Determinants of corporate sustainability: Thai frozen seafood processors

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Abstract
Purpose
The main purpose of this study is to gain a clearer understanding of key determinants that drive corporate sustainability and barriers that hinder its development.

Design/methodology/approach
The study employs semi-structured interviews with top and middle managers and site observations at two frozen seafood processing companies used as case studies.

Findings
The study reveals that the government, local communities, and top management leadership are the three primary factors influencing company integration of environmental and social responsibility into corporate strategies and practices. Interestingly, international buyers do not take the environmental and social impact generated by their suppliers into purchasing decisions. For them, quality, safety and prices are the main factors influencing their purchasing decisions. The two elements identified as the major barriers to change are: lack of a long-term view of environmental and social sustainability and absence of a system perspective on the seafood supply chain.

Research limitations/implications
As an exploratory study, findings cannot necessarily be extrapolated to broader populations. To improve generalization of the findings, future research should broaden the sample. It would also be beneficial to pursue comparative research between industries, countries and regions.

Practical implications
Adopting a system perspective to the organization with an emphasis on integrating environmental and social responsibility into corporate strategies and practices is a key to creating corporate sustainability.

Originality/value
This paper contributes to an increased understanding of the role of top management leadership in the creation of corporate sustainability. In addition, the research techniques used could be replicated in different geographic and product areas.

Keywords
Economic sustainability | Supply chain management | Senior management | Thailand

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Vietnam-based seafood processor Yueh Chyang Canned Food which produced canned shellfish and tuna and invested in a stake of India-based shrimp feed and shrimp producer Avanti Feeds.

2010: Acquired 100% of Paris-based MW Brands, an integrated canned seafood manufacturer in Europe. The firm owns well-known brands: John West, Petit Naivre, Mareblu and H. Parmentier with leading market positions in UK, France, Italy, Ireland and Netherlands. Processing & Exporting Farming Feed Production & Distribution (partner farms in Thailand) (Thai Union Frozen & Thai Union Seafood) (Thai Union Feedmill).

10 Volatile Tuna Prices Skipjack tuna raw material prices (WPO) What drive the tuna raw material price? This shareable PDF can be hosted on any platform or network and is fully compliant with publisher copyright. Determinants of corporate sustainability: Thai frozen seafood processors. Watchaneeporn Setthasakko. British Food Journal, February 2007, Emerald. DOI: 10.1108/00070700710725518. The authors haven’t finished explaining this publication. If you are the author, sign in to claim or explain your work. Read Publication. Corporate sustainability strategies: sustainability profiles and maturity levels. R. Baumgartner, D. Ebner. Economics. Determinants of corporate sustainability: Thai frozen seafood processors. Watchaneeporn Setthasakko. Business. – The main purpose of this study is to gain a clearer understanding of key determinants that drive corporate sustainability and barriers that hinder its development. – The study employs semi-structured interviews with top and middle managers and site observations at two frozen seafood processing companies used as case studies. – The study reveals that the government, local communities, and top management leadership are the three primary factors influencing company integration of environmental and social responsibility into corporate strategies and practices. Interestingly, international buye