

PHD Thesis Title: *Sustainable Procurement in Supply Chain focusing on Danish Context*

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Abstract in English

Due to the growing global attention of addressing the sustainability issues like climate change, environmental degradation, resource depletion, water scarcity, inequality, and global equity, the concept of Sustainable Procurement (SP) has received huge recognition among the academic and the practitioners' community. The integration of sustainability into the procurement activity of public and private organizations has the potential to drive a nation towards the attainment of one of the United Nations' sustainable development goals (UN SDGs). The goal of sustainable consumption and production (in particular, SCP-SDG 12) helps the nation to follow the global agenda of moving towards the sustainability roadmap. Hence, to contribute towards the global and national agenda of working towards sustainability concepts, this Ph.D. thesis focuses on SP implementation under the Danish context.

Although the Danish strategy on implementing sustainable procurement through the forum for Sustainable Procurement focuses both on the public and private sector organizations, the degree of SP implementation is not the same across public and private sector organizations. It is important to note that SP implementation in private sector organizations not only improves the individual performance of the private companies and their supply chains to steer towards the sustainability roadmap but also possesses the capability to influence the performance of the Sustainable Public Procurement process. Together, it is possible to make a change in both local and global market conditions of shifting the customer focus of traditional products procurement to sustainable friendly products procurement. Therefore, to encourage private sector organizations and their supply chain members to successfully integrate sustainability into their procurement process, this Ph.D. thesis proposes a framework that helps private sector organizations to undergo organizational change management for sustainability. This organizational change will provide private sector management with better understanding by analyzing the drivers to change, barriers to change, and practices required to change to

promote SP in the Danish context. Therefore, this study formulates one main research question, from which eight sub-research questions are framed and addressed through four papers. The main research question addressed in this Ph.D. work is,

“What is the nature and extent of the SP implementation in the supply chain focusing mainly on the Danish context?”

To attain the main research objective, this Ph.D. study proposes a research framework that employs a multi-methodological method of collecting data through the act of performing a systematic literature review, an exploratory study under the multi-tier supply chain context, and a single in-depth case study that explains the mixed method. The main objective of the systematic literature review is to identify the list of SP drivers, barriers, and practices required for the organizational change that needs to occur in transforming the traditional procurement to the sustainability led procurement process in an organization. The exploratory study under the multi-tier supply chain context aims to identify the key drivers of SP under the perspective of the four supply chain entities: namely, a Danish focal case company, its supplier, sub-suppliers, and its customers. The approach and theory are validated for testing through the deductive approach. The aim of performing the single in-depth case study is to execute the analysis of the key SP drivers and barriers with regard to the focal case company considered for this Ph.D. thesis. Along with the SP drivers and barriers analysis, key SP practices with regard to the focal case company, who is positive and proactive towards the SP implementation, are identified by executing the in-depth case study.

Overall, this Ph.D. study contributes to both academic and practical contexts by researching sustainable procurement concurrently with the global agenda of working towards the UN SDGs 2030. Academically, this research provides a theoretical contribution based on the organizational change management theory to create a framework/toolkit to support SP implementation while considering factors such as the drivers to change, barriers to change, and the technical know-how (i.e., practices) required for SP implementation. Empirically, this research provides guidance for the practitioners/organizations who plan to work towards the SP initiatives to understand the key factors required to make a change in their organization and supply chain context.