Sustainable Logistic Operations –
Study of Leading MNC from FMCG Sector of Pakistan

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Abstract:
In recent years, due to environmental implications many global issues such as global warming, greenhouse gases (GHGs), natural hazards, air & water pollution, landfills, energy crisis have gained fabulous attention. Consequently, sustainable supply chain practices emerged as competitive weapon and since then organization(s) are consistently endeavoring hard to adopt sustainable strategies. Presently, there is a theoretical argument for the use of sustainable practices in logistics operations. Still, there is a lack of clarity and empirical evidences regarding successful adoption of sustainable practices especially when companies’ outsource their logistics operations. This paper through case study of leading (food & beverages) MNC from FMCG sector of Pakistan, exposed various successful practices such as audits, partial usage of LEED criteria in building design, use of LED lights, bar coding and tracking system, use of wooden pallets for storage, energy efficient material handling equipments, employees training, load management, fleet management, route management, third party material handling system and adoption of latest technologies, as key practices contributing significantly towards economic, social and environmental sustainability. The paper also highlights the positive contribution of green practices on the firm’s performance.

Keywords: Sustainable practices; Transportation; Warehousing; MNC; FMCG; Pakistan;

I. Introduction
The ever growing demand for the adoption of environmental friendly strategies has changed the focus of social scientists towards sustainability. In recent years, emerging global issues like, global warming, greenhouse gases (GHGs), natural hazards, air & water pollution, landfills, and energy crisis are provoking both academicians and practitioners to review and redesign their existing business strategies. In accordance, like many other business areas, supply chain researchers are also investigating the current and future implications of sustainable issues including environmental (climate change, pollution emission, bio-diversity, energy efficiency, etc.), social (human health, community livability, public involvement, etc.) and economics (productivity, cost, trade,
tax, barriers, etc.) and their individual and cumulative impact on supply chain strategies. At present, the focus of researchers is to define and determine the scope of sustainable supply chain management (SSCM). Accordingly, green packaging, eco-labeling, green products, eco-production, eco-inventory, eco-purchasing, waste management, recycling, re-manufacturing and related perspectives have been probed and are still under interrogation. Amazingly, the scope of investigation is confined to functional areas that normally being managed within four walls of the firm. Despite of the fact that sustainable logistic operations which majorly include warehousing and transportation can significantly contribute towards sustainable achievements, however, this perspective has been surprisingly ignored.

Perhaps, lack of attention is because of the fact that mostly firm(s) outsource its logistic operations to third party logistic service providers which are named as 3PLs. It is therefore the impact of green practices especially sustainable logistic practices on the firms’ overall performance and consequently its contribution towards environmental sustainability remained over shadowed. Observing the scarcity of research, authors like, Guilherme et al. 2013, Halldorsson and Kovacs, 2010, Abukhader and Jonson, 2004, have recommended the need to investigate different aspect of sustainability (energy efficiency, pollution emissions, carbon foot prints, etc.) especially in context of logistic operations. Considering it as a significant research gap, an attempt has been made through this paper to investigate current sustainable logistic practices and their impact on organizational performance.

For the said purpose, one of the leading MNC from FMCG sector of Pakistan was selected as sample case, wherein, in-depth interviews were conducted from policy markers. Managers were asked to elaborate their organizational sustainable policy, current sustainable logistic practices and share the impact of these practices on organizational performance. The specific organization is selected as sample case because the firm has recently incorporated sustainable measures in its logistic operations and has officially announced sustainability as its strategic priority. It is believed that the outcomes of this case study will substantially contribute towards knowledge doctrine and will provide meaningful evidences to theorize the philosophy of ‘sustainable logistic management’ (SLM).

II. Literature Review

Sustainability means “the capacity for continuance into the long term future” (Center of Sustainability, 2004). Earlier, Mega and Pedersen (1998) defined sustainability as “equity and harmony extended into future, a careful journey without endpoint, a continuous striving for harmonious co-evolution of environmental, economic and socio-cultural goals”. It means the term “sustainability” stands for smart use of resources, keeping in view the environmental/ecological, economic and socio-cultural requirements of the future generations. In supply chain context it stands for smart use of resources from the point-of-origin to the point-of-consumption. For example, Carter and Rogers (2008, p.368) defined sustainable supply chain management as “the strategic, transparent integration and achievement of an organization’s social, environmental, and economic goals in the systematic coordination of key inter-organizational business processes for improving the long-term economic performance of the individual company and its supply chain”. In similar tune, Klassen and Johnson (2004) stated, SSCM as the alignment and integration of environmental management within supply chain management.
Within supply chain, sustainable theme was viewed from different perspectives e.g. green packaging (Mollenkopf et al., 2005; Garcia-Arca and Prado, 2008), green purchasing (Green et al., 1998, Murray, 2000; Walker and Brammer, 2009), green logistics (Murphy et al., 1994; Quariguasi et al., 2008), reverse logistics/reverse supply chain, product stewardship (Daugherty et al., 2001; Snir, 2001; Skinner et al., 2008), and green supply chain (Kainumaa & Tawarab, 2006; Zhu et al., 2008). The outcome of these researches majorly substantiates the need of smart use of resources while focusing three key dimensions i.e. social, environmental/ecological and economics. Despite of variations in the outcomes, still, researches have unanimously established one point “sustainable agenda” for further explorations.

In recent years, logistics industry has emerged as specialized industry with wide range of services including fleet consolidation, route management, inventory management, order fulfillment, etc. Therefore, researchers believed that among various supply chain functions, logistics (warehousing and transportation) due to its high monetary cost and environmental impact can significantly contribute towards sustainable achievements. Due to globalization, the target market(s) have been extended across the world and it has signified the need of efficient and effective logistic management. In general, customers intend to have products with minimum waiting time and maximum delivery performance. This has stressed the importance of efficient logistic operations and consequently organization(s) are struggling hard to attain ‘logistics’ as competitive weapon (Ozgur, 2012).

Today, logistic operations are proportionately consuming more energy resources as compared to many manufacturing firms in the world. It is therefore argued that sustainable logistic policy (strategy) must be adopted, particularly, when firm(s) outsources its logistic operations. Engaging third party logistic service providers has extended the curiosity of academicians and practitioners to understand their role and contribution in attaining organizational sustainability. Stressing the need to adopt sustainable logistic practices, Ping (2009, p.340) states that “modern green logistic management is based on the theory of sustainable development”. According to Markley and Davis (2007, p.767), logistic involves “the activities to obtain incoming materials and distribute finished products to the proper place, at the desire time, and in the optimal quantities”. It means sustainable practices can be implemented in various logistic operations like, transportation, warehouse (storage) and reverse logistics activities.

Keeping in view the magnificent repercussion of green practices, firms all over the world are re-shaping their existing logistics strategies to make them more environmental friendly and therefore re-structuring their resource utilization programs. For example, Xerox has replaced their larger vehicles with smaller fuel efficient vehicles without sacrificing cargo space (Dutton, 2009). Wal-Mart has introduced the same initiatives by replacing their existing fleet with new fuel efficient vehicles. Kraft Food Inc. in collaboration with EPA’s Smart Way Transport has attained 7% fuel efficiency by optimizing their routing and internal network, consolidate their distribution network and has successfully reduced multiple stops (Dutton, 2009). Young (2009) observed that some sustainable practices like, full assets utilization, increase of unit size by means of small lots and full loads, service cost reduction or elimination along with integration have facilitated European Chemical industry to reduce its carbon foot print. Similarly, Wilson (2010) in his study of US dairy and ice cream industry has exposed that fleet tier
management of delivery trucks has helped the industry in attaining manufacturing cost reduction, performance improvement and also considered it as useable measures towards sustainable logistic management.

Transportation due to high fuel or energy requirement/consumption and its after affect in the form of GHG emissions like carbon dioxide (CO₂), considered as one of the major logistic operation that need ‘sustainable’ transformation. Though limited, however, efforts have been made to investigate energy consumption and it’s after effect in context of transportation. For example, Browne and Allen (1998) pointed out that road transportation is causing serious problems of energy usage. Thuermer (2008) reported that cost of transportation fuel comprises 30-35% of the total costs of some carrier. According to World Economic Forum (2008) the logistic and transport sector generate 2,800 mega tones CO₂. Growing environmental awareness and sensitivity of the issue has compelled the scientists to invent new mode(s) of transportation that contribute towards sustainability. Resultantly, many sustainable measures such as cruise control, reduction in left hands turns, switching to alternative or hybrid fuel technologies, GPS units, and automatic engine shutdowns have been suggested (Dey et al. 2011).

In addition to technological developments, social sustainable dimension of transportation has also been highlighted. For example, Guilherme et al. (2013) have stressed the need to have consistent trainings and awareness of drivers. They suggest that training sessions must include awareness of drivers about child labor, sexual exploitation, respect and fulfillment of traffic rules and regulations and specified working hours. According to them, driving in conscious way helps reducing the vehicle maintenances, as well as the risk of accidents. Malinverni (2008) reported that Unilever has attained zero level of serious accidents through a program of selection, consciousness-raising, monitoring and improvement in the driver support infrastructure that include rest rooms, physiotherapy, and a labor doctor, etc.

Like transportation, warehouse is another supply chain node that also remains neglected in context of sustainable development. Warehouse(s) also needs considerable amount of energy for the purpose of heating, lightening, cooling, etc. A recent report by carbon trust (2008) declared that warehouse(s) consume more energy than commercial buildings. Very exceptional, however, authors have also suggested measure to establish sustainable warehouse(s). Today, modernized, well equipped and state-of-the-art distribution centers (DCs), cold chains and inventory management strategy like cross dock, JIT-I, JIT-II, Vendor Managed Inventory System, Supplier Managed Inventory System are among the most prominent sustainable measures practiced by leading national and multinational organizations. Dhooma and Baker (2012) presented framework for energy conservation in existing warehouse. Use of LEED criteria in the construction of warehouses and distribution centers, ergonometric evaluation, accident free work space, use of natural light, ventilation, use of halogen lamps, water re-use, solar energy systems, etc. have been recommended to reduced energy conservation. Moreover, it is observed that high inventory levels are costly and can extend the risk of deterioration, obsolescence, loss and high administrative cost. It is therefore, small lots, relatively short distances warehousing, warehouse management information systems (WMS) should be practiced.

Scarcity of research justifies the need to explore the key sustainable practices
especially in logistic operations that have significant impact on organizational sustainable achievements. It is strongly argued that by examining green logistic practices and by exploring their impact on organizational performance can provide valuable empirical evidences for managerial implications. Moreover, the role and contribution of third party logistic service providers in attaining sustainable achievements can also provide meaningful input to business managers.

III. Methodology

The case study is used as research methodology to attain the objectives of this study. Keeping in view the scarcity of research in the area of sustainable logistic operation, especially in under developing countries like Pakistan, it would be significant to have a systematic analysis of a real situation that can lead to new and creative insights, and finally help in developing new theories. For the said purpose, current sustainable logistic practices of one of the leading multinational FMCG have been reviewed and the impact of sustainable logistic operations on firm’s performance has been observed. To ensure confidentiality, the name of said organization is not disclosed in this case study. Hereafter, the said organization will be named as ‘firm’. It is believed that the outcome of this case study has high validity with practitioners - the ultimate users of research.

The specific organization is selected as sample case because the firm has recently incorporated sustainable measures in its logistic operations and has officially announced sustainability as its strategic priority. Secondly, as the firm has outsourced its logistic operations to 3rd party logistic service provider (3PL), hence, studying firm’s (sustainable) requirements from its logistic partners can help in understanding direct and indirect impact of their requirements on the firm’s performance. Finally, studying the specific firm helped us in understanding the role and contribution of 3PL in attaining social, economic and environmental sustainability. It is because the effort of the firm towards sustainable achievements especially through its logistic operations is largely based on sustainable practices normally exercised by its logistic partners.

Formal approval for data collection was attained two weeks in advance and the purpose of study was communicated to concerned managers to ensure healthy input/discussion from each manager. Interview guide comprising open ended questions were emailed to participants. Later, data was collected through in-depth interviews and discussion with managers. Respondents (managers) were selected based on four important criteria’s which were; a) current supply chain manager/s; b) respondent remained engaged in logistic activities or having relevant experience (expertise); c) decision makers (top management) directly or indirectly engaged in decision making process; and/or d) official representative responsible for sustainable initiatives. Based on this selection criteria’s, this study include the response and opinion of supply chain manager, manager logistics, manager operations, and manager safety, health & environment. It is argued that the respondent included in this study are mostly engaged in decision and policy making, hence, the outcome of this study is highly reliable.

IV. Findings & Discussion

The selected firm in this case study is a leading multinational food & beverages company working in FMCG industry of Pakistan. Since 1997, the firm has established series of sustainable performance indicators (EPIs) on consolidated basis covering their manufacturing operations. Company is consistently working on emissions reduction at its
factories, engaged in reducing and treating waste water, and also involved in making their packaging environmentally friendly. The specific organization is selected as sample case because the firm has recently incorporated sustainable measures in its logistic operations and has officially announced sustainability as its strategic priority. The said firm is also included in the Dow Jones Sustainability Index. The firms included in the Dow Jones Sustainability Index (DJSI) are normally selected through systematic assessment of corporate sustainability practices.

The firm is a food processing company with key focus on nutrition, health and wellness of the people. Company is offering wide range of products which include, milk, juices, chocolates, yogurt, coffee, noodles, mineral water, etc. To make the product(s) readily available in the market, company has established independent supply chain department in 2001. Today, supply chain department is responsible for efficient and effective supply chain and logistic operations. Their supply chain members and facilities include farmers, international suppliers, third party logistics service providers, factories, distribution centers (warehouses), cold store chain, retailers and customers. Company is managing four distribution centers which are located in Kabirwala, Sheikhupura, Islamabad and Port Qasim, Karachi. The company has outsourced its logistic operations to third party logistic service providers. The major responsibility of 3PLs is to consolidate orders from retailers (demand management), store & handle inventory on behalf of company (inventory & warehouse management) and transport products (shipment/consignment of SKU’s) from point-of-storage to point-of-consumption. Next section briefly demonstrates sustainable practices (measures), the firm has introduced in its logistic operations.

a. Sustainable Practices in Warehouse/Storage:

Warehouse (storage) is the most critical logistic operation (facility) in organization’s supply chain. Recently, distribution centers (DCs) with latest assembling facilities and equipments have replaced traditional warehouse(s). Warehouses, especially distribution centers and cold chains need considerable amount of energy for the purpose of heating, lightening, cooling, etc. In supply chain literature, it is repeatedly argued that sustainable measures like, use of LEED criteria in building design, soil erosion measures, energy audits, recover or re-use of heat, energy efficient material handling equipments, use of alternative source of energy, use of latest technologies like RFID, MRP, SAP, etc. can significantly contribute towards organization’s sustainable achievements. In addition to structural transformations, knowledge dissemination by means of workshops, seminars, industrial symposiums and employee training(s) can also add to the substance of sustainable measures.

Among various sustainable practices in warehouse management, LEED green building certification is getting popularity all over the world. LEED is a third party certification program and the USA accepted benchmark for the design, construction and operation of high performance green building. U.S. green building council (USGBC) has incorporated five major categories to observe sustainability in buildings. These categories include sustainable site (SS), water efficiency (WE), energy and atmosphere (EA) material resource (MR) and indoor environmental quality (IEQ).

In context of sustainable measures in warehouse management, it is reported that firm rigorously follow LEED criteria in designing and construction of their warehouses.
For example, in existing warehouse facilities, measures have been taken to increase drainage efficiency, optimization of energy efficiency performance, optimization of solid waste management, etc. In this regard, company has devised policy to select sites for their warehouses and factories, mostly at distance from general population in order to protect from hassle of traffic & noise. It also keeps local/urban environment clean and free from hazardous. Further, to ensure safety and efficiency of the product flow, company follows SOP’s for loading, off-loading & storage. During design phase, company pays due attention to safety and environmental sustainability.

Company’s progression towards sustainability within their storage facilities can also witnessed from the use of energy savers and LED lights. Management is seriously analyzing merits and demerits of solar panels to use them in their production and storage facilities (i.e. factories, warehouses & cold chains). Officials reported that company doesn’t use any hazardous material, neither in their production nor in storage or transportation. Company has signed many valuable deals with their vendors to attain economic efficiency and environmental friendliness. To make warehousing more effective, company has introduced bar-coding systems within their warehouse(s), which help them to manage inventory efficiently. All such efforts are managed and monitored under the charter of GWP (Good Warehousing Practices).

In compliance of GWP, company builds warehouse(s) with large doors and windows to ensure proper lightening and air ventilation. Similarly, their warehouses have proper drainage and rubbish disposal mechanism including neat and clean toilets & toiletries. Temperature controlled devise have been installed in each distribution center to maintain required temperature and to keep quality as per international standards. Within warehouse(s), products are normally stored on wooden pallets, while, sufficient space between pallets and walls is maintained to ensure safe movement and to avoid possible damages. Additionally, PEST safety system has been implemented to protect products from foreign infringement. Management ensured that no chemicals or items with unacceptable odor to be stored near finished products. These measures ensure safety and manageability of the products within warehouses. Sustainable warehouse measures are consistently being monitored through multiple audits (both internal and external).

To create awareness regarding sustainability, company has adopted a policy of employees training under the name of NCE (Nestle Continuous Excellence) program. Training is mandatory for every employee. This helps the company to ensure safety of employee health, equipments and stored items within their warehouses. Company deals in formal stock norms, which clearly defines storage needs, it helps avoiding both shortages and surplus of packed items. In order to keep this process efficient company keeps their suppliers in close coordination, for example, tetra pack works with company in their factories in order to ensure efficient packaging and dispatching of finished goods.

b. Sustainable practices in transportation

Transportation facilitates the movement of product from one place to another. Hence, is considered as a backbone in supply chain management. In supply chain literature, little attention has been paid to explore the contribution of sustainable practices in context of transportation. Similarly, fewer studies have observed its impact on organizational performance. However, the outcome of existing studies generally suggest, efficient usage of fuel, low-emission technologies, regular maintenance, crew
management, fleet management, driver(s) training & incentive programs, efficient utilization of pallets & containers, route planning, efficient delivery schedules, tracking, transportation security plans and use of latest software(s) for routing, tracking and deliveries as significant measures that promote sustainability in transportation.

This study revealed that the firm has outsourced its transportation responsibilities to third party logistics provider (3PL). In accordance, firm has introduced strict conformance standards to attain (environmental) sustainable objectives. As a policy decision, company hired only those 3PL, the one having latest vehicles, specified & specialized equipments and trained drivers/crews. In this regard, it is mandatory for 3PL partner(s) to use latest vehicles (registered within last 5 years). A company has to keep its transportation fleet up to date, because newer vehicles normally have latest emissions control technologies. Firm prefers vehicles having engine control modules which normally used to set maximum speed limits, which again will help to diminish waste of fuel and helps avoiding accidents. Firm communicates this policy decision to 3PL at the time of agreement. Later supply chain department, ensure strict compliance of these standards in all their consignments. These standards compel 3PL to assure preventive vehicle maintenance. Company also provides log for drivers, for maintenance of all their vehicles. It is also obligatory for 3PL to share their vehicle maintenance reports with the firm.

Additionally, 3PLs are required to use available fuel(s) i.e. petrol or CNG. For efficient usage of fuel and low-emission, 3PLs are required to buy fuel of certain standards from well-renowned fuel selling firms. As, no alternative energy (fuel) sources have yet, been observed. So, tracking devices are made compulsory on all vehicle(s). Tracking helps firm to avoid misuse of vehicles and fuel. Conformance against such standards is measured through internal and external audits teams. Violation to such standards leads to severe penalties and even cancellation of deeds. These measures substantiate their efforts to attain fuel efficiency and keep emission at lowest possible level. In conclusive remarks, managers strongly commented that sustainable achievements cannot be possible only through strict measures, rather, management believed on trust, integrated behavior and collaborative relationship/partnership with their 3PL partner(s).

Firm has recently introduced road safety training program (named it Safar Bakhair) for drivers and crew of third party logistics service providers. This training is compulsory for all drivers/crews and is been offered in collaboration with National Highway Authority (NHA), & Government of Pakistan. For the said purpose, firm has sponsored site/location and state-of-the-art (completely equipped) building to National Highway Authority. The building includes offices, seminar halls, lecture rooms, rest rooms, etc. Initially, the training used to be of one week and offered at rotational basis. Road safety, driving rules, orientation of the traffic signals, lane management, orientation of international driving rules, pick & drop, loading & unloading of products, etc. are the major concerns taught in the training sessions. Additionally, these trainings focused on making drivers aware of fuel-efficient driving, and contribute to enhancing the safety of both drivers and goods. 3PLs are required to initiate incentives for drivers the one who perform efficiently in achieving fuel economy through reducing idle time and keeping speed limits within a certain range. Through this strategy, firm has generated valuable savings in the form of lower insurance premiums, less energy consumption and better use.
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of resources. Firm has deputed specialized team to monitor training and keep eye on the certificate(s) issued after successful completion. Firm also compel its logistics service providers to ensure appropriate rest of all crew members. Drivers and helpers get one holiday as rest day in a week. This strategy has significantly reduced road accidents and has minimized unplanned absenteeism.

Load planning & management is also considered as a key logistic responsibility. In this regard, firm follow Full Truck Load (FTL) strategy and consequently plan & manage load of every vehicle that moved from their distribution center(s). This helps the company to protect their products from unusual damages and facilitate better space utilization. Recently, company has changed their shipping containers from 20 feet to 40 feet. In this way, through space optimization, company policy is to eliminate extra mileage which otherwise may result in undue socio-economic burden for firm in particular, & society at large. This strategy helps the firm to safe extra fuel and eventually reduces supply chain (logistics) cost. Similarly, deliveries on peak days become the source of undue traffic, causing increase in fuel consumption. To avoid deliveries on peak days, company gives incentives to its sale force for managing retail orders through order optimization and by restricting haphazard deliveries. Company restricts deliveries and also ensures that each consignment may not exceed 25% of total deliverables items especially in last seven days of a month. This strategy has significantly reduced inventory burdens which in turn has helped company in maintaining long-lasting relations with its logistic service providers. Company also offers valuable incentive under “quality sales” initiative to the channel members those who comply company’s inventory management policy.

To attain sustainability, company also concentrates on packaging of its products. For this, company policy is to use standardized material, for the packaging of most of its products which are further stored in standardized pallets. It creates ease in the movement of the product. SAP (transport, inventory module) has been adopted to rationalize stock cover day. These measures helped company in attaining visible cost savings, reduced inventory cover days, better delivery time and elimination of damages and theft. In context of sustainability, it helps to reduce burden on roads, eliminate traffic congestion and minimize GHG emission like carbon dioxide (CO$_2$).

c. **Sustainable reverse logistics/reuse:**

Reverse logistics as green practice is another emerging competitive strategy that significantly contributes towards organizational profitability. Deploying it as a competitive advantage, firm’s research & product development team concentrate on the designing & packaging of each and every product. Management has introduced well-designed take back program. A specialized department named as a Non-Conforming Goods (NCG) Department manages product recall on quality grounds. The responsibility of NCG is to track and maintain market record of every product through batch code. A specialized department named as a Non-Conforming Goods (NCG) Department manages product recall on quality grounds. The responsibility of NCG is to track and maintain market record of every product through batch code. NCG has established product traceability mechanism and has ensured its implementation across the chain from company to distributors and then to retailers. With the help of this system, products are taken back before or near their expiry dates. NCG officials themselves use to seal the expired products, lock them in containers & ship them back to company’s territory. While, the expired products are being dumped through third party contractors.
V. Conclusion

Presently, the need to decrease emissions, but also to save energy and money, should be at the heart of every company’s thinking. This case study explained current state of sustainable practices of one of the leading MNC in Pakistan. The outcome of this study elaborates the effort of the focal company in context of sustainable practices. It seems quite difficult for a firm to compel their supply chain partner(s) especially logistic service provider(s) to adopt sustainable practice(s). However, this case provides meaningful evidences and can be cited as role model that has successfully implemented sustainable practices and even has compelled their logistic service providers to adopt sustainable practices. It is also observed that sustainable practices have helped the company in reducing undue burden on natural resources, helped them in elimination of traffic congestion on roads and minimize GHG emission like carbon dioxide (CO₂). Company has attained minimum carbon foot prints in the industry along with lowest water usage rate. Moreover, the firm has considered all possible, aspects of enhancing the quality associated with their products, in particular, and society (environment) in general. The company has followed number of clearly identified and separated programs for the pursuit of its sustainable practices, under the name of, continuous excellence programs, good warehouse practices, and non-conformance goods department (Product Recall) etc. Similarly, despite being working, under the charter of ISO certification, the firm relies more on its own stringent norms, for not only making themselves comply by the standards of being a sustainable firm, but has also made its supply chain partners to comply by the norms. Firm has also been vigilant enough to play its part in protecting rights of people associated with it, and also of those, who are not directly related to the firm. All this is usually managed, by complying with both, humanitarian and labor laws obligations. Firm has also ensured, responsible outsourcing of its activities, in order to not to delegate any of such responsibly to the third parties, where there is a chance of negligence. Changing, or modifying, its products packaging on a continuous basis, to ensure good quality, and proper stock management (avoid damages) has helped the firm in not only protecting its image, but also in safeguarding the environment at large, by avoiding undue wastage of it resources. Ultimately, one can say, that the firm, has touched almost all modes and means of sustaining the resources of all possible types, by making its logistics, production and warehouse practices the environment-social friendly ones.

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