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## **Book Review**

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**Business, Market and Sustainability**  
**by: Ilias P. Vlachos and George Malindretos**  
**Published 2015**  
**by Bentham Science Publishers Ltd.**  
**Executive Suite Y-2, P.O. Box 7917,**  
**Saif Zone, Sharjah, United Arab Emirates, 232pp**  
**ISBN: 978-1-68108-026-0**

The Brundtland Report (World Commission on Environment and Development, 1987) assessed the world's most critical challenges concerning the environment and highlighted the need to shift to a more sustainable system for our future generations. However, the current global development model is still falling short of prioritising sustainability. Towards that end, policy makers are engaging in discouraging unsustainable business practices. In this interconnected world, that means business practices that facilitate pollution reduction, and involve waste management supported by green innovations are a key source of competitive advantage in the supply chain industry.

The term of 'supply chain management' appeared in the literature around the '80s. Nevertheless, the term 'logistics', derived from the world of ideas, has conquered the world of tangible assets in the middle of the 20th century. In ancient times, the philosopher Aristotle linked logistics to the part of the reason related to a calculative faculty, or deliberation (Edel, 1995). Sustainability through the different relationship processes, functions and activities in the chain of actors can be seen as an operationalisation of the notion of the calculative part of the reason connecting sustainable supply chain management (SSCM) with the very first meaning of logistics.

Market, business and sustainability offers an interesting point of entry to the sustainability approach with the supply chain concept by presenting a collection of chapters, which cover the key concepts of the field. The book consists of 12 contributions offering a comprehensive picture of the supply chain management and its contemporaneous challenges by bringing inputs from different sectors as construction, food, and also providing various approaches with reviews and quantitative works. Doing so, the book can be used as an important guide for integrating sustainability into the supply chain.

The first chapter presents a literature review on the evolution of the concepts of sustainability, development (SD) and SSCM. The chapter reviews the concepts of natural resources management, environmental issues, green supply chain, and also discusses the criticism on SD and SSCM. This chapter offers a comprehensive approach, which allow any reader to apprehend the trends affecting SSCM.

The second chapter presents a lean application within the construction sector. Looking at two major projects from a leading company in Hong Kong, it emphasises the importance of the implementation framework in the construction supply chain consisting of the common determinant of lean manufacturing principles. The chapter also highlights managerial implications allowed by building information modelling (BIM) technology in prefabrication and modularisation in the supply chain focusing on the improvement in wastes analysis and sustainability.

Facing growing contemporary metropolises, 'city logistics' has become an important matter calling for an integrated approach. The third chapter helps understand the management of goods and wastes from the city's unit of analysis and also provides a study of applied city logistics solution for goods with example from around the world as Germany, Japan, Holland, Austria or Sweden. The chapter provides an interesting panorama of the different solutions applied and brings out important points about municipal solid waste transport issue and proposing a taxonomy of the different city logistics models.

Based on a conjoint cluster analysis, the fourth chapter explores consumption behaviour and attitudes towards sustainable pork production and consumption. The results raise interesting controversy regarding past surveys, concerning sustainability issues in food production reported very high. The study points to the subjectivity in consumers' expectations toward pork quality and healthiness and weak relationship between consumer attitudes and behaviour. The study presents various avenues for futures research as in other context or using other profiles of respondents.

The following chapters investigate concepts associated to food supply chain. The fifth chapter presents the specifics of food supply chain networks and the articulation of the different chain business processes. Beyond traditional key performance indicators, it also explores supply chain strategies to improve food quality. This part ends on a focus on closed loop supply chain principles and discusses the articulation of the different objectives emanating from the logistic network.

The sixth chapter presents the concept of reverse logistics and discusses its implementation barriers, reverse logistics in food supply chain with examples from different companies and also presents a panel of solutions for wastes processing and tracing techniques for reverse chains. This chapter is very useful for academic or practitioners who wish to engage in the reverse logistics literature and processes.

The seventh chapter looks at sustainable procurement from a customer perspective. After a literature review on the evolution and strategies tied to sustainable procurement, the authors of this chapter propose a four levels model where sustainability and innovation supplement the traditional layers of market and quality levels. Thus, this chapter proposes an interesting approach to value creation processes in sustainable procurement, which open the way for future research to enhance the model proposed.

Food industry often goes hand in hand with intensive resources use. In doing so, European agro-food chains experience pressures toward more resources efficient processes. The eighth chapter deals with the key trends affecting agro-food supply chains and explores future research opportunities all along the supply chain processes by looking at resource efficiency in its different phases. The writers explore key indicators which could provides new datasets and highlight the shift from sustainability to resource efficiency which is presented as a more mature step of the supply chain management assessing the resource impact of products.

The ninth chapter investigates the lean and green paradigm in agri-food chain and highlights the benefit of the combination of lean and green practices. Providing example from a food manufacturer, a brewery and the automotive industry they illustrate the application and evolution of two different approaches. This chapter emphasises the symbiosis created by taking a holistic approach to lean and green contributing to the effectiveness of green improvement and a more ethical approach for lean.

Investigating the problems of an offshore and nearshore combination of stock management, the tenth chapter suggests a framework to identify the optimal supply chain path. The strategic design of such a supply chain needs to address the mix of production capacity allocation between production facilities and the optimal path that minimise the total landed cost. This chapter offers an interesting approach by investigating the issue of optimal sourcing mixture, the optimal port selection and the issue of sustainability in the supply chain. An example of a case study of white goods is considered. Building on the six problem instances related to such an offshore and nearshore combination and the identification of break even point values associated with CO<sub>2</sub> emissions in the paths, therefore, presents an interesting new research opportunities related to the strategic design of the supply chain.

The 11th chapter proposes an optimisation model taking into account the environmental protection into the modelisation of the logistical system. The integrated logistical system's model takes into account inventory, production, and delivery as well as pollutant emissions' costs and proposes an algorithm for solving the optimisation model. Following the works on the Wagner-Whitin type multi-item inventory model and the optimisation model of integrated logistical system, this chapter offers an interesting approach which propose further developments to integrate other sustainability metrics into the model.

The final chapter uses the concepts of business, market and environmental sustainability as a reading key to review the different chapters proposed. It offers an additional perspective on the broad themes displayed in the book.

*Business, Market and Sustainability* provides rich content to purposefully approach the relevant topics and trends affecting the 'new economy' (Dana et al., 2008). In our increasingly interconnected world, SSCM will have to innovate to cope with the demands of growing metropolises and the associated threats of environmental contamination that they pose. This book provides a solid basis for any practitioner or researcher who would like to join in the discussion on the subject.

## References

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