


# Chapter 14


## An Exploratory Study on the Impact of Sustainability on Supply Chain Resilience: The Case of the Pharmaceutical Sector in the Souss Massa Region

**Imad Terrah**

 <https://orcid.org/0009-0008-2489-0761>


*Faculty of Legal, Economic, and Social Sciences, Ibn Zohr University, Agadir,  
Morocco*

**Amina Kada**

 <https://orcid.org/0009-0008-1487-5031>

*Polydisciplinary Faculty of Taroudant, Ibn Zohr University, Morocco*

**Youssef Elliasmine**

 <https://orcid.org/0009-0005-8698-7292>

*Faculty of Legal, Economic, and Social Sciences, Ibn Zohr University, Agadir,  
Morocco*

### **ABSTRACT**

*This study explores how sustainability practices influence supply chain resilience in the pharmaceutical sector of Morocco's Souss Massa region. Amid increasing global uncertainty and post-COVID disruptions, the research investigates the extent to which environmental, social, and economic sustainability initiatives support the robustness and adaptability of pharmaceutical logistics. Drawing on an interpretivist epistemological approach, the study employs a qualitative design based on seven*

DOI: 10.4018/979-8-3373-3012-9.ch014

*semi-structured interviews with key supply chain actors including manufacturers, distributors, and pharmacies. The findings reveal a mutual reinforcement between sustainability and resilience, with practices such as local sourcing, digitalization, and waste reduction enhancing operational continuity. However, implementation disparities and contextual constraints persist, particularly among smaller actors. The study contributes to a deeper understanding of sustainability-resilience interfaces by offering empirically grounded insights specific to regional supply chains in developing economies.*

## **INTRODUCTION**

In 2023 alone, over 300 supply chain disruptions were recorded globally, ranging from health emergencies to climate-related events and political unrest (Resilinc, 2023). These figures highlight a troubling reality: supply chains, once considered engines of efficiency, are now increasingly viewed through the lens of fragility and risk. Among the sectors most acutely affected stands the pharmaceutical industry, where even short-term interruptions in the availability of medicines and medical equipment can have life-threatening consequences—particularly in low- and middle-income regions where logistical flexibility is limited.

The importance of this research lies in its contribution to advancing understanding in the field of supply chain resilience within the context of sustainable development. By exploring the pharmaceutical sector in the Souss Massa region, this study aims to address the gap in knowledge surrounding how sustainability practices influence a supply chain's capacity to withstand and recover from disruptions. This investigation unfolds against the backdrop of a growing interest in understanding the interplay between environmental responsibility, operational robustness, and healthcare continuity.

Over the past decade, the concept of sustainability has evolved. Initially framed as an ethical or ecological imperative, it has become a central pillar in supply chain strategy. Today, sustainability encompasses a multidimensional framework that includes environmental stewardship, social equity, and economic viability. Increasingly, it is not merely seen as a moral obligation, but as a proactive mechanism for enhancing resilience.

Previous studies explored this relationship in various sectors, yet few have focused on pharmaceutical supply chains in emerging economies. The research questions guiding this inquiry are designed to shed light on how sustainability-oriented practices contribute to the resilience of supply chains operating in a region marked by logistical constraints and structural vulnerabilities.

28 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: [www.igi-global.com/chapter/an-exploratory-study-on-the-impact-of-sustainability-on-supply-chain-resilience/387293](http://www.igi-global.com/chapter/an-exploratory-study-on-the-impact-of-sustainability-on-supply-chain-resilience/387293)

## Related Content

---

### Ethical Leadership, Ethical Selling, and Financial Services Performances: A Case of Nigerian Market

Ayodele Oniku, Achi Awele Emmanuel and Olawale Adetunji (2017). *International Journal of Sustainable Economies Management* (pp. 21-34).

[www.irma-international.org/article/ethical-leadership-ethical-selling-and-financial-services-performances/189088](http://www.irma-international.org/article/ethical-leadership-ethical-selling-and-financial-services-performances/189088)

### Optimal Server Allocation and Frequency Modulation on Multi-Core Based Server Clusters

Xinying Zheng and Yu Cai (2010). *International Journal of Green Computing* (pp. 18-30).

[www.irma-international.org/article/optimal-server-allocation-frequency-modulation/48839](http://www.irma-international.org/article/optimal-server-allocation-frequency-modulation/48839)

### Empowering Eco-Champions: Fostering Employee Engagement for Environmental Responsibility

Jaspreet Kaur (2024). *Intersecting Human Resource Management and Organizational Culture for Environmental Sustainability* (pp. 149-176).

[www.irma-international.org/chapter/empowering-eco-champions/351664](http://www.irma-international.org/chapter/empowering-eco-champions/351664)

### Evaluating the Environmental Impact Score of a Residential Building Using Life Cycle Assessment

Manish Sakhlecha, Samir Bajpai and Rajesh Kumar Singh (2019). *International Journal of Social Ecology and Sustainable Development* (pp. 1-16).

[www.irma-international.org/article/evaluating-the-environmental-impact-score-of-a-residential-building-using-life-cycle-assessment/234387](http://www.irma-international.org/article/evaluating-the-environmental-impact-score-of-a-residential-building-using-life-cycle-assessment/234387)

### The Boulder Breakup

Kate Clark and Kerriann F. Conroy (2020). *Cases on Green Energy and Sustainable Development* (pp. 142-169).

[www.irma-international.org/chapter/the-boulder-breakup/232455](http://www.irma-international.org/chapter/the-boulder-breakup/232455)