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A proposed framework for applying Sustainable Supply Chain Management as an approach to improve Egyptian companies' performance

A Thesis submitted in partial fulfillment for the PhD. Degree in
Business Administration

By

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

﴿اقْرَأْ بِاسْمِ رَبِّكَ الَّذِي خَلَقَ (١) خَلَقَ الْإِنْسَانَ

مِنْ عَلَقٍ (٢) اقْرَأْ وَرَبُّكَ الْأَكْرَمُ (٣) الَّذِي عَلَّمَ

بِالْقَلَمِ (٤) عَلَّمَ الْإِنْسَانَ مَا لَمْ يَعْلَمْ (٥)﴾

صدق الله العظيم

Dedication

I dedicate my humble effort

*To
Azza & Mamdouh*

*My mother and father, my role models, whose
ongoing trust, love and encouragement enabled me to
achieve this work*

*To
Mohamed*

*My husband, the blessing to my life, for his
continuous support, patience and love*

*To
Mariam and Marwan*

*My daughter and son, the love of my life. I wish I
could be a better me for them.*

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List of Abbreviations

Concept	Abbreviation
Cooperation with Customers	CC
Egyptian Corporate Responsibility Index	S&P/ EGX ESG
Egyptian Stock Exchange	EGX
Environment, Social and Governance	ESG
Environmental Friendly Purchasing	EFP
Global Compact	GC
Global Reporting Initiative (GRI)	GRI
Green Purchasing	GP
Green Supply Chain Management	GSCM
Internal Environmental Management	IEM
Investment Recovery	IR
Millennium Development Goal	MDG
Ozone Depleting Substances	ODS
Social and Resilient Supply Chain	SRSC
Supply Chain Management	SCM
Sustainable Development Goal	SDG
Sustainable Supply Chain Management	SSCM

Abstract

The relationship between the application of sustainable supply chain management practices and company's performance has yielded inconclusive results as it assumes implicitly, that this relationship is direct. Moreover, there is scarcity in research that examines this relationship while considering the sustainability of supply chains in a comprehensive manner. The purpose of this research is to study this relationship while considering sustainable supply chain management (SSCM) as an expansion to green supply chain management (GSCM) added to it social and resilient supply chain practices (SRSC).

A framework is proposed that describes the relationship between SSCM and company performance in terms of environmental, economic and operational measures. The empirical evidence indicates that there is not a direct relationship between SSCM practices and company performance. However, SSCM as composed of GSCM and SRSC practices have a significant positive effect on company performance, having the highest effect on the operational measures. Moreover, the social resilient supply chain practices partially mediates the relationship between GSCM and company performance. And GSCM practices positively affect application of SRSC practices in the studied companies.

Keywords: sustainable supply chain management, green supply chain management, social supply chain, resilient supply chain, performance, Egypt, corporate responsibility index