-Barometer-Sustainable-Procurement-a-crucial-lever-to-end-of-crisis> (05.02.2014)

<sup>23</sup>N. Ćwik i Forum Odpowiedzialnego Biznesu, *Wspólna odpowiedzialność. Rola dostaw i zakupów*, 2011, [http://odpowiedzialnybiznes.pl/public/files/wspolnaodpowiedzialnosc\\_FOB\\_2011.pdf](http://odpowiedzialnybiznes.pl/public/files/wspolnaodpowiedzialnosc_FOB_2011.pdf) (04.02.2014)

supply chain contributes increasingly to the success of companies that thanks to globalization of the economy are able to purchase products and services from companies around the world, representing different business models, cultures and values.

Companies use the tools of responsible business, because “...*building relationships with suppliers based on the principles of corporate social responsibility can bring not only branding benefits, but can also generate significant savings, create new business opportunities, reduce operational risk and increase the loyalty of customers, employees and suppliers themselves*”<sup>24</sup>.

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## KONCEPCJA ZRÓWNOWAŻONEGO ROZWOJU ŁAŃCUCHA DOSTAW W ŚWIETLE GLOBALIZACJI

### Streszczenie

Szybkość zmian ekonomicznych, technologicznych, politycznych i prawnych otoczenia, jak również złożoność przewidywania popytu, zachowań i preferencji konsumentów oraz poszerzanie się rynków zbytu przyczyniają się do wzrostu znaczenia zrównoważonego łańcucha dostaw w funkcjonowaniu przedsiębiorstwa, odgrywając szczególną rolę w procesie podejmowania decyzji i dostosowaniu się do potrzeb klienta. W celu, zatem, osiągnięcia przewagi konkurencyjnej niezbędne jest utrzymanie przez przedsiębiorstwo wysokiego poziomu innowacyjności, której efektem powinno być wdrażanie nowych rozwiązań, pomysłów i koncepcji przyczyniających się do zwiększenia konkurencyjności w skali globalnej.

**Słowa kluczowe:** zrównoważony rozwój, globalizacja, łańcuch dostaw

dr Olga Dębicka  
Wydział Ekonomiczny, Uniwersytet Gdański  
Instytut Transportu i Handlu Morskiego  
ul. Armii Krajowej 119/121, 81-824 Sopot  
e-mail: [olga.debicka@gmail.com](mailto:olga.debicka@gmail.com)

dr inż. Aneta Oniszczyk-Jastrzębek  
Wydział Ekonomiczny, Uniwersytet Gdański  
Instytut Transportu i Handlu Morskiego  
ul. Armii Krajowej 119/121, 81-824 Sopot  
e-mail: [anetao@panda.bg.univ.gda.pl](mailto:anetao@panda.bg.univ.gda.pl)