

SUSTAINABLE SUPPLY CHAIN DEVELOPMENT IN VIETNAM IN THE CONTEXT OF THE POST-COVID-19 PANDEMIC

● NGUYEN THANH BINH

ABSTRACT:

The last twenty years have seen the use of green economy and sustainable development strategies across a variety of industries, including supply chain management. Sustainable supply chain management (SSCM) is becoming more and more popular in industrialized nations, both in academic and practical business aspects. The Covid-19 pandemic had caused challenges for both domestic and foreign supply chains. This study analyzes Vietnam's current supply chain in the context of the post-Covid-19 pandemic. The study also proposed some solutions to encourage Vietnams supply chain to develop in a sustainable manner.

Keywords: sustainable development, supply chain, post-Covid-19 pandemic.

1. Introduction

According to analysis by the World Economic Forum (WEF), the global supply chain has undergone major changes due to the impact of the Covid-19 pandemic. This period of crisis shows the fragility of modern supply chains. Recent statistics show that the impact of Covid-19 has exhausted countries economies and reduced global trade, with major economies such as the US, China, and Europe also reeling from the crisis (Tarek, 2022). WEF believes that supply diversification and application of digital platforms are considered key to building smart and sustainable supply chains, ensuring long-term recovery after the pandemic

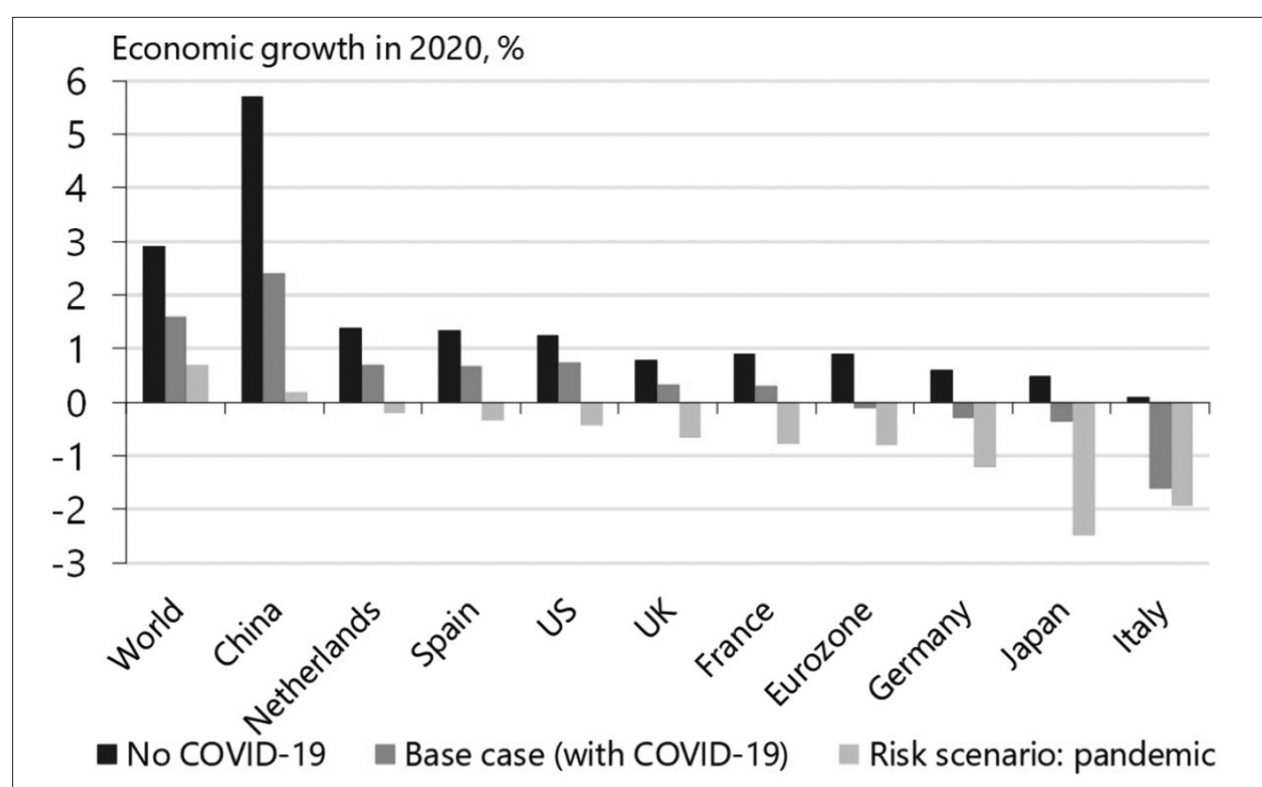
(WEF, 2021). Tradeshift, a global platform for supply chain management, shows how the pandemic has greatly impacted trade and demand. Specifically, in China, domestic and international trade transactions have decreased by 56% since mid-February 2021. Meanwhile, the US, UK and Europe also witnessed a decrease of 26% in early April and continued to decrease by 17% at the end of April. Trade has gone sideways in every region affected by blockades and quarantines. Overall weekly trading on the Tradeshift platform since March 9, 2021 decreased by an average of 9.8%, compared to figures before the Covid-19 outbreak (Tradeshift, 2022).

The crisis caused by Covid-19 has created a new look at supply networks and created pressure to fill gaps and heal “cracks” in the global supply chain. Take the healthcare sector, for example, where the scramble for protective equipment has posed inherent risks in inventory and single sourcing models. The impact of Chinas shutdown and its dominance in key manufacturing sectors has further highlighted the problem facing modern supply chains. As factories in China closed, manufacturers struggled to pivot to find alternative suppliers. Therefore, it is likely that global companies will diversify their supply chains in the future, instead of relying solely on China. Manufacturing hubs such as Vietnam, Mexico and India are likely to benefit from this shift. There will be a decentralization of production capacity and some countries will begin to move links in their supply chains back home. This trend grows with the trend towards

automation and mass production. The transition to a new model for supply chains will be underpinned by rapid digitalization (Nguyen et al., 2022).

The Covid-19 pandemic has had a comprehensive and profound impact on all countries in the world and is currently continuing to develop very complicatedly. The global economy fell into a serious recession. The world economy in general and Vietnams economy in particular are not only suffering unprecedented consequences from the Covid-19 pandemic, but are also facing the risk of slow recovery as new mutations threaten each country and business life. Vietnams economy has great openness, deep international integration, and has been suffering many impacts from the Covid-19 pandemic. All socio-economic sectors are seriously affected, disrupting supply chains and trade flows, stagnating production, business and service activities (Chinh, 2022).

Figure 1: The economic impact of COVID-19 in 2020



Source: RaboResearch, IMF, Macrobond, 2020

Currently, with the strong development of science and technology, production and cost optimization, the trend of shifting investment and global supply chains to disperse and minimize risks is strongly present, many opportunities and challenges are posed for Vietnam. Therefore, focusing on recovering and developing the supply chain and value chain during and after the Covid-19 pandemic is essential (GSO, 2020).

After four consecutive waves of epidemics, Vietnam's economy has been suffered from a large scale when both business households, small-scale enterprises and corporations were caught in a spiral of stagnation of production - business activities. In particular, when widespread blockade measures were applied for a long time, it led to a decline in the economy, causing localities to have low or even negative growth. The latest statistics from the General Statistics Office have shown that many fields have decreased in growth, from total retail sales of goods to consumer service revenue. In particular, the fourth epidemic outbreak starting on April 27, 2021 has seriously impacted all aspects of socio-economic life, production and business activities of businesses and people as it spread, expanding to most provinces and cities, especially in large provinces and cities such as Ho Chi Minh City, Hanoi, Bac Giang, Bac Ninh, Binh Duong, Dong Nai,... with dense population, industrial parks, export processing zones and large enterprises in the global value chain, contributing much to economic development and budget revenue. Faced with the unprecedented impact of the epidemic, what the economy needs and businesses expect are policies, fiscal and monetary support packages,... of sufficient scale to help businesses and the economy recover soon (Mai, 2021).

2. Literature review

2.1. Sustainable development

Since the second half of the twentieth century, facing the risk of resource depletion and a series

of signs of a global environmental crisis, ecological issues began to appear in human thinking and actions, showing the need for fundamental innovation to achieve sustainable development goals.

Teaching and learning about sustainability to stakeholders and promoting values and practices in line with the organization's objectives comprise sustainable development. Comprehensive risk assessment, vulnerability monitoring and evaluation, and the identification of possibilities and restrictions to reduce problems and increase flexibility are all necessary for sustainable development. Vital factors that might assist companies in restructuring their supply chain for sustainability and improved buyer-supplier relationships were identified in this study.

The fundamental objective of sustainable development is to increase flexibility and resilience (Barrow, 2018). Sustainable innovation can help businesses become more competitive (Agrawal et al., 2021). Schoenmaker and Schramade (2019) and Ikram et al. (2020a, b) illustrate the environmental, economic, and social challenges of sustainable development and rank them as follows: environmental challenges are essential for a livable planet; next, social challenges are essential due to a well-connected society that can organize production and consumption to bring prosperity; and finally, economic challenges are the most difficult to overcome. The United Nations Convention (1972) on the Human Environment was the one to promote sustainability. Following the Brundtland report in 1987, there was a surge in worldwide attention to sustainability (Klewitz and Hansen, 2014). According to the World Commission on Environment and Development (WCED), sustainability is defined as "meeting the requirements of the present, without affecting future generations ability to fulfill their particular goals" (WCED, 1987).

2.2. Sustainable supply chain management

“Sustainable supply chain” is not a new concept. However, when the Covid-19 epidemic caused negative effects on the economy and society, Vietnamese authorities and businesses began to pay more appropriate attention. The Covid-19 pandemic has caused unprecedented challenges, changing the global business environment, and Vietnam is no exception. In that context, the question for businesses is how to connect and maintain operations in the supply chain, ensuring to meet domestic production and consumption needs, while increasing value of exported goods. At the same time, businesses also need to improve Covid-19 epidemic prevention measures in their operating systems, develop production - business and import - export activities in the new normal conditions.

Sustainable Supply Chain Management (SSCM) is defined as the creation of coordinated supply chains through voluntary economic, environmental and social integration with key organizational business systems designed to manage have efficient and effective sources of raw materials, information, and capital flows involved in procuring, manufacturing, and distributing products or services. Thereby aiming to meet the requirements of stakeholders and improve the competitiveness and resilience of the organization in the short and long term (Ahi and Searcy, 2015). There are many different views and definitions of SSCM, however there is a general consensus that the term SSCM refers to the integration of economic, social and environmental practices into supply chain management. Carter and Roger (2008) define sustainable supply chain management as the strategic integration, transparency, and achievement of an organization's social, environmental, and economic goals in coordinating a system of processes. inter-organizational operations to improve the

long-term economic performance of each company and its supply chain.

When an enterprise meets economic, social and environmental development equally, it is considered sustainable development (Veleva et al., 2003). Accordingly, businesses must not only ensure economic profits, but also consolidate social benefits and sustainable environmental protection in the supply chain.

2.3. Sustainable supply chain in the post-Covid-19 pandemic

Wide-ranging sociopolitical factors have always been crucial to supply chain operations, whether they come from new safety standards, laws governing technology, or taxes on commodities (Handfield et al., 2020). Consequently, supply chain processes will be transformed in the post-Covid-19 pandemic, but will these transformations stay in place? Data-driven recognition is going to be a significant change (Scharmer et al., 2020). This task involves not just the Covid-19 pandemic dilemma but also collaborating to solve concerns and then altering action. As systems, especially legal frameworks in the market and government, start to break, businesses need to adapt. Changes in expression that are similar can aid in long-term sustainability.

Organizations and their supply chains will require more timely data both during and after the crisis. They will also integrate decision-making and launch new projects and programs in response to the crisis. The ability of an organization to think more strategically can be helpful when environmental and social issues arise, albeit the exact timing and scope of these issues will vary. This problem shows that centralized networks are more likely to be strong and robust than global supply networks (Nandi et al., 2021). The long-term sustainability of the ecological supply chain also depends on localization (Holmström and Gutowski, 2017). Local production may use less energy and resources and respond quickly to local demands.

This condition might be frustrating even if it presents opportunities for long-term sustainability. We observe a shift toward a sustainable supply chain as a result of this circumstance, despite the fact that problems and uncertainties still exist. Sustainability methods and tactics, such as ensuring the preservation of natural services, encouraging more sustainable “buy local” behaviors, and fostering public confidence, improve supply chain resilience. Because of the crisis, we have a revolutionary chance to leverage sustainability to reduce risk and build resilience.

3. Methodology

By combining theoretical and empirical work in a clear, repeatable process, a systematic literature review approach generates collective insights on research domains and subfields. The literature is reviewed using a predetermined set of search criteria (Tranfield et al., 2003).

These search phrases were only used to locate relevant publications. The precise terms utilized for the primary criterion in the study have been taken into consideration because the associated papers were searched in bulk and the most pertinent ones were subsequently evaluated. A panel of experts in the domains of supply chain, sustainability, and resilience assessed the terms used in order to help verify their accuracy and completeness. After it was established that the terminology were appropriate and legitimate for investigating the elements of a sustainable supply chain and the connection between buyers and suppliers, the search for literature was carried on. These phrases were used to establish associations based on the articles listed. Every professional needs to go over the data sheet with the questionnaire thoroughly and evaluate each element.

4. Reality of sustainable development in the supply chain

Globalization has exposed supply chains to

new challenges, requiring not only economic best practice, but also social and environmental responsibility. As a result, supply chains are shifting from a business-as-usual perspective to a more sustainable business model that includes three interdependent elements: economic, social and environmental. With the development of globalization, the competitiveness of a business depends more on the competitiveness of its supply chain. In a globally competitive environment, the performance of a business is no longer determined by the decisions and actions that occur within the business, instead it will depend on the implementation of the decisions and actions taken. implemented throughout the entire supply chain (Naslund and Williamson, 2010).

Sustainability has emerged as an important issue affecting businesses and society. The rapid growth of developing economies is placing pressure on the Earth's natural resources. Stakeholders are increasingly putting pressure on companies to not only provide economic benefits, but also address the environment and society, also known as sustainability or corporate social responsibility (Meixell and Luoma, 2015).

With those advantages that product line performance and business competitiveness are enhanced when service providers combine; Ensure and improve customer service; Reduce product prices, eliminate unnecessary costs; Reduce storage fees and inventory reduction fees for the company. The limitations are when applying sustainable supply chains, if businesses make mistakes from raw materials to the distribution system, it will affect the entire business. Business forms with many branches, partners or offices easily lead to chaos. In case the management is not compatible with the management tools used by the business, it can seriously affect business operations.

The Covid-19 pandemic, with its complicated and difficult-to-control developments, has

severely affected all global economies. Protectionism has begun to increase, with many countries imposing barriers on exports of medical products and reducing tariffs on agricultural imports to maximize the supply of vital goods to domestic markets. Accordingly, changing the business model, from production to distribution, transportation, and consumption, is the best solution to help businesses develop sustainably in the new situation. IBM Institute for Business Value (IBV) recently conducted a survey with 14,000 people from 9 countries on issues related to the environment and sustainable consumption. As a result, 90% of respondents changed their view on this issue since the pandemic occurred; 55% of consumers say sustainability is very important or extremely important when choosing a brand; 62% of consumers are also willing to change their purchasing behavior to minimize negative impacts on the environment. (Thanh An, 2021)

In Vietnam, although there is no official data on the transformation of consumer awareness about sustainable values during the pandemic, sustainable consumption is increasingly receiving more attention in the consumer community. users and businesses. Recently, the pandemic has motivated consumers to make planned, intentional purchases and switch to sustainable and reasonable consumption. Accordingly, the top selected products are food and medical products. Consumers are more interested in food and medical products, because these items are important factors in protecting health and maintaining life in the face of increasingly widespread epidemics with more dangerous variant. Although Covid-19 brings many disadvantages and difficulties for businesses, reality shows that this is also an opportunity for businesses to develop in a more sustainable direction, towards more community values. Many Vietnamese businesses have changed their business models, from production to distribution,

transportation, and consumption, which is the best solution to help businesses develop sustainably in the supply chain.

5. Recommendations

5.1. Developing e-commerce

Due to the highly infectious nature of the Covid-19 virus and the convenience of online ordering and delivery, contactless goods trading services have increased sharply. According to a survey from US market research company Forrester, in 2020, 58% of consumers chose to spend online, an increase of 12% compared to pre-pandemic levels. In the Business Outlook Survey Report conducted in 2021, the American Financial Consulting Company - LBMC stated that all industries were negatively affected by Covid-19, some industries such as technology and specialized services. Industry is less affected, due to meeting modern consumer needs. (Vietnam Industry and Trade Information Center, Ministry of Industry and Trade, 2021)

From many angles, not only is it affected by the epidemic, the number of online consumers is increasing, it is also exposed to and used by generation Z - the generation born after the internet became widely popular. technology from a young age - is gradually becoming the main force of today's population. Therefore, applying digital technology in spending and shopping is an inevitable trend of modern young consumers. The General Statistics Office estimates that there are around 13 million members of Generation Z who are of working age (between the ages of 15 and 24) in 2019. Generation Z is anticipated to represent one-third of Vietnam's working-age population by 2025 and will have a significant impact on the local labor market. In the next 5 - 10 years, generation Z will replace the entire global workforce. Accordingly, e-commerce business not only meets changing current needs but also anticipates future consumption trends (Mạnh Hùng, 2021).

5.2. *Conscious business*

Survey results conducted by Accenture PLC - a Fortune Global 500 company - in April 2020 also showed that 60% of consumers want to buy environmentally friendly products. Using less plastic was a top priority for consumers before Covid-19, but now there are concerns about climate change and the environment. According to Worldbank, sustainability is a factor that modern consumers care about when shopping. 71% of consumers worldwide think that climate change is as important as Covid and they are willing to contribute to building a sustainable living environment through spending on products that are certified “green”, “no environmental impact” (Vietnam Industry and Trade Information Center, Ministry of Industry and Trade, 2021).

Consumers are more sympathetic towards responsible brands, which can help make the world cleaner. Therefore, businesses will also have to change their production and business models, from sourcing standards and sustainability to building production processes without pollution, negative impacts on the environment, and distribution products with environmentally friendly “green labels” reach consumers.

5.3. *Applying technical technology in distribution*

In freight transportation, the Covid-19 epidemic disrupted supply chains, reduced customer service and caused delivery delays. At the same time, modern consumers also raise their expectations, becoming standards in spending needs, creating new pressure for businesses. Therefore, even businesses providing logistics services need to change their business models. Advanced technologies such as artificial intelligence (AI), blockchain and automation are being integrated into digital supply networks, integrating data and information from different sources to promote goods distribution production along the value chain.

Businesses will have information about the products journey along the supply chain, providing everything from location to arrival and even all environmental conditions along the journey. This could be a revolutionary new tool, for example, if a company is transporting perishable foods like fish that must be maintained at a certain temperature along the way. The company transporting the fish can see if the actual temperature or the temperature at any point during the journey exceeds the allowable threshold. If this affects goods, this capability allows them to minimize food quality issues.

5.4. *Policy from the government*

To create favorable conditions for businesses to keep up with consumption trends and do business effectively and sustainably in the supply chain, the Government issued Resolution No. 136/NQ-CP on sustainable development. The resolution set out 17 sustainable development goals for Vietnam by 2030. In particular, the Ministry of Industry and Trade is assigned 3 tasks including presiding over and organizing the implementation of the National Action Program on sustainable production and consumption for the period 2021 - 2030 (issued in Decision No. 889/QĐ -TTg dated June 24, 2020 of the Prime Minister). Complete policies on sustainable production and consumption; Promote the greening of the distribution system and develop a national supply chain of environmentally friendly products and services, prioritizing products produced and supplied by small and medium-sized enterprises; Promote the development of environmental industry and waste recycling industry.

The National Action Program on sustainable production and consumption for the period to 2020, vision to 2030 is Vietnams first legal framework with a comprehensive and comprehensive approach to the contents and tasks of production and consumption. sustainable

consumption, concretizing sustainable development goal number 12 (SDG 12) with specific priorities for Vietnam. Complete the legal framework and guidelines on green public procurement and increase the percentage of sustainable products in public procurement; Improve the legal framework and guidance on implementing sustainable public procurement,...

6. Conclusion

Over the past decade, businesses have been facing a series of challenges and pressures in maintaining a sustainable balance between revenue growth and minimizing negative impacts

on the environment. In Vietnam, maintaining sustainability has become a top priority in the Governments development roadmap, especially in the post-Covid-19 pandemic. Clearly aware of the importance of this policy, Vietnamese businesses have been actively applying a series of measures to promote sustainability in the supply chain. Undeniably, a business with a sustainable supply chain will build solid trust with partners and potential investors. Having sustainable policies not only helps businesses avoid reputational risks, but also helps them have positive year-end reporting information and minimize the risk of stock value decline ■

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Author Information:

Master. NGUYEN THANH BINH

PetroVietnam Gas Joint Stock Corporation

PHÁT TRIỂN CHUỖI CUNG ỨNG BỀN VỮNG TẠI VIỆT NAM TRONG GIAI ĐOẠN HẬU ĐẠI DỊCH COVID-19

● **ThS. NGUYỄN THANH BÌNH**
Tổng Công ty Khí Việt Nam - CTCP

TÓM TẮT:

Trong vòng 20 năm qua, nhiều ngành công nghiệp trên thế giới đã chứng kiến việc sử dụng nền kinh tế xanh và các chiến lược phát triển bền vững, bao gồm cả quản lý chuỗi cung ứng. Quản lý chuỗi cung ứng bền vững đang ngày càng trở nên phổ biến ở các quốc gia công nghiệp hóa, cả về mặt học thuật lẫn kinh doanh. Đại dịch Covid-19 đã và đang gây ra thách thức cho mạng lưới cung ứng cả trong và ngoài nước. Bài viết này nhằm phân tích thực trạng chuỗi cung ứng Việt Nam trong bối cảnh hậu đại dịch Covid-19; đồng thời đề xuất một số giải pháp để khuyến khích chuỗi cung ứng của Việt Nam tăng trưởng bền vững.

Từ khóa: phát triển bền vững, chuỗi cung ứng, hậu đại dịch Covid-19.