

Sustainable Supply Chains: Challenges Facing Industry

A Personal View

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Accelerating Quality in Operational Supply Chains

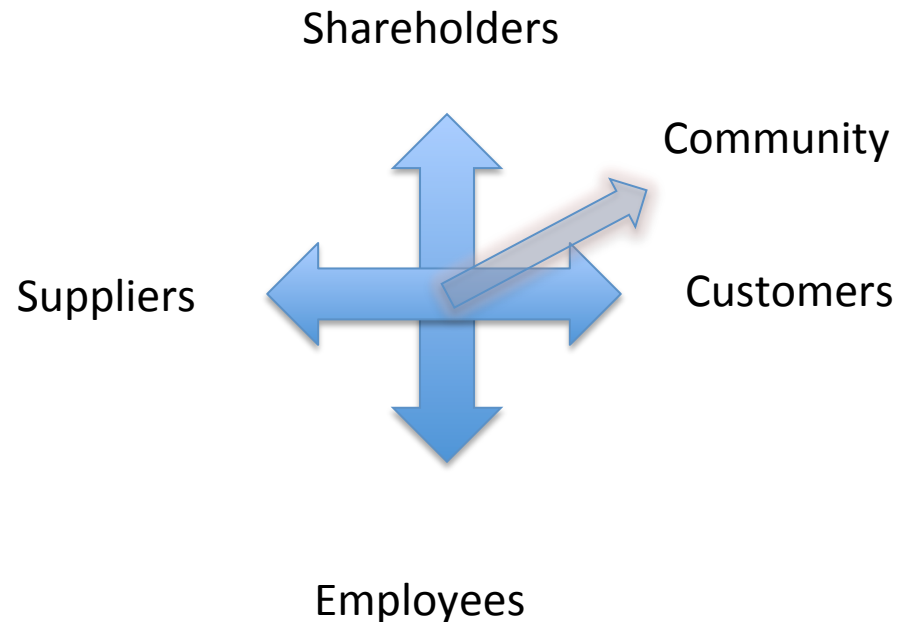
The Purpose of a Business Is.....



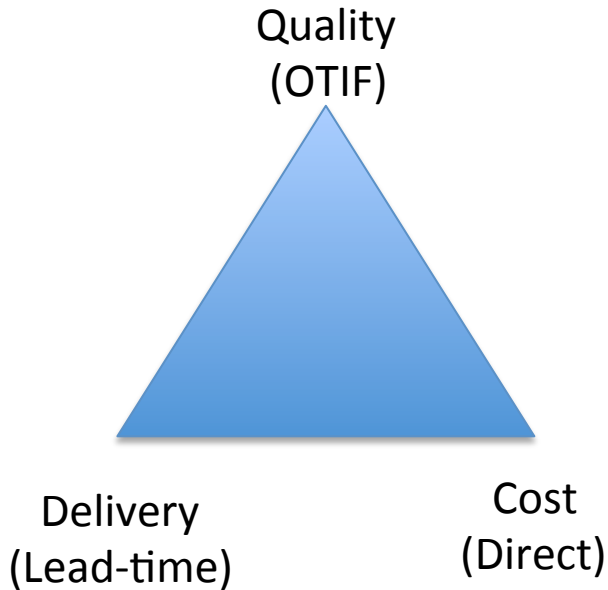
“To Maximize Shareholder Value”
(Rochester Business School, NY, 1976)

An Alternative View

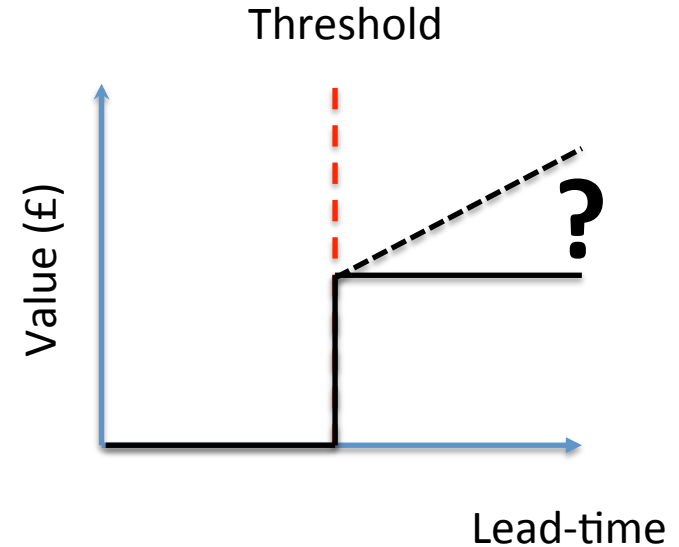
“Optimize Stakeholder Value.....”



Supply Chain Dynamics

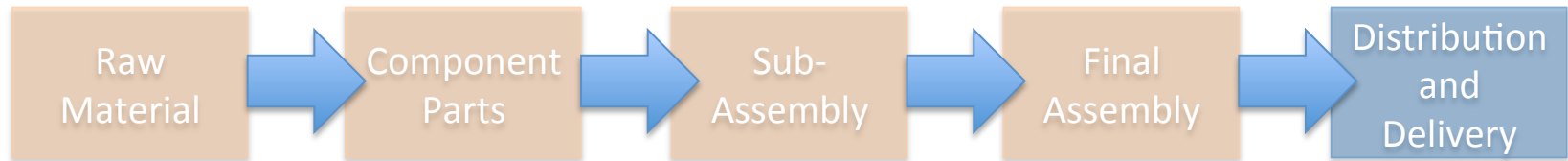


The “QCD” Triangle of Tension in the supply chain



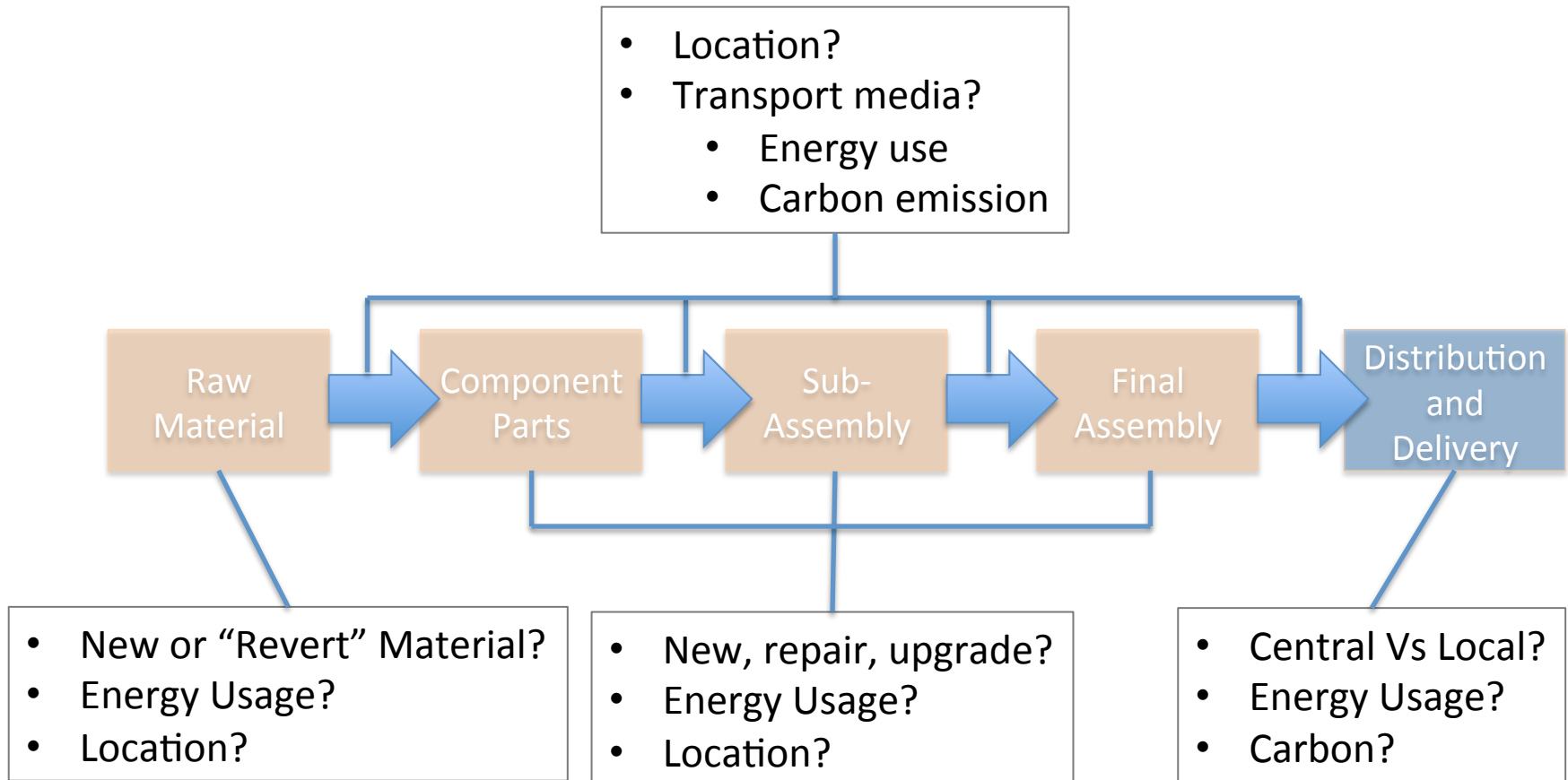
Why “trade-offs” Aren’t always simple

Simplified Manufacturing Supply Chain



NB: I've used "Manufacturing" as a relatively easy-to-understand example: In fact, we can adapt this diagram to cover virtually any type of supply chain, including "service" operations with little or physical content.

Supply Chain Sustainability Questions



Conclusions?

- What business needs, in my view is:
 - Better ways of visualizing, understanding and calculating the full impact of “green” improvements, taking into account energy usage, carbon emission, CSR issues AND cost – both of investment in developing the “green operation” and in running it.
 - Better tools for creating business cases for green changes that will “stack up” against those for more traditional investments – i.e. clearer views of real savings we could access, including “impact on sales”.