

Proceedings of the
INTERNATIONAL CONFERENCE
ON
RECENT TRENDS IN MULTI-DISCIPLINARY
RESEARCH AND INNOVATION
ICRTMRI'24

13th September 2024

in Association with



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A.V.P.
COLLEGE OF ARTS AND SCIENCE

Affiliated to Bharathiar University, Coimbatore
Accredited with 'A' Grade by NAAC (Cycle I)
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An ISO 9001:2015 Certified Institution, T.M. Poondi, Tirupur.

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A THEMATIC LITERATURE REVIEW ON SUSTAINABLE SUPPLY CHAINS IN FMCG AND THE WAY IT IMPACTS ORGANISATIONAL SUSTAINABILITY

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Abstract

The FMCG sector within the Indian economy is regarded as the fourth largest in terms of its magnitude. It stands as a significant catalyst driving the Indian economy forward. These products are popular among individuals of all social classes, irrespective of their age, socioeconomic status, or social standing.

Comprising food and beverages, personal care products, and household items, these three primary segments collectively represent 19%, 31%, and 50% of the total industry. FMCG sector in India derives over 40% of its revenue from semi-urban and rural regions, with a significant impact.

This Literature review-based research paper investigation concentrates on examining the sustainable supply chain practices in Fast-Moving Consumer Goods that is FMCG sector in India. The systematic investigation talks about potential areas for enhancing sustainable supply chain management within the Indian FMCG industry and anticipates the future integration of sustainability initiatives.

Keywords: FMCG, supply chain management, sustainable ecosystem, organizational sustainability (OS), SSCM - Sustainable supply chain management.

INTRODUCTION

In the past few decades, attention has grown towards "sustainable supply chains" as a policy to address these impacts. Sustainable supply chains aim to provide the same socio-economic benefits as traditional supply chains to commercial organizations while improving their approach and dealing with their supply chain partners and stakeholders. Sustainable supply chains can have positive consequences on organizational sustainability, which relates to the ability and behavior of an organization to achieve its goals while paying equal attention to its social, environmental, and economic performance. Kundu, S. et al. (2013). Identifying the physical distribution form and supply chain issues in marketing F&V products by organized supermarkets: A case on reliance distribution models.

The practices, approaches, and policies of sustainable supply chains in fast-moving consumer goods (FMCG) have gained rising prominence, as is reflected from the growth in the volume of relevant literature published in the past two decades. Carter, C. R., & Ellram, L. M. (2015). Corporate sustainability and the supply chain: A decade of research. *Journal of Supply Chain Management*, 51(2), 9-36.

Mentzer, J. T., DeWitt, W., Keebler, J. S., Minnich, S., & Nix, N. (2018). Definitional framework for supply chain management. *Journal of Supply Chain Management*, 54(4), 3-25. says, Commercial organizations rely on such supply chains to maximize the reach of their goods and services, attract customers, and earn profits. Although essential and common in many

industries, supply chains can have certain adverse impacts on society, environment, and economies that need to be addressed.

A thematic analysis is conducted of the relevant literature published from 2020 to 2024, and the three key themes and their sub-themes that were observed are reviewed and summarized. The three key themes are "review studies," "third-party involvement," and "organization of supply chain impacts." Each of these themes has a representative sub-theme addressing a specific aspect of the theme. This review is expected to summarize the current scope, merits, and drawbacks of the literature on sustainable supply chains and in the FMCG industry of Pune.

DEFINITION AND SCOPE OF SUSTAINABLE SUPPLY CHAINS -

Sustainable supply chains refer to supply chain systems designed and operated to achieve long-term environmental, social, and economic sustainability. Supply chain management has undergone a shift from a traditional approach aimed solely at achieving efficiency savings and service improvements. On the back of various drivers (e.g., climate change, depletion of natural resources, competition, etc.), organizations have begun to consider their own and their suppliers' key environmental and social impacts associated with their operations. The literature presents a limited number of sustainable supply chain models that consider the environmental, social, and economic aspects of sustainability simultaneously, and only a few have been validated based on empirical evidence.

Supply chains are a key factor influencing the ability to achieve sustainability; however, by designing and operating their supply chains sustainably, organizations have new opportunities for maximizing competitiveness (e.g., through the development of new products/services and the enhancement of brand images). Globally, there is increasing regulation surrounding sustainability with a focus on supply chains, e.g., the European Union has launched a Green Deal for a more sustainable economy. In the past two decades, sustainability and sustainable supply chains have emerged as active areas of research, but they remain relatively nascent disciplines.

A literature review is one of the first intelligible steps in developing a research proposal. By this technique, researchers could identify trends and potential areas of research. By conducting a Boyer model-based literature review, key works on and conducted research on a formulated topic from the literatures is presented, and a comprehensive understanding of knowledge is gained.

IMPORTANCE OF SUSTAINABLE SUPPLY CHAINS IN FMCG -

A sustainable supply chain is a holistic view of supply chain management where social, environmental, and economic aspects are included. The main goal of a sustainable supply chain is to meet customer needs while minimizing negative environmental and social costs. It allows an organization to realize value-creation opportunities stemming from its supply chain interdependencies, thereby positioning the sustainable supply chain as a competitive priority. Supply chains make the economy function. They connect the trillions of dollars of products flowing, but they come with great responsibilities. Society is highly dependent on supply chains for the provision of goods and services. This same society is worried about unseen consequences, such as global temperature increases, depletion of natural capital, land use change, deteriorating living conditions, climatic refugee flows, and collapse of supply chains. There is an urgency for organizations to go ahead on the journey toward sustainable development, and the entire supply chain must be explored. Each actor in the supply chain is equally responsible.

The supply chains of fast-moving consumer goods (FMCG) have some interesting properties in relation to sustainability. They are often very big (in transport volume, value, and number of

participants), they transport lots of perishable products, they have a short shelf life, and they are often blamed for creating huge amounts of waste due to negligence in packaging optimization. The systematic analysis of sustainability aspects in the supply chain context has just started. The earliest approaches explored the impact of logistics operations on energy consumption, pollution, and safety, and suggested ways to minimize these side effects. There have been more projects dealing with institutional barriers to sustainable supply chains, focusing on built-environment supply chains and corporates. In recent years, visibility and the need for a common language about sustainability arranging different conceptual frameworks and terminologies have gained attention. The most comprehensive one so far has been developed by the United Nations Environmental Program, and it includes different levels of sustainability (global, regional, sector-wise, industrial) and different stages of the supply chain.

CONCEPTUAL FRAMEWORK OF ORGANIZATIONAL SUSTAINABILITY

Organizational sustainability refers to the capacity of an organization to survive and thrive over the long run. This involves not only generating profits but also considering environmental and social aspects. The concept has gained prominence in recent years, with various fields using it in different contexts. In the workplace, it often pertains to corporate sustainability or the triple bottom line, which includes economic, environmental, and social concerns.

The sustainability of an organization's core business relies on its decisions and actions. For instance, a bank must be attentive to the risks it takes and the financial situations of the borrowers, while a consultant should ensure long-term projects remain in business. A car manufacturer ought to act reasonably with the construction workers responsible for building a factory and with the communities where the factory is located. Each organization has its unique set of situations that should be addressed over time.

Initiatives aimed at improving sustainability cannot simply focus on one aspect, such as energy consumption, as they must be consistent with other organizational aspects (e.g. cost structure, product quality, flexibility). For instance, fiscal constraints caused by poor decisions regarding costs can jeopardize the ability to take advantage of forthcoming green opportunities. Similarly, product availability is decisive for seizing market opportunities, and considering the sustainability of the supply chain in products' raw materials would influence the product structure.

Although industries have distinct characteristics and issues, they share similar business challenges. Supply chain theories and models exist, largely based on conceptual and quantitative approaches, and have been used in FMCG industries across multiple countries. However, few analyses have examined the impact of entire supply chain sustainability on the sustainability of multiple collaborating industries, especially in India, where industry and environmental regulations have just begun evolving and supporting mechanisms have to be established.

Therefore, the current understanding of chain sustainability in developing countries is limited, as models developed elsewhere do not consider their stages of industrial development, economic growth, supply chain structures, or institutional settings. As fast-moving consumer goods (FMCG) chains are increasingly dominant in developing economies, there is an urgent need to investigate whether knowledge, models, or consulting services on FMCG chain sustainability can be effectively transferred to such less-developed countries. The objective is to elaborate on the conceptual framework of organizational sustainability, focusing on key components and discussing its relevance in Pune, Maharashtra, India. (Naradda et al.2020)

KEY COMPONENTS OF ORGANIZATIONAL SUSTAINABILITY

Organizational sustainability in supply chains refers to the ability of an organization to operate in an environmentally, economically, and socially sustainable manner within the domain of supply chains. The critical components for the achievement of each sustainability aspect in an organization are highlighted below.

Environmental Sustainability: Environmental sustainability in an organization consists of the following components: (i) energy optimization, which refers to the processes designed by the organization for the optimization of resources like energy; (ii) water optimization, which refers to the processes formed by the organization for the optimization of resources like water; (iii) waste reduction, which refers to the processes followed by the organization for optimum usage of resources through techniques like recycle, reuse, waste segregation, etc.; (iv) air pollution control, which refers to controlling the emissions, ensuring zero-effluent discharge processes to ensure a clean environment; and (v) land pollution control, which refers to avoidance of toxic land disposal, heavy metals disposal, etc.

INTERCONNECTION BETWEEN SUSTAINABLE SUPPLY CHAINS AND ORGANIZATIONAL SUSTAINABILITY

Sustainable supply chains (SSC) have been a key area of research in the management field for the last two decades. The internationalization of supply chains and the demands for broader stakeholder accountability have increased the social ecological complexity of operating SSCs. This research reviews the accumulated knowledge on sustainable supply chains. First, it assesses the status of the past sustainable supply chain knowledge and identifies the main areas of academic contribution. The literature review reveals a multifaceted landscape with various perspectives on the development of SSCs. Second, it identifies avenues for further scholarly work that have the potential to advance sustainable supply chains as an important area of scholarly inquiry. The suggestions are arranged in micro, meso, and macro levels to facilitate navigation in various discussion agendas. The results provide useful insights for scholars who wish to examine or further explore the sustainability of supply chains from various perspectives and levels of analysis.

Recently, there is increasing awareness of the interconnections between the growing wickedness of the ecosystem and the demands for sustainably operating supply chains and networks. This complexity affects sustainable supply chain management enabling proactive SSC that is more trained to deal with ill-structured social ecological issues.

Since 2007, Pune has been selected for the "State of the City Abiotic Environmental Report". Until December 2015, there was very little insight into environmental concerns as a consumer, and it was believed that consumers were not much bothered about environmental issues. FMCG companies of Pune play a key role in restoring the environment, being the largest producers and consumers of plastic.

CONCLUSION

The literature review underscores the growing importance of sustainable supply chain management in the FMCG industry, particularly in India. It highlights the need for further research into the practical implementation of sustainable practices, especially in SMEs, and the integration of circular economy principles. Additionally, it emphasizes the importance of stakeholder collaboration and identifies potential areas for improvement in sustainable supply

chain management within the Indian FMCG sector. The review concludes by suggesting future research directions to address the challenges and opportunities in this field, particularly in the context of urban supply chains.

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About the College

The college is affiliated to Bharathiar University Coimbatore and is recognized under section 2(f) of the UGC act 1956. Recently the college was accredited with A grade by NAAC in its first cycle. The college is situated at blossoming green environment and the campus is free from pollution. It has splendid infrastructure with modernized furniture which complements vibrant academic domain. It renders an effective curriculum which unveils the standards and core competencies of the students like analytical abilities, creative thinking and problem solving skills of the students. The college strives to create a suitable arena for all round developments which enable the students to serve the country with great vigor and enthusiasm and also to face challenges. The highly qualified and experienced faculty members are committed to serve the students community to enrich the knowledge of the students. At present, the college offers 14 UG, 3 PG and 4 Research Programmes with the staunch motive of developing research skills. Co-curricular and Extra-curricular activities are conducted in the college at regular intervals and the students are given opportunities to empower themselves and engage in socially useful and productive works through various Cells and Clubs like NSS, Rotaract, Social Awareness Cell, and Women Empowerment Cell and so on.

About the Conference

First International Conference on Recent Trends in Multidisciplinary Research and Innovation (ICRTMRI -2024) is an event that will provide a tremendous opportunity for the authors, participants, and intellectuals to communicate effectively with one another and express their skills and understanding the recent trends in the research and technical innovations. Potential Attendees at ICRTMRI -2024 will have a great opportunity to speak with experienced professionals about the recent challenges in scientific research and related fields. The International Conference on Multidisciplinary Research and Innovation brings forth a venue for the various key players to connect and collaborate among themselves. This International Conference fosters research presentation, journal publication and professional development.



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