

From Policy to Practice: A Gap Analysis of Supply Chain Sustainability
Implementation in Chang Jiang Industrial Company Pvt Ltd.



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DECLARATION

I declare that this is my own original work and has not been submitted, in whole or in part, for any other degree or professional qualification.

All sources of information used in this dissertation have been fully acknowledged and referenced in accordance with academic conventions. Where the work of others has been used, it has been clearly cited.

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ABSTRACT

The focus of this dissertation is the implementation of sustainability policy in practice and the resulting disconnect in the case of the supply chain of Chang Jiang Industrial Company Pvt. Ltd. while some strategic effort is being made as to sustainability, little is known about how sustainability policy is leveraged into a chain of operations especially in Private Economies based companies. It analyzes experiences and trends in policy intent–practice linkages across major policy-relevant supply chain functions and pinpoints factors that exacerbate the policy–practice gap.

The approach used was qualitative case study to capture in-depth organisational realities. The data were gathered using semi-structured interviews with respondents who were those involved in procurement, logistics and supplier management and operational decision making in the organization, and secondary analysis of internal organizational documents were carried out. Thematic analysis, policy–practice mapping and gap matrix methods were used to systematically compare formal and actual commitments.

Results show that sustainability is largely symbolic and plays a more strategic rather than operational role. Policy is recognised at managerial level, but implementation differs between functions, remains limited by cost pressures, is time bound, monitoring systems are weak and there is a lack of technological integration. Serious deficiencies were found with supplier practices, accountability structures and systems for measuring suppliers' performance regarding sustainability. Additionally, priorities for sustainability are weakened moving from strategic planning to operational implementation.

A study adds to Sustainable Supply Chain Management (SSCM) literature by pointing out challenges faced for implementing it within a context of an emerging economy. Guided by the Institutional Theory and Resource Based View, it shows how policies are formed as a result of external pressures, and internal capability constraints affect the execution of the policies. It calls for improved monitoring mechanisms, KPIs incorporating sustainability, supplier development initiatives and the development of robust governance structures. The overall outcome of the research highlights that sustainability should be brought into the company procedures instead of being limited to adopting a policy.

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LIST OF ABBREVIATIONS

Abbreviation	Full Form
SSCM	Sustainable Supply Chain Management
SCM	Supply Chain Management
ESG	Environmental, Social and Governance
RBV	Resource-Based View
KPI	Key Performance Indicator
IT	Information Technology
CMP	Consent Management Platform (<i>only include if retained in final draft</i>)
SME	Small and Medium-sized Enterprise
TBL	Triple Bottom Line
GSCM	Green Supply Chain Management
DEMATEL	Decision-Making Trial and Evaluation Laboratory
PLS-SEM	Partial Least Squares Structural Equation Modelling
COVID-19	Coronavirus Disease 2019