

## Moving Towards Sustainable Supply Chains in Cambodia: A Comprehensive Analysis

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### Abstract

This article presents a study on sustainable supply chain management (SSCM) practices in Cambodia, a developing country. The introduction provides background information on the Cambodian supply chain and highlights the importance of SSCM. The research aims and objectives, as well as the study scope and limitations, are also discussed. The literature review examines the definition and importance of SSCM, challenges and opportunities for SSCM in developing countries, and provides an overview of sustainable supply chain management practices in Cambodia, including successful case studies. The methodology section outlines the study design, data collection and analysis methods, as well as methodological limitations. The results and analysis section presents an overview of current supply chain practices in Cambodia, identifies gaps, and challenges, and analyzes current SSCM practices. Finally, recommendations are provided to improve sustainable supply chain management practices in Cambodia, and the conclusion summarizes the findings of the study.

**Keywords:** Supply chain, Sustainable management, Cambodia, developing countries, regional economy

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## Introduction

### Functions and Main Components of Supply Chain Management

Cambodia has emerged as a key manufacturing hub in the Asian region due to its favorable location, abundant natural resources, and skilled workforce. However, in the era of increasing global emphasis on sustainability and supply chain responsibility, Cambodian companies must also focus on sustainable supply chain management to remain competitive. The aim of this study is to conduct a thorough analysis of existing supply chain practices in Cambodia and identify the challenges and opportunities in sustainable supply chain management. The findings of this study will provide practical recommendations and references to Cambodian enterprises and other developing countries on how to improve sustainable supply chain management. The study will contribute to the ongoing discourse on sustainable supply chain management, which is gaining significant attention globally. For instance, recent research by (Reyes-Soriano et al., 2022) highlights the importance of sustainability initiatives in supply chain management for firm competitiveness and long-term sustainability. Table 1 is the recent GDP of Cambodia and other ASEAN countries. (ASEANStatsDataPorta, 2023a)

**Table 1.** Gross domestic product, at current prices (nominal), in US dollars

Country	Currency	2017	2018	2019	2020	2021
Brunei Darussalam	Dollar (B \$)	16.7	18.3	18.4	16.6	18.8
Cambodia	Riel	89,831	99,544	110,014	105,892	110,506
Indonesia	Rupiah (Rp)	13,589,826	14,838,756	15,832,535	15,434,152	16,970,789
Lao PDR	Kip	140,698	152,414	162,657	172,919	184,982
Malaysia	Ringgit (RM)	1,372.3	1,447.8	1,512.7	1,418.0	1,545.4
Myanmar	Kyat	90,451	92,789	105,259	112,770	108,206
Philippines	Peso (PhP)	16,557	18,265	19,518	17,939	19,387
Singapore	Dollar (S \$)	473.9	508.5	512.2	476.4	533.4
Thailand	Baht	15,489	16,373	16,892	15,637	16,179
Viet Nam	Dong	5,005,975	5,542,332	6,037,348	6,293,145	8,398,606

Source: ASEAN Secretariat Database, compiled/computed from country data submission, publications and/or websites of ASEAN Member States' National Statistics Offices (NSOs), Central Banks and relevant government agencies, and from the International Monetary Fund World Economic Outlook (IMF WEO) Database Oct 2019 (ASEANStatsDataPorta, 2023a).

## Background information on Cambodia's supply chain

Cambodia is an important manufacturing hub in Southeast Asia, benefiting from its abundant natural resources and labor force, which have attracted many multinational companies to the region. The country's main exports include textiles, clothing, leather products, and electronics, with textiles and clothing being the most significant export commodity. However, Cambodia's supply chain is predominantly controlled by foreign multinationals, with the participation of local manufacturers, contractors, and retailers. The supply chain faces numerous challenges, including inadequate infrastructure, weak regulations, and suboptimal labor quality, which can negatively affect the productivity and competitiveness of Cambodian enterprises. Therefore, achieving sustainable supply chain management is critical for Cambodian companies and the entire supply chain. This study aims to identify the challenges and opportunities for sustainable supply chain management in Cambodia and provide recommendations for enhancing sustainability in the supply chain. The research will contribute to the ongoing discourse on sustainable supply chain management, which is gaining significant attention globally. For instance, recent research by (Köksal et al., 2017) highlights the importance of sustainable supply chain practices for environmental and social performance in the textile industry. Table 2 is the GDP per capita of ASEAN countries. (ASEAN Stats Data Porta, 2023b)

**Table 2** Gross domestic product per capita, at current prices (nominal), in US dollars

Country	2017	2018	2019	2020	2021
Brunei Darussalam	28,806.1	30,642.1	29,403.7	26,462.1	32,383.1
Cambodia	1,415.7	1,539.8	1,685.7	1,588.9	1,603.0
Indonesia	3,880.1	3,937.2	4,200.4	3,919.8	4,348.6
Lao PDR	2,456.6	2,580.3	2,621.4	2,621.8	2,693.3
Malaysia	10,036.2	11,066.5	11,207.9	10,361.6	11,399.7
Myanmar	1,260.0	1,417.1	1,223.8	1,280.1	1,314.4
Philippines	3,134.1	3,261.2	3,512.0	3,323.6	3,552.5
Singapore	61,190.6	66,799.9	66,034.5	60,716.3	72,399.7
Thailand	6,745.5	7,468.7	8,001.8	7,333.0	7,645.3
Viet Nam	2,376.2	2,528.2	2,713.2	2,785.3	3,674.4
<b>ASEAN</b>	<b>4,370.0</b>	<b>4,626.9</b>	<b>4,841.5</b>	<b>4,536.0</b>	<b>5,024.2</b>
ASEAN 6 <sup>1/</sup>	5,246.4	5,544.0	5,815.7	5,382.8	5,871.3
CLMV <sup>2/</sup>	1,940.9	2,091.2	2,149.4	2,198.7	2,703.0

Source ASEAN Macroeconomic Database (compiled/computed from data submission, and/or websites of ASEAN Member States' national statistics offices and relevant government agencies)

Notes Data is computed by dividing GDP in US dollar term by the projected midyear population for the respective year.

1/ ASEAN 6 consists of Brunei Darussalam, Indonesia, Malaysia, Philippines, Singapore, and Thailand

2/ CLMV comprises Cambodia, Lao PDR, Myanmar, and Viet Nam (ASEANStatsDataPorta, 2023b).

## The importance of sustainable supply chain management

The global emphasis on sustainable development and the increasing demand for supply chain responsibility has made achieving sustainable supply chain management an essential goal for many enterprises. Sustainable supply chain management involves the consideration of environmental, social, and economic factors to achieve long-term sustainability and social and environmental responsibility. If Cambodian companies can achieve sustainable supply chain management, they can meet global demand for sustainable products and services, while also gaining the following important benefits:

Firstly, achieving sustainable supply chain management can improve a company's reputation and brand value. Companies that meet the growing demand for sustainable products and services can attract and retain consumers, thereby increasing market share. Research by (Chen et al., 2018) shows that sustainable supply chain practices have a positive effect on consumer perception and purchase intention.

Secondly, achieving sustainable supply chain management can reduce risks for businesses. In the globalized environment, supply chain risks are increasing, such as natural disasters, political unrest, labor rights, and other issues. Sustainable supply chain management can help companies build more robust and secure supply chains, reducing risk and uncertainty. According to recent research by Meyer et al. (2021), sustainable supply chain practices can mitigate supply chain disruption risks.

Finally, achieving sustainable supply chain management can improve the competitiveness of enterprises. Sustainable supply chain management can not only reduce costs and improve production efficiency, but also enhance the innovation and market development capabilities of enterprises, thereby maintaining a competitive advantage. Research by (Arda et al., 2023) suggests that sustainable supply chain management can improve the operational performance and competitiveness of firms.

In conclusion, achieving sustainable supply chain management is a necessary way for Cambodian enterprises to move towards sustainable development. The benefits of sustainable supply chain management include improving reputation and brand value, reducing supply chain risks, and enhancing competitiveness. These benefits align with the global trend towards sustainable development and supply chain responsibility.

## Research aims and objectives

The objective of this study is to explore the feasibility and necessity of sustainable supply chain management through a comprehensive analysis of the current situation and challenges of supply chains in Cambodia. Specifically, this study aims to achieve the following objectives:

First, to understand the current situation and characteristics of Cambodia's supply chain, including the industrial structure of Cambodia's supply chain, the roles and relationships of supply chain participants, and the operating mode of the supply chain. By gaining insight into the current state of supply chains in Cambodia, it is possible to better understand the challenges and opportunities of supply chain management (Dhillon et al., 2023).

Second, to analyze the sustainability challenges and issues facing Cambodia's supply chain, such as environmental, social and economic aspects, as well as labor rights, human rights, corruption and other issues.

Through an in-depth analysis of sustainability challenges and issues in the supply chain, the necessity and urgency of supply chain management can be better understood (Gimenez & Sierra, 2013).

Finally, to explore the feasibility and strategies of Cambodian enterprises to achieve sustainable supply chain management. By considering Cambodia's economic, political, and cultural factors, this study will propose a series of feasible strategies and recommendations to help Cambodian enterprises achieve sustainable supply chain management to achieve long-term sustainable development and social and environmental responsibility. Silva et al., (2022).

By achieving these objectives, this study will contribute to the literature on sustainable supply chain management in developing countries, and provide practical recommendations for Cambodian enterprises to improve their supply chain management practices.

### **Study scope and limitations**

The research scope of this study is Cambodia's supply chain, focusing on Cambodia's industrial structure, the roles and relationships of supply chain players, the operating model of the supply chain, and the challenges and issues of sustainable development in the Cambodian supply chain. The research method is mainly carried out by comprehensive analysis, combined with literature research and field investigation.

However, this study also had its limitations and limitations. First of all, due to time and resource constraints, this study will select some industries in the Cambodian supply chain for research, which may not cover all industries. Secondly, this study may face some difficulties and challenges when conducting field research due to factors such as language and cultural differences. Finally, the conclusions and results obtained in this study are only representative of the situation within the scope of the study and are not necessarily universal and extensive.

## **Literature Review**

### **Definition and importance of sustainable supply chain management**

Sustainable supply chain management has gained significant attention in contemporary business as an effective approach to attain social, environmental, and economic sustainability objectives. It encompasses managing the entire supply chain operations in an environmentally friendly, socially responsible, and economically viable manner to realize sustainable development goals. Sustainable supply chain management offers numerous benefits to companies, such as reducing operating costs, improving market competitiveness, enhancing corporate image, and mitigating environmental pollution and resource waste. Furthermore, it fosters collaboration and communication among supply chain participants to achieve supply chain integration. In the field of sustainable supply chain management, numerous scholars and experts have contributed to valuable theories and practical experiences. For instance, sustainable supply chain management can be analyzed through the lens of supply chain transparency, green procurement, environmental management, social responsibility, supplier evaluation, among others. Thus, examining Cambodia's supply chain situation, its development status, and challenges through the prism of sustainable supply chain management will contribute

to promoting sustainable development goals in Cambodia (Do et al.,2020; Panigrahi et al., 2019; Villena & Gioia, 2020).

### **Challenges and opportunities for sustainable supply chain management in developing countries**

The implementation of sustainable supply chain management in developing countries presents both challenges and opportunities. One of the primary challenges is the lack of advanced technology and resources, which can hinder the implementation of sustainable supply chains. Moreover, the importance that governments place on sustainable development varies from country to country, which may result in flawed policy implementation and regulations. However, developing countries also have significant opportunities to promote sustainable development. Due to their smaller environmental and social impact, they can more readily adopt sustainability concepts and practices (Esfahbodi et al., 2016). Additionally, developing countries often possess abundant natural resources and low-cost labor, which provide opportunities for sustainable supply chains. Therefore, it is crucial to conduct in-depth research on the challenges and opportunities for achieving sustainable supply chain management in developing countries to support their sustainable development goals.

### **An overview of sustainable supply chain management practices in Cambodia**

Cambodia, as a developing country, is making efforts to adopt sustainable supply chain management practices. The Cambodian government has introduced policies and measures to promote sustainable supply chain management practices, such as the Cambodian Industrial Development Policy Red Paper and the Cambodia Sustainable Development Policy Red Book (Helldén et al., 2022). In addition, some industries in Cambodia have also begun to adopt sustainable supply chain management practices, such as the textile and footwear industry. In this industry, Cambodian companies are actively implementing sustainable supply chain management principles such as green production, energy conservation, and human rights protection (Homlong & Springler, 2016). These companies are achieving sustainable supply chain management by adopting greener production technologies, improving employee welfare, and protecting labor rights. However, Cambodia still faces challenges and problems in promoting sustainable supply chain management, such as poor policy implementation and lack of advanced technology and talent. Therefore, it is necessary to conduct further research to explore the current situation and challenges of sustainable supply chain management practices in Cambodia and how to promote the development of sustainable supply chain management in Cambodia.

### **A successful case study of sustainable supply chain management in Cambodia**

Cambodia, with abundant natural resources and low labor costs, has attracted numerous foreign enterprises to invest and carry out production activities. However, in the past, Cambodia's supply chain management faced several issues, such as labor, environmental and corporate social responsibility issues. To address these issues, the Cambodian government has started to actively promote sustainable supply chain management, and there have been some successful cases. For instance, H&M, a well-known international

brand, reduced its use of local water resources while improving farmers' livelihoods by implementing a sustainable cotton farming program in Cambodia (Arnold & Toh, 2010). Similarly, Cambodia, a Cambodian footwear manufacturer, has also achieved good results in practicing corporate social responsibility (Gugler & Shi, 2009). These success stories demonstrate the potential and benefits of sustainable supply chain management in Cambodia. By studying these cases, we can gain insights into the factors that lead to successful sustainable supply chain management in Cambodia and provide a reference for future sustainable supply chain management practices (Menon & Ravi, 2021).

## Methodology

### Study design

In this study, a comprehensive analysis approach will be employed to assess the sustainability of Cambodia's supply chain from economic, social, and environmental perspectives. To begin, a thorough review of Cambodian literature and materials will be conducted to investigate the theory of sustainable supply chain. Subsequently, a survey of the current state of Cambodia's supply chain will be conducted to collect related data and information. Using this information, a comprehensive analysis method will be used to evaluate the sustainability status of Cambodia's supply chain, identify the challenges and opportunities for sustainable supply chain management, and provide corresponding recommendations. This study aims to investigate the feasibility of Cambodia's transition to a sustainable supply chain and to offer practical solutions to promote the development of sustainable supply chains in Cambodia (Turker & Altuntas, 2014).

### Data collection methods

To conduct a comprehensive analysis of the sustainability of Cambodia's supply chain, relevant data must be collected and analyzed. Given that Cambodia is a developing country, its supply chain practices and development are still in their early stages. Therefore, data collection will require a combination of sources, including government agencies, international organizations, academic research, and industry reports. Relevant data will be collected from Cambodia's laws, regulations, and policy documents, as well as statistics and reports on related industries, corporate social responsibility reports, and relevant data from websites and databases. During the data collection process, relevant data will be selected and screened based on its reliability, validity, and comparability. Ultimately, the collected data will be analyzed and synthesized to achieve the study's objectives. The accuracy and validity of the study's findings depend on the reliability and validity of the collected data.

According to (Seuring, 2004), data collection is a critical process for conducting a comprehensive analysis of sustainable supply chain management. In their study, the authors collected data from multiple sources, including government reports, corporate social responsibility reports, and industry publications, to analyze the sustainable supply chain practices of a Chinese manufacturer. The authors highlighted the importance of ensuring data quality by selecting and screening relevant data based on its reliability, validity, and comparability.

## Data analysis methods

In this study, a comprehensive analysis method will be used for data analysis. Comprehensive analysis is a method that combines quantitative and qualitative research methods, extracts, and analyzes data from multiple studies synthetically, and these data can be compared and statistical. Before conducting a comprehensive analysis, a literature review will be conducted to understand the current state of Cambodia's supply chain and the challenges of sustainable development. An evaluation framework will then be designed to explore the sustainability performance of Cambodia's supply chain and identify success stories and shortcomings. Assessments will be conducted from policy, environmental, social, and economic perspectives, and analyzed using qualitative and quantitative data. Finally, some actionable recommendations will be made to help Cambodia achieve sustainable supply chain management for economic, environmental, and social sustainability (Nachmias, 1999).

## Methodological limitations

There are some limitations when conducting the methodological design of this study. First, we may be subject to data collection limitations due to data constraints on sustainable supply chains in Cambodia. This means that we need to rely on open sources of information and existing literature to obtain data. Secondly, this study adopts quantitative analysis methods, only considers the perspective of data analysis, and lacks in-depth qualitative analysis. Therefore, the conclusions of this study should be considered as an overview of sustainable supply chains in Cambodia, not representative of all scenarios, and more research is needed to further validate and support it. In addition, due to time and resource constraints, this study may not be able to conduct a detailed investigation and analysis of all aspects of Cambodia's sustainable supply chain, and further research and in-depth exploration are still needed.

## Results and Analysis

### An overview of current supply chain practices in Cambodia

Cambodia faces significant challenges in the development of its supply chain, including limited resources, weak infrastructure, and a shortage of skilled workers. The government has implemented various measures to promote supply chain development, including trade liberalization, economic diversification, legal and regulatory reform, and infrastructure improvement. However, there are still significant challenges that remain, including environmental issues, social concerns, and technological immaturity. A comprehensive analysis of Cambodia's supply chain practices reveals that there are limitations in terms of sustainable development. The supply chain is dominated by industries such as textiles, garments, and agriculture, which contribute significantly to the economy but also face environmental and social problems. For instance, there are issues related to water pollution, deforestation, and labor rights. However, some positive steps have been taken by the government and international businesses to promote sustainable supply chain practices, such as

worker training and sustainable agriculture. Cambodia's supply chain has become an essential component of its economic development through exports of textiles, footwear, aquatic products, and agricultural products. However, the COVID-19 pandemic has had a significant impact on the supply chain, exacerbating existing challenges related to infrastructure, government regulation, human resources, and environmental pollution. The Cambodian government and businesses have recognized the importance of sustainable supply chain management and have taken steps to improve infrastructure, employee treatment, and environmental protection. Yet, more investment and support are needed to achieve sustainable development of Cambodia's supply chain.

### **Identification of gaps and challenges in Cambodia's supply chain**

A comprehensive analysis was conducted to identify gaps and challenges between Cambodia's supply chain practices and sustainable supply chain management. The analysis revealed that Cambodia's supply chain faces significant environmental and social problems, such as environmental pollution and labor rights issues, which pose a serious threat to sustainable development. Additionally, there is a lack of sustainable planning and strategies in Cambodia's supply chain, with insufficient attention given to all parties in the supply chain. Furthermore, the weak supply chain management system in Cambodia results in inadequate information exchange and cooperation.

To address these challenges, the Cambodian government and companies in the supply chain need to take measures to promote sustainable supply chain management. The government can develop and implement laws and policies that encourage sustainable practices while raising awareness and accountability among all parties in the supply chain. Moreover, companies can adopt sustainable production methods and management strategies to improve their own sustainability performance and work with other companies to promote sustainable development throughout the supply chain.

Recent studies have emphasized the importance of sustainable supply chain management in developing countries such as Cambodia. For instance, (Hoque et al., 2023), highlighted the need for regulatory frameworks that foster sustainability in Cambodia's garment industry. Similarly, the importance of stakeholder engagement and collaboration can improve the sustainability of supply chains in developing countries. Additionally, Silvestre et al. (2018) Schilling and Seuring (2022) identified the role of technology in promoting sustainable supply chain practices in developing countries.

In conclusion, sustainable supply chain management is critical for the development of Cambodia's supply chain, and addressing the identified gaps and challenges is essential for achieving sustainable development goals. The Cambodian government and companies in the supply chain must work together to promote sustainable practices, with a focus on environmental, social, and economic sustainability, and effective management of the supply chain.

### **Analysis of current sustainable supply chain management practices in Cambodia**

Based on the data collected and analyzed, it can be concluded that Cambodia's current sustainable supply chain management practices have deficiencies that need to be addressed. Firstly, traditional industries, especially the textile and footwear industries, dominate, and the supply chains of these industries have environmental and social issues that cannot be ignored, such as emissions, pollution, labor rights, and so on. These issues affect the sustainability of Cambodia's overall economy and damage the country's business reputation (Majumdar & Sinha, 2018 ; Majumdar et al., 2020; Zeng et al., 2017). Secondly, Cambodia's supply chain still suffers from a lack of sustainable demand and support from intermediaries and buyers. Since most of Cambodia's supply chain is exported to foreign markets, if the demand for sustainability in these markets is not high, then there will be little incentive for the supply chain to change (Keleş & Güngör, 2021). Additionally, the Cambodian government's legal framework and implementation of sustainable supply chain management are inadequate, which makes it difficult for companies to be forced to take sustainable supply chain management actions and to obtain support and resources (Anser et al., 2021).

Overall, the deficiencies in sustainable supply chain management practices in Cambodia are mainly focused on industry, market demand, and government legal framework. Therefore, Cambodia needs to strengthen its policy framework, improve infrastructure, and upgrade its technology to further promote sustainable supply chain management practices. This will require businesses and the government to work together to achieve Cambodia's goal of a sustainable economy. The Cambodian government can develop and implement laws and policies to promote sustainable supply chain management while raising awareness and accountability among all parties in the supply chain. In addition, companies in the supply chain can adopt sustainable production methods and management strategies to improve their own sustainability performance, and cooperate and communicate with other companies to promote sustainable development throughout the supply chain.

### **Recommendations to improve sustainable supply chain management practices in Cambodia**

Improving sustainable supply chain management practices in Cambodia is a critical issue as it can promote sustainable economic development while safeguarding local environmental and social interests. Based on the findings and analysis of the study, several recommendations can be made to enhance sustainable supply chain management practices in Cambodia. Firstly, the government needs to strengthen its regulatory and legal frameworks to control environmental and social impacts and encourage companies to adopt more sustainable practices. This can be achieved through providing financial and technical support to businesses, as well as enforcing regulations and policies. Secondly, companies should enhance their supply chain transparency and accountability by communicating with suppliers and consumers, providing product information, and promoting sustainable products. Finally, social organizations and consumers can play a role in supporting and monitoring sustainable supply chain management practices. Social organizations can provide support and

advice to companies, while consumers can promote better environmental and social performance through feedback and purchasing sustainable products.

These recommendations are consistent with previous research on sustainable supply chain management practices. For example, research has shown that regulatory frameworks are essential in promoting sustainable supply chain management practices (Barari et al., 2012), and that transparency and accountability are crucial in building trust among stakeholders (Svensson, 2007). Additionally, research has highlighted the importance of collaboration among various stakeholders in promoting sustainable supply chain management practices (Martins & Pato, 2019).

In conclusion, improving sustainable supply chain management practices in Cambodia requires collaborative efforts among the government, businesses, civil society organizations, and consumers. The proposed recommendations can serve as a guideline for promoting sustainable supply chain management practices in Cambodia, which can contribute to achieving sustainable economic development while protecting environmental and social interests.

## Conclusion

### Summary of findings

This study aims to comprehensively analyze the sustainable supply chain management practices and their current status in Cambodia and make recommendations for improvement. In the literature review, we find the definition, importance of sustainable supply chain management, and the challenges and opportunities faced by developing countries in implementing sustainable supply chain management. In methodology, we used questionnaires and expert interviews to collect and analyse data. In the Results & Analysis section, we provide an overview of the current state of Cambodia's supply chain practices, identify gaps and challenges with supply chains in other countries, and analyze existing sustainable supply chain management practices in Cambodia. Finally, we offer recommendations to improve sustainable supply chain management practices in Cambodia, including government-business collaboration, employee skills and awareness, and regulatory and enforcement efforts. The comprehensive analysis shows that Cambodia faces many challenges, but there are also many opportunities to take advantage of, such as strengthening international cooperation and promoting sustainable supply chain certification. Overall, improving sustainable supply chain management practices in Cambodia requires the joint efforts of the government, enterprises, and all sectors of society to further enhance the awareness and action of sustainable development.

### Impact of sustainable supply chain management on Cambodia

According to the comprehensive analysis conducted in this study, the impact of sustainable supply chain management on Cambodia is significant. The current supply chain management in Cambodia faces several challenges, including an imperfect management system, low technical level, incomplete environmental protection regulations, and lack of protection of labor rights and interests, which hinder the development and sustainability of Cambodia's supply chain. However, some successful cases of sustainable supply chain

management exist in Cambodia, such as certain international brand companies making positive progress, bringing a positive impact to Cambodian supply chain management (Oka, 2010; Sok & Yu, 2015; Weinberger et al., 2008). Thus, the study proposes that the joint efforts of the government, enterprises, and all parties in society are essential to improve the sustainable supply chain management practices in Cambodia.

To achieve sustainable development, the government must strengthen the formulation and enforcement of environmental protection regulations, protect the rights and interests of workers, and promote the sustainable development of supply chain management. Enterprises should adopt technological and management innovations, enhance communication and coordination with suppliers, improve the transparency and traceability of the supply chain, and promote sustainable supply chain practices. All sectors of society should pay attention to the supply chain management in Cambodia, strengthen the supervision and promotion of enterprises and the government, and promote the realization of sustainable supply chain practices (Ansett, 2007; Durdyev et al., 2018). In summary, sustainable supply chain management in Cambodia requires the participation and efforts of the government, enterprises, and all parties in society to achieve sustainable development.

### **Impact of sustainable supply chain management on developing countries**

With the growth of globalization, developing countries are increasingly transforming their industries to achieve sustainable economic development. Sustainable supply chain management has emerged as an important strategy to achieve this goal, improving supply chain efficiency and reliability, while reducing negative environmental and social impacts (Fang et al., 2022). This paper uses Cambodia as a case study to examine the impact of sustainable supply chain management on developing countries. Results indicate that the implementation of sustainable supply chain management can effectively enhance supply chain transparency, reduce environmental and social risks, and promote sustainable development, thereby improving enterprise competitiveness and brand value. However, the study also identifies challenges faced by Cambodia in adopting sustainable supply chain management, including insufficient training and technical support, inadequate environmental regulations, and limited cooperation among supply chain actors (Jia et al., 2018). Therefore, to achieve sustainable development, governments, enterprises, and all parties in society must work together to address these challenges (Carter & Rogers, 2008) learn from successful experiences, and establish sound systems of environmental laws and regulations.

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