International Journal of Scientific Research in Engineering and Management (IJSREM)
Volume: 08 Issue: 04 | April - 2024 SJIF Rating: 8.448 ISSN: 2582-3930

Drivers of Sustainable supply chain for sustainable development in industry

Sakshi Sinha (20SLAM1010023)

IN

LOGISTICS & SUPPLY CHAIN

Under the Supervision of

Dr Akhtar Mohammad (Assistant Professor)

SCHOOL OF BUSINESS

GALGOTIAS UNIVERSITY

Abstract

This analysis explores the different elements that constitute sustainable supply chains used by companies as genre on the road to sustainable development across different industries. The analysis of a body of literature and empirical data is carried out by a critical objective to determine the fundamental aspects of sustainability practices. The research suggests that we should have the necessary knowledge of these drivers for the stage to be raised of the environmental responsibility, social equity and economic development. Strategies are detailed to enable stakeholders throughout industries in adopting sustainable supply chain methods. Through this process, the long-term resilience of supply chains and the sustainability of the profitable position are promoted. The results are of this type, clarifying the crucial role of sustainable supply chain in reaching the global sustainability targets and promoting sustainability model for the companies and societies all over the world. Through this research we strive to add to the already established supplies chain management literature and aid the change process management in the pursuit of sustainable development in the different industries.

Result of the cocreation with this domain has brought up meaningful implications to the literature. One of the new concepts we are proposing is a dynamic setting for a three-level model serving as a tactical plan for strategic sustainable supply management. Our study has contributed a theoretical framework that distinguishes practical facts of supply chain management and is for the purposes of future research and appraisals in terms of UN 17 Sustainable Development Goals.

Introduction

Trends that revolve around the field of Supply Chain Management like a globalisation of the market economy, less life cycles of products, digitalization, as well multiple customer expectations nowadays, along with developments like resource scarcity, stricter regulatory requirements and a more sustainable experience, have induced the development of extremely complicated supply chains. The management of supply chain systems that integrate ecological and social dimensions is gaining its importance as an attribute of organizational success as well as the success of supply chain in contemporary contexts. An organization is responsible for the activities that impact the ecology, business and the entire society of the operation, as well as the input of other people, such as the suppliers. Therefore, sustainability within the operations of organizations, just as sustainability in the supply chain, has ceased to be a contemporary issue that makes it both much needed and highly researched field. Through the implementation of sustainability strategies and plans, organizations can improve both in the environmental and social performance as well as capacity to procure new competencies that can be used to gain an advantage over competitors by taking up sustainability across and beyond the organizational frontiers.

Basically, this overview simply explores several factors that are essential for developing sustainable practices within supply chain operations. It looks at sustainability consciousness transforming with time while stressing on how businesses have realized that they should conduct themselves as environmentally responsible entities. This summary also shows how regulatory frameworks and legal mandates impact these chains; it explains how governments force organizations to behave in an eco-friendly manner. Furthermore, its mention of growing consumer needs reveals progressive customers who seek to align their values and operations with principles of sustainability. In general, the opening part provides a comprehensive snapshot on some of the multiple motivations to pursue eco-friendly supply chain management. However, while, García-Arca et al. contend on the need for the enforced implementation of sustainable process across all supply chains. They accentuate that this is the demand both from business points of view and through the whole supply chain other shareholders.

Literature Review

In light of rapidly growing trend of this issue, many researchers and practitioners seek to find the awareness of the drivers to sustainable supply chain management (SSCM), the practices, and the difficulties of SSCM operations and how they associate with long-term sustainable development objectives. Herewith, SSCM links operations of supply chain with efficiencies which are complex and responsible to meet the environmental, cultural, and social needs simultaneously for present and upcoming new generations. This desire has moral and political dimension of need, as well as variances in their relative importance and nature.

Scholars from different corners have invented terms and meanings of sustainable supply chain management that is prospected to balance environmental, social and economic concerns along the product life cycle. A number of critical measures, such as engagement of all parties involved, carrying out of life cycle assessments, selection of materials, waste management, transportation and managing of products after utilisation, have been identified. Sustainability is viewed as a key factor in incorporating it into a supply chain in order to have a risk-free and highly productive supply chain. Whitile some preach sustainability due to the moral reasons, other do it because it is aligned with the economic and environment concerns. The literature emphasizes the role of

production and consumption transformations which are based on sustainable lifestyles, systematic risk reduction, and sustainable criteria for suppliers. Nevertheless, a lot of research focus is concentrated on specific aspects of SSCM, while little thorough study if existent, covers broad field of SSCM in relation to UN Sustainable Development Goals (SDGs). At the center of SSCM practices integration into the SDGs joining efforts to achieve financial stability, good functionality, and ethical supply networks is seen. Nevertheless, this interconnected nature of the SDGs along with their implementation widen their scope in the supply chain also posing some hurdles. Prioritizing these challenges in the discussion brings along the necessity of expanded research as well as sophistication in grasping the interplay between SSCM and SDGs. Here the subject is determined which typically causes the consequences for the inclusion of UN Sustainable Development Goals (SDGs) into supply chains. To address this, the authors have set out several objectives: One of such objectives is to develop new technologies to capture and store atmospheric carbon dioxide.

- Highlight the significance of SSCM (locally sustainable supply chain management) activities and their associated UN SDGs (e.g. UN SDGs 8-17).

- Model UN SDGs and SSCM which finally will interconnect. Initiate a platform for transfer of information such as conducting seminars, workshops and conferences, Blend people from diverse backgrounds including those that hold high education with less experienced ones to come and take part in these acts. Through mutual discourse, the members of the group not only enrich each other, but also contribute to the community's development.

- Focus on the least areas that are much lower when it comes to UN SDGs that are working in the supply chains and also the weak points through which problems are more manifest and implementing UN SDGs becomes more challenging.

Consequently, to the degree UN preparations for the supply chains are gradually opened, the appropriate process models which guide decision makers on appropriate strategies are inevitable. The paper creates new lines of knowledge by introducing a conceptual framework that differentiates itself from the rest of the literature on this topic, while offering practical cases for implementation of SSCM initiatives and also proposes and important discussion that will later contribute to theoretical conceptualization in this field.

SSCM Drivers, Implementation Practices and UN SDGs

Sustainable and interconnected supply chain relationships comprise a flywheel to which the focal company, suppliers, customers, and outside actors, like government agencies, are linked. The drivers that affect these liaisons create the background for the creation of novel measures and for their conducting. Sustainable supplier management leads the set of key managerial competencies of the environmental-friendly supply chain management (SSCM). Furthermore, sustainable operations and risk management represent the second and the third, respectively. Finally, corporate social responsibility manifests itself as the fourth managerial practice of SSCM. The purpose of supply chain management in the end is to achieve such economic, environmental and social goals which are found to be equally successful.

Nilsen (2015) identifies three interconnected components crucial for implementation: explanation of the given theory, the process model that reflects the guidance, and the criteria of evaluation. The already explained theory helps in deriving theoretical understanding of the implementation processes and the guiding process model brings in the operational impact by translating the philosophy on paper to a real-time implementation strategy. The differentiate criterion that you establish will help you in determining whether or not the implementation was successful and goals achieved.

We examine how SSCM can be done based on the principles of sustainable development and supply chain management literature. We propose the 17 UN Sustainable Development Goals (SDGs) adopted in 2015 should serve as the core of the SSCM implementation. In the frame of this SDGs, there is a multi-faceted frame work which places the global challenges and society around 2030 to change. While different ways of heterogenization to condense the SDG framework are commendable, individual goals and their relations with sustainable supply chain management (SCM) will be of our concern.

Building on the basis drawn by Seuring and Müller (2008a), we will be presenting a sustainable supply chain framework that is within the UN SDGs framework. Meanwhile, this framework below which the companies tailor their strategies is useful for the development and implementation of their company-wide SSCM approaches making their sustainability goals aligned.

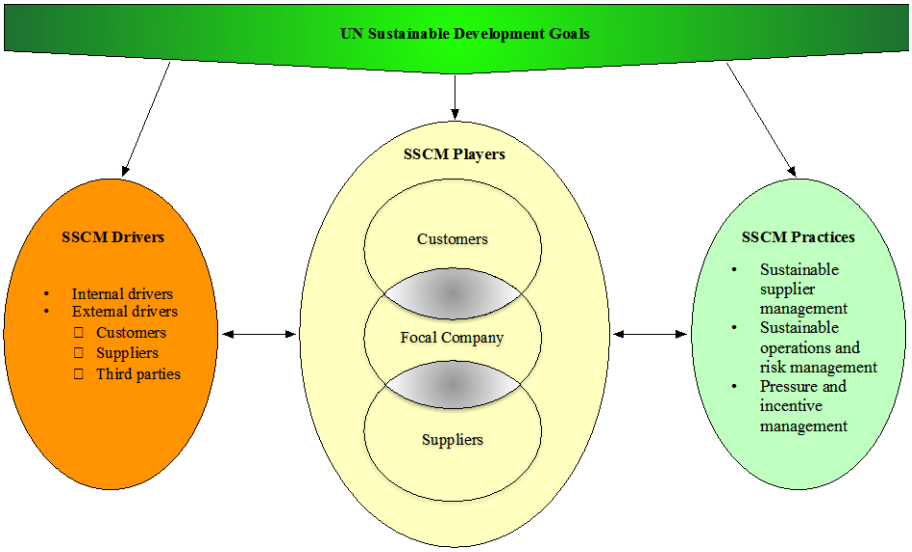

Figure 1: *Sustainable supply chain implementation framework*

The UN Sustainable Development Goals (UN -SDG) paradigm is used as a critical guideline for SSCM implementation but not only this framework acts as the guiding post, the underlying goals are rooted in the SSCM too. As such, the method used here serves as both working hypothesis for researchers at the stage of theoretical framework development and assggs actual SSCM blueprint.

Following, SSCM truckers can stimulate companies to choose an environmental-friendly drive and even can share their experience in the field of optimization. Moreover, the mentioned example has proved that the transition was possible both at the governmental level and outside the public sector. These Triggers affect both external and internal operations. Various fountainheads can be found in the managers commitment, the organizational compassion, the positive culture work perspectives and professional advancements. But, A big majority of people hold one view that this is the most vital Of The Mark. External factors challenge you to put these entities not only into the support system but also to their people, including consumer influencing, social compliance, sustainability of technical changes, competition challenges, positioning a decent reputation and fulfilling what is expected of an individual. Besides those regulatory requirements, it is also considered as one of the main incentives for organizations to switch to the adoption of their supply chain.

Table 1. Drivers of SSCM implementation

Company Internal	Customers/Suppliers	SSCM third parties
• Management commitment • Organisational involvement • Supportive culture • Productivity improvement • Waste elimination • Competitive opportunity	• Business social compliance • Environmental regulation compliance • Green product requirement • Reverse logistics requirement • Customer and supplier involvement	• Regulatory pressure • Institutional pressures • International environmental regulation • Competition • Reputation • Social responsibility

Feeding backs on the effects of the SSCM implementation are based on evaluation that we may determine if the objectives are realized according to the set criterion. Strategical approach is crucial for prevention of problems; they stand for determination of aims the follow the pursued practices in line with departmental/firm targets and leaders' (participants') will as part of the scope of the firm's abilities. As per the matter which is the key factor for materials disclosed by GRI, SSCM's main goals are concerned to stakeholders and the relation between them and firm's purpose have to be maintained. Performance objective setting process is carried out through an inclusive approach, which is covered external and internal environment attractiveness, environment shaping potential, available resources and limitation factors. Since the objectives of the SSCM preferred to be exclusively driven by the adoption of the UN SDGs, the metrics framework is structured around the goals belonging to the environment, economics and the social domains, in turn guaranteeing a 360 approach for sustainability.

Accordingly- the identification of SSCM drivers along with the setting of comprehensive objectives for performance and development of opportunities can be attuned with UN SDGs in the course of SSCM tactic implementation success. Through these kind of approach, suppliers are led to adopt environmental-friendly practices, finally enabling multiple success in the business process, a healthier environment, and positive conditions for the society.

Environmental performance in sustainable supply chain management comes from the set of environmental standards that are being implemented, reduction of greenhouse gas emissions, application of green design and purchasing practices, and efficient uses of energy and dangerous materials.

The economic performance matters through the elimination of total costs, management of wastes and inventories, address risks applicable to sustainability, encouragement and innovation of green ideas, obtaining or maintaining a competitive position and perhaps retaining long-term sustainable profits.

Social indicators for performance means enhancing the company's environmental and product image, and taking into account public view, improving the image of the company internationally, developing partnerships, improving the quality of life in the community, and fulfilling the social responsibility.

This apparatus of performance indicators outlines in detail a fully comprehensive framework for the management as well as evaluation of sustainability in supply chain. They play a role of not only a yardstick of measuring company's success in reaching environment, economy and society sustainability targets but it goes beyond that to uncovers insights on how to contribute to sustainable development.

Table 2. Performance measurement of SSCM

Environmental performance	Economic performance	Social performance
• Compliance to environmental standards • Greenhouse gases emissions • Green-design level • Green purchasing level • Energy consumption • Consumption for hazardous/harmful/toxic materials	• Total cost • Waste reduction • Inventory cost • Order fulfillment rate • Sustainable risk mitigation • Green purchasing performance • Green innovation • Competitive advantage • Long-term profitability	• Green images • Product image • Public perception • Corporate social image • Level of partnership • Quality of life of communities • Social and community responsibility

Thirdly, we propose a structured review process model for sustainable supply chain implementation, consisting of three key phases: practise demonstration of, in line towards achievement of SDGs, and incorporation of approach model. The an array of SSCM practices in literature is extremely varied and couched in functions of the supply chain. The upstream suppliers' practices may involve conducting a green procurement process, acquiring raw material, green packaging, transportation, material recycling, collaborative efforts with strategic suppliers, and assessing the sustainability of their suppliers.

During internally, though, focal companies use practices of sustainable operations like green product and process design, green manufacturing, waste management, emission reducing, and green packaging. Frequently, these tools and methods are like this to be part of the environmental management systems to support the assessment and management of performance.

Managing the pressure and incentives means jointly inventory management, clean warehouses and transportation, product recycling and materials recovery, reverse logistics and corporate image green management. Along the entire array of production, green product innovation, supply chain integration, joint planning, cooperative approach, ISO 14001 environmental management system implementation and the CSR initiatives are some of the most typical practices.

We divide our sustainability-related practices into the following dimensions: sustainable supplier management; sustainable operations and risk management; and pressure and incentives. They cover upstream, companies under scrutiny and downstream aspects in the chain of supply. On one hand, most approaches are fit into particular categories. On the other side, these approaches overlay each other and are placed in the right position to indicate their multidimensional notion.

Table 3. Summary of SSCM practices

Sustainable supplier management (upstream)	**Sustainable operations and risk management (focal company)**	**Pressure & incentive management (downstream)**
• Green purchasing • Green raw material procurement • Green packaging • Green transportation • Material recycling • Strategic supplier collaboration • Supplier sustainability assessment	• Green product design • Green process design and planning • Green manufacturing • Product recovery and remanufacturing • Waste, water, and air management • Energy consumption and emissions reduction • Green packaging	• Collaborative inventory management • Green warehousing • Green shipping and distribution • Reverse logistics • Product recycling • Corporate green image management
↳ Green product innovation and design ↳ Supply chain integration system (technological and physical level) ↳ Collaborative supply chain planning ↳ Strategic supply chain collaboration ↳ ISO 140001 environmental management system ↳ Corporate social responsibility		

As a means of amplifying the UN Sustainable Development Goals (UN SDGs), through the sustainable supply chain management (SSCM) practice we employ the adapted methodology drawn from Costanza et al. (2016). This involves grouping the 17 UN SDGs into three clusters: economic, societies, and environment. The economic block is concerned with making the maximum allocation that builds up a living economy, whereas the social circuit is aimed at the principle of fair distribution that safeguards capability for well-being existence. Finally, the environmental domain is concerned with the other end of the spectrum that is about ensuring that the scale is sustainable enough to stay within planetary boundaries. This clustering results in mapping the SDGs into three focal areas: economic aims, social goals, and environmental goals i.e. SDG 7-9, 11-12, SDG 15, SDG 10, SDG 16-17, SDG 6, SDG 13-15.

Following the creation of a deliberative and recursive mapping process, the involvement of SSCM practices is carried out in this connection with their path and objective definitions. This varnishing of SSCM principles to the UN development view brings contribution of SSCM practices directly to accomplishment of UN SDGs objectives.

As Figure 2 demonstrates, the link between SSCM practices and UN SDGs is depicted here and the corresponding sustainable aspects are highlighted. This summarization illustrating all their aspects contributes to achieving a sustainable development.

In the same way SSCM performance indicators decide to be aligned to the UN SDGs as demonstrated in the figure 3. Firms' sustainability effectiveness can be im-proved through comparing potential SSCM practices with the SDGs. This allows companies to get an idea how close they are to sustainable future plans. This shows also any of the deficits or infringements on sustainability principles by current practices and a chance for better alignment of activities in the future.

Proposed Characteristics of a Dynamic SSCM SDG Model

The pivotal point for the business companies to achieve these SDGs is that they should comprehend and perceive the role of the businesses in addressing the SDGs. Then the issue of business engagement emerges as a complicated one because of a diversity of industries with each having all a bit of different problems, some of them with their primary focus on contributing, in some way or another, to one of the individual SDGs. As an example, the food sector may incorporate issues such SDGs 2,8 and 12 into their efforts whereas the energy sector might address SDGs 7 and 11.

It ensures that the SSCM framework is comprised of those elements that are able to properly integrate the SDGs as well as are customizable for every industry. This model is the departure from traditional business formulation, under which the transparently definable objectives that would lead to environmental, social, and economical sustainability are put in action. It provides an initial, but dynamic framework from which a businesses SRSP would be designed to suit some specific industries or external settings.

Proposed model, as displayed in Figure 5 includes dynamic involvements and includes all 17 of this SDGs. It illustrates multiangle nature of supply chain management processes and describes different disciplines, showing the way of flow and interaction through all the supply chain. Employing that leading knowledge from SSCM literature, the model adds the implementation of a general framework for strategic sustainable development.

These SDGs are interconnected with the SSCM practices, which are created with the identical scope and purpose. As an example, enterprises might follow SDG1 (No Poverty), in which they may want to provide access to customers who are at the bottom of the pyramid and market strategies that can benefit social ventures. By the same token, the actions in connection with each SDG are outlined, like promoting employees' healthy lifestyles (SDG 3), investing in technology and innovation (SDG 9) and decrease supply chain harmful activities ecology (SDG 15).

In summary, the present SSCM model is a multifaceted approach for integrating SDGs into supply chain management procedures helping in with operationalizing the Sustainable Development targets within the various

industry setups.
Through the examination of sustainable development goals, projects considered to be the result of its implementation can reveal the importance for supply chain expansion projects coming to gear. While it provides both avenues for profitability and substantial challenges to supply chain managers, the balance of these goals is found to be delicate. It is based on commitment, creativity and investment, strategy, audit, patient approach, attention to social prerequisites.The model for integrating sustainable development goals that was debated on by the management team of four companies in charge of logistical coordination in the supply chain was introduced. Their feedback during direct interviews provided valuable insights:Their feedback during direct interviews provided valuable insights:

- Implementing suggested model, lays upon the basis of formation of helpful relationships, improvement communication with external stakeholders and determine the key supply chain activities and marketing plans. This encompassing and consistent supply chain management standardization at several countries and world levels is the inherent feature of it.

- Herein, the model lays bare the fact that transformation is a symbiotic process of social and economic aspects. It is therefore, a firm base on which to stand in order to improve competitive position by offering positioning in the market.

- The model's complexity requires fostering of the specific features of each individual enterprise and industry, thus involving both large and small undertakings from the market. Consequently, all parties in the market must collaborate.

Methodology

1. Description of the research approach, including data collection and analysis methods: During a sustainable financial predicament composed of higher interest rates and debt level increase, a society would be in proliferating inflation, job losses, and unemployment vulnerability.
- The research approach is the main strategy that is aimed to select the types of the research questions or objectives that have been raised. This can be a possible choice of either the quantitative or qualitative methods, or even the combined methods. For example, putting both methodologies into perspective is conceptualization. For example, quantitative techniques could involve in gathering of surveys' data or statistical analysis of numerical data while qualitative method might involve interviews, focus groups, and text content analysis. The

way of collecting and analysing the data will be integrated with the aims of the investigation and any other available information concerning the data being gathered.

2. Explanation of how data will be gathered from relevant sources such as industry reports, academic publications, and company documents: Therefore, to end, Lee's wonderful narrative and his skilfully done characters in "To Kill a Mockingbird" definitely go higher than ordinary tales. She helps her readers enter the world of her characters to the fullest by her writing.
- Thus the things highlighted are that one can collect data in different platforms in the following steps. It is concise and describes search mechanisms including those which were applied to conduct industry-specific reports, scientific journals, and company documents. For a part of this paper, it discusses criteria for quality of sources, considered with respect to their relevance, credibility and recency. Reports about observations, surveys, and interviews – as a direct data acquisition methods – will be an extra consideration if the subject calls for it.

Overview of data analysis techniques to be employed, such as statistical analysis and regression modeling:The war era is defined by an unrelenting struggle between the north and the south. The 50 million US dollars loaned through bonds would be used to purchase war wares and to support the soldiers engaged in combat.
- Researcher will explain the well designed data analytics techniques to be employed in analysing the data that has been gathered already. This category predominantly involves methods like descriptive statistics for the purposes of detailing the dataset or inferential statistics for the evidence evaluation or correlation discovery, regression analysis to assess the force of the relation between the variables, and other more elaborate equipment dependent on already gathered data. The criteria to be applied in choosing methods, including whether they are applicable or not in solving the research questions is required to set down in a clear way (i.e. data type, etc. should be indicated).

3. Data Validation and Reliability: The contribution of the music to educationing have two components, the one is about the learning process per se and the other one is the contribution of the music to the prevailing climate of the class.
- Next, the series of activities such as the survey of sample results' credibility and the accusation proof is explained. It can be a brief document covering issues like sample even spatial distribution and data integrity by using the same procedures, asking data to be normalized and occurrence of measurement biases and coding to be verified. But, also advised that means of the contradiction from biases and confounding factors through the analysis in the theses shall be included as well.

4. Ethical Considerations:
- Ethical interactions approaches research techniques through people-involved or subjects-affected fields become much more special. The other part includes the ethical considerations in the research, for instance, receiving the informed consent from the participants, maintaining privacy and anonymity, and complying with ethic standards or regulations. However, to finish off on an optimistic note, the different ways, conflicts of interests may arise and the actions to combat them can also be included.

5. Limitations:*

- Any research method you decide to use is importantly platformed on the use of the appropriate subjects and you should emphasize this in all forms of creativity. Here I will describe the risk of improperly designed methodology of the research, data collecting and analysis. These limitation could be used, for instance, with networks having small size, absence of suitable data or methods which puts the application into real life at risk.

The approach considered in the study consists of additional complexities and so is more comprehensive in depicting, in the methodology section, different scenario ways of running the research. That kind of features, which not only provide transparency but also ensure clarity, are an integral part of the procedure.

Conclusion

Sustainable supply chain management (SSCM) delivers tangible results and is key to building and choosing the perfect business model; aligning it with long-term aims. Yet, this analogy can be tricky in as much as it implies won't be the same kind of self-driven destination and urgent activity. However, in its place managers must concentrate on sustainable management which will integrate the components social, economy, as well as ecology. The acts of adopting sustainability on supply chain bring in limitless time and hardships, that may slow down the process and may be a discouraging factor. Even if these challenges are there, risk-takers and entrepreneurial dreamers can in turn see the positive side that can create future business opportunities.

The insights presented here are for, not only the business leaders, but also the researchers who are looking for concepts and theories of strategic STSCM to make SSCM strategy selection and implementation easy and long-term, SSCM goals aligning. Putting forward the discussed model and protocol provisions would increase SSCM alignment and deal with hindrance to SSCM implementation practices.SDGs as well as SSCM practices are well illustrated by the analysis of literature that further indicates how these two can work in synergistic and collaborative ways through their integration into managing supply chains. Managing SDGs at the supply chain level will need guidance in how this is to be done and the presented model will reflect and clarify the relationships thus offering new areas for research and for reflection.

SDG actualization in suplly chains requires multi-actorial responsibility of actors over strategic decision-making dimention and offering practical day-do-day actions fo sustainable attainment. An individual can engage with supply chains in various ways that facilitate in solving the longstanding complex global problems, for instance: poverty, hunger, climate change, and inequalities. Such joint initiatives are an impetus to tackling poverty, hunger, inequalities, and climate change.

The sustainable nature of supply chain management is this, it constitutes many factors, including transportation, energy, and material choices, to be both complicated and essential. Organizations are keen on the participation of management executives as well as the overall supply chain so as to practically incorporate sustainable development practices, consequently development of competitive advantage and creation of an integrated value. One of the possible regions for SSCM adaptation is that of various markets and that may align with UN SDGs as

a standard of transparency. Achievement of this goal will be ensured by managerial capabilities for the development and application of SSCM and the grouping of performance aims. The overall key point is to show the principal characteristic of the supply chain problem the industry which is about the source of sustainability issue due to tough educational support, the bigger problems such as social issues that have an impact in a considerable degree have been determined, which assist the stakeholders in effective implementation of the measures. By enacting the suggested reforms and abiding by the previous evidence, companies that focus on sustainability can actually; 1) move the game forward thus preserving the earth and 2) position themselves better in the market. Through these kinds of studies, this concept has been explored in more detail and it has been revealed that sustainable supply chains have been major factors that have led to the success of firms and their long operation in the market, enabling their future development in the sustainability sphere.

Refrences

Here is a list of references for the report on Drivers of Sustainable supply chain for sustainable development in industry:

174. https://doi.org/10.1016/j.ijpe.2011.04.007

Ansari, Z. N., & Kant, R. (2017). A state-of-art literature review reflecting 15 years of focus on sustainable supply chain management. *Journal of Cleaner Production*, *142*, 25242543. https://doi.org/10.1016/j.jclepro.2016.11.023

Azevedo, S. G., Carvalho, H., & Machado, V. C. (2011). The influence of green practices on supply chain performance: a case study approach. *Transportation research part E: Logistics and Transportation Review*, *47*(6), 850-871. https://doi.org/10.1016/j.tre.2011.05.017

Beske-Janssen, P., Johnson, M. P., & Schaltegger, S. (2015). 20 years of performance measurement in sustainable supply chain management–what has been achieved? *Supply Chain Management: An international Journal*, *20*(6), 664-680. https://doi.org/10.1108/SCM-062015-0216

Brandenburg, M., Govindan, K., Sarkis, J., & Seuring, S. (2014). Quantitative models for sustainable supply chain management: Developments and directions. *European Journal of Operational Research*, *233*(2), 299-312. https://doi.org/10.1016/j.ejor.2013.09.032

Campagnolo, L., Eboli, F., Farnia, L., & Carraro, C. (2018). Supporting the UN SDGs transition: methodology for sustainability assessment and current worldwide ranking. *Economics: The Open-Access, Open-Assessment E-Journal*, *12*(10), 1-19.

Charter, M., & Gray, C. (2008). Remanufacturing and product design. *International Journal of Product Development*, *6*(3-4), 375-392.

Chen, Y. S. (2008). The driver of green innovation and green image–green core competence. *Journal of Business Ethics*, *81*(3), 531-543. https://doi.org/10.1007/s10551-007-9522-1

Chiou, T. Y., Chan, H. K., Lettice, F., & Chung, S. H. (2011). The influence of greening the suppliers and green innovation on environmental performance and competitive advantage in Taiwan. *Transportation research part E: Logistics and Transportation Review*, *47*(6), 822836. https://doi.org/10.1016/j.tre.2011.05.016

Costanza, R., Daly, L., Fioramonti, L., Giovannini, E., Kubiszewski, I., Mortensen, ..., Wilkinson, R. (2016). Modelling and measuring sustainable wellbeing in connection with the UN Sustainable Development Goals. *Ecological Economics*, *130*(1), 350-355.

Dey, A., LaGuardia, P., & Srinivasan, M. (2011). Building sustainability in logistics operations: a research agenda. *Management Research Review*, *34*(11), 1237-1259. https://doi.org/10.1108/01409171111178774

Dubey, R., Gunasekaran, A., Papadopoulos, T., Childe, S.J., Shibin, K., & Wamba, S.F. (2017). Sustainable supply chain management: framework and further research directions. *Journal of Cleaner Production*, *142*, 1119-1130. https://doi.org/10.1016/j.jclepro.2016.03.117

Fernandes, S. M., & Bornia, A. C. (2019). Reporting on supply chain sustainability: Measurement using item response theory. *Corporate Social Responsibility and Environmental Management*, *26*, 106-116. https://doi.org/10.1002/csr.1663

Foerstl, K., Azadegan, A., Leppelt, T., & Hartmann, E. (2015). Drivers of supplier sustainability: Moving beyond compliance to commitment. *Journal of Supply Chain Management*, *51*(1), 67-92. https://doi.org/10.1111/jscm.12067

Grekova, K., Calantone, R. J., Bremmers, H. J., Trienekens, J. H., & Omta, S. W. F. (2016). How environmental collaboration with suppliers and customers influences firm performance: evidence from Dutch food and beverage processors. *Journal of Cleaner Production*, *112*, 1861-1871. https://doi.org/10.1016/j.jclepro.2015.03.022

Gualandris, J., & Kalchschmidt, M. (2014). Customer pressure and innovativeness: Their role in sustainable supply chain management. *Journal of Purchasing and Supply Management*, *20*(2), 92-103. https://doi.org/10.1016/j.pursup.2014.03.001

Linton, J. D., Klassen, R., & Jayaraman, V. (2007). Sustainable supply chains: An introduction. *Journal of Operations Management*, *25*(6), 1075-1082. https://doi.org/10.1016/ j.jom.2007.01.012

Luthra, S., Garg, D., & Haleem, A. (2014). Green supply chain management: Implementation and performance–a literature review and some issues. *Journal of Advances in Management Research*, *11*(1), 20-46. https://doi.org/10.1108/JAMR-07-2012-0027

Nilsen, P. (2015). Making sense of implementation theories, models and frameworks. *Implementation Science*, *10*(1), 53-57. https://doi.org/10.1186/s13012-015-0242-0

Pagell, M., Wu, Z., & Wasserman, M. E. (2010). Thinking differently about purchasing portfolios: an assessment of sustainable sourcing. *Journal Of Supply Chain Management*, *46*(1), 57-73. https://doi.org/10.1111/j.1745-493X.2009.03186.x

Ramudhin, A., Chaabane, A., & Paquet, M. (2009). On the design of sustainable, green supply chains. *International Conference CIE 2009*, 979-984.

Seuring, S., & Müller, M. (2008b). From a literature review to a conceptual framework for sustainable supply chain management. *Journal of Cleaner Production*, *16*(15), 16991710. https://doi.org/10.1016/j.jclepro.2008.04.020

Sisco, C., Chorn, B., & Pruzan-Jorgensen, P.M. (2011). Supply chain sustainability: A practical guide for continuous improvement. *United Nations Global Compact*, 8-10.

Srivastava, S. K. (2007). Green supply-chain management: a state-of-the-art literature review. *International Journal of Management Reviews*, *1*(1), 53-80. https://doi.org/10.1111/j.14682370.2007.00202.x

Sroufe, R. (2003). Effects of Environmental Management Systems on Environmental Management Practices and Operations. *Production and Operations Management*, *12*(3), 416-431. https://doi.org/10.1111/j.1937-5956.2003.tb00212.x

Sroufe, R. (2016). Operationalizing Sustainability. *Journal of Sustainability Studies*, *1*(1), 1-10.

Tomic, B., & Spasojevic Brkic, V. K. (2019). Customer satisfaction and ISO 9001 improvement requirements in the supply chain. *The TQM Journal*, *31*(2), 222-238. https://doi.org/10.1108/TQM-07-2017-0072

Tyan, J., & Wee, H. M. (2003). Vendor managed inventory: a survey of the Taiwanese grocery industry. *Journal of Purchasing and Supply Management*, *9*(1), 11-18.

United Nations, (2015). Transforming our world: the 2030 agenda for sustainable development. Outcome document for the UN Summit to adopt the post-2015 development agenda: draft for adoption, New York.

Vachon, S., & Klassen, R.D. (2006). Extending green practices across the supply chain: the impact of upstream and downstream integration. *International Journal of Operations & Production Management*, *26*(7), 795-821. https://doi.org/10.1108/01443570610672248

Walker, H., & Jones, N. (2012). Sustainable supply chain management across the UK private sector. *Supply Chain Management: An International Journal*, *17*(1), 15-28. https://doi.org/10.1108/13598541211212177

Zimon D. (2017). The Impact of Implementation of the Requirements of the ISO 14001 Standard for Creating Sustainable Supply Chains. *Quality - Access to Success*, *18*(158), 99-102.

Zimon, D., & Domingues, P. (2018). Proposal of a concept for improving the sustainable management of supply chains in the textile industry. *Fibres & Textiles in Eastern Europe*, *26*(2), 8-12. https://doi.org/10.5604/01.3001.0011.5732