Mapping Corporate Responsibility and Sustainable Supply Chain: an exploratory perspective

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Research co-authored with Valentina Carbone and Vincenzo E. Vinzi
Research objectives

- Combining the social and environmental perspectives both at corporate and supply chain levels
- Global and longitudinal approach contrasting with previous case study methodology
- Exploratory approach aiming at highlighting trajectories of CR performance.

What patterns emerge for CR performance according to different institutional contexts?
Methods

• **Data source**: Innovest database, leading rating agency of non-traditional performance indicators

• **Sample**: about 1200 companies observed from 2004 thru 2009 (29000 unique observations) belonging to 39 different countries and 16 industries.

• **Data analysis**:
  – MFA (Multiple Factor Analysis) aimed at analyzing the link between homogeneous sets of variables
  – Sets of variables: Global Ratings, Corporate environmental strategy, Corporate environmental (policies and tools), Corporate Social items, Supply Chain Environment, Supply Chain Social.
Different dimensions of sustainability

Alignment between:
- Social Strategy (corporate level)
- Social Supply chain

Alignment between:
- Global Rating
- Environmental strategy
- Tools and environment policies
- Environmental Supply chain
Promising evidence for a gradual incorporation of CR principles into business practice, both at the corporate and the supply chain levels.

2009 downturn effect.

Convergent behaviour?
CSR practices per country

Discrepancies between countries

Relative homogeneity within each System of Capitalism (Amable’s taxonomy)

Country specificities:

• CEE (Ireland as an outlier) & SDE are leading
• US lagging behind UK/Canada (but improving)
• ME: poor envt degrading in social
• Weak results of AE except Japan in environment.

Trends (2004-2009) of groups of countries

-Similar paths for SDE, CEE and MBC
- Improvement on one dimension for less mature groups (AE, ME and OC)
Importance of stakeholders’ pressures, whether non market-based (mainly regulation) or market-based

Labor intensive and under public scrutiny sectors (textile, retail and consumer goods) are best performing on the social dimension

Converging behaviors of industries over time
Key findings

- Sustainable supply chain matters in Corporate Responsibility both overall and on each dimension of sustainability (environmental and social)
- Social and Environmental dimensions are independent
- Predominance of environmental vs social dimension in overall CR performance
- CR patterns are time and context (country, industry) dependant.
- Evidence of contagion and convergent behavior over time.