



## Article

# Evaluation of the Sustainable Forest Management Performance in Forestry Enterprises Based on a Hybrid Multi-Criteria Decision-Making Model: A Case Study in China

Deqiang Deng <sup>1</sup>, Chenchen Ye <sup>1,\*</sup>, Kemeng Tong <sup>2</sup> and Jiayang Zhang <sup>2</sup><sup>1</sup> College of Economics and Management, Nanjing Forestry University, Nanjing 210037, China<sup>2</sup> School of Economics and Management, Nanjing University of Science and Technology, Nanjing 210094, China

\* Correspondence: yecc@njfu.edu.cn

**Abstract:** Sustainable Forest Management (SFM) can fully use forest resources and improve the economic, environmental, and social sustainability of forest areas. Forestry enterprises play a crucial role in the implementation of SFM. However, the previous literature on SFM pays little attention to the subject of forestry enterprises. This paper aims to extend research on SFM from a macro perspective to the micro level of forestry enterprises. Taking the Triple Bottom Line (TBL) as a theoretical framework and the Montreal Process Criteria and Indicators (MP C&Is) as a basis, this paper constructs an indicator system to evaluate the performance of SFM of forestry enterprises from economic, social, and environmental aspects. Then, we apply the hybrid Multi-Criteria Decision-Making (MCDM) methods, i.e., the Best–Worst Method (BWM) and the ViseKriterijumska Optimizacija I Kompromisno Resenje (VIKOR) method, to construct the methodological system for SFM performance evaluation of forestry enterprises. Through a questionnaire survey of 68 academics and researchers, we determine the weights of the SFM indicators and select a representative forestry enterprise as a case study. The effectiveness of this SFM performance evaluation model is then demonstrated through its application to the case study of forestry enterprises in China. Through the application of the model, this paper evaluates the enterprise's SFM performance over the five-year period 2017–2021 and proposes appropriate policy recommendations and improvements. It is found that environmental factors are the primary factors of SFM in forestry enterprises. Forestry enterprises should not only pay attention to economic benefits but also to the use of forest resources and the protection of forest ecosystems to better achieve SFM.

**Keywords:** forestry enterprise; sustainable forest management; triple bottom line; MCDM methodology



**Citation:** Deng, D.; Ye, C.; Tong, K.; Zhang, J. Evaluation of the Sustainable Forest Management Performance in Forestry Enterprises Based on a Hybrid Multi-Criteria Decision-Making Model: A Case Study in China. *Forests* **2023**, *14*, 2267. <https://doi.org/10.3390/f14112267>

Academic Editors: Maria Njirik and Mariana Melnykercych

Received: 28 September 2023

Revised: 10 November 2023

Accepted: 14 November 2023

Published: 18 November 2023



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## 1. Introduction

Since the United Nations Conference on Environment and Development (UNCED) explicitly stated in 1992 that all forest natural resources should be protected and sustainably managed [1], the concept of Sustainable Forest Management (SFM) has garnered significant attention from both academia and the general public. SFM has developed into the primary goal of global forest management, with a continuous emphasis on environmental protection and ecological health [2]. This concept has gained widespread recognition all across the world. At the Asia-Pacific Economic Cooperation (APEC) Summit 2019, China made a declaration to integrate the development of ecological civilisation into its economic and social processes, aiming to achieve resource conservation and environmental protection. Following this commitment, China has consistently advocated for the target of “peak carbon and carbon neutrality” in 2030. Furthermore, China has been actively involved in global efforts to address climate change and achieve sustainable development, including the sustainable management of forest resources [3–6].

SFM is effective in maintaining the essential ecological functions of forests and biodiversity and monitoring anthropogenic activities that negatively impact the environ-

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