

Sustainability Integration in Supply Chain Management through Systematic Literature Review

Narcisa Roxana MOSTEANU, Alessio FACCIA, AI ANSARI, Mohamed Dawood SHAMOUT, and Fabian CAPITANIO

Final Version of Record deposited by Coventry University's Repository

Original citation & hyperlink:

MOSTEANU, N.R., FACCIA, A., ANSARI, A., SHAMOUT, M.D. and CAPITANIO, F., 2020. Sustainability Integration in Supply Chain Management through Systematic Literature Review. *Quality-Access to Success*, 21(176), pp. 117-123

https://www.srac.ro/calitatea/en/arhiva/2020/QAS_Vol.21_No.176_Jun.2020.pdf

Publisher: Romanian Society for Quality Assurance

Quality-Access to Success is an Open Access journal; which means that it is free for full and immediate access, reading, search, download, distribution, and reuse in any medium only for non-commercial purposes and in accordance with any applicable copyright legislation, without prior permission from the copyright holder (Publisher) or the author; provided the original work and publication source are properly cited (volume, issue number, year, pages). Any other use of its content in any medium or format, now known or developed in the future, requires prior written permission of the copyright holder.

Sustainability Integration in Supply Chain Management through Systematic Literature Review

Narcisa Roxana MOSTEANU¹, Alessio FACCIA², AI ANSARI³,
Mohamed Dawood SHAMOUT⁴, Fabian CAPITANIO⁵

¹Corresponding author, Professor Dr. at American University of Malta, Malta; E-mail: narcisamosteau@yahoo.com

²Assistant Professor Dr., Lecturer at Coventry University, Coventry, UK; E-mail: alessio.faccia@gmail.com

³Professor Dr. at Seattle University, Seattle, USA; E-mail: aansari@seattleu.edu

⁴Assistant Professor Dr. at American University in the Emirates, UAE; E-mail: arch.mohd@hotmail.com

⁵Professor Dr. at Università degli studi di Napoli Federico II, Naples, Italy; E-mail: fabian.capitanio@gmail.com

Abstract

Drafting a systematic literature review on sustainable integration of supply chain and logistics is the main aim of this research paper, given the current needs expressed by academics, managers, and investors. Business sustainability, among all management tasks, heavily depends on successful integration between supply chain and logistics. Scholarly and academic double-blinded peer-reviewed journals, indexed in Scopus and EBSCO, are considered, in a time range between the years 2010 and 2019. Thus, summaries of journals are comprehensively assessed to appraise the integration between Sustainable Supply Chain Management and logistics in business markets. Through this work paper, the procedures behind an effective application of supply chain models are investigated in order to improve knowledge, in terms of recent advancements. The authors develop and carry out an effective business-case analysis, in which the application of Supply Chain Management and logistics procedures led to advancements in the field, therefore their systematic review will be beneficial in terms of a comprehensive current framework provision. According to the analyze explored by the authors, Decision Support Systems and computer frameworks really support business leaders in using Sustainable Supply Chain Management and logistics information and models, further providing specific training. The research paper observed that, indeed, a systematic review is an effective tool that encourages a thorough understanding of the key features related to the specific field. Despite limitations due to a small number of studies carried out on the specific topic, we strongly believe that this research will provide a great contribution to business management, towards an exhaustive, useful, and insightful analysis of the current studies on the integration between Sustainable Supply Chain Management and logistics applications.

Keywords: sustainable supply chain management; systematic literature review; sustainability; corporate social responsibility.

1. Introduction

Sustainability in supply chain and logistics had turned into a trendy feature. Nowadays, many drivers can be identified, such as remarkable maintenance quality, operating characteristics typical of a free market framework, and the focus on the so-called vitality, attributable to an extended awareness of the science on the environmental change (Gopal, Thakkar, 2016). These features are significant to managers, since all the stakeholders are progressively asking for a fair assessment of the natural and social impacts due to their performances and activities (Morali, Searcy, 2012; Gopal, Thakkar, 2016). Supply chain experts' perspective is the most advantaged in order to consider the impact of operational decisions on natural and social environment, for instance in terms of suppliers, transportation, vehicle, area, and bundling options. Furthermore, organization usually operates with the input provided by other players, in an interconnected chain that starts from natural resources and ends with the final consumer. The system regulation is called Store Network Administration – SNA (Cetinkaya, et al., 2011), whilst Production Network Administration – PNA involves capacity and development of crude materials, work in process stock, and merchandise production process from the outset to the consumption. Sustainability is one of the main attributes of the so-called Corporate Social Responsibility –

CSR, which embraces natural and social perspectives in management's decisions, considering product and process innovations as a priority in terms of monetary business goals and environmental benefits. For instance pollution and clog due to products' transit, extreme exploitation of limited and precious natural Earth's resources such as land and water, conflicting interests between companies and workers in terms of low salaries and bad working condition in order to boost profits (Schaltegger, Burritt, 2014). Awareness of the importance of efficient and successful inventory network is arising, due to the need to mitigate the negative impact to earth and society (Moşteanu, 2020). It led managers, customers, investors, and international gatherings to prioritize the sustainability of store network (Morali, Searcy, 2012; Gopal, Thakkar, 2016). Different drivers are leading the development of better management tools, useful to ensure customers' mindfulness and companies' positive environmental and social conducts (Morali, Searcy, 2012; McPhee, 2014); country leaders are furthermore oriented to sustainable policies (Gopal, Thakkar, 2016). Hence an increasing number of studies on Sustainable Supply Chain Management (SSCM) and companies already include sustainable practices in their activities (Ashby, et al., 2012; Montabon, Pagell, 2016), covering every single key feature in the SSCM. Essentially, this article aims to provide a systematic review on sustainable supply chain and logistics management, by picking

the best scholarly research studies and supporting the methodology research to enhance the understanding of SSCM from a broader perspective. Furthermore, an overview of a systematic analysis of SSCM and logistics flow determination is provided.

2. Research methodology

The methodology is focused on a systematic literature review, which will mainly overlap the findings of this research paper. Scholarly and academic double-blinded peer-reviewed journals, indexed in Scopus and EBSCO, are considered, in a time range between the years 2010 and 2019, and included in the analysis. The systematic review focuses on three key terms: sustainability, supply chain and logistics, as ground-study. Therefore, since the review is the core of the analysis, purely relevant articles and journals that deal with sustainable supply chain and logistics were selected. This is to underly scholastic insights having a great connection with the aim of this study. Literature review is considered systematic since it addresses specific issues by recognizing, fundamentally assessing, and coordinating the discoveries of applicable, astounding examinations, tending to research questions. A comprehensive review may accomplish most, or the greater part, of the following (Creswell, 2014): (a) establish to what degree existing review in a systematic manner has advanced towards elucidating a specific issue; (b) identify study relations, logical consistencies of the systematic writing and investigate the purpose of journal review and analysis; (c) formulate scholarly reviews and its literature review articulations and overall concepts of sustainable integration of SCM and logistics; (d) assess, as well as generate, literature studies from the year 2010 to the year 2019 and understand its practices in the business society.

The number of journals/articles is not less than ten, and not more than thirty, they are mainly discussed in the literature review section of this paper. Nonetheless, a table (Appendix section) entails and supporting the content of the main text.

3. Literature review

3.1. Sustainable Supply Chain Management – SSCM

Sustainable supply chain and its connection to management standards is becoming a trending topic. Analysts pointed out that a need to overcome old limited perspectives only linked to monetary targets is becoming crucial for companies' sustainability. This purpose can be only achieved by operational efficiency and expenses reduction in a fair and respectful natural and social framework. Combining the Triple Bottom Line (TBL) principles with Supply Chain Management (SCM), it is possible to shape the SSCM framework (Govindan, Soleimani, Kannan, 2014). Maintainable Store Network Administration (SNA), Production Network Administration (PNA) along with production network demonstrate how sustainability should be achieved not only on the premise of financial goals but also through environmental and social responsibility (Beske, Seuring, 2014; Pagell, Schevchenko, 2014). The development of SNA along with sustainability demonstrated growing concerns on macroeconomic strategies and future evolutions. So far corporate management have proven reckless in the use of limited resources, the ozone hole is harming substance outflows so that buyers' mindfulness about work condition concerns is soaring.

Measurements of the TBL along with the production chain network (Govindan, Soleimani, Kannan, 2014) are allowing to develop feasible methodologies, although always necessarily focused on the short term on financial goals, also related to long haul connections and number of suppliers reduction in the long term perspective.

3.2. SSCM common meaning

Different definitions of Sustainable Supply Chain Management are disclosed. The vast majority of them were gotten from the sustainability improvement idea developed by the World Commission on Environment and Development as advancement that addresses the issues of the present without trading off the capacity of future ages to address their issues (Ahi, Searcy, 2013; Beske, 2012). Carter and Rogers (2008 in Singh, 2016) suggested a different meaning of SSCM as the key, straightforward combination and accomplishment of an association's social, ecological, and monetary objectives in the foundational coordination of key between authoritative business forms for enhancing long haul financial execution. The subsequent definition, from Carter and Rogers (2008 in Beske, Seuring, 2014), addresses social, natural, and financial objectives in business management. The TBL state that business ought to consider three measurements in their management including wealth, individuals, and the planet. Wealth is the conventional measure in business, while the earth and individuals can be considered as natural and social variables.

3.3. Challenges on management approach to sustainable chain

Challenges on management approach to the sustainable chain are mainly related to a lack of integration, namely separation, and independence, between social duties and sustainability. Many inventory network experts and scholars consider social responsibility as a duty. However, the awareness of interdependences among stakeholders, and the inclusion of factors such as earth, human rights, charity and security encompassed the Corporate Social Responsibility (CSR) and store network management maintainability concepts (Dey, LaGuardia, Srinivasan, 2011; Pagell, Schevchenko, 2014). Store network administrators used to examine companies as stand-alone entities, without a reasonable, comprehensive, and more vital comprehension of how those entities could be fitted together reach a better overall maintainability environment (Pagell, Schevchenko, 2014).

Managers, likewise, in the past, regularly failed in learning and taking the opportunity to benefit from knowledge and experience advancements in the environmental field, as different departments or different branches of the same company were not aware of those improvements (Ahi, Searcy, 2013). Nowadays, changes in corporate hierarchical frameworks allow expecting firms to be constantly updated on the knowledge related to environmental and social consequences. Those updates can be easily identified, not only considering the company as a stand-alone entity but in those connections that they set up in the production chain, in terms of coordinated effort and data sharing, as they started considering as partners all the members of the chain (Dey, LaGuardia, Srinivasan, 2011; Pagell, Schevchenko, 2014).

3.4. The relevance of SSCM

The commonly understood meaning of SCM focuses on company connections performed through contracts, information sharing, agreements, and all those networking activities that can be identified in a supply chain. Joining such those networks has turned into a key survival corporate strategy, since many benefits are provided for the company that is actively included in the chain (Brito, Berardi, 2010).

Despite the fact that inventory network structures and business forms are still the same, the reasons, why corporate managements are willing to join supply chains, have changed over time. Pagell and Schevchenko (2014) highlight that, apart from a presumed financial benefit, companies need to deal with CSR, since they have now additionally been considered responsible for positive social and environmental conducts, not

only at an individual level but also as part of the whole chain. Furthermore, public debates about sustainability are focusing on industries, rather than targeting and blaming specific companies (Pagell, Schevchenko, 2014). The addition of ecological and social targets to financial goals has prompted a wide range of ideas, linked to sustainability concerns in the store network analyses (Abbasi, Nilsson, 2012).

Company managers usually start considering environmental and social matters, to be included in companies' visions, and only after some time they can begin to select the right partners in the chain to cope with specific, more virtuous goals and requirements, either through systems or conventional SSCM. Public debates on the need for sustainable processes integration along with production network started to arise after the year 2014, reasonably suggesting to perform productions considering environmental and requirements, in addition to financial targets, thus joining so-called Green Supply Chain Management frameworks (Abbasi, Nilsson, 2012).

Sometimes sustainability and flexibility are confusing considered as synonyms. In practice, two main differences can be identified: 1) A proactive approach related to forecast and negative consequences avoidance in the future to fuel the growth; 2) An adaptive approach that tries to limit damages that have already determined a negative impact (Ahi, Searcy, 2013; Carter, Easton, 2011). As research on sustainability progressed, worldwide productions gradually started applying TBL principles in supply chains (Ashby, Leat, Hudson-Smith, 2012; Abbasi, Nilsson, 2012).

4. Sustainable Logistics

The interest on sustainable logistics in the supply chain has been developing for over 10 years, it now considered an accepted standard. The increasing appeal of green supply chain management is therefore confirmed (Cosimato, Troisi, 2015). However, it must be said, any activity aimed to reduce the ecological footprint initially generates an additional financial burden. Hence, huge natural enhancements strategies were considered responsive rather than proactive, but this perspective is currently likewise changing. Environmental security and sustainability have turned into a fundamental concern in business activities, driving numerous Chief Operating Officers to focus on upgrades in sustainable operations as one of their best goals (Cosimato, Troisi, 2015). Any organization that is suitable or willing to apply a Supply Chain Management system, usually can and do execute SSCM systems as well. The advancement provided by SSCM is linked to the further comprehension of the general connections between supply chains and the environment. Thus, considering the integration of sustainability, it is critical to investigate it in terms of outsourcing practices. As outsourcing is standardized and it usually benefits from economies of scale, it has progressively been provided by professional suppliers, changing the ways how purchasers and providers behave (Cosimato, Troisi, 2015). A new stage, the environmental one, has started to be added in coordination settlement processes. Since 2016, it has been noticed how this stage has become central for the development and control in logistics. Regardless of the financial expectations, which are always implicitly considered for the survival of a company, many analysts and scholars started heavily discussing social and environmental concerns in logistics as well as their measurements in CSR (Ahi, Searcy, 2013). Business supervisors have frequently considered social obligations as a duty, rather than an opportunity, which affects financial performances, through additional expenses. Scholars, managers, and supervisors now agree that conceivable reasons support the inclusion of social and environmental duties in logistics perceptions, since the absence of any awareness in that sense, affects the sustainability of the whole system and the trust of the environment in the system itself.

Carter and Rogers (Ahi, Searcy, 2013) suggested a reasonable hypothesis framework to introduce a system of sustainability linked to the inventory network similar to the SSCM (Ahi, Searcy, 2013). Managers and supervisors are now encouraged to take part on social and environmental international gatherings in order to understand how to include those two features in their targets, without affecting, rather improving financial performances. Carter and Rogers (Ahi, Searcy, 2013) are persuaded that the application of SSCM, is not optional, but instead a need. SSCM includes the long-run changes and improvements of companies' financial concerns, and it pushes supervisors to enable supply chain management systems to take active actions (Abbasi, Nilsson, 2012). Having therefore identified the triple (financial, environmental, and social) objective as necessary, a recycling policy can be considered essential, as it allows to reduce costs, with immediate three-way benefits. The reduction in turnover also makes it possible to increase workers' well-being and enhance working conditions, increasing efficiency thanks to improved workers' commitment. The execution of ISO-based benchmarks and outline for dismantling and reuse allow cost reductions, shorter lead-times, enhanced item quality, and lower transfer costs. Better identification of hierarchical roles can also make a firm more alluring to the clients and providers (Wiese, et al., 2015).

5. The Integration of Supply Chain and Logistics Sustainability

5.1. Modern business hubs

The integration of SSCM and logistics in the modern business hubs is persistently developing rivalry due to territorial limits and rough competition (Forslund, 2014). Sustainability concerns are growing in significance due to better partners' awareness of worldwide supply chains. Despite their vital role in pretending sustainable conducts in their supply chains, retailers will not probably have a huge impact, unless they are supported by their supply chain partners in producing sustainable products, through sustainable distribution channels (Wiese, et al., 2015). Due to their size (in terms of volume of products), which award them with strong commercial power, retailers are considered potentially capable to change rehearses along with the production network (Wiese, et al., 2015). As transport is considered the biggest environmental challenge in the logistics framework, its coordination assumes a critical role in sustainable improvements (Abbasi and Nilsson, 2012). Hence, a focus on the analysis of retailers' sustainability inside logistics is appropriate. Despite the significance of joining environmental sustainability into logistics, investigations, and analysis performed so far are still inadequate (Wiese et al., 2012). Earth's needs are not negligible and, unfortunately, they are still not considered as a priority. The sustainability aim raises new managerial challenges, such as the troublesome production in SSCM engagement, for retailers (Elg, Hultman, 2016). Sharing open CSR reports among partners can be considered a key strategy (Elg, Hultman, 2016), since it helps to increase awareness.

5.2. The environment in SCM and logistics operations

Many logistics practices can include environmentally friendly features. Pazirandeh and Jafari (2013) usually apply model frameworks to analyze the impact of logistics practices, such as the crude material procurement in outbound logistics. In a trending paper which analyzed the natural production network management activities in retailing organizations, Bjorklund and Forslund (2018) distinguished eight wide natural production network classifications that include, both logistics retailers' practices and pointers since frequently examined in sustainability reports. The purchase of the cycle of a company assumes a key

role in this process since it involves the choice of suppliers, which consequently influences distribution and transport channels, and materials included in the products (Pazirandeh, Jafari, 2013). Transport is the biggest source of environmental impact in the logistics framework, raising concerns and awareness in the choice of more efficient transportation ways and enhancing utilization of multi-purpose transport arrangements (Bjorklund, Forslund, 2018).

5.3. Logistics agenda schedule

Logistics agenda schedule can improve transport strategies, regularly enhancing dispersion-free systems and constantly increasing the efficiency of trade routes (Bjorklund, Forslund, 2018). Transport management may include outsourced logistics suppliers, which can lead to benefits in terms of efficiency. Mode choice, multi-purpose transport, specialized arrangements, transport provider choice, eco-proficient driving, are determinants for logistics framework outline and transport management. Despite warehousing is frequently neglected in the consideration of feasible logistics, it has a critical impact (Carter, Easton, 2011), for example through vitality management of stockroom assets, like hardware, warming, lighting and ventilation (Forslund, 2014). Area and limit of stockrooms were found to affect the potential outcomes for the reduction of environmental impact (Carter, Easton, 2011). Reverse logistics, where retailers have ended up obliged by law to reclaim and reuse their own materials, as well as the determination of load transporters or the transfer management are complex yet fundamental parts of sustainability (Wiese, et al., 2012; Wiese, et al., 2015).

5.4. SCM based company's awareness

SCM based companies' awareness points towards consistency with existing law frameworks and controls related to sustainability, however only sometimes study carried so far managed to be consistent (Closs, et al., 2011). They may likewise embrace activities related to current challenges, since non-financial measurements of sustainability are not considered as a priority and excluded from the basic leadership process (Closs, et al., 2011). Few organizations endeavor to impact the market by persuading clients highlighting green improvements in their products as a reasonable value added (Brindley, Oxborrow, 2014). Organizations with a proactive awareness have commonly perceived the vital significance of environmental features (Qaiser, et al., 2017), those companies are able to identify environmental and social issues before these are commonly recognized, and proactively include good practices in the life cycle of their items. Sustainability benchmarking is useful to recognize potentially profitable and fair activities in specific industries or cross-industry (Closs, et al., 2011). Moreover, proactive managements endeavor to help setting new laws by deliberately beginning fair projects (Bjorklund, Forslund, 2018) they also associations aimed to handle this challenge. With regards to network contributions, some companies may be interested, but still averse to start such practices (Qaiser, et al., 2017). Other forward-looking managements pretend to include sustainability practices into the business methodology, and their commitment is considered as a vital need (Bjorklund, Forslund, 2018). Consequently, the present research intends to provide an insightful and complete survey on reasonable green production network management behaviors and practices, by considering and investigating significant methodology in sustainable logistics and SSCM combined.

6. Findings and Conclusions

This systematic review on sustainable integration of SCM and logistics ideally addressed significant challenges that revealed the need for SSCM logistics among companies in this

modern world. This literature review mostly also considered plans at management behaviours since they can generate many spill overs (Creswell, 2014). The selected studies included in the research specifically addressed the research question, as well as efficiently introducing the best practices and discoveries in the field (Baumeister, 2013). This tested and reliable approach aims to increase objectivity and avoid authors' presumptions, through an overall analysis of systems, evidence and conclusions, rather than only rely on researchers' decisions (Creswell, 2014). This research strategy additionally enables different scientists to refresh an updated survey so as to include new discoveries (Baumeister, 2013). Measurable techniques might possibly be utilized to break down and abridge the after-effects of the included investigations (Baumeister, 2013). This review also provides an interdisciplinary diagram of the transversal abilities distinguished in supply chain and logistics, to compare different features. A careful survey was led to recognize the transversal skills portrayed throughout the years in philosophical, sociological and instructive fields (Cumming, 2014). Then, shows the connection between these abilities and the standards and properties proposed in the application of sustainable supply chain and logistics. Creswell (2014) reiterated how these capabilities can be considered as crucial drivers for an effective life and prosperity of people inside an economic system. Nowadays learners and instructors are facing many difficulties in their everyday lives. It has now been generally recognized that taking control of one's need requires a high level of awareness of the supporting networking capabilities and a complete relevant studies framework to be able to understand and provide a remarkable contribution. The assumption that sustainability is a comprehensive tool helps to consider the importance of research evidence and standards (Baumeister, 2013). Therefore, this systematic review provides a powerful framework which ensures insights consistent with contents and it proves the validity of reliable studies considered. Management students should be motivated and encouraged to deliver systematic reviews through the observation of current practices of a sustainable supply chain and logistics management respectively.

References

- [1] Abbasi, M., Nilsson, F. (2012). Themes and challenges in making supply chains environmentally sustainable, *Supply Chain Management: An International Journal*, Vol. 17 Issue: 5, 517-530.
- [2] Ahi, P., Searcy, C. (2013). A comparative literature analysis of definitions for green and sustainable supply chain management, *Journal of Cleaner Production*, 52:329-341.
- [3] Ashby, A., Wilding, R., Leat, M., and Hudson-Smith, M. (2012). Making Connections: A Review of Supply Chain Management and Sustainability Literature, *Supply Chain Management: An International Journal* (17:5), pp. 497-516.
- [4] Baumeister, R. (2013). Writing a literature review. In Prinstein M.J., Patterson M.D. (Eds.), *The portable mentor: Expert guide to a successful career in psychology*, 118-134; 2nd ed.). New York: Springer Science-Business Media.
- [5] Beske, P. (2012). Dynamic capabilities and sustainable supply chain management. *International Journal of Physical Distribution & Logistics Management*, 42 (4), 372-387.
- [6] Beske, P., Seuring, S. (2014). Putting sustainability into supply chain management, *Supply Chain Management: An international journal*, 19 (3), 322-331.
- [7] Bjorklund, M., Forslund, H. (2013). The inclusion of environmental performance in transport contracts, *Management of Environmental Quality: An International Journal*, Vol. 24 Issue: 2, 214-227.
- [8] Bjorklund, M., Forslund, H. (2018). Exploring the sustainable logistics innovation process, *Industrial Management & Data Systems*, Vol. 118 Issue: 1 204-217.
- [9] Brito, R., Berardi, P.C. (2010). Vantagem Competitiva na Gestão Sustentável da Cadeia de Suprimentos: um metaestudo. *Revista de Administracao Eletronica - RAE*, 50 (2), 155-169
- [10] Cetinkaya, B., Cuthbertson, R., Ewer, G., Klaas-Wissing, T., Piotrowicz, W., & Tyssen, C. (2011). *Sustainable Supply Chain*

- Management: Practical Ideas for Moving Towards Best Practice*. Berlin: Springer-Verlag.
- [11] Closs, D. J., Speier, C., Meacham, N. (2011). Sustainability to support end-to-end value chains: the role of supply chain management, *Journal of the Academy of Marketing Science*, 39 (1), 101-116.
- [12] Cosimato, S., & Troisi, O. (2015). Green supply chain management: Practices and tools for logistics competitiveness and sustainability. The DHL case study, *The TQM Journal*, Vol. 27 Issue: 2, 256-276.
- [13] Creswell, J. (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (4th ed.). Thousand Oaks, CA: Sage.
- [14] Cumming, G. (2014). The new statistics: Why and how. *Psychological Science*, 25, 7-29. Comprehensive, scholarly and very clear, detailed discussion of problems with null-hypothesis statistics testing (p-values), and arguments for using estimation instead (i.e. effect sizes, confidence intervals, meta-analysis).
- [15] Dey, A., LaGuardia, P., Srinivasan, M. (2011). Building sustainability in logistics operations: a research agenda, *Management Research Review*, Vol. 34 Issue: 11, pp.1237-1259.
- [16] Elg, U., Hultman, J. (2016). CSR: retailer activities vs consumer buying decisions, *International Journal of Retail & Distribution Management*, Vol. 44 Issue: 6, pp.640-657.
- [17] Gopal, P., Thakkar, J. (2016). Analyzing Critical Success Factors to Implement Sustainable Supply Chain Practices in *Indian Automobile Industry: A Case Study*, *Production Planning & Control* (27:12), 1005-1018.
- [18] Govindan, K., Soleimani, H., Kannan, D. (2015). Reverse Logistics and Closed-Loop Supply Chain: A Comprehensive Review to Explore the Future, *European Journal of Operational Research* (240:3), pp. 603-626.
- [19] Forslund, H. (2014). Exploring logistics performance management in supplier/retailer dyads, *International Journal of Retail & Distribution Management*, Vol. 42 Issue: 3, pp.205-218.
- [20] McPhee, W. (2014). A New Sustainability Model: Engaging the Entire Firm, *Journal of Business Strategy* (35:2), 4-12.
- [21] Montabon, F., Pagell, M. (2016). Making Sustainability Sustainable, *Journal of Supply Chain Management*: April, 11-28.
- [22] Morali, O., Searcy, C. (2012). A Review of Sustainable Supply Chain Management Practices in Canada, *Journal of Business Ethics*, (117:3), 635-658.
- [23] Moşteanu, N.R., (2020). Education, qualification awareness and social civism to build and sustain a healthy and developed society. Conference Proceedings of *28th European Biomass Conference, EUBCE 2020*, Marseille, France, 27-30 April, 2020.
- [24] Oxborrow, L., Brindley C. (2014). Disintermediation in the apparel supply chain, *Journal of Fashion Marketing and Management*, Vol. 18 Issue: 3, 252-268.
- [25] Pagell, M., Shevchenko, A. (2014). Why research in Sustainable Supply Chain Management should have no future, *Journal of Supply Chain Management*, 50 (1), 44-55.
- [26] Pazirandeh, A., Jafari, H. (2013). Making sense of green logistics, *International Journal of Productivity and Performance Management*, Vol. 62 Issue: 8, 889-904.
- [27] Qaiser, R., Ahmed, K., Sykora, M., Choudhary, A., Simpson, M. (2017). Decision support systems for sustainable logistics: a review and bibliometric analysis, *Industrial Management & Data Systems*, 117 (7). pp. 1376-1388.
- [28] Schaltegger, S., Burritt, R. (2014). Measuring and managing sustainability performance of supply chains: Review and sustainability supply chain management framework, *Supply Chain Management: An International Journal*, Vol. 19 Issue: 3, pp.232-241.
- [29] Singh, A. (2016). Sustainable green supply chain management: Trends and current practices, *Competitiveness Review: An International Business Journal*, Vol. 26 Issue 3.
- [30] Weise, A., Kellner, J., Lietke, B., Toporowski, W., Zeilke, S. (2012). Sustainability in retailing – a summative content analysis, *International Journal of Retail & Distribution Management*, Vol. 40 Issue: 4, 318-335.
- [31] Wiese, B., Knecht, M. (2015). Socialization into organizations and balancing work and family. In Vuori, J., Blonk, R., Price, R. (Eds.), *Sustainable working lives. Managing work transitions and health throughout the life course* (pp. 87-105). New York, NY: Springer. doi:10.1007/978-94-017-9798-6_6

Appendix

The following table is a summary of the recent journal studies and their respective authors and date of publications that highlight and stresses out main terms such as the supply chain and its logistics management alongside its sustainable integration.

Author/s	Date of Publication	Journal Summary
Craig R. Carter P. Liane Easton	2011	The motivation behind this paper is to direct an efficient survey of the SSCM writing in the foremost logistics and supply chain administration diaries, over a 20-year time period. The creators utilize an orderly writing survey procedure. This approach takes into consideration the minimization of specialist inclination and the expansion of unwavering quality and reliability. The investigation's observational legitimacy is additionally upgraded by showing large amounts of between coder dependability crosswise over groups of codes. The field of SSCM has developed from a point of view and examination of independent research in social and ecological regions; through a corporate social obligation viewpoint; to the beginnings of the meeting of viewpoints of manageability as the triple primary concern and the rise of SSCM as a hypothetical system. While the SSCM look into has turned out to be all the more hypothetically rich and methodologically thorough, there are various open doors for additionally propelling hypothesis, technique, and the administrative significance of future request. The patterns and holes distinguished through our examination enable us to build up a pertinent plan to direct future SSCM inquire about. The present points of view of SSCM hold critical ramifications for directors, by coordinating constrained assets toward ventures which meet natural and additionally social execution, and monetary execution. The paper gives an orderly, thorough, and methodologically substantial audit of the advancement of exact SSCM inquire about crosswise over 20-year time span.
Asoke Dey Paul LaGuardia Mahesh Srinivasan	2011	The reason for this examination is to inspect the present condition of maintainability endeavours inside the field of inventory network administration, all the more particularly SCM logistics tasks, and to recognize openings and give suggestions to firms to take after practical activities. This examination additionally means to empower additionally investigate inside the territory of supportable logistics activities. The reason why it is essential to actualize maintainability into store network tasks is talked about. In light of a survey of the surviving writing, different territories inside the logistics work where supportability can be actualized are then displayed. Some here and now and long-haul proposals for the effective execution of supportability in the logistics capacity of supply chains is given. There has been next to no work done to comprehend the part and significance of logistics in an association's mission towards supportability. For firms to actualize a manageability system in their inventory network tasks, logistics work needs to assume an unmistakable part in view of the extent of costs included and the chance to recognize and dispense with wasteful aspects and lessen the carbon impression.

QUALITY MANAGEMENT

Author/s	Date of Publication	Journal Summary
Asoke Dey Paul LaGuardia Mahesh Srinivasan	2011	Firms in their mission for economic activities must begin early and begin basic. A best administration responsibility is required for such endeavours to be fruitful. Additionally, firms should have the capacity to envision and guide out their supply chains and benchmark their supportability endeavours with different firms in their industry. Firms need to take after manageable practices in their general activities and in their logistics tasks specifically in light of the fact that not exclusively does it have money related and other elusive advantages, yet it is likewise the best activity. Firms have an awesome social obligation particularly as for utilization of non-inexhaustible wellsprings of vitality and materials and furthermore regarding how their items are utilized and taken care of once they achieve the finish of their life cycles. This paper is the first of its kind which inspects the condition of supportability inside the field of SCM tasks and recognizes regions and sets the plan for future research in this field.
Maisam Abbasi Fredrik Nilsson	2012	The motivation behind this article is to investigate topics and difficulties in making supply chains earth manageable. The examination started with an orderly audit, and substance investigation of articles in top-ranking related diaries from logistics, transport, manageability and natural territories, and finished with inquire about suggestions adding to the further headway of store network administration. The discoveries delineate the real subjects distributed in 18 diaries focusing on manageable supply chains with extraordinary spotlight on natural issues. From the methodical survey five noteworthy territories of difficulties for inventory network administration are inferred: costs, many-sided quality, outlook and social changes, and vulnerabilities. From these territories integrating discourses are given and research recommendations proposed. It is inferred that there is an incredible requirement for models and systems that consider the unpredictability included, take all encompassing points of view, and test the fundamental presumptions hidden a large portion of the examination distributed (i.e. reductionism, positivism and financial development). Supportability in this article is for the most part identified with ecological issues. Examination of complex connections between natural, social and monetary perspectives may give chances to future research. The outcomes introduced in this paper give a deliberate structure to ordering issues identified with SCM and logistics manageability; something which will be useful for directors and policymakers when they approach feasible inventory network administration challenges. This paper gives recommendations to look into in view of the new result of difficulties that can direct research, industry and policymakers in future SSCM and logistics management endeavours.
Ali Pazirandeh Hamid Jafari	2013	The reason for this paper is to basically assess regardless of whether greening endeavors are reliant on a more elevated amount far reaching supportability procedure to be done and regardless of whether greening endeavors prompt any adjustments in logistics adequacy and logistics productivity. The paper depends on observational information gathered by means of a review sent to logistics supervisors and transport buyers at Nordic multinationals. The outcomes were breaking down utilizing basic condition show as to approve the foreseen connections between the planned builds. Inside this exploration, the creators have attempted to approve the presence of connections between an organization's supportability system, its transportation greening endeavors and logistics execution. The paper explores the conceivable impact the supportability methodology of the firm will have on its choice to green its transportation, and the conceivable impact these measures will have on logistics proficiency and viability. The observational information accumulated for this examination is locally confined to the Nordic district. Additionally, research could observationally test these associations with exact information from different nations or enterprises, maybe utilizing other execution builds, to check whether the outcomes remain constant. It is demonstrated that organizations with a maintainability procedure are concentrating on greening their transportation both from buying and activities viewpoints to enhance their whole ecological execution. The outcomes from this paper neglect to help the presumption that all-inclusive supportability methodologies are basic for inventory network greening. The paper is among the primary endeavors in investigating the connections between an organization's manageable methodology and its logistics execution through greening the transportation exercises.
Kannan Govindan Hamed Soleimani Devika Kannan	2014	In view of natural, lawful, social, and financial variables, switch logistics and shut circle production network issues have pulled in consideration among both scholarly world and experts. This consideration is clear by the tremendous number of distributions in logical diaries which have been distributed as of late. Subsequently, an exhaustive writing survey of later and best in class papers is essential to draw a structure of the past, and to reveal insight into future bearings. The point of this paper is to survey as of late distributed papers backward calculated and shut circle inventory network in logical diaries. A sum of 382 papers distributed between January 2007 and March 2013 are chosen and explored. The papers are then broke down and sorted to build a helpful establishment of past research. At long last, holes in the writing are recognized to illuminate and to propose future research openings.
Stefan Schaltegger Roger Burritt	2014	The motivation behind this paper is to talk about what a completely practical store network may look like and the results that can be drawn from this view. Likewise, it builds up a down to earth approach towards manageability production network execution estimation and administration. The paper builds up a systematic structure for the appraisal of methodologies for the estimation and administration of supportability execution of supply chains (SPSCs). Little research has been directed on the issues, existing strategies and conceivable ways to deal with measure and oversee SPSCs. Writing audit and calculated advancement of system. The paper builds up a scientific structure for the appraisal of methodologies for the estimation and administration of SPSCs. Existing methodologies talked about in the vein of enhancing supply chains and expanding reusing are analyzed in the light of our structure, and territories to broaden the examination on manageability execution estimation and administration are recognized. Open doors for expansion of research on manageability execution estimation and administration of supply chains are recognized. The system offers assistance to directors in their decision of manageability execution estimation and administration approaches. The paper gives an organized outline of supportability execution estimation and administration writing and ways to deal with store network administration. The system proposed gives an establishment to additionally inquire about.
Silvia Cosimato Orlando Troisi	2015	Globalized SCM and logistics has driven overall associations to adjust their monetary and ecological exhibitions with a specific end goal to accomplish a solid manageable improvement. In an ecological focused world, logistics is called to put enthusiastically propelled programs in light of mechanical and hierarchical change, keeping in mind the end goal to pick up or keep up a solid upper hand. The motivation behind this paper is to explore how logistics associations endeavor to confront the ongoing environmental difficulties and the part that the eminent green advancements play in making them at long last "green" and focused. Green production

QUALITY MANAGEMENT

Author/s	Date of Publication	Journal Summary
Silvia Cosimato Orlando Troisi	2015	network administration (GSCM) rehearses have been explored to all the more likely comprehend their effect on monetary execution and corporate intensity. Subsequent to giving a foundation exchange on Green Logistics and GSCM, the creators have likewise recognized particular research addresses that are deserving of examination, additionally exhaustive the DHL contextual analysis. The contextual investigation examination has been directed by a particular calculated model (Rao and Holt, 2005), which permits a more profound comprehension of writing survey comes about. The present paper offers a few bits of knowledge on development impact on store network administration (SCM) greenness, a procedure arranged to a practical and ecological inviting way to deal with administration of inventory network. As indicated by DHL contextual analysis prove, in logistics advancement, frequently in view of rising green innovations, is entirely identified with the improvement of a significantly more practical and condition well-disposed way to deal with SCM, in light of lessening of center exercises' natural effect, cost sparing, quality, unwavering quality, execution and vitality proficiency. In this unique circumstance, the regard of natural controls is major to accomplish a diminishment of environmental harm, as well as to generally speaking financial benefit. There is a solid need of further research to all the more likely comprehend the potential connection between GSCM, green development and calculated associations aggressiveness. Indeed, this exploration zone still speaks to a wellspring of intriguing difficulties for specialists, academicians and scientists. Finishing up, the examination discoveries can't be summed up to every single strategic association, regardless of whether DHL is on of the most critical and globalized calculated organizations. Future examines ought to observationally test the accomplished outcomes additionally through relative examinations in light of a huge example. The proposal of writing audit and the after-effect of contextual investigation examination speak to a first endeavor to all the more likely comprehend the genuine and potential impact of GSCM on corporate picture and intensity. Actually, the present examination has called attention to that calculated association can accomplish ecological objectives and secure a superior situating than their rivals likewise participating with partners. In this way, it is important that associations add to make them ready to take an interest in corporate exercises and build up a solid ecological amicable introduction, in view of the regard of market's solicitations and natural controls keeping in mind the end goal to get their corporate notoriety solid than at any other time.
Amol Singh	2016	The motivation behind this paper is to surrender a to-date and organized knowledge into the writing distributed amid the most recent multi decade on feasible SSCM. It likewise proposes patterns for future research in light of the exploration issues distinguished through precise and far reaching investigation of past examinations in the zone of gree2n and economical inventory network administration. A best in class writing survey is done by deliberately gathering the current writing over a time of 10 years and classifying it based on characteristics, for example, arranges in production network, philosophy and the ventures/areas under thought. The characterization of writing is additionally done by the geographic area and year of production. There has been an expanded enthusiasm among analysts and experts in the territory of practical green store network administration in the previous decade. A requirement for accomplishing maintainability through appropriation of greener practices has been all around felt, inferable from an expanding natural and environmental many-sided quality. The audit uncovers that there exists a need to address conduct issues like human asset administration, inventory network accomplice relationship administration, and so on. A large portion of the past audits have either centre around particular issues identified with maintainable supply chains just or green supply chains. The present examination by and large mulls over articles both from green inventory network administration and also from feasible production network writing that have a prime spotlight on ecological manageability.
Fahham Hasan Kaiser Karim Ahmed Martin Sykora Alok Choudhary Mike Simpson	2017	There exist numerous meanings of DSS in the writing. Actually, DSS is exceedingly setting touchy as it implies distinctive things to various individuals. The DSS as intelligent PC based frameworks, which help leaders use information and models to take care of unstructured issues. As the picked branch of knowledge is similarly new, the extent of the examination is additionally extended from the given DSS definition and furthermore incorporates DSS systems and models and in addition survey articles that may contribute towards building up a DSS. This additionally includes papers tending to SSCM logistics issues close by their emphasis on production network. This paper is an endeavor to lead a precise writing audit of DSS for sustainable logistics which uncovers the current condition of research around there and furnishes specialists and associations with a course to build up this field further. The rest of this paper is sorted out as takes after; the strategy is examined in the following segment taken after by starting information investigation and measurement examination, talk area lastly the conclusion.
Maria Bjorklund Helena Forslund	2018	The improvement of more maintainable logistics calls for imaginative reasoning. With a specific end goal to quicken the improvement in the field, there is a requirement for expanded comprehension of the procedure behind effective usage of practical supply chain advancements (SLI). The reason for this paper is to investigate the SLI procedure, keeping in mind the end goal to distinguish basic elements, challenges and also performers included. A different contextual analysis in six Swedish retailers and LSPs, fruitful in SLI executions, was directed. Both inside case and cross-case examinations were connected. The SLI procedure comprises of five stages. The positive connection amongst formalization and SLI achievement is upheld. Basic exercises and difficulties not known from writing were found in each stage. Illustrations are the utilization of SCM logistics and client KPIs, briskness, creating basic ideas, utilizing a supportability business case layout and choosing where to test SLIs. A few stages are including numerous interior and outer on-screen characters, while others include couple of inside performing artists. Clients are not especially included, and retailers include their LSP providers. This examination tends to the absence of experimental research in SCM advancement and has crossed over any barrier of development ponders in different organizations than in LSPs. Besides it has consolidated two creating zones, economic advancement and logistics development, into SLI. Various basic exercises and difficulties, and complex examples for performing artists' association in the SLI procedure stages are investigated as bits of knowledge from specific cases; these outcomes could be diagnostically summed up to hypothesis. The useful ramifications lie in directing chiefs who wish to enhance supportability and inventiveness in business achievement. Learning from effective organizations about which stages to experience in which grouping, which challenges that can be required and who to incorporate into the SLI procedure could infer that more organizations centre on SLI. Information on the most proficient method to incorporate maintainability in a reasonable advancement process e.g. by making solid business cases ought to suggest a quickened improvement of supportable logistics in the public arena. This investigation tends to the absence of observationally based research in SSCM advancement and extends the idea to retailers.