Supply chain Management in a Degrowth context: The potential contribution of Stakeholders

Belén Payán-Sánchez

belenpayan@ual.es

Miguel Pérez-Valls

mivalls@ual.es

José Antonio Plaza-Úbeda

japlaza@ual.es

University of Almería

ABSTRACT

The planet is changing and consumption patterns appear to be one of the main causes. The Earth has physical limits and eternal growth is basically not possible. In this context the economic theory of degrowth arises to change present consumption and production habits in order to ensure the survival of our planet and its inhabitants. Sustainability is a very important concept in the operations management field nowadays. In this chapter, we will contribute to this field discussing areas where degrowth is present explaining the important contributions of the stakeholder theory to reach a more sustainable supply chain, contributing to the achievement of SDGs. With this, we aim to highlight the influence that stakeholder pressures have when making supply chain management decisions to achieve a higher sustainability level in the firm, and ultimately, in the whole system.

KEYWORDS

Degrowth, Stakeholder's influence, Supply Chain Management, Sustainable Development Goals

1. INTRODUCTION

The planet is caught up in a process of change (Sekulova et al., 2013) and consumption is one of the key problems. In the international debate about the future economic progress, the need to manage the natural environment in a more sustainable manner is becoming more and more significant (Global Footprint Network, 2007). In this context, the economic theory of degrowth arises as a collective economic approach, highly

debated and orientated towards provoking a change in present production and consumption habits so that markets declare the survival of our planet and its inhabitants to be an essential objective (Schneider et al., 2010).

However, the importance of the economic theory of degrowth has been limited in recent years due to its difficulty in moving into business management. In the economic sphere, diverse indicators accepted by the international community have been developed relative to measuring from a macroeconomic point of view the potential contributions of an economic model based on the premises of sustainability, such as the index of sustainable economic welfare, ecological footprint or human development index (Daly and Coob, 1989) although some other pratices have not become fully developed in business management. Neither the development of social and environmentally sustainability practices nor the widespread use of measures aimed at assessing the success in managing such practices have been successful due to the clear lack of innovation on the part of management. (Jackson, 2011; Desore and Narula, 2018).

In the pursuit of sustainable development in markets, as well as in the entire planet as a whole, firms need to commit to including settings and areas in the organization that include degrowth characteristics or attributes. This would lead to a balance that would allow sustainable development, because continued growth in all parts of the company is not possible.

The importance of sustainability in the field of operations management is clear in business management nowadays (Sarkis et al., 2011). Avoiding change in the operations area of organizations is not possible if we want to achieve sustainable development, thus contributing to increased welfare and real progress for the present and future generations. And this is not only in our immediate environment, but in the entire planet as well. Our planet´s limits are being increasingly evident both on the supply side (increasingly less water, minerals, oil, etc.) and on the sink side (which produce pollution and waste) (Sorman and Giampietro, 2013). This implies that organizations, when making any decision related to its activity, have to take into consideration the environment, establishing a commitment of equity between what is taken from it and what they contribute to it, as well as trying to make a positive contribution to both its social and economic welfare.

In this sense, we see the supply chain of a company as a cooperative space and not just merely a fight for value creation with economic objectives, which is an attitude of mainstream businesses (Brix-Asala et al., 2018). This spirit of cooperation among participants is present in the discourse of the 2030 Agenda for Sustainable Development (United Nations, 2015). In this situation, stakeholders are seen as being responsible for

more sustainable business practices and as promoters of sustainability within the supply chain of the company as well as at a more global level.

Thus, our chapter seeks to discuss sustainability in operations management where degrowth contexts are present, explaining the importance of stakeholders in contributing to a more sustainable supply chain. These practices would contribute to achieve a more responsible production and consumption in the market, creating sustainable cities and communities and promoting enduring, inclusive and sustainable economic growth in the terms included in SDGs (nº 12, 11 and 8 respectively).

2. DEGROWTH AND MANAGEMENT

Degrowth aims to further itself from the tenet that managerial growth is the sole engine behind companies and the economy in general. In the past, this idea has had harmful effects on the environment around us (Latouche, 2008). Degrowth is not a simple concept but a well-known one, conceived to make an impact on the economy and on companies (Latouche, 2008). The degrowth movement proposes the attainment of autonomous, self-sufficient and environmentally-respectful companies, with potential enough to guarantee well-being for all the citizens through the local resources available. As Latouche (2008) explains, it is necessary to change the fundamental standards of management and to concentrate on the six "Rs": re-assess, re-conceptualize, re-organize, reduce, reuse and recycle. In short, it is essential to change current management and innovate in new sustainable practices.

We follow the concept of degrowth offered by Shrivastava (2015) since we do not neither refer to concepts of recession or stagnation, or even medium-term economy's shrinkage. In contrast we see the degrowth movement, as other authors have expressed (e.g. Brown and Garver, 2009), related to the fact that "due to ecological limits and social and intergenerational considerations, conventional economic growth as currently measured will generally slowdown, and economies will have to fit within socially and ecologically acceptable parameters" (Shrivastava, 2015). As this author states, degrowth is an empirical reality as well as a response to current ecological and economic crises. In this work, we will center in the former sense of the concept, thus considering it as the context in which companies are placed.

Under the economic theory of capitalism, companies pursue the maximum benefit of their shareholders (Friedman, 1970), meaning that shareholders set the business objectives. And this is not a minor question. Stakeholder integration (Doyle, 1994; Freeman, 1994; Jensen, 2001; Plaza-Úbeda et al., 2010) is an essential point to keep in mind when designing business objectives. The involvement of all stakeholders in the business decision making process is at the same time an ethical requirement (Jones et al., 2007), a source of

competitive advantages (Berman et al., 1999; Walsh, 2005) and a way of management that goes beyond the economic benefit, looking to ensure the survival of the company in the long term (Post et al., 2002).

In the end, what is important for stakeholder integration in business management, is the establishment of collaborative ties among the interested parties and sustainable management within the company, which until now has been one of the main signs of success in these management practices (Sharma and Vredenburg, 1998; Rueda-Manzanares et al, 2008; Sorman and Giampietro, 2013). Stakeholder management, generally in consonance with Corporate Social Responsibility, is an indication of how business objectives can be associated with questions different from growth and economic objectives. Being socially responsible consists not only of firmly obeying the laws of the countries where companies are established, but also on moving aspects such as human capital or environmental protection to the front line.

The importance of sustainability in the field of operations management is also clear in business management nowadays (Corbett, 2009), and there is an increasing recognition in literature that organizations must address the sustainability issue in their operations (Ahi and Searcy, 2013). So changing the operations area of organizations is essential if we aim to reach sustainable development, while increasing general welfare and making real progress for the present and future generations of our planet. And this is not only in our immediate environment, but in the entire planet as well, whose limits, according to Sorman and Giampietro (2013), are being increasingly evident both in the supply side (increasingly less water, minerals, oil, etc.) and in the sink side (which produce pollution and waste). In order to establish this change of course, some of Latouche´s (2008) famous Rs will be key and companies should be consistent in two essential aspects: that the resources extracted from the ecological system do not exceed the environment's limits and that the transfer of waste either in solid, liquid or gaseous form, does not exceed the assimilative capacity of the ecological environment.

This idea of producing and consuming less is consistent with and is reflected in the SDGs, specifically in their targets 12.2 and 12.5, where the United Nations states that "the sustainable management and efficient use of natural resources" and substantially reducing "waste generation through prevention, reduction, recycling and reuse", respectively (United Nations, 2015) are targets to fulfill by 2030.

Degrowth is a context that forces companies to develop sustainability-related capabilities due to the resource limitation it entails. In this sense, the philosophy of degrowth of creating sustainable and respectful companies and communities (sustainable supply

chains, in our case), sustainably managing natural resources, consumption and production, guaranteeing well-being for all citizens and the needs of the present and future generations is consistent with the Sustainable Development Agenda for 2030.

This implies that organizations, when making any decision related to its activity, take into consideration the environment, establishing a commitment of equity between what is taken from the environment and what they contribute to it, besides trying to make a positive contribution to both its social and economic welfare. In this sense, 'going green' appears as a popular term to 'describe the process of changing one's lifestyle and/or the way a company does business in order to enhance, from a strategic perspective, the safety and benefits of the environment' (Smith and Minutolo, 2014, p. 465). When a company decides to go green, according to these authors, it must constantly balance decisions affecting global warming, biodiversity and pollution, among other environmental concerns, with the company's financial well-being.

Delving into the changes that are necessary in production systems of business organizations, it appears that these must be diversified in two ways. On the one hand, there must be changes in the processes and, on the other hand, changes must also occur in the products (Table 1).

Table 1: Changes in production systems

Changes in productive processes	Reduce wastes generated
	Diminish energy-used quantities
	Incorporate new energy sources
Changes in products	Production of goods with a longer lifespan
	Diminish the energy used in product production

1.1 Source: International Conference of Work (2007)

An example might be the case that Infante-Amate and González-de-Molina (2013) analyzed in their study about the Spanish agri-food system of 2000, where they found that the processes of transport, processing, packaging, home food preparation, etc., were responsible for 2/3 of the energy used throughout the manufacturing process. That is to say that they were not sustainable. Therefore, according to these authors, the solution would be to establish a model of what they call "sustainable degrowth" (Infante-Amate and González-de-Molina, 2013, p. 27) in Spanish agriculture through a leap into organic farming (processes change) and new patterns of consumption, such as seasonal products or following a more vegetarian diet (changes in the products), which reinforces our idea of including degrowth concepts in the operations area of organizations.

Another company in the UK-based REconomy project that develops practices facing a degrowth context is Totnes Sustainable Construction Ltd., a non-profit building company specialized in new constructions, refurbishment and retrofitting projects. It incorporates sustainable methods into its processes and looks for well-insulated, energy-efficient buildings, while employing local staff and using local suppliers of natural and sustainable materials whenever possible.

3. STAKEHOLDER INFLUENCE ON SUPPLY CHAIN MANAGEMENT IN DEGROWTH CONTEXT

The stakeholder theory has been extensively used in the supply chain context to explain different supply chain matters, since this part of the organization is central to value creation (Genovese et al., 2013; Ombati and Hirschsohn, 2015; Hultman and Elg, 2018), but when a degrowth context is present in the firm or its surroundings, the use of the stakeholder theory would serve as a guide and help to create and manage a better, greener and more sustainable supply chain. This would contribute, in the end, to the Sustainable Development Agenda for 2030 and the achievement of some of the targets of the SDGs.

The main concern of a supply chain management strategy is the fulfillment of customers' orders, which can be satisfied adopting an innovator, marketeer or caretaker strategy depending on the orientation and interests of the company (Frohlich et al., 1997). "While innovators emphasize rapid new product introduction and design changes, marketeers offer broad product lines and caretakers focus on offering the lowest price" (Tan, 2001, p. 44).

Some variables such as costs, speed/time-to-market, quality and variety would determine the use of one strategy or another, and they will depend on whether the firm makes what Wittke (2014) denominates make-or-buy decisions, sourcing strategies, supplier strategies or contracting decisions.

Make-or-buy decision refers to choosing between insourcing or outsourcing. Insourcing means producing a good or service internally in the organization while outsourcing implies contracting and purchasing it from an external supplier (Monczka et al., 2008). This is a crucial strategic decision, but matters of cost efficiency, quality or technology, for instance, still remain the primary drivers for outsourcing (Fill and Viser, 2000), although it is evident that stakeholders actually influence the make-or-buy decision. Customers can appreciate price reductions due to outsourcing but the company can lose them if the outsourcing is accompanied by a reduction in quality. Employees for their part, tend to identify with the firm they work for (Stuart, 2002), so outsourcing some core capabilities or relegating it to morally questionable suppliers will dissatisfy them and

negatively affect the business. In this case the firm should look for stakeholder salience and try to act in terms of satisfying the most legitimate and urgent stakeholder interests and also the most powerful ones (Wittke, 2014).

In a degrowth context, deciding to outsource would probably be the best solution and its results would be greater since it would mean taking advantage of the operations and services other companies deliver instead of repeating processes and doubling the quantity of waste and pollution released into the environment.

Regarding sourcing strategies, for those items the organization purchases, it means ensuring their supply and minimizing the risks in order to meet stakeholders' interests, through deciding if the firm uses single or multiple sources. Multiple sourcing implies purchasing from two or more vendors and single sourcing refers to relying on just one vendor. The choice of one strategy or the other would depend on their business strategy and on a product's strategic importance and supply risk, among other factors (Kraljic, 1983; Treleven and Schweikhart, 1988).

In this strategy decision, suppliers as well as governments and customers are the more important and salient stakeholders. Suppliers, of course, will determine many factors, such as the sourcing market, how many suppliers are available, if they are reliable or if they have many substitutes, and then deciding whether to use a single or multiple sources. Government is the entity that imposes laws and subsidies, which shape the market and the potential of new entrants; it can also admit just trades and agreements that are environmentally friendly according to political and social regulations. Lately, customers are again the most important stakeholders since the strategic importance of a product is most likely influenced by them, and will therefore determine the price of the product. They would be more interested in the firm using multiple sourcing due to the high probability of supply disruption that single sourcing may suffer (Trevelen and Schweikhart, 1988).

Having a multiple source strategy, and then finding the best suppliers in terms of quality, delivery, cost and reliability, would be the best option from the degrowth perspective and it performs best in this context. Companies can take advantage of the specialization reached when buying each product from the seller that specializes in its production, compelling companies not to waste resources and energy in products they cannot properly offer, therefore helping all the community to be more socially and environmentally sustainable.

Once the sourcing strategy has been decided, the firm needs to state what kind of relationship it wants or needs to establish with its suppliers and here is where supply strategies come into play. The organization can choose to establish a partnership, building

trust and making continual improvements, or keep their distance, ensuring high competition and sourcing opportunities. In this case, as in the sourcing strategy, the crucial stakeholders are suppliers, shareholders and customers (Wittke, 2014), using the supplier strategy to ensure supply and satisfy their needs. Here, the relation between supplier strategy and stakeholder management can be clarified through customer responsiveness (Williamson, 1991), that could be considered an indicator of how customer interests are satisfied customer interests' satisfaction. Customer responsiveness is the result of variety and lead time; when there is greater variety and shorter lead times, customer responsiveness appears. The flexibility and long-term bargaining required by this phenomenon are very well suited for a supplier strategy of 'preferred customer/supplier', as Williamson (1991) states.

This supplier strategy will content both customers and suppliers and will also contribute to achieving the firm's objectives, as it implies that the firm can choose one supplier to concentrate on the greater part of their purchases, building closer relationships and developing loyalties that increase buyer importance and value in the supplier's perception.

This is even more important and would be enhanced in a degrowth context since it is a turbulent environment and these stakeholders need to be really sure that their interests are going to be satisfied in a proper manner (Wieland, 2011).

Lately, supply chain management contracting is the act of legally binding an agreement resulting in an offer and a later acceptance (Monczka et al., 2008), and contracts can differ in their duration, content or pricing mechanisms, which will determine the type of relation with the stakeholders. Each type of contract has its benefits and risks and the decision taken will depend on the corresponding organization, its objectives and also its environment. All of these are mainly impacted by suppliers, customers, competitors as well as the government. So as long as the organization ensures supply, decision makers would be unrestricted in their contracting choices, just having to assess the alignment between contract type, the desired relationship between buyer and supplier and the environmental trends (Wittke, 2014). These environmental factors are also determined by stakeholders, where suppliers and customers are the main players.

Going into the specific area of Green Supply Chain Management (GSCM), that is, a means of managing the scarcity of natural resources, incorporating sustainability goals into their operations and developing green strategies with the objective of improving environmental, social and economic performance as well as obtaining a competitive advantage, in a degrowth context it would appear to be a perfect tool.

Since the early 90s, manufacturers have felt pressure to include environmental management in their supply chains (Wu and Dann, 1995), which is not an easy task since the addition of 'green' to the 'supply chain' concept creates a direct relation and implication between supply chain and the environment, two paradigms that historically were in collision with each other (Srivastra, 2007; Fortes, 2009). Supply chains are about exploiting the natural environment and extracting raw materials to use them in the production process.

Then, Green Supply Chain Management takes into consideration "sustainability elements and a combination of environmental thinking along the intra- and inter-firm management of the upstream and downstream supply chain" (Geng et al., 2017, p. 245), trying to reduce waste and preserve natural resources and extend product-life (Fortes, 2009). In addition, selecting suppliers based on environmental certifications, efficiency in the implementation of GSCM, and conjoint usage and development of eco-friendly technologies, may help to increase the firm's competitive advantage (Smith and Minutolo, 2014).

Some of the activities that can be included as GSCM are the Eco-Design, Green Purchasing, Reverse Logistics and Investment Recovery (Hervani et al., 2005; Sarkis et al., 2011; Geng et al., 2017) all oriented towards improving the environmental performance of the firm and even reduce its negative environmental impact.

Stakeholders, of course, play key roles in several ways in the supply chain, especially creating pressure for sustainability (Wolf, 2014; Meixell and Luoma, 2015; Mathivathanan et al., 2018). In fact, tensions created between supply and demand sides have been proven to be solved through stakeholder engagement (Brix-Asala et al., 2018). Meixell and Luoma (2015) found in their study that the most important stakeholders, the ones who are considered to be the majority in these field studies, are customers, followed by suppliers and governments, although employees together with top managers (this is, internal stakeholders) have a great presence in the studies as well. Also NGOs, communities, shareholders, competitors and the media are key and important in demanding environmental management in supply chains (Dai, 2013; Meixell and Luoma, 2015; Sarkis et al., 2010; Shahlan et al., 2018).
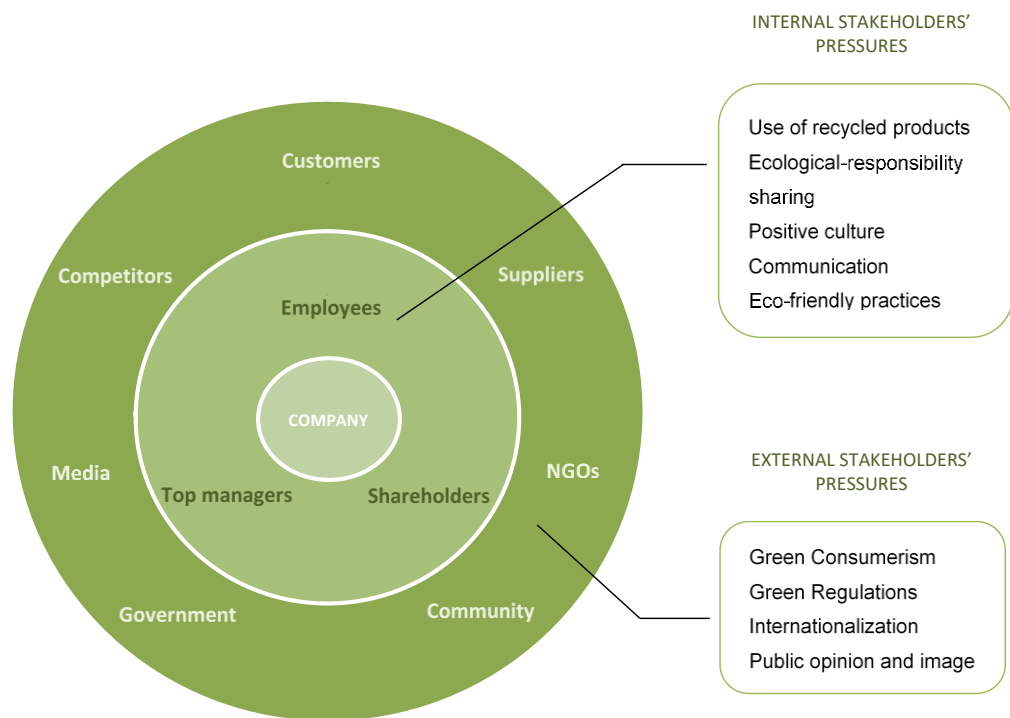
These pressures that stakeholders exert on sustainability in supply chain management can result, according to Meixell and Luoma (2015), in sustainability awareness, the adoption of sustainability goals and the implementation of sustainability practices. Sustainability awareness, which could be general awareness of an environmental/social issue or a sustainability practice in particular, can be created by the news media, for example (Wong and Fryxell, 2004). This kind of pressure can make a firm start to think about sustainable supply chain activities or the sustainability in general in supply chains if they

have not yet done so. After raising sustainability awareness, the adoption of sustainability goals follow, and it is influenced by the pressure of customers, investors and NGOs, employees and governments (Carter and Dresner, 2001; Bremmers et al., 2007; Bjorklund, 2011). The next step is the implementation of a sustainability practice, and here customers and clients (the primary supply chain stakeholders) are the ones who possess the power to influence the decisions (Sarkis et al., 2010; Meixell and Luoma, 2015). In addition, stakeholder pressure can influence organizations, in the opinion of Dai (2013), to initiate practices of monitoring and evaluation, green product development and collaborative planning, which requires strong communication, training and assistance to achieve mutual understanding on environmental issues.

But not all stakeholders have the same influence in the same decision areas of the supply chain and it also depends on the sustainability sphere they are dealing with. As Meixell and Luoma (2015) stated, the media for example are seen to be influential in purchase decisions, the employees for supplier selection, as well as suppliers and customers, and shareholders in logistic decisions. Furthermore, some stakeholders play a bigger role in social sustainability and others are more influential in environmental sustainability. Employees and NGOs are influential in social sustainability while governments and final customers are more important in the environmental sphere of sustainability.

Distinguishing between external and internal stakeholder pressures, which are shown in Figure 1, we propose that external stakeholders, these are customers, governmental entities, and society (including community, the media and environmental organizations), on the one hand, can mobilize or regulate public opinion and may lead to the development of innovative solutions to social and environmental problems (Zhu and Sarkis, 2006; Dai, 2013; Wolf, 2014). On the other hand, internal stakeholder pressures, these are employee and managerial stakeholders, in sustainable supply chain management can result in a virtuous circle of environmentally proactive strategies (Sarkis et al., 2010).

Figure 1: Stakeholders' pressures

Source: Self-elaboration

Some of the pressures that external stakeholders exert are related with Green Consumerism, Green Regulations and Internationalization (Karimi and Rahim, 2015). Green consumers are those concerned with the environmental impact of their consumption and often make purchase decisions based on products and manufacturers information (Baksi and Bose, 2007; Smith and Minutolo, 2014). Green Consumerism then refers to "the production, promotion, and preferential consumption of goods and services on the basis of their pro-environmental claims" (Akenji, 2014, pp. 13). This concept is mostly related to consumer perceptions, although it will have different interpretations depending on whether this concept is viewed from the perspective of manufacturers, marketers or the consumers themselves. Customer urgency and power are important drivers for implementing environmental management (Zhu and Sarkis, 2004; Lee and Klassen, 2008), then top managers will try to support the fulfillment of their expectations for positive actions and a good environmental management (Dai, 2013).

More and more green consumers want to know the history of their products, how raw materials are produced or where they come from, as well as their potential impact on the environment once they enter the waste stream (Smith and Minutolo, 2014, p. 466). This is the reason why, to reassure this green-conscious consumers, in the words of these authors, "suppliers must be willing to be transparent in their operations". With this behavior, green consumers are becoming more and more sophisticated in their purchases, therefore requiring more complete life cycle assessments of the products they acquire (Smith and Minutolo, 2014).

Green Regulations for their part, are associated mainly with government agencies and national and international regulators, which monitor whether the environmental regulations and standards promoting green practices are fulfilled or not (Karimi and Rahim, 2015). In this sense, firms can gain and build political capital and a solid reputation with governmental bodies when adopting a supportive attitude towards environmental management activities (Sarkis et al., 2010).

Society for its part can mobilize public opinion and affect the public image of the firm, being then a critical factor to be taken into account by the firm and its top management (Gunningham et al., 2004; Dai, 2013).

The international environment of the firm is also an important variable in environmental proactivity due to the pressure that stakeholders exert on multinational firms, since the capabilities and knowledge obtained abroad can increase its response to international demand (Aguilera-Caracuel et al., 2012).

Regarding internal stakeholders, the employees are the ones who can actually take up the pursuit of environmental management initiatives in the firm (Cantor et al., 2012; Dai, 2013). They have strong acceptance, according to the study made by Smith and Minutolo (2014), towards areas that involve using recycled products, when the supply chain is a high priority in the company, when eco-friendly practices lead to attracting and retaining customers and when competitive advantages are obtained by sharing ecological responsibility.

When management's GSCM-based initiatives are being instituted within the firm and to avoid the neutrality of many employees towards those activities while fostering their implication in the process, the firm needs to enhance the communication with its internal stakeholders (Smith and Minutolo, 2014). As Kaur and Sharma (2018) have experienced, to have sustainability as a strategy within the firm, complete organizational inclusion is needed together with employee engagement through decision making at operational levels along the value chain.

If the talented workforce the firm wants to attract, recruit and retain have a strong preference for environmental activities, thus aiming at working in firms with a proactive environmental-management orientation, the company (concretely top management) should create a culture that demonstrates the value given to environmental management considerations (Reinhardt, 1999). In this sense, Jones et al. (2007) state that "stakeholder culture is likely to affect how employees react to issues through the establishment of a common interpretive framework and through motivating desired behaviors" (Smith and Minutolo, 2014, p. 469). Thus, when management creates and maintains a positive stakeholder culture, employees are supported and motivated to act in socially responsible manners in agreement with the firms GSCM initiatives. Then "top management will provide support toward environmental initiatives to address internal stakeholder (employee) environmental pressure" (Dai, 2013, p. 57).

According to Lambert et al. (1998), the support, leadership and commitment to change top management are important precursors and key players in the implementation of green supply chain management activities and programs (Dai, 2013; Shahlan, 2018). When facing turbulent and uncertain business environments, as Zhu et al. (2008) stated, managers tend to be more proactive, taking greater risks and using more innovative strategies. Furthermore, top-level and mid-level management support is required for the successful implementation of important programmes to obtain the ISO 14001 certification, and top managers must be completely committed to ensure progress (Young et al., 2010; Smith and Minutolo, 2014)

Consequently, as a result of her study, Dai (2013) suggested that "top management support on environmental initiatives fully mediates the relationship between pressures on environmental management from stakeholders and rivals on the implementation of green practices with suppliers". Then, the figure of top management appears to be very important to assimilate stakeholder pressures within the supply chain and the company to make them more sustainable and environmentally friendly. Companies implement green supply chain management when top management provides support and commitment to environmental management practices. To respond accordingly to stakeholders' pressure, in the opinion of this author, top management should constantly be monitoring and evaluating how stakeholders perceive the importance of a firm's green supply chain management practices.

4. CONCLUSIONS

Some industries have almost reached the limits of their expansion and thus limit the growth of firms operating in them. Other firms proactively address this issue before their industry reaches that point and introduce practices to their management that face this

context. Degrowth is imposed then by context and is a common factor in the industry as a whole.

When pursuing sustainable development and to make it possible on the whole in markets and in the entire planet, firms need to assume that there must not only be a growing perspective and a focus on growth, but some environments and even some areas should be included in the organization with degrowth characteristics or attributes. This would lead to a balance that would allow them to achieve sustainable development, because continued growth in all parts of the company is not possible.

With this chapter we have tried to show that besides establishing a change in the political-economic perspective, it is possible to implement innovative approaches in operations management as well as in supply chain management. The review in this chapter shows that the approach of business objectives and the integration of stakeholders in decision-making can be a crucial element to change the current form of corporate governance toward a more sustainable management that is compatible with situations of economic degrowth.

Stakeholders are involved in every supply chain management decision. They are very important when it comes to making decisions about buying or producing products, using single or multiple sourcing, the type of relationship with the supplier and the contract secured with them. The implications and importance of these elements are even more evident in degrowth contexts.

Stakeholder pressure on sustainability in supply chain management may result in awareness of sustainability, the adoption of sustainability goals, and the implementation of a wide range of Green Supply Chain Management and sustainability practices, including monitoring and evaluation, collaborative planning and green product development among others. The most important stakeholders in these situations are customers, suppliers and governments, followed by employees together with top managers, although they have dissimilar influence depending on the situation and the decision area.

In the end, the implication of stakeholders within the firm and their consideration for decisions in GSCM, may be directly linked to the survival of the firm in the long term. This relation with stakeholders would legitimate the firm contending with other relations inside the supply chain, facilitating potential collaborations, and not just existing for simple economic legitimacy

From this point, it would be possible for some SDGs to be integrated into the company, such as nº 8: to promote decent work and sustained, inclusive and sustainable economic growth; nº 11: to create sustainable cities and communities; and nº 12: to ensure

responsible and sustainable consumption and production. In this sense, companies and researchers should take into account the stakeholder approach and its concrete application to Green Supply Chain Management to reach some specific targets of the 2030 Sustainable Development Agenda, such as 8.4, 11.6, 11.7, 11.b, 12.2, 12.3, 12.5, 12.6 and 12.8, contributing to a more sustainable development in the planet.

Some implications of this chapter are: that we provide some specific studies in degrowth contexts; it is possible to differentiate the added advantages of stakeholder contributions in sustainability when a degrowth context is present; that eternal growth is not possible in all functional areas of the firm, where the need of environments and even areas themselves in the company with degrowth attributes and characteristics appear; and some contributions of stakeholders in the knowledge generation process of specific industries' supply chains are shown, as well as their implications on the SDGs and the 2030 Sustainable Development Agenda.

BIBLIOGRAPHY:

Aguilera-Caracuel, J., Hurtado-Torres, N. E. and Aragón-Correa, J. A. (2012): 'Does international experience help firms to be green? A knowledgebased view of how international experience and organisational learning influence proactive environmental strategies'. *International Business Review*, 21: 847-861.

Ahi, P. and Searcy, C. (2013): 'A comparative literature analysis of definitions for green and sustainable supply chain management'. *Journal of Cleaner Production*, *52*: 329-341.

Akenji, L. (2014): 'Consumer scapegoatism and limits to green consumerism'. *Journal of Cleaner Production,* 4(63): 13-23.

Baksi, S. and Bose, P. (2007): 'Credence goods, efficient labelling policies, and regulatory enforcement'. *Environmental and Resource Economics*, 37(2): 411-431.

Berman, S.L., Wicks, A.C., Kotha, S. and Jones T. M. (1999): 'Does Stakeholder Orientation Matter? The Relationship between SM Models and Financial Performance'. *Academy of Management Journal,* 42(5): 488-506.

Bjorklund, M. (2011): 'Influence from the business environment on environmental purchasing – drivers and hinders of purchasing green transportation services'*. Journal of Purchasing & Supply Management*, 17(1): 11-22.

Bremmers, H., Omta, O.,Kemp, R. and Haverkamp, D.J. (2007). 'Do stakeholder groups influence environmental management system development in the Dutch agri-food sector?', *Business Strategy and the Environment*, 16(3): 214-231.

Brix-Asala, C., Geisbüsch, A. K., Sauer, P. C., Schöpflin, P., & Zehendner, A. (2018). 'Sustainability Tensions in Supply Chains: A Case Study of Paradoxes and Their Management'. *Sustainability*, 10(2): 424.

Brown, P. and Garver, G. (2009): *Right Relationship: Building A Whole Earth Economy*, Berrett-Koehler, San Francisco, CA.

Cantor, D.E., Morrow, P.M. and Montabon, F. (2012): 'Engagement in Environmental Behaviors Among Supply Chain Management Employees: An Organizational Support Theoretical Perspective'. *Journal of Supply Chain Management*, 48(3): 33-51.

Carter, C.R. and Dresner, M. (2001). 'Purchasing's role in environmental management: cross-functional development of grounded theory'. *Journal of Supply Chain Management*, 37(3): 12-27.

Corbett, L. M. (2009): 'Sustainable operations management: A typological approach'. *Journal of Industrial Engineering and Management*, 2(1): 10-30.

Dai, J. (2013): 'Three essays on green supply chain management'. *Graduate Theses and Dissertations.* 13301

Daly, H. and Coob, J. (1989): *For the Common Good.* Boston: Beacon Press.

Desore, A. and Narula, S.A. (2018): 'An overview on corporate response towards sustainability issues in textile industry'. *Environment, Development and Sustainability*, 20(4): 1439-1459.

Doyle, P. (1994): 'Setting business objectives and measuring performance'. *European Management Journal*, *12*(2): 123-132.

Fill, C. and Visser, E. (2000): 'The outsourcing dilemma: a composite approach to the make or buy decision'. *MCB University Press, Management Decision*. 38/1: 43-50.

Fortes, J. (2009): 'Green supply chain management: A Literature Review'. *Otago Management Graduate Review*, *7*(1): 51-62.

Freeman, R.E. (1994): 'The Politics of Stakeholder Theory'. *Business Ethics Quarterly*, 4(4): 409-421.

Friedman, M. (1970): 'The social responsibility of business is to increase its profits', *The New York Times Magazine* (13 of September 1970).

Frohlich, M., Dixon, J.R. and Arnold, P. (1997): 'A taxonomy of supply chain strategies'. *Proceedings of the 28th Annual Meeting of the Decision Sciences Institute*, San Diego, CA.

Geng, R., Mansouri, S.A. and Aktas, E. (2017): 'The relationship between green supply chain management and performance: A meta-analysis of empirical evidences in Asian emerging economies'. *International Journal of Production Economics*, 183: 245–258.

Genovese, A., Koh, S.C.L. and Acquaye, A. (2013): 'Energy efficiency retrofitting services supply chains: Evidence about stakeholders and configurations from the Yorskhire and Humber region case'. *International Journal of Production Economics*, 144(1): 20-43.

Global Footprint Network (2007): Análisis de la Huella Ecológica. [On line]. [Accessed: 03/05/2017]. Available at: www.footprintnetwork.org.

Gunningham, N., Kagan, R. A. and Thornton, D. (2004): 'Social license and environmental protection: why businesses go beyond compliance'. *Law and Social Inquiry*, 29(2): 307-341.

Hervani A, Helms M and Sarkis J. (2005): 'Performance measurement for green supply chain management'. *Benchmarking: An International Journal*, 12: 330–353.

Hultman, J. and Elg, U. (2018): 'Developing CSR in retail–supplier relationships: a stakeholder interaction approach'. *The International Review of Retail, Distribution and Consumer Research*.

Infante-Amate, J. and González-de-Molina, M. (2013): ''Sustainable de-growth' in agriculture and food: an agro-ecological perspective on Spain's agri-food system (year 2000)'. *Journal of Cleaner Production*, 38: 27-35.

International Conference of Work (2007): *La promoción de empresas sostenibles.* 96th meeting [On line]. [Accessed: 20/05/2015]. Available at: www.ilo.org.

Jackson, T. (2011): 'Societal transformations for a sustainable economy'. *Natural Resources Forum*, 35: 155-164.

Jensen, M. (2001): 'Value maximisation, stakeholder theory, and the corporate objective function'. *European financial management*, *7*(3): 297-317.

Jones, T. M., W. Felps and G. A. Bigley (2007): 'Ethical Theory and Stakeholder-Related Decisions: The role Measuring Stakeholder Integration of Stakeholder Culture'. *Academy of Management Review*, 32(1): 137-155.

Karimi, A. and Rahim, K.A. (2015): 'Classification of external stakeholders pressures in green supply chain management'. *Procedia Environmental Sciences*, 30: 27-32.

Kaur, A. & Sharma, P.C. (2018): 'Social sustainability in supply chain decisions: Indian manufacturers'. *Environment, Development and Sustainability*, 20(4): 1707-1721.

Kraljic, P. (1983): 'Purchasing must become supply management'. *Harvard business review*, 61(5): 109-117.

Lambert, D.M., Stock, J.R. and Ellram, L.M. (1998): *Fundamentals of logistics management*. Chicago, IL.: Irwin/McGraw-Hill.

Latouche, S. (2008): *La apuesta por el decrecimiento. ¿Cómo salir del imaginario Dominante?* Barcelona: Icaria.

Lee, S.Y. and Klassen, R.D. (2008): 'Drivers and Enablers That Foster Environmental Management Capabilities in Small- and Medium- Sized Suppliers in Supply Chains'. *Production and Operations Management*, 17(6): 573-586.

Mathivathanan, D., Kannan, D. and Haq, A. N. (2018): 'Sustainable supply chain management practices in Indian automotive industry: A multi-stakeholder view'. *Resources, Conservation and Recycling*, *128*: 284-305.

Meixell, M.J. and Luoma, P. (2015): 'Stakeholder pressure in sustainable supply chain management: A systematic review'. *International Journal of Physical Distribution & Logistics Management*, 45(1/2): 69-89.

Monczka, R., Handfield, R., Giunipero, L. and Patterson, J. (2008): *Purchasing and Supply Chain Management*, 4th edition, Cengage Learning.

Ombati, O.T. and Hirschsohn, P. (2015): 'Stakeholder Salience and Firm's Accountability on Sustainable Supply Chain Management Practices: A Case of MaxTech, Africa'. *Journal of Service Science and Management*, 8: 267- 278.

Plaza-Úbeda, J.A., De Burgos-Jiménez, J. and Carmona-Moreno, E. (2010): 'Measuring Stakeholder Integration: Knowledge, Interaction and Adaptional Behavior Dimensions'. *Journal of Business Ethics*, 93(3): 419-442.

Post, Preston and Sánchez (2002): *Redefining the Management and Organizational Wealth*. Ed.: Stanford University Book.

Reinhardt, F.L. (1999): 'Bringing the environment down to earth'. *Harvard Business Review*, 77(4): 149–157.

Rueda-Manzanares, A., Aragón-Correa, A. and Sharma, S. (2008): 'The Influence of Stakeholders on the Environmental Strategy of Service Firms: The Moderating Effects of Complexity, Uncertainly and Munificience'. *British Journal of Management,* 19(2): 185-203.

Sarkis, J., Gonzalez-Torre, P. and Adenso-Diaz, B. (2010). 'Stakeholder pressure and the adoption of environmental practices: the mediating effect of training'. *Journal of Operations Management*, 28(2): 163-176.

Sarkis, J., Zhu, Q. and Lai, K. (2011): 'An organizational theoretic review of green supply chain management literature'. *International Journal of Production Economics*, 130(1): 1-15.

Schneider, F., Kallis, G. and Martinez-Alier, J. (2010): 'Crisis or opportunity? Economic degrowth for social equity and ecological sustainability. Introduction to this special issue'. *Journal of Cleaner Production*, 18: 511-518.

Sekulova, F., Kallis, G, Rodriguez-labajos, B. and Schneider, F (2013): 'Degrowth: from the theory to practice'. *Journal of Cleaner Production*, 38: 1-6.

Shahlan, M.Z., Sidek, A.A., Suffian, S.A., Hazza, M.H.F.A. and Daud M.R.C. (2018): 'An examination on the influence of small and medium enterprise (SME) stakeholder on green supply chain management practices'. *IOP Conf. Series: Materials Science and Engineering*, 290: 1-5.

Sharma, S. and H. Vredenburg (1998): 'Proactive Environmental Strategy and the Development of Competitively Valuable Organizational Capabilities'. *Strategic Management Journal*, 19(8): 729-753.

Shrivastava, P. (2015): 'Organizational sustainability under degrowth'. *Management Research Review*, 38(6). [Accessed: 23/10/18]. Available at: https://doi.org/10.1108/MRR-07-2014-0157.

Smith, A.D. and Minutolo, M.C. (2014): 'Green supply chain acceptability and internal stakeholder concerns'. *International Journal of Logistics Systems and Management*, *19*(4): 464-490.

Sorman, A.H. and Giampietro, M. (2013): 'The energetic metabolism of societies and the degrowth paradigm: analyzing biophysical constraints and realities'. *Journal of Cleaner Production*, 38: 80-93.

Srivastava, S.K. (2007): 'Green supply-chain management: a state-of-the-art literature review'. *International journal of management reviews*, *9*(1): 53-80.

Stuart, H. (2002). 'Employee Identification with the Corporate Identity'. *International Studies Of Management & Organization*, 32(3), 28-44.

Tan, K.C. (2001). 'A framework of supply chain management literature'. European *Journal of Purchasing & Supply Management*, 7(1): 39-48.

Treleven, M. and Schweikhart, S. B. (1988): 'A risk/benefit analysis of sourcing strategies: single vs. Multiple sourcing'. *Journal of Operations Management*, 7(3-4): 93-114.

United Nations. (2015). Transforming our world: The 2030 agenda for sustainable development. *Resolution adopted by the General Assembly*.

Walsh, J. P. (2005): 'Book Review Essay: Taking Stock of Stakeholder Management'. *Academy of Management Review,* 30(2): 426-438.

Wieland, J. (2011): 'The Firm as a Nexus of Stakeholders: Stakeholder Management and Theory of the Firm'. *Corporate Governance and Business Ethics*. Ed: Brink, Alexander.

Williamson, P. J. (1991): 'Supplier strategy and customer responsiveness: Managing the links'. *Business Strategy Review*, 2(2): 75.

Wittke, K. (2014): 'The Contribution of Stakeholder Theory to Supply Chain Management A Theory Evaluation'. *3rd IBA Bachelor Thesis Conference*, Enschede, The Netherlands.

Wolf, J. (2014): 'The relationship between sustainable supply chain management, stakeholder pressure and corporate sustainability performance'. *Journal of business ethics, 119*(3): 317-328.

Wong, L.T. and Fryxell, G.E. (2004): 'Stakeholder influences on environmental management practices: a study of fleet operations in Hong Kong (SAR), China'. *Transportation Journal*, 43(4): 22-35.

Wu, H.J. and Dunn, S.C. (1995): 'Environmentally responsible logistics systems'. *International Journal of Physical Distribution & Logistics Management, 25*(2): 20-38.

Young, W., Hwang, K., McDonald, S. and Oates, C.J. (2010): 'Sustainable consumption: green consumer behaviour when purchasing products'. *Sustainable development, 18*(1): 20-31.

Zhu, Q. and Sarkis, J. (2004): 'Relationships between operational practices and performance among early adopters of green supply chain management practices in Chinese manufacturing enterprises'. *Journal of Operations Management,* 22(3): 265-289.

Zhu, Q. and Sarkis, J. (2006): 'An inter-sectoral comparison of green supply chain management in China: drivers and practices'. *Journal of Cleaner Production*, 14(5): 472-486.

Zhu, Q., Sarkis, J. and Lai, K.H. (2008): 'Green supply chain management implications for "closing the loop"'. *Transportation Research Part E: Logistics and Transportation Review*, *44*(1): 1-18.