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**Supply Chain Sustainability in Small and  
Medium Sized Enterprises (Book  
Review)<sup>1</sup>**

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This book addresses the pressing need for sustainable practices among SMEs by integrating Circular Economy (CE) principles into supply chain operations. Covering ten chapters and drawing on mixed-method research across multiple countries and industries, the volume offers a multidisciplinary perspective on how SMEs can improve sustainability performance. This review evaluates the book's theoretical contributions, methodological rigor, and practical relevance. While commending its comprehensive structure and empirical depth, the review also highlights areas for further exploration, such as stakeholder integration and generalizability. Overall, the book is recommended for scholars, policymakers, and SME practitioners seeking a structured approach to sustainable supply chain development.

Given rising climate change, growing pressures on global supply chains, and the widening sustainability gap among small firms, the time is right to examine how small and medium-sized enterprises (SMEs) interact with sustainability. SMEs represent 90% of the businesses around the world. Even though SMEs are responsible for about 70% of the overall pollution, they are overlooked for sustainability discourses. This book takes a different approach. It looks at the Circular Economy (CE). This gives us a framework to work with. That framework is a way to challenge production lines. It helps emphasize reusing, recycling, and systemic efficiency. The volume also enters wider discussion on the triple bottom line, stakeholder responsibility and performance evaluation in sustainable supply chains.

Earlier works such as (Carter and Rogers, 2008), (Seuring and Müller, 2008), and (Sarkis, 2012) have provided theoretical foundations to the understanding of sustainable supply chain management but not many works have particularly focused on the SME context. This book brings together diverse perspectives and empirical analysis from developed and emerging economies. The main argument of the book is that a context-sensitive approach to CE adoption in SMEs, which is grounded in local realities and facilitated by practical assessment tools, can significantly enhance sustainability performance. As I see it, the book is timely and impactful. It has both theoretical and practical insights

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which the SMEs can put into practice. Case studies with the analysis of data help to make the research relevant for the academic as well as the practitioner.

The 1<sup>st</sup> chapter introduces the dual importance of SMEs as economic engines and environmental contributors. It sets the theoretical framework around Circular Economy (CE) and identifies major research gaps, such as limited focus on SMEs and insufficient cross-country comparisons. While the literature review is comprehensive, it is largely descriptive. The chapter succeeds in laying out a clear research agenda and sets expectations effectively.

The 2<sup>nd</sup> chapter involves mixed-method study to deepen research on CE practices within SMEs. The key drivers of CE adoption are identified as material provision, reuse of resources, and financial benefit. The methodology is noteworthy. It relies on survey, focus groups, and case studies. This all enhances a robust SEM (Structural Equation Modelling) analysis. Yet, the variation of methods promotes wide discussion which would do better if made more integrated.

The 3<sup>rd</sup> chapter investigates internal organisational factors within Vietnamese SMEs and their influence on CE. It finds that leadership significantly affects innovation and culture, which in turn influence sustainability practices. The surprise finding that employee competencies don't strongly correlate with CE raises valuable questions. While conceptually strong, the managerial implications could be more actionable.

The 4<sup>th</sup> chapter offers a cross-country comparison of SMEs in Europe and their CE adoption outcomes. Examining how CE fields of action (design, procurement, production, distribution, usage, and recovery) contribute to the sustainability performance (economic, environmental, social) of SMEs in four EU countries: Greece, France, Spain, and the UK. Employing a comprehensive mixed-methods approach (survey, focus groups, and case studies), the authors use Structural Equation Modelling to analyze data from over 400 SMEs. The inclusion of case studies and focus group reflections further adds real world applicability. However, one area that may warrant reconsideration is the chapter's repeated use of the phrase "No Action Required" in reporting results. This could be misleading; even in high performing areas, continuous improvement or maintenance strategies are still relevant and necessary for long-term sustainability.

The 5<sup>th</sup> chapter presents a provocative argument: SMEs may hinder national productivity due to reduced wellbeing among their workforces. Through the BWP (Business–Wellbeing–Productivity) framework and SEM analysis, it finds that job and life satisfaction mediate the relationship between SME density and productivity. While compelling, the study is based on secondary OECD data and might oversimplify nuanced country specific factors.

The 6<sup>th</sup> chapter introduces a novel performance measurement framework by integrating SEM with DEA (Data Envelopment Analysis). This dual model separates trends at the macro level from individual SME performance. The regional application, which has been set up in the UK and France, provides useful benchmarking value. However, broader applicability remains to be tested.

The 7<sup>th</sup> chapter examines the dual role of Lean practices and innovation in boosting sustainability. Using DEA across Indian SMEs, the study finds that integration of the two yields better outcomes than either alone. The qualitative and quantitative balance is a strength, but the narrow sectoral focus limits generalization.

The 8<sup>th</sup> chapter investigates how Lean Management Practices (LMP), Sustainability-Oriented Innovation (SOI), and CSR (Corporate Social Responsibility) jointly influence performance. UK studies SME findings suggest that CSR has strong mediation effects. The study is interesting in that it integrates three main business practices, but its manufacturing focus may limit its application.

The 9<sup>th</sup> chapter uses Bayesian regression to explore how specific sustainability actions impact SME growth. It finds that only selected practices correlate positively with growth and turnover, suggesting a performance gap between implementation and outcome. While statistically advanced, the chapter may be too technical for non-academic audiences.

The 10<sup>th</sup> chapter closes the book with a large-scale study on CE in the textile and clothing (TC) sector across Bangladesh, India, and Vietnam. It applies regression and content analysis to identify which CE fields of action (take, make, distribute, use, and recover) impact different sustainability outcomes. Recover emerges as the only field positively linked to all dimensions. This chapter stands out for its rich empirical depth and policy relevance, but the geographic focus might narrow generalizability.

This book is an ambitious and much-needed addition to the literature on sustainable supply chain management, with a specific focus on SMEs, a subject often neglected in both research and policy. With the use of mixed methods approaches across chapters and diverse geographically case studies, the volume is relevant and academically credible. Though it suffers from technical complexity and generalisations at times, the book effectively combines theory with practice. This is not just a book for academics. It is useful for SME managers, policymakers and supply chain consultants looking for structured and data backed approach towards sustainability. Its central message is clear: real progress requires more than good intentions, contextual tools, stakeholder collaboration, and integrated strategies are essential.

In short, the *Supply Chain Sustainability in Small and Medium Sized Enterprises* book is a timely and worthwhile read, offering both a call to action and a roadmap for implementation.

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