

## Table of Contents

<b>Acknowledgements . . . . .</b>	<b>ix</b>
<b>Introduction . . . . .</b>	<b>xi</b>
I.1. Introduction . . . . .	xi
I.2. Historical background on how supply chain management has become strategic and omnipresent . . . . .	xi
I.3. The emergence of sustainable supply chain management . . . . .	xiv
<b>Chapter 1. The Economic Aspect of Sustainable Supply Chain Management . . . . .</b>	<b>1</b>
1.1. Introduction . . . . .	1
1.1.1. The emergence of supply chain management . . . . .	2
1.1.2. The aspects of supply chain management . . . . .	4
1.1.3. Overview of the dimensions of supply chain management: proposition . . . . .	6
1.2. Intra- and inter-organizational connections . . . . .	11
1.2.1. Strategically upstream or supply logistics . . . . .	11
1.2.2. Internal or production strategic logistics . . . . .	22
1.2.3. Upstream or distribution strategic logistics . . . . .	27
1.2.4. Strategic transport management . . . . .	30
1.2.5. The increasingly strategic role of logistics providers . . . . .	38
1.2.6. The strategic approach of traceability . . . . .	39

1.3. Information, information systems and ICT: an aid to the success of intra- and inter-organizational connections . . . . .	44
1.4. Conclusion . . . . .	48
1.5. Appendix – technical specifications for electronic data interchange . . . . .	49
<b>Chapter 2. The Environmental Aspect of Sustainable Supply Chain Management . . . . .</b>	<b>53</b>
2.1. Introduction . . . . .	53
2.1.1. Integrated logistics support . . . . .	54
2.1.2. The components of green supply chain management according to [SRI 07] . . . . .	55
2.1.3. Our proposal for the aspects of the environmental dimension of sustainable supply chain management . . . . .	58
2.2. Green design or eco-design . . . . .	58
2.2.1. Environmental management system . . . . .	60
2.2.2. The eco-design approach . . . . .	61
2.3. Green operations . . . . .	64
2.3.1. Green manufacturing and remanufacturing . . . . .	64
2.3.2. Waste management . . . . .	65
2.3.3. Reverse logistics . . . . .	71
2.4. Green transport . . . . .	85
2.5. Systems, regulations, standards and referential frameworks . . . . .	87
2.5.1. The ISO 14000 standard . . . . .	87
2.5.2. The Eco Management and Audit Scheme . . . . .	92
2.5.3. Approaches associated with quality of habitat . . . . .	93
2.5.4. Evaluations of greenhouse gas (GHG) emissions . . . . .	97
2.6. Conclusion . . . . .	101
2.7. Appendix . . . . .	101
<b>Chapter 3. The Social/Societal Aspect of Sustainable Supply Chain Management . . . . .</b>	<b>107</b>
3.1. Introduction . . . . .	107
3.1.1. In favor of the definition of social/societal supply chain management . . . . .	108
3.2. Internal human resources . . . . .	112
3.2.1. Individual rights . . . . .	112

3.2.2. Organizational commitment . . . . .	116
3.2.3. Organizational identification . . . . .	122
3.2.4. Job satisfaction . . . . .	123
3.3. External human resources . . . . .	126
3.3.1. Attractiveness of the company . . . . .	127
3.3.2. Reputation and image . . . . .	127
3.3.3. The support of unions and external partners . . . . .	129
3.4. Conclusion . . . . .	134
3.5. Appendix . . . . .	135
 <b>Chapter 4. Sustainable Supply Chain Management</b>	
<b>Balanced Scorecard</b> . . . . .	139
4.1. Introduction . . . . .	139
4.2. Dashboard and logistics: evolution . . . . .	140
4.3. The dashboards currently used in logistics . . . . .	142
4.3.1. The Balanced Scorecard . . . . .	143
4.3.2. SCOR®: Supply Chain Operations Reference model . . . . .	145
4.4. The indicators used in Sustainable Supply Chain Management Balanced Scorecard . . . . .	148
4.4.1. Economic indicators . . . . .	148
4.4.2. Environmental indicators . . . . .	156
4.4.3. Social/societal indicators . . . . .	161
4.5. Conclusion . . . . .	164
 <b>General conclusion</b> . . . . .	167
 <b>Bibliography</b> . . . . .	169
 <b>Acronyms and Abbreviations</b> . . . . .	185
 <b>Index</b> . . . . .	191