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SHIFTING FROM TRADITIONAL TO GREEN SUPPLY CHAINS IN BOSNIA AND HERZEGOVINA: A QUALITATIVE STUDY ON IMPLEMENTING Green SUPPLY CHAIN MANAGEMENT PRACTICES IN SME

ABSTRACT

Globally, companies increasingly integrate social and environmental sustainability into their business processes. Sustainable business practices that balance social, environmental, and economic goals are considered prerequisites for achieving product or process innovations, organizational or marketing advancements, and enhanced business performance. The integration of sustainability principles into supply chain management has led to the development of the green supply chain management (GSCM) concept. While the literature does not offer a universally accepted definition of GSCM, most definitions emphasize that its primary goal is to eliminate or minimize sources of waste and pollution throughout the supply chain. This goal is achieved through practices such as green internal environmental management, eco-design, green procurement, customer collaboration, and reverse logistics. Small and medium-sized enterprises (SMEs) often select different practices to mitigate their environmental impact; however, individual practices alone cannot achieve desired outcomes. A combination of diverse practices is necessary to reduce their negative environmental footprint. When discussing the geographical dimension, there is a significant gap in the literature regarding developing countries, particularly in the context of Bosnia and Herzegovina (BiH). Many studies focus on researching GSCM in developed countries, while studies addressing the specificities of markets in developing countries remain scarce. In BiH, as in many other transition economies, SMEs face significant challenges in implementing green supply chains, ranging from a lack of awareness about the benefits of green practices to financial barriers in funding green initiatives (Morris et al., 2016). Additionally, specific institutional and cultural factors shaping the business environment in BiH often remain underexplored, creating opportunities for further empirical research in this context. Considering these gaps in the literature, the aim of this qualitative study is to provide a deeper understanding of the internal and external challenges SMEs in BiH face when adopting GSCM practices. By examining the specific barriers and opportunities in implementing GSCM, this research seeks to contribute to both theory and practice, particularly in the context of developing countries. This will enable a better understanding of the key factors influencing the successful implementation of green practices and offer guidelines for SMEs and policymakers in BiH who are navigating the challenges of green transition.

Key words: *green supply chain practices, organizational performance, profitability, sustainability*

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1. INTRODUCTION

Sustainability has become a central theme in contemporary business strategies as companies face increasing pressures from stakeholders, governments, and global markets to adopt sustainable practices. This trend has spurred interest in green supply chain management (GSCM), which integrates environmental considerations into supply chain processes. GSCM goes beyond traditional supply chain management by emphasizing waste reduction, pollution control, and resource efficiency, thus fostering long-term sustainability.

Small and medium-sized enterprises (SMEs), which form the backbone of many economies, face unique challenges in transitioning to green supply chains. Limited financial resources, inadequate infrastructure, and lack of technical expertise often hinder their efforts. However, SMEs also have significant opportunities to innovate and enhance their competitiveness through GSCM practices. This study explores the qualitative dimensions of these challenges and opportunities, focusing on the perspectives of industry professionals and their experiences.

The study focuses on SMEs in Bosnia and Herzegovina (BiH), an emerging economy where the adoption of green practices is still in its nascent stages. Despite being a potential candidate for European Union membership, BiH's fragmented regulatory framework and limited governmental support pose significant barriers to sustainable transitions. SMEs in BiH operate in a challenging environment characterized by financial constraints, underdeveloped infrastructure, and limited access to advanced technologies. Nonetheless, the global shift towards sustainability presents these enterprises with opportunities to align their practices with international standards, improve efficiency, and access new markets.

Research questions presented in this article are as follows:

RQ1: What are the key internal and external challenges companies face during the transition to a green supply chain?

RQ2: What specific strategies and opportunities do companies priorities to transition to green supply chain successfully?

RQ3: How can government policies and initiatives support and enhance the transition to a green supply chain?

2. LITERATURE REVIEW

Sustainable development has become an imperative in modern business, requiring companies to implement practices that balance economic, social, and environmental goals for the benefit of future generations. The World Commission on Environment

and Development, commonly known as the Brundtland Commission, defines sustainable development as development that "meets the needs of the present without compromising the ability of future generations to meet their own needs" (World Commission on Environment and Development, 1987:7).

Initially, this definition focused solely on environmental protection, but over time the concept of sustainable development expanded to include social aspects. According to the World Business Council for Sustainable Development (2000:2), sustainable development requires the "integration of social, environmental, and economic issues to make balanced decisions with long-term implications." The literature contains hundreds of definitions of sustainability and sustainable development (see Gladwin, Kennelly & Kraus, 1995). However, an analysis of key definitions suggests that sustainable development is "a process of achieving human development in an inclusive, connected, equitable, prudent, and secure manner" (Gladwin et al., 1995:876).

A significant challenge for managers lies in formulating and implementing models, methods, standards, and directives to achieve sustainable development goals. As Wheeler et al. (2003:17) note, sustainability represents "an ideal to which society and the business world aspire by creating value aligned with the ideals of economic, social, and environmental sustainability."

The integration of sustainability principles into supply chains has led to the development of the Green Supply Chain Management (GSCM) concept. Various definitions of GSCM exist in the literature. Some authors define GSCM as a set of activities ranging from green procurement to fully integrated environmental practices involving suppliers, manufacturers, customers, and logistics, thereby "closing the loop" of sustainability in business processes (Zhu & Sarkis, 2004, 2013; Sahoo & Vijayvargy, 2021).

Other authors propose a broader scope for GSCM, describing it as the integration of environmental thinking into supply chain management, including product design, material selection and procurement, production processes, delivery of finished products to consumers, and end-of-life product management (Srivastava, 2007). The GSCM concept is a critical innovation enabling organizations to reduce environmental risk and impact, maintain competitive advantage, and achieve better business results. Supply chains should be managed to minimize costs while reducing environmental impact and maximizing social value (Sahoo & Vijayvargy, 2021). This way, the green supply chain concept, which focuses on social, environmental, and economic aspects of business, has become imperative.

While traditional supply chains focus on tasks such as determining efficient production/distribution schedules, optimizing raw material inventories, determining optimal facility sizes, and managing supplier and customer

relationships (Fiksel, 1996:54), green supply chains emphasize rational use of limited natural resources, energy efficiency, reducing water contamination risks, lowering greenhouse gas emissions, waste management, recycling, and minimizing packaging materials (Geyer & Jackson, 2004).

Over the last two decades, the idea of respecting sustainability principles and redesigning traditional supply chains towards "greening" has gained recognition globally. The green supply chain concept is becoming increasingly relevant in both developing economies (e.g., Malaysia, Thailand, Egypt, Iran) (Eltayeb et al., 2011; Zailani et al., 2012; Hamdy et al., 2018) and developed countries (e.g., the USA, Germany, Japan) (Laosirihongthong et al., 2013).

The field of green supply chain research remains highly fragmented, and operationalizing the GSCM concept is still in its early stages. A significant challenge researchers face in operationalizing GSCM is the lack of a unified definition of the concept and its conflation with similar concepts, such as Environmental Supply Chain Management and Sustainable Supply Chain Management.

Based on literature reviews, GSCM practices can be divided into two categories: internal (e.g., internal environmental management and eco-design) and external (e.g., customer collaboration, green procurement, and reverse logistics) (Zhu et al., 2013; Zaid et al., 2018; Raut et al., 2019; Sahoo & Vijayvargy, 2021). Besides identifying GSCM practices, academic interest has focused on identifying the key drivers and barriers to implementing GSCM practices (e.g., Saeed et al., 2018; Ahmed et al., 2020; Huang et al., 2021).

While previous research findings vary, scholars generally agree that regulatory bodies, internal company factors, and the number of supply chain members are key factors driving the implementation of GSCM practices (Michelli et al., 2018). Consequently, institutional theory and the dynamic capabilities approach can serve as theoretical frameworks to identify why SMEs adopt green practices in supply chains. Institutional theory highlights two potential reasons: (1) compliance with laws, taxes, and penalties mandated by regulatory bodies and (2) incentives for adopting best environmental and social practices (Saeed et al., 2018). Conversely, the dynamic capabilities approach posits that organizational capabilities are internal drivers of adopting green practices (Castro-Lopez et al., 2023).

Empirical studies dominate research into the business rationale for implementing GSCM practices, focusing on the relationship between specific green practices and business performance. Holling and Backhaus (2023), based on a meta-analysis of 134 studies, found a correlation between GSCM practices and overall business performance. However, their analysis considered only three types of performance:

market performance (e.g., market share, brand value, customer loyalty), accounting-based performance (e.g., profitability), and operational performance (e.g., costs, flexibility, speed).

A challenge in interpreting results about the business case for GSCM implementation lies in the fact that most studies focus on economic and/or environmental performance (Bhatija et al., 2020). A limited number of studies have explored the connection between GSCM practices and social performance (Holling & Backhaus, 2023).

To enhance knowledge about the business arguments for adopting GSCM practices, the present research examines the economic, environmental, operational, and social benefits of adopting GSCM practices.

2.2. Dimensions of adopting green supply chain management

The dimensions of Green Supply Chain Management (GSCM) represent the implementation of sustainable practices throughout the supply chain. For example, Zhu and Sarkis (2004) identify GSCM dimensions as including internal management support, collaboration with customers and suppliers, eco-design, and reverse logistics.

Rao and Holt (2005) propose that GSCM encompasses dimensions such as supplier and customer collaboration, reverse logistics, green procurement, eco-design, and the reuse of utilized products. Similarly, Qorri et al. (2018) emphasize that GSCM initiatives are implemented by companies to comply with environmental legislation, minimize negative business impacts, and enhance overall performance. Moreover, Qorri et al. (2018) highlight that GSCM dimensions also involve mandatory initiatives and both intra-organizational and inter-organizational practices.

GSCM, viewed through the lens of sustainability, is a strategy that manages material flows along the value chain through various stages—procurement, production, and distribution—to safeguard the environment by conserving natural resources and mitigating global warming and carbon emissions (Jabbour & Jabbour, 2016; Vanalle et al., 2017; Raut et al., 2019). The extent of emission reduction can be identified and addressed in each aspect of the supply chain, including procurement, inventory control, transportation, network design, and contract design (Tachizawa & Wong, 2015; Das & Jhakharia, 2019).

Walker et al. (2008) conducted a comprehensive literature review on the drivers of GSCM practices in public and private enterprises, concluding that external drivers exert greater influence on GSCM practices than internal ones. Holt and Ghobadian (2009), in their study of UK manufacturers, observed that internal drivers and

legislation are the most critical factors driving GSCM practices. ElTayeb et al. (2010), studying 132 ISO 14001-certified Malaysian manufacturing companies, reported that green procurement adoption is driven by factors such as regulations, customer pressure, social responsibility, and expected business benefits.

Chan et al. (2012) empirically tested the relationships between environmental orientation, GSCM practices, and corporate performance in 194 Chinese enterprises, finding that internal and external orientations significantly and positively affect the adoption of green practices. A recent significant study on micro, small, and medium enterprises (MSMEs) in India revealed that external and internal pressures drive the adoption of GSCM initiatives (Mohanty & Prakash, 2014). In another study of Malaysian manufacturing firms with fewer than 150 employees, researchers (Ramakrishnan et al., 2015) found that regulatory pressures, customer demands, and perceived benefits influence the adoption of green procurement. While there are minor differences among researchers in identifying factors driving green procurement initiatives, several commonalities exist across these studies.

Regarding GSCM practices, this work adopts the classification proposed by Zhu et al. (2013), which identifies five practices grouped into two main categories:

Internal Approaches:

- Internal Environmental Management (IEM): Practices implemented and managed within individual organizations.
- Eco-Design (ED): Designing products with sustainability in mind.

External Approaches:

- Green Procurement (GP): Incorporating environmental considerations into purchasing decisions.
- Customer Collaboration (CC): Working closely with customers to achieve environmental goals.
- Investment Recovery (IR): Collaborating with supply chain partners for asset recovery and recycling.

The concept of GSCM encompasses all phases of a product's life cycle, from raw material extraction to design, production, distribution, and eventual product use. Both internal and external practices of Green Supply Chain Management (GSCM) contribute to improvements in environmental, operational, and economic performance (Seuring & Müller, 2008). For example, economic performance can improve as a result of better environmental performance due to waste reduction and resource conservation. Operational performance enhancements, such as

reducing inventory levels and improving product quality through environmentally focused supply chain collaboration, can also support economic performance (Zhu & Sarkis, 2004).

Consumers and their disposal behavior at the end of a product's life cycle also play a critical role (Çankaya & Sezen, 2019). Green procurement (GP) aims to ensure that purchased products and materials meet environmental objectives set by the purchasing company, such as waste reduction, encouraging recycling, reuse, and material substitution (Younis & Sundarakani, 2019).

Eco-design (ED) represents another dimension of GSCM practices, focusing on minimizing the environmental impact of a product throughout its life cycle—from raw material procurement and production to usage and eventual disposal—without compromising essential product criteria such as performance and cost (Çankaya & Sezen, 2019; Younis et al., 2016).

Implementing GSCM practices requires both internal and external collaboration among various stakeholders. For instance, in the manufacturing sector, achieving environmental goals necessitates collaboration between different organizational departments, suppliers, and customers to develop environmentally friendly products that meet customer requirements (Younis et al., 2016; Younis & Sundarakani, 2019).

Customer collaboration (CC) is identified as another critical dimension of GSCM practices. Investment recovery (IR) is also a frequently studied dimension within GSCM activities. IR involves the resale of surplus inventory/materials or waste/used materials. Its goal is to recover maximum value from obsolete products, end-of-life products, and surplus materials (Green et al., 2012; Zhu et al., 2012).

Internal Environmental Management (IEM) entails the development of environmental policies and objectives to ensure environmental protection (Zhu et al., 2008; Green et al., 2012). IEM activities include support from senior and mid-level managers for environmental practices, interdepartmental collaboration to achieve environmental improvements, and the establishment of environmental management systems (Çankaya & Sezen, 2019).

These practices have been extensively analyzed by researchers in the fields of production and operations management. Additionally, there is an ongoing effort to standardize various organizational performance measurements related to environmental management initiatives in supply chains, aimed at improving environmental (Vanalle et al., 2017; Petljak et al., 2018; Younis & Sundarakani, 2019), operational (Vijayvargy et al., 2017; Choudhary & Sangwan, 2019; Abdallah & Al-Ghwayeen, 2020), and economic performance (Ameer & Othman, 2012; Sharma & Gandhi, 2016; Fang & Zhang, 2018; Raut et al., 2019).

Thus, in addition to environmental performance (EP), it is crucial to assess the impact of green practices on operational performance (OP) to understand competitive priorities related to organizational operations, such as quality and customer satisfaction. Furthermore, economic performance (EcP) must be continuously evaluated, as Zhu et al. (2008) argue that it remains the most significant factor for companies implementing environmental management practices.

3. EXPECTED SCIENTIFIC CONTRIBUTIONS

The anticipated scientific contributions of this study can be viewed from three perspectives:

- Identifying the Impact of GSCM Components on Business Success Dimensions

Examining how specific components of Green Supply Chain Management (GSCM) affect various dimensions of business success in SMEs, including environmental, social, operational, and economic aspects.

- Assessing the Role of Contextual Factors

Determining the relative importance of contextual factors, such as external pressures and organizational capabilities, in facilitating the transition from traditional to green supply chain models.

- Evaluating Organizational Alignment with Supply Chain Partners

Investigating whether organizational alignment (technical, operational, and cultural) with supply chain partners strengthens or weakens the relationship between GSCM and business performance in SMEs.

The study aims to enrich the body of knowledge in the field of GSCM and strengthen the case for transitioning from traditional to green supply chain models in SMEs.

Practical Implications

The research findings are expected to have implications for both policymakers and business managers:

- For Policymakers

The results will inform sustainable development policies, particularly in designing initiatives and measures to encourage SMEs to transition from traditional to green supply chains.

- For Business Managers

The findings will provide insights into the business viability of implementing GSCM practices and the organizational capabilities that need to be developed to achieve desired economic, environmental, operational, and social performance outcomes.

4. RESEARCH METHODOLOGY

This study is grounded in a qualitative research approach, utilizing open-ended essays. The primary method of data collection was based on the propositions of scholars such as Cresswell (2007, 2009), who have suggested that qualitative studies, particularly those based on the grounded theory, should focus on recruiting participants capable of offering relevant and appropriate insights into the subject under investigation. (Tandon, Chaudhary, & Nijjer, 2024) The literature supporting this method highlights its strengths, such as enabling participants to freely express their experiences and perspectives, eliminating the need for live interview coordination, and fostering deeper insights into subjective viewpoints. The selection of open-ended essays as a data collection tool was motivated by their ability to capture rich, nuanced data that might be missed through more structured methods.

4.1. Research Questions

The research included questions posed to representatives of key stakeholder groups, focusing on four thematic areas:

- Internal Challenges – Issues within the organization or system affecting performance and outcomes.
- External Challenges – Factors outside the organization, such as economic, political, or social conditions.
- Strategies and Opportunities – Approaches to overcoming challenges and leveraging available opportunities.
- Economic Policy Measures – Recommendations or evaluations of economic policies relevant to the stakeholders.

The questions were designed to encourage open and reflective responses, ensuring comprehensive insights across these domains.

The analysis of qualitative data was conducted using the Gioia method, which provides a systematic and iterative framework for identifying themes and patterns. This method encompasses the following stages:

- First order codes

Each participant's response was meticulously reviewed to identify specific expressions, phrases, or descriptions. These first-order codes represent the raw data elements directly drawn from participants' narratives.

- Second order codes

Similar first-order codes were grouped to identify broader categories that hold theoretical significance. These second-order codes abstract the raw data into higher-level concepts, providing deeper insight into the underlying phenomena.

- Aggregate themes

Based on the second-order codes, key themes were derived to encapsulate the major findings of the research. These aggregate themes reflect the core conclusions, offering a comprehensive understanding of the data.

By employing the Gioia method, the research ensured a rigorous and transparent analysis process, yielding findings that are both systematic and deeply rooted in participant narratives.

Table 1: Profile of informants

Informant #	Working position
1	Representative of EU delegation in BiH
2	Manager of energy and environment department from a manufacturing company
3	Academic expert in sustainability and supply chain management
4	SME owner in the food production industry.
5	Consultant specializing in green supply chain practices
6	Public sector representative

Source: *Author of the article*

The interviews focused on identifying internal and external challenges, strategies for green transitions, and the role of government and international organizations in supporting SMEs.

Research questions for semi-structured interview are as follows:

- What are the key internal and external challenges companies face during the transition to a green supply chain?
- What strategies and opportunities do companies identify?
- How does the government support the transition to a green supply chain?
- What are the recommended policies and initiatives to facilitate the green transition?

5. FINDINGS

The qualitative research findings, analyzed using the Gioia method, are presented in three hierarchical levels: first-order codes, second-order codes, and aggregate themes. These results reflect the challenges, opportunities, and governmental roles in supporting Green Supply Chain Management (GSCM) transitions. Participant quotes are incorporated where applicable to illustrate their experiences and perspectives.

First-order codes

1. Financial constraints
   "We don't have the capital to invest in green technologies or train our employees in sustainable practices."
2. Limited expertise
   "Sustainable practices require specialized knowledge, and we simply don't have the necessary expertise."
3. Resistance to change
   "Shifting the corporate culture and restructuring existing processes is extremely challenging."
4. Insufficient skills and investments in circular practices
   "We lack the skills and resources to design products for reuse, remanufacturing, or recycling."
5. Underdeveloped green markets
   "There aren't enough suppliers offering eco-friendly materials, which limits our ability to implement green supply chain practices."
6. Regulatory barriers
   "The regulations are so inconsistent and complex that we're left uncertain about how to proceed."
7. Limited government support
   "Incentives like subsidies or tax relief would make it easier, but we don't see enough support."
8. Market inefficiencies
   "The pricing of resources doesn't encourage innovation or pollution reduction."
9. Information gaps
   "We don't have enough information about the materials in our products or their environmental impact."
10. Cost savings as an opportunity
    "By improving energy efficiency and reducing waste, we've cut operational costs significantly."
11. Market differentiation
    "Our environmentally friendly products have attracted more eco-conscious customers."
12. Collaborative initiatives
    "Partnering with local suppliers has made our supply chain more resilient and sustainable."

Second-order codes

1. Internal challenges
   (Derived from "Financial Constraints," "Limited Expertise," "Resistance to Change," and "Insufficient Skills and Investments in Circular Practices.")
   This category captures the internal barriers faced by SMEs, including resource limitations and organizational inertia.
2. External Challenges
   (Derived from "Underdeveloped Green Markets," "Regulatory Barriers," "Limited Government Support," "Market Inefficiencies," and "Information Gaps.")
   This category reflects systemic issues in the external environment that hinder green transitions.
3. Strategic Opportunities
   (Derived from "Cost Savings as an Opportunity," "Market Differentiation," and "Collaborative Initiatives.")
   This category highlights the potential for economic and competitive advantages through sustainable practices.
4. Governmental Gaps and Recommendations
   (Derived from limited government support and participant suggestions for stronger governmental and international roles.)
   This category focuses on the need for enhanced financial incentives, education, and cross-sectoral coordination.

Aggregate themes

1. Challenges in Transitioning to Green Supply Chains
   This theme synthesizes internal and external challenges, emphasizing the significant barriers SMEs face in implementing GSCM practices.
2. Opportunities in Adopting GSCM
   Strategic opportunities, including cost savings, market differentiation, and collaborative initiatives, underscore the benefits of sustainable transitions.
3. The Role of Government and International Organizations
   This theme consolidates the need for enhanced governmental support, including financial incentives, educational programs, and investments in recycling infrastructure. It also highlights the importance of cross-sectoral collaboration and green public procurement.

By aligning the findings with the Gioia method, this research provides a structured and nuanced understanding of the factors influencing GSCM adoption. The results offer actionable insights for SMEs, policymakers, and researchers aiming to advance sustainable supply chain practices.

Table 2. Examples of data

Meaning unit	*Codes*	*Category*
Financial constrains	Investments	Internal challenges
Limited expertise	Specialized knowledge	Internal challenges
Resistance to change	Corporate culture	Internal challenges
Insufficient investments	Production capabilities	Internal challenges
Regulatory barriers	Government regulations	External challenges
Underdeveloped markets	Green procurement, green suppliers	External challenges
Limited government support	Insufficient incentives	External challenges

Source: *Author of the article*

6. LIMITATIONS

This study is limited to qualitative insights from a small sample of industry professionals. Future research could expand the sample size and incorporate quantitative methods to validate the findings.However, these limitations also provide opportunities and guidelines for further research. First, the literature review has established that general hypotheses do not necessarily provide insights into all specific relationships, which further justifies additional research. Questions that are raised in most studies, and which can also be explored in this one, include: will government support in the form of subsidies encourage greening practices in SMEs? Will the use of eco-designed products help manufacturers improve efficiency and performance, thus promoting the concept of GSCM (Green Supply Chain Management)?

With globalization, Bosnian manufacturers have experienced pressures from domestic and foreign customers and competitors, but at the same time, they have opportunities to learn from foreign companies on how to better implement greening practices. The ecological management practices of leading companies in developed countries, as well as those in developing countries like Bosnia and Herzegovina, require further research and attention.

7. CONCLUSION

The transition to Green Supply Chain Management (GSCM) involves navigating a range of internal and external challenges. Internally, companies, particularly small and medium enterprises (SMEs), face financial constraints, a lack of expertise, resistance to organizational change, and insufficient investments in circular practices like reuse, remanufacturing, and recycling. Externally, the transition is

hindered by underdeveloped markets for green suppliers, regulatory complexities, limited governmental support, inefficient market mechanisms, information gaps, and inadequate waste management systems.

Despite these challenges, adopting GSCM offers significant opportunities. Companies can achieve cost savings through energy efficiency and waste reduction, enhance brand reputation and market positioning by offering eco-friendly products, and gain access to international markets by complying with global sustainability standards. Collaborative initiatives with local suppliers and stakeholders further enhance supply chain resilience and sustainability.

Government and international organizations play a crucial role in facilitating this transition. Key recommendations include providing financial incentives like grants and tax breaks, investing in recycling infrastructure and green technologies, developing educational programs to raise awareness, and promoting green public procurement to drive demand for sustainable products. Strengthening cross-sectoral collaboration is also essential for improving resource efficiency and waste management.

A critical aspect of overcoming these challenges lies in active government and international involvement. Financial incentives, such as grants and tax breaks, coupled with educational initiatives, can help raise awareness and build the necessary capacity for businesses. Investment in recycling infrastructure, green technologies, and innovation is crucial to advancing sustainable practices. Moreover, policies promoting green public procurement and fostering cross-sectoral collaboration can address inefficiencies and drive demand for sustainable products and services. In conclusion, while the path to implementing GSCM in SME BiH is fraught with complexities, strategic interventions and support mechanisms can unlock its potential to contribute to economic, environmental, and social sustainability.

By addressing these challenges and leveraging available opportunities, companies can not only align with global sustainability goals but also enhance their competitiveness and long-term resilience.

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PRELAZAK SA TRADICIONALNIH NA ZELENE LANCE SNADBJEVANJA U BOSNI I HERCEGOVINI: KVALITETIVNA STUDIJA O IMPLEMENTACIJI PRAKSI UPRAVLJANJA ZELENIM LANCEM SNADBJEVANJA U MALIM I SREDNJIM PREDUZEĆIMA

SAŽETAK

Globalno, kompanije sve više integrišu društvenu i ekološku održivost u svoje poslovne procese. Održive poslovne prakse, koje uravnotežuju društvene, ekološke i ekonomske ciljeve, smatraju se ključnim uslovom za postizanje inovacija u proizvodima ili procesima, napretka u organizaciji ili marketingu, te poboljšanja poslovnih performansi. Integracija principa održivosti u upravljanje lancem snabdijevanja dovela je do razvoja koncepta zelenog upravljanja lancem snabdijevanja (GSCM). Iako literatura ne nudi univerzalno prihvaćenu definiciju GSCM-a, većina definicija naglašava da mu je primarni cilj eliminacija ili minimizacija izvora otpada i zagađenja kroz cijeli lanac snabdijevanja. Ovaj cilj se postiže praksama kao što su interno ekološko upravljanje, eko-dizajn, zelena nabavka, saradnja s kupcima i reverzna logistika. Mala i srednja preduzeća (MSP) često biraju različite prakse kako bi smanjila svoj ekološki uticaj, ali pojedinačne prakse same po sebi ne mogu postići željene rezultate. Kombinacija različitih praksi je neophodna kako bi se smanjio njihov negativni ekološki otisak.

Kada se govori o geografskoj dimenziji, postoji značajan jaz u literaturi kada su u pitanju zemlje u razvoju, posebno u kontekstu BiH. Mnogi radovi su usmjereni na istraživanje GSCM-a u razvijenim zemljama, dok su studije koje se bave specifičnostima tržišta u zemljama u razvoju oskudne. U BiH, kao i u mnogim drugim zemljama u tranziciji, MSP suočavaju se sa značajnim izazovima u implementaciji zelenih lanaca snabdijevanja, od nedostatka svijesti o prednostima zelenih praksi do prepreka u financiranju zelenih inicijativa (Morris i sar., 2016). Dodatno, specifični institucionalni i kulturološki faktori, koji oblikuju poslovno okruženje u BiH, često ostaju nedovoljno istraženi, što stvara prostor za dalja empirijska istraživanja u ovom kontekstu. Uzimajući u obzir ove praznine u literaturi, cilj ovog kvalitativnog istraživanja je da pruži dublje razumijevanje internih i eksternih izazova s kojima se MSP u BiH suočavaju pri prihvatanju praksi GSCM-a. Proučavanjem specifičnih prepreka i mogućnosti u implementaciji GSCM-a, istraživanje nastoji doprineti razvoju teorije i prakse, posebno u kontekstu zemalja u razvoju. Time će se omogućiti bolji uvid u specifične faktore koji utiču na uspešnost implementacije zelenih praksi i ponuditi smjernice za MSP, kao i donosioca politika u BiH, koji se suočavaju sa izazovima zelene tranzicije.

Ključne riječi: *prakse zelenog lanca snabdijevanja, organizacijske performanse, profitabilnost, održivost*