

Integrating CSR into Supply Chain Management: The Leadership Challenge
Breena E. Coates, Ph.D.
Professor, of Global Strategy, College of Business & Public Administration
California State University San Bernardino

***Abstract:** On-going problems in the complex web of first-tier and sub-tier suppliers have challenged corporate leadership in buyer firms to develop improved methods of ensuring that their suppliers manage their own organizations with integrity and Triple Bottom Line (TBL) ethical values consonant with the sustainability strategies of the buyer firms. Leadership in buyer firms must spearhead this effort, since the end-products are associated with their brand names and reputations. For this reason corporations can no longer afford the luxury of arms' length relationships with their suppliers. If the buyer firm professes to have sustainability and corporate social responsibility at the heart of their strategy, they have to ensure that this philosophy will permeate all aspects of the product pipeline. This paper discusses leadership initiatives that support leader-follower good governance practices in the supply chain channel and offers recommendations for improvement.*