

# Green Supply Management strategies in Spanish firms

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**Abstract**— Despite the growing literature on Environmental Sustainability (ES), many studies suggest that this problem needs to be dealt with by considering a broader perspective, i.e., supply chains. In this paper, we put forward the idea that different practices for greening suppliers can be combined to shape different Green Supply Management (GSM) strategies. More specifically, the following research questions are posed: (1) How do firms combine managerial practices to form GSM strategies? (2) What are the variables that affect this decision? (3) What are the results of the different GSM strategies? Drawing on a survey among Spanish firms, we performed a cluster analysis that identified three main GSM strategies. In the second step, we contrasted these clusters using environmental drivers, context and performance variables. The results show that there are several approaches to “greening” the supply chain, with different results and company profiles.

The managerial implications derived from this study are: Firstly, it provides a classification of GSM strategies and respective profiles that could help with the design of corporate environmental

strategies to achieve ES. Secondly, it measures the influences of environmental drivers on GSM strategies, and sheds light on the approaches to be adopted in different circumstances. Furthermore, it provides managers with a comparison of the performance of each strategy in terms of environmental and operational indicators. These findings could lead to a major framework that would advise managers on how to implement a GSM program, with respect to the specific characteristics of each firm and the different business contexts.

***Index Terms***— Environment, Green Supply Management, Spain, Sustainable supply chains