

Value Creation by Sustainable Supply Chain Horizontal Integration

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Abstract : This paper aims to show evidence that value creation by sustainable methods is achieved when a relation is shared with a sustainability attribute between two or more companies in every stage of the supply chain. The pillars of this paper, the value creation factors, attributes of sustainability and various relations that exist between firms in a horizontally integrated supply chain are defined. Further, a relational analysis was done using a simple analysis tool built based on research. Couple of case studies from the German manufacturing and Australian retail sectors were considered for the intra industry analysis and comparison. Taking the analysis ahead, for inter-industry comparison, the same cases were scrutinised in order to understand how the sustainability attributes change across each industry. Concluding, this paper gives an overview of how companies can plan their strategies to attain sustainability through horizontal integration.

Keywords : horizontal integration, value creation, sustainable supply chain

Conference Title : ICSCLE 2015 : International Conference on Supply Chain and Logistics Engineering

Conference Location : Paris, France

Conference Dates : October 29-30, 2015