

Appendix A

Case study protocol

Overview of the research

This master thesis aims to explore the sustainable supply chain performance measurement issue. There is a growing interest for sustainable supply chain management since several years as well as for supply chain performance measurement. However, research at the intersection between these two topics remain scarce (Taticchi et al., 2013). Given the activities that supply chain management encompasses, professionals of this field are in a key position to have an effect on the Triple Bottom Line (Carter & Rogers, 2008).

Since several years, companies face important pressures from various stakeholders to become more and more sustainable. This allowed to open a new set of practices for the management that quickly infiltrated all the business functions, including supply chain management. However, managing sustainability along the supply chain is far from being easy. Indeed, these practices have high costs, coordination can be highly complex, communication with suppliers can be difficult, competitive pressure may be too high, etc. (Seuring & Müller, 2008; Tay et al., 2014; Faisal, 2010; Carter & Rogers, 2008). But in order to develop a sustainable supply chain, one of the main driver is a formal performance management of sustainability along the supply chain. Monitoring, evaluation and reporting as well as metrics to quantify sustainability benefits for the supply chain are crucial conditions to have an effective SSC (Carter & Rogers, 2008; Seuring & Müller, 2008).

That is what this thesis aims to study. Indeed, by means of a multiple case study research, we will try to highlight what the current trend is regarding sustainability indicators for the supply chains as well as their managerial implications. Furthermore, we will try to bring out the various challenges that sustainable supply chain performance measurement generates but also the benefits that this practice provides.

Field procedures

- The first thing to do is to contact the potential interviewees.
- Set a meeting for 1:30 if possible
- Take a laptop
- Take two recording devices for backup
- Test it before the meeting
- Before the meeting: identifies relevant information on the web site of the company and potentially in the CSR report of the company
- In the beginning of the meeting: ask to record in order to transcribe at best the words

- If interviewees do not agree → take notes on laptop
- If companies desire to follow the research, we make sure to communicate the case study on a timely basis for a reviewing process.
- When firms and interviewees desire to remain anonymous, we make sure that the name of the company (and interviewees) will not appear in the thesis, even as an indirect reference.

Case study questions

Interview Guide

Introduction

1. What are your educational and professional backgrounds?
2. What is your role in the company?

Sustainable Supply Chain Management

1. What impact your supply chain may have on the environment regarding the following categories?
 - a. Greenhouse gas emission;
 - b. Water usage;
 - c. Energy consumption;
 - d. Waste generation and hazardous substance use?
2. What social impact your supply chain could have regarding the following categories?
 - a. Labor practices and work conditions;
 - b. Human rights;
 - c. Society;
 - d. Product responsibility (health & safety for consumers)?
3. What are your practices in terms of sustainability within the supply chain? What are your practices in terms of sustainable development within the company in general?
4. Do you follow specific standards (ISO, GRI, etc.)? If so, which ones and why? If not, why?

Sustainability Performance Measurement

1. Do you use indicators related to the dimension of sustainable development in your general performance measurement? If so, **which**?
 - a. How are they chosen? (Relative to certain standards (ISO, GRI, etc.)? Compared to the company's specific impact? Etc.) Why?
 - b. How are they developed and measured?
2. Once established, how are they communicated and used operationally?
3. According to you, what are the main **benefits** of using such sustainability indicators?
4. According to you, what are the main **challenges** to develop such sustainability indicators?

Sustainable Supply Chain Performance Measurement

1. What indicators are used to measure sustainability performance of your supply chain?
 - a. How are they chosen? (Relative to certain standards (ISO, GRI, etc.)? Compared to the SC's specific impact? Etc.) Why?
 - b. How are they developed and measured?
 - c. How are they linked with partners of the supply chain?
 - d. Once established, how indicators are communicated and used operationally?
2. Do you have a specific system in which these sustainable supply chain indicators are synthesized? If so:
 - a. What is its architecture? (Vertical, horizontal, process-based?) In your opinion, what are the advantages and disadvantages of such architecture?
 - b. How does it work? Who is responsible for its management?
 - c. What is its scope? Why?
 - d. How is it updated?
3. If the company does not have such performance system, what are the main reasons?
4. According to you, what are the main **benefits** of measuring sustainable performance?
5. What major **challenges**/hurdles did you face (or still face) during the development of a sustainability monitoring for the supply chain?

Outline of case study report

1. Organisational context of the company,
2. Sustainability practices within the company,
3. Sustainable supply chain performance measurement,
4. Managerial implications of these performance measurement (advantages and challenges).