

Drinking Responsibly

The Role of Collaboration in Sustainable Supply Chain Management within the Beverage Industry

Background

- For many corporations, global supply chains contribute over 90% of their GHG emissions.
- Despite abundant sustainable supply chain management (SSCM) literature, companies face challenges integrating practices in collaboration with their supply chain, resulting in ineffective greenwashing campaigns.
- Thus, a crucial shift toward collaborative strategy is needed to address sustainability challenges within specific global supply chains.

Research Question



How does collaboration moderate sustainable supply chain management?

I did my **internship** with Talking Rain Beverage Company. As a responsible sourcing intern, my mission was to develop and administer a responsible sourcing pilot program using the SSCM practice: supplier sustainability performance assessments.

Methods



Literature Review

exploring collaboration in SSCM practices, specifically within supplier sustainability performance assessments



Supplier Assessment Design

quantifying Tier 1 suppliers' sustainability performance and identifying shared sustainability initiatives with Talking Rain



Assessment Administration

releasing the survey and communicating the intent to form collaborative relationships around sustainability initiatives



Post-Assessment Interviews

reflecting on the survey experience, sharing sustainability goals, and identifying feasible opportunities for collaboration

Results

Understanding the nature and structure of supply chain relationships combined with assessing a firm's collaborative capability, significantly influences the success of SSCM practices.

- The **nature** of relationships refers to their level of complexity, characterized as either...

Cooperative relationships prioritize information sharing over mutual resource allocation, being informal and minimal in SSCM.

Coordinative relationships, more formal and interdependent than cooperatives but less so than collaboratives, involve sharing some resources and skills to achieve common objectives.

Collaborative relationships, ideal for complex and uncertain supply chains, feature blurred organizational boundaries and higher transactional costs due to increased resource sharing.

- The **structure** of relationships refers to actors' capacity to collaborate and depends on structural characteristics such as organizational design, information sharing, trust, resource allocation, formality of agreement, etc.

- A firm's **collaborative capability** as seen in Figure 1, helped to determine whether proactive collaboration would develop with the participating suppliers.

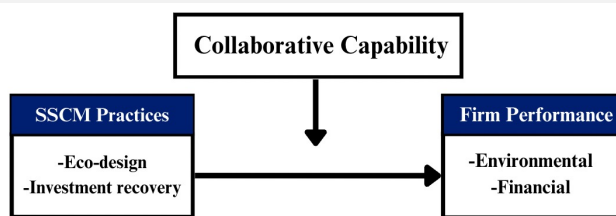


Figure 1. A firm's collaborative capability (ability to leverage other actors' resources) moderates sustainable supply chain management practices (Choi and Hwang, 2015).

Figure 2. Talking Rain Tier 1 Supplier Sustainability Performance Scorecard

Supplier A

Supplier Scorecard

Most Recently Updated: 8/29/2023

The purpose of this scorecard is to visualize how Talking Rain's suppliers are meeting sustainability and performance standards.

Scale of Excellence*	
Company Management	● ● ● ● ●
Leadership	
Internal Sustainability Efforts	
Social Sustainability	● ● ● ● ●
Social Management	
Health and Safety	
Environmental Sustainability	● ● ● ● ●
Environmental Management	
GHG Emissions	
Energy efficiency	
Water Security	● ● ● ● ●
Water and Soil Management	
Water Efficiency	
Materials and Packaging	● ● ● ● ●
Waste Efficiency	
Responsibly Sourced Materials	
Packaging and Circularity	
Supply Chain Risk and Mitigation	● ● ● ● ●
Energy	
Water	
Materials and Packaging	
Supplier Communication	

*The scale of excellence represents the score calculated from the survey responses on a 5 point scale.

Implications

- Understanding the nature, structure, and collaborative capabilities of those involved allows firms to form strategic relationships minimizing supply chain risks.
- Firms need to develop SSCM practices with the intention of developing collaborative supply chain relationships to extend beyond solely sharing information.
- Future research efforts should examine collaboration's effect on other SSCM practices outside of supplier assessment reporting.

Acknowledgments

Thank you to Erik Throndsen, Ben Packard, UW faculty and staff, and my friends and family for supporting me throughout this project!