

# Wal-Mart China: Sustainable Operations Strategy

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**References**

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 Remains Green Case/Model  
 (Hansen 1998)

• The Case of an (S)S: Performance  
 • The Case of an (S)S: Performance  
 • The Case of an (S)S: Performance

**Over the Backdoor**

**Check Your Character**

**Check Your Behavior**

**Critical Incident**  
 Mar 17 2013 Editor

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**Why the incident occurred?**

**Introduction**

- Sustainable supply chain
- Triple bottom line
- Importance to Nike

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**Group: Aladdin**

- Vince Liu.
- Ollie Trotter.
- Ben Umbers.
- Xan Murray.
- Silvia Huang.

**What we learnt as a group**

- Communication
- Teamwork
- Planning

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**References**

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# Introduction

- Sustainable supply chain
- Triple bottom line
- Importance to Nike

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## Why a Sustainable supply chain is important

- Sustainable operations and supply chains have become a critical and crucial issue.
- Organizations should focus on financial, environmental and social factors.
- Sustainability is gaining notice in academic literature and industry practices.
- It is a challenge but also an opportunity (Hanifan, 2012).

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## Triple bottom line approach

Three dimensions:

- Environmental performance.
- Social performance.
- Financial performance (Blackhurst et al., 2012).

It was created by John Elkington (1997).

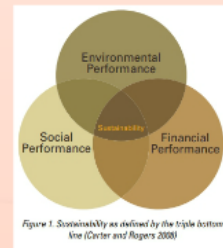


Figure 1. Sustainability as defined by the triple bottom line (Carter and Rogers 2008)

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## Importance for Nike

- Nike is an international company and has a huge supply chain.
- Scarce natural resources lead to competition.
- Traditional models of production is doubted.
- Persistent global disparity.
- Emerging legislation create new constraints (NIKE Inc. 2012).

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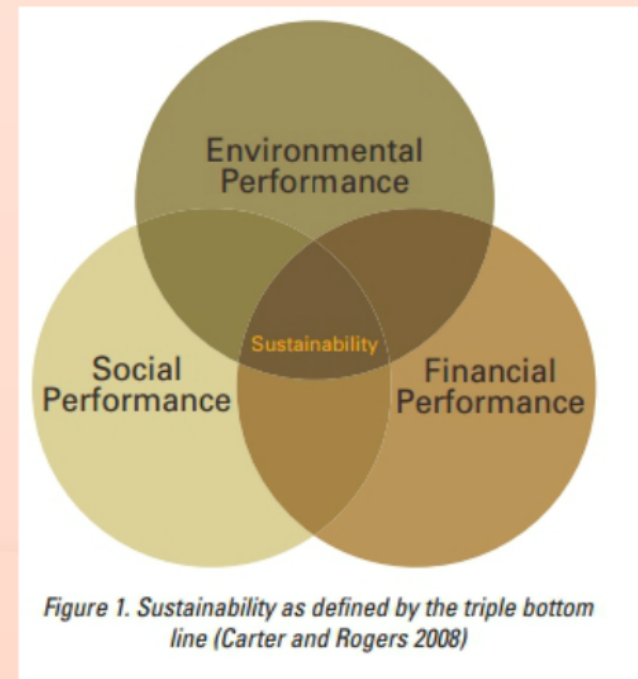
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# *Critical incident*

Nike: Child Labor



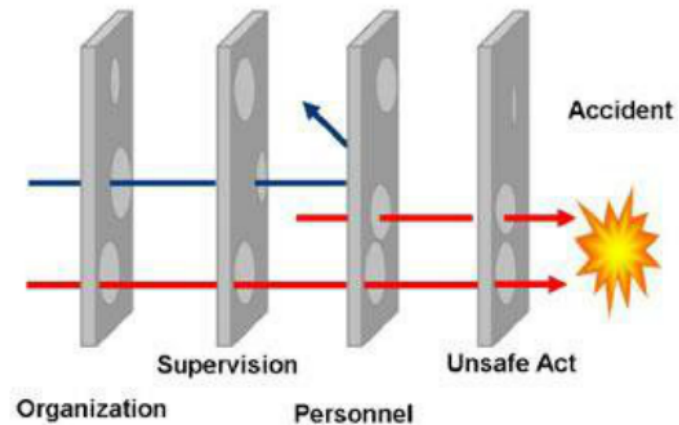
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## Reason's Swiss Cheese Model (Reason 1998).

- Was this an accident? (Perrow.1994).
- Hole was created due to active errors.
- Short lived errors.
- Failing to monitor the supply chain effectively.



source:

<http://www.rcaf-arc.forces.gc.ca/en/flight-safety/article-template-flight-safety.page?doc=a-ga-135-001-aa-001-chapter-10-cause-factor-identification/hnfpma87>