

# Closed-Loop Supply Chains & Natural Resource Scarcity

- The overall research objective is to better understand how and why supply chain managers are managing CLSC strategies to mitigate the impact of natural resource scarcity (Figure 1).

- 4 firms facing natural resource scarcities in the four categories in Figure 2 were sought for inclusion in the case project.
- Case 1 included a Company operating in the Globally Scarce/ Locally Available Nonrenewable Resource Category

- Results mapped to the categories display in Figure 3.

- A broad range of resource advantages went beyond competencies and included relationships, finances, and logistics
- Policy involvement and compliance are an important factor in maintaining a competitive edge in industries operating in this category.
- Recognition of the scarcity of the resources tended to be lacking (as is displayed in Figure 1)

- Data collection for Case 2 is completed at a firm operating in the globally scarce/renewable category with analysis underway. Data collection for Case 3 and 4 are scheduled with an expected completion within 2014.

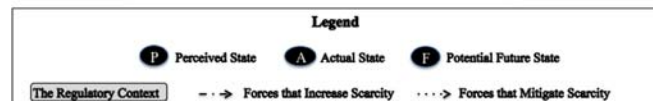
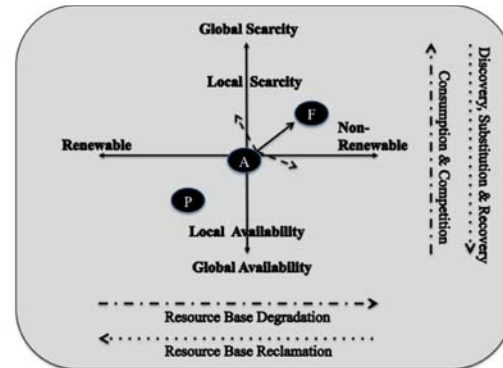


Figure 1. Forces Impacting Natural Resource Scarcity

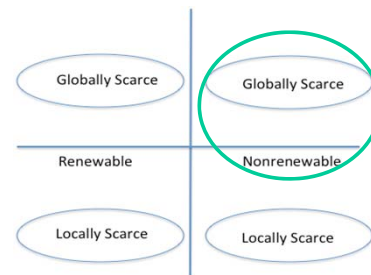


Figure 2. Categories of Resource Scarcity

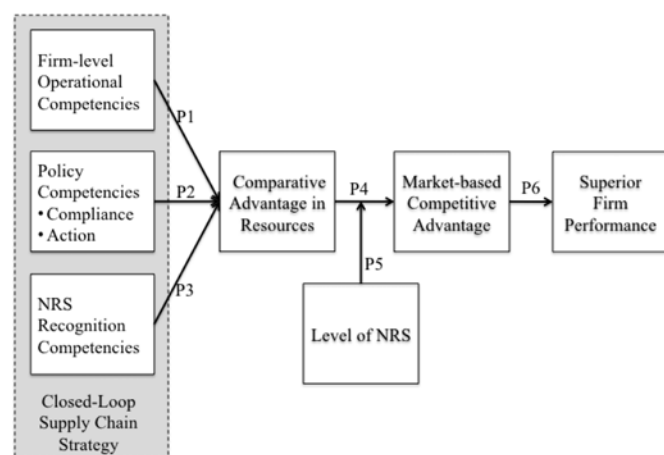


Figure 3. CLSC Strategy as an Antecedent to Resource Advantage

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