A structural literature review on models and methods analysis of green supply chain management

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Abstract:

The negative effects of environment climate change caused by industrial activities are inevitable. It forces countries around the world to seek more eco-friendly industrial management system. A great shift of supply chain management already take place in whole process of purchasing raw material to the end costumer. The objective of this paper firstly is to provide a focused literature review of multi-stage green supply chain management, and secondly to define a future research agenda in this area. The proposed structure follows the systematic literature review approach. It involves four major phases: 1) Selecting a review topic, 2) Searching the literature, 3) Gathering, reading and analyzing the literature, and 4) Writing the literature review. The paper concludes by providing a focused literature review and firmly define several future research opportunities. A lack of advance mathematical modelling exhibits as well as a complex system approach because a multidimensional supply chain drivers not only limited from economic, social and economic for green supply chain management implementation that related to corporate and supply chain performance as a whole. Last but not least, operations and tactical level of strategy analysis are rarely applied in Green Supply Chain Management (GSCM) researches.

Keywords: GSCM, structural literature review, conceptual framework, performance measurement, modelling
1. Introduction

Integrating environmental thinking into supply chain management, including the product design, material sourcing and selection, manufacturing processes, delivery of the final product to the customer as well as end-of-life management of the product after its useful life [1]. In traditional supply chain management comprises 5 parts including raw material, industry, distribution, consumer and waste. Each of links in supply chain can be reasons of pollution, waste and other hazards to the environment. Green supply chain management involves traditional supply chain management practices integrating environmental criteria or concerns into organizational purchasing decision and long term relationship with supplier [2]. Several organizations have initiated responding environmental issues by implementing green principles in their organization. The green principles may expand too many departments within the organization and the supply chain. Adding “green” concept to “supply chain” means the supply chain directly relates to the environmental. The objective of this paper are to: (1). Provide a focus review literature in the area of green supply chain management and analysis, (2). Develop a research agenda that may serve as a basis for future green supply chain research.

The proposed structure follows the systematic literature review approach [3], [4]. It involves four major phases: 1) Selecting a review topic, 2) Searching the literature, 3) Gathering, reading and analyzing the literature, and 4) Writing the literature review. To begin, the study select a wide area of supply chain management and then narrow it to green supply chain management and sustainable supply chain management. The papers were collected from various international journal available such as Proquest, ScienceDirect and Google Scholar. To gain higher credibility, the other sources such as doctoral dissertations, master thesis, conference papers, textbooks, news reports, and unpublished working papers are excluded in this review. More than 50 papers were gathered, nonetheless only 33 papers were chosen due to the high cohesion with the objective of this paper. All of them were analyzed independently and then classified by issues discussed and the model used in the research as presented in Table 2.

Green supply chains differ from traditional ones in that green supply chain management is integrated into the entire process including planning, procurement, production, consumption, and reverse logistic. The entire supply chain is managed as a green system and every process focuses on environmental management and risk control. As shown in Fig. 1 all aspect that exist in “green” sector in GSCM including in innovation, supply chain, production, certification, recycling until logistic.

![Fig. 1. GSCM Process and Execution [5]](image-url)
Integrating environmental thinking into supply chain management, including the product design, material sourcing and selection, manufacturing processes, delivery of the final product to the customer as well as end-of-life management of the product after its useful life [1]. From all the aspect that highly concern in GSCM then the implementation to organization become a crucial part in effecting to the systemic social and economic impact. GSCM practices involve organization assessing the environmental performance of their suppliers, requiring suppliers to undertake measures that ensure environmental quality of their products, and evaluating the cost of waste in their operating systems [6]. SSCM (sustainable supply chain management) as the strategic, transparent integration and achievement of an organization’s social, systemic coordination of the key inter-organizational business processes for improving the environmental, and economic goals in the long-term economic performance of the individual company and its supply chains [7]. A proactive GSCM approach was suggested from improving environmental improvement performances of processes and products in accordance with the requirements of environment regulations. This study examined the consistency approaches for factor analysis that determines the adoption and implementation of GSCM [8]. Traditional supply chain management (SCM) characterized by a forward flow of material and backward flow of information of an integrated process wherein a number of business entities (i.e. suppliers, manufacturers, distributors, and retailers).

| Characteristic                  | Traditional SCM                     | Green SCM                  |
|--------------------------------|-------------------------------------|----------------------------|
| Objectives and values          | Economic                            | Economic and ecological    |
| Ecological optimization        | High ecological impact              | Integrated approach         |
| Supplier selection criteria    | Price switching suppliers quickly    | Low ecological impacts     |
|                                | Short-term relationship              | Ecological aspect (and price)|
| Cost pressure and prices       | High cost pressure                   | High cost pressure          |
|                                | Low prices                           | High prices                |
| Speed and flexibility          | High                                | Low                        |

2. Discussion

The previous research purposes were vary but still in one line for enhancing corporate or supply chain performance as a whole. Some research offers framework to understand the relationship of various research streams and topics in supply chain management. [10] Presents nine major comprehensive boundaries, five flows and interrelated boundaries. The various boundaries including informational, political, legal, organizational, proximal, technological, cultural, temporal, and economic are represent with different analysis based on the problem’s complexity and stakeholder’s interpretations. Further implementation of GSCM in corporate was conducted by [11] using Five- R framework analysis to evaluate the supply chain management drift of Fashion Company D in Hong Kong to become sustainable by implementing “green” aspects. Five-R framework and analysis implemented to face the fashion and textile industry hard competition and also used to examine GSCM (Green Supply Chain Management) challenge in the future. [12] Focus about special topic in sustainable supply chain management. An emergency of cross-disciplinary effort including supply chain, management, finance, accounting, marketing, political science, sociology, economics and management. Supply chain scholar may become the most qualified to develop a theory of sustainability because they observe firm’s entire value chains because apparently sustainability in supply chain are critical in most if not a business functions.

A hierarchical sustainability framework for evaluating the barriers to the adoption of GSCM (Green Supply Chain Management) in UAE (United Arab Emirates) [13]. 32 barriers among economic, environmental, technological, social and cultural aspects interrelated using scientific hierarchical modelling finally comprehensively classified to make an easier decision making. Besides green in supply chain management, the engagement between sustainable and green supply chain management also construct in some framework for the implementation in corporate. [14] Present how to add “green” in supply chain process to improve both economic and environmental performance concurrently throughout the chains by creating long-term buyer-supplier relationship. Analysing about the critical
success factors toward green supply chain management, strategic analysis tolls and also benefit that can be get. Green product design including ECD (Environmental Conscious Design) and LCA (Life Cycle Assessment). ECD can be broken down into two things: DFR (Design for Recycling) and DFD (Design for Disassembly).

| Classification       | Theme/Method/Approach                                                                 | Author                                                                 |
|----------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Framework & Conceptual | Multi-dimension of nine non-exclusive framework, five flows of resources and interrelated boundaries. | Joseph Sarkis                                                          |
|                      | Five R                                                                                | Holly Pui Yan-Ho & Tsan Ming Choy                                      |
|                      | Conceiving socio-cultural and economic systems within the ecosystem                   | Stefan Gold & Pasi Heikkurinen                                         |
|                      | Reveal issues about unclear definition of Sustainable Supply Chain Management (SSCM) using Literatur Study | Mark Pagell & Anton Shevchenko                                         |
|                      | ISM (Integrative Structural Modeling) & DDPA (Driving and Dependence Power Analysis) with extensive literature review, interviews and discussion with academics and industry experts | Sreejith Balasubramanian                                               |
|                      | Green Supply Chain Management review using literature review                          | Manikee Maduri Sharma                                                  |
|                      | Literature review of GSCM implementation                                             | M. Gobakhlo, S.H. Tang, N. Zulkifli & M.K.A. Arifin                   |
|                      | Literature Review of GSCM Implementation's Drivers                                    | V.K Jain & Shivani Sharma                                              |
|                      | Literature Review on GSCM definition and concept                                      | Sunil Luthra, Dixit Garg & Abid Haleem                                 |
|                      | Theory Building of GSCM using inductive case study                                    | Gideon Markman & Dan Krause                                            |
|                      | Challenge identification in implementing GSCM using Literature review                 | Vishal Gupta, Naseem Abidi, Tarun Bansal & Reshu Kumar Jain           |
|                      | Literature Review of relationship between managerial accounting and green supply chain | E. D Pitingolo                                                        |
|                      | Identify good practices and management system using Literature Review                 | Hong Yuh Ching & Mayco Anderson Mereira                                |
|                      | Analysis from interview and data collection                                           | Helen Walker & Neil Jones                                              |
|                      | Taxonomic                                                                             | Michael Mutungi                                                        |
|                      | Literature study on SSCM (Sustainable Supply Chain Management) and DC (Dynamic Conceptual) | Philip Beske                                                           |
| Performance          | Meta-Analysis                                                                         | Susan L Golicic & Carlo D Smith                                        |
| Measurement          | Statistical Evaluation using Goodness Of Fit Method                                   | Sang M Lee, Sung Tae Kim & Donghyun Choi                               |
|                      | The supply chain operation reference (SCOR) model                                     | Chenguang Bai, Joseph Sarkis, Xiopeng Wei & Lenny Koh                  |
|                      | EMS (Environmental Management System) review                                          | V. K Jain & shivani Sharma                                             |
|                      | Combinatorial auctions (CAs)                                                          | Cheti Triki                                                            |
|                      | Content Analysis & Interviews                                                         | Oguz Moraly & Cory Searcy                                              |
|                      | Exploratory study of GSCM implementation in all sectors                               | Sanket Tonape & Murlt Owk                                              |
|                      | Sustainable methods in organizational strategic implementation                         | Elias Kiarie Kagira, Sarah Wambui Kimani & Kagwathi Stephen Githii     |
### Classification

| Theme/Method/Approach                                                                 | Author                                                                 |
|------------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Sustainable supply chain management tools by research methodology (interviews and   | Barasa Peter Wamalwa                                                   |
| documentary analysis)                                                               |                                                                        |
| Multivariate General Linear Model of GSCM                                           | Tritos Laosirihongthong, Dotun Adebanjo & Keah Choon Tan              |
| Structural Equation Modelling                                                       | Kenneth W Green Jr, Pamela J Zelbst, Jeramy Meacham & Vikram S Bhadauria |
| NRB-GSCM (Natural Resource Based- Green supply Chain Management) framework          | Victor Guang Shi, S.C Lenny Koh, James Baldwin & Federica Cucchiella   |
| Model development                                                                   | S Swami and J Shah                                                    |
| Fuzzy DEMATEL                                                                       | Mahsa Pishdar, Mohammad Reza Seyyed Hashemi Toloun, Sima Zamani &      |
|                                                                                  | Fereshteh Farzianpour                                                  |
| ANOVA method                                                                        | Benjamin T Hazzen, Casey Cegielski & Joe B. Hanna                      |
| SPSS method                                                                         | Mehmet Saridogan                                                      |
| AHP method                                                                          | Sunil Luthra, Dixit Garg & Abid Haleem                                |
| SEM analysis based on variance component                                            | Dwi Susilowati, M. Musclih Mustajab, Budi Setiawan & Muntarti Rahayu  |
| Analyze three competing models based on Resource Dependence Theory                  | Julia Wolf                                                            |

Sustainability drift in global food production major in three main field CR (Customer Relation), SCM (Supply Chain Management) and strategy are examined [15]. CR concern in holistic and beyond responsive emphasize the focal actor’s role. SCM interface sustainability can be strengthen by “bottom of the pyramid” views or BOP as it looks for new ways to make business models and operations beneficial for poor communities. Strategy-as practice perspective is used to examine the relationship between CR and SCM because it’s not only limited to organizational practice but also including the concept of organizational praxis and practitioners. [16] Brings a new concept about green supply chain management in taxonomic framework to formulating appropriate strategies for GSCM based on characteristic dimensions. Three dimension that offered by authors are influence strategic GSCM, guided approach for selecting appropriate green strategies and providing useful managerial insight. Generally the dimension related with product, process and supplier chain relationship. Taxonomic selection of GSCM strategies including compliance-centered strategic, lean-based strategic, innovation-centered strategic and closed-loop strategic.

About 14 drivers that have significant impact on the implementation of GSCM practices in the organization and the result indicate that regulations, customer pressure and competition are the key drivers are explained [17]. While social responsibility, business benefit and organizational factors are of intermediate importance. Due to complexity of GSCM organization needs right directions, guidelines, planning and strategies to achieve cost-effective and profitable GSCM practices. [18] Describe about green initiative to three major Indian IT companies to manage their supply chain. The green actions including green manufacturing, green procurement, green packaging, recycling and e-waste management to make the supply chain management more cost efficient and environmental friendly. Analysis of green implementation in supply chain management consist of three different company and different case study including HCL info system limited, Tata consultancy service and Dell computer India Private limited.

DC (Dynamic Conceptual) as the core of framework theory in SSCM (Sustainable Supply Chain Management) is explained by [19]. Five DCs presented in this study including presented by some practices previously: Co-evolving, introduced by [20]; knowledge assessment as an extension information given by SC partners [21]; re-conceptualizing the SC, introduced by [22] and SC partner development. The DC concept including SC re-
conceptualization, SC partner development, reflexive SC control, Co evolving and knowledge assessment in new capabilities for sustainable performance in orientation, supply chain continuity, risk management and pro-activity. [23] Explain about green supply chain management in a general way. The author offers some definition about GSCM from various researchers. The differentiation between green and conventional supply chain management also offer and wrap up with the benefit of the “green” one. Green supply chain area including green purchasing and green raw material procurement consist of green product development, green design, green process planning and green manufacturing.

Identifying the relationship between the management accounting and green supply chain. By expressing “green” concept as environmentally sustainable business practices (ESBP) with two focuses: (1) Organization failure to include active measure aligning ESBP in strategic planning and (2). Non-existence of agreement and uniformity upon procedure for measuring the viability of such programs and cost measurement method. Cost measurement for ESBP in green supply chain will provide important internal information for decision making and also provide stakeholders outside the firm with valuable information. ESBP can be interpret as overhead or as a reduction in cost that can become factor into total cost [24]. Two framework is proposed [25] including system management in layers to address the sustainability aspects and good practices of the organizations to three aspects of the sustainability and to their interactions. Three aspects of sustainability way of supply chain can be done by changing the way the company relate their suppliers and customers, establishing patterns and codes of conduct over the entire supply chain. Focus on management system and practices, author explain linked that can enhanced environmental and economic performance to address the three dimensions of sustainability including SSCM, ICM, SOM and four management system which only embrace the environmental dimension.

An explanation base on the real case about the lack of collaborative opportunities for the procurement of truck load transportation service [26]. The idea the author offers is conducting e-procurement auctions in order to encourage the companies to diversify their channel using combinatorial auctions (CAs). The actions including defining the spot markets for transportation load, that allow the shippers to procure efficiently their transport needs and in the same time increase the utilization rate of the carriers of their truck and reduce the emissions of harmful gasses. All of that actions can be a concrete contribution toward for the improvement of green supply chain management. An analysis of the implementation of green supply chain management were conducted in small holder tea sector in Kenya [27]. Beginning with the explanation about the performance and contribution to the economy and categorizes specific challenges facing this sector. The study offers various strategy to enhance competitiveness in this sector including supplier and customer relationship, value addition, information technology, information sharing, flexibility in internal operations, upgrading tea seedling, proper coordination, institutionalization, policy reforms, training and monitoring marketing environment. [28] Explain about how GSCM can bring to the cost reduction of transportation in Turkey using regression analysis method. In this analysis FCMRE (fuel, consumption & maintenance, repairing expenditure) and TCR (transportation cost rate) is dependent variables and five dimension including using more environmental transportation, reverse logistic, choice of suppliers by environmental criteria, helping suppliers to establish their own EMS, optimize internal process to minimize vehicle movement are independent variables. It’s proved that GSCM that has a relation with FCMRE and TCR suggest that green also implemented at their indirect variable at transportation cost affect.

From recent research describe above, we classified the main discussion regarding to green supply chain management purposes into four main finding; (1). Management system on GSCM, (2). Management practices on GSCM, (3). Organizational performance & GSCM, and (4). GSCM barriers. Methods used to analyse the implementation of green supply chain managing varied start from statistical analysis, journal reviewed, questioners followed by interviewed and secondary data collection, fuzzy logic and also case study. [29] Explain about the ratio of the optimal greening effort put in by the manufacturer and retailer is equal to the ratio of their green sensitivity ratios and greening cost ratios. Profit and efforts are higher in the integrated channel as compared to the case of decentralized channel. Two part tariff contract is found to produce channel coordination. Model development built in five assumption. An integrated channel established in 4 proposition and the result is profit and effort are higher. The effective of integrated and decentralized channel depend on the values of greening parameters itself.

Statistical Analysis is employed by some research methodology. Industrial activities accordance with the principle of environmental protection and consider the external pressure in order to remain competitive in business world
The DEMATEL used to examine the mutual relationship between effective factors in green supply chain and the fuzzy use to remove any ambiguity relevant to the explanatory figure. Combination fuzzy and DEMATEL confirms that GSCM activities, external effective factors and organizational efficiency are affected by the system. Green supply chain practices and competitive advantage to examining the case of green reverse logistic (GRL) [31]. ANOVA method used to examine whether or not consumer perceived product made via GRL practices equivalent to brand new product in term of quality. The study found that remanufactured product and reused product to be lesser quality than brand new product and product made with recycled materials were found to be perceived by participants as being equal to brand new product in term of quality. [23] Explain about major strategies to implement successful green supply chain management in India manufacturing industries categorized based on their direct and indirect role in greening. The dimensions are non-member of supply chain, downward stream supply chain members, organization perspective and upward stream supply chain members. Further information explain by adding the sub-groups like innovative green practices implementation, top management perspective, industrial perspective, employee perspective etc. AHP used to rank the green supply chain management implementation strategies, based on the expert’s opinion to make the pair-wise comparisons. AHP shows dimension level from most important strategic to less start from non-member of supply chain perspective (NM), downward stream supply chain member perspective (DM), organization perspective (OP) and upward stream supply chain perspective (UM). Ranking of strategic to implement every dimensions also conducted by the author.

Besides statistical distribution, research also built base on literature review. Generalized Structured Component Analysis (GSCA) used with SEM analysis method based on variance component [32]. And it’s proved that GSCM practices of apple farmers positively influenced significantly to the economic performance. The indicators of economic performance increasing were showed by the increasing of income and sales of healthy, safe and free chemical apples. The GSCM practices are influenced by government support and green market. The government support for the GSCM practice is showed by the farmer’s coordination leads by the government officer, funding policy, information given to the farmers, technical assistance aids and infrastructure support. The indicator of green market were showed by the improvement of purchase, consumer [23] trust, satisfaction and demand of healthy, safe and free of chemical apples.

The relationship between SSCM, stakeholder pressure and cooperate sustainability performance is explained by [33]. The measurement using three element including cooperate sustainability performance, control variable and stakeholder pressure were built into models. It’s showed that the reactive model, stakeholder pressure drives SSCM and SSCM in turn impacts CP does not fit the data best. Instead direct effect model best represent the underlying data structure and shows that SSCM positively related to the perception of an organization as a sustainable one (independent of pressure from outside stakeholder groups).

3. Conclusion

There are four main focus review literature finding offered in this paper; (1). Management system on GSCM, (2). Management practices on GSCM, (3). Organizational performance & GSCM, and (4). GSCM barriers. There are still wide research opportunity for future regarding to green supply chain management and effort to achieve sustainable green supply chain management. A lack of advance mathematical modelling exhibits as well as a complex system approach because a multidimensional supply chain drivers not only limited from economic, social and economic for green supply chain management implementation that related to corporate and supply chain performance as a whole. Last but not least, operations and tactical level of strategy analysis are rarely applied in GSCM researches. Therefor suggestions for future researches area are: (1). Framework as well as empirical study on GSCM performance measurement, (2). Model development and simulation on GSCM using complex system perspective, (3). Mathematical model based decision making in GSCM, and (4). Public policy analysis on GSCM.

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