



THE INFLUENCE OF SUPPLY CHAIN MANAGEMENT STRATEGIES ON AUGMENTING ORGANISATIONAL POTENTIAL IN CHINESE ENTERPRISES: THE MEDIATING ROLES OF CUSTOMER SATISFACTION AND EMPLOYEE ENGAGEMENT

¹Li Chen, ²Mrutyunjay Sisugoswami

ABSTRACT

Businesses in China are using strategies from the field of supply chain management in order to get a competitive advantage in the market and realise their full potential. The purpose of this study is to investigate the intricate connection that exists between SCM approaches and the performance of a business, with a particular focus on the moderating impact that customer happiness and employee engagement have. A survey was conducted utilising a mixed-methods approach, and it was administered to a wide range of medium- to large-sized enterprises operating in China's diverse industries. Both quantitative analysis using structural equation modelling (SEM) and qualitative interviews with supply chain managers have found that strong SCM strategies, such as demand forecasting, supplier relationship management, logistics optimisation, and technology integration, have a positive impact on the effectiveness of an organisation. According to the findings of this study, the link between the effectiveness of supply chain management and the success of a business is significantly mediated by the level of satisfaction experienced by customers. This is as a result of the fact that supply chains that are streamlined improve responsiveness, delivery speed, and the quality of service. Having people who are happy about their profession, who work together well, and who feel more intrinsically driven to do a good job are the factors that contribute to a supply chain that is more successful. The findings of the research indicate that in order for businesses in China to achieve success on a global scale, they need prioritise the implementation of integrated supply chain management methods and the establishment of a working environment that places equal importance on both workers and consumers.

Keywords: *Supply Chain, Workforce, Corporations, Clientele, Administration.*

Introduction

Integration and management of supply chains have emerged as some of the most critical tasks that need to be accomplished in the area of business in the current day. These activities are essential to the success of any firm. The activities that are being carried out have a direct impact on the quantity of potential that an organisation has, as well as its relative advantage in the market, its level of productivity, and its total potential. There are several components that are included in SCM, which is a system that aims to provide value to stakeholders and consumers. These components include the design, planning, execution, control, and monitoring of activities that occur throughout the supply chain. A strategy that focusses on providing value to customers and other stakeholders is known as SCM. By using this strategy, companies are able to successfully manage their resources, successfully fulfil the needs of the market, and successfully respond to an environment that is always experiencing change. This is primarily responsible for the reason that businesses are able to achieve these goals. By virtue of the fact that it is the biggest industrial metropolis in the world and the second-largest economy in the world, China presents a particularly attractive background for the study of supply chain management approaches. This is due to the fact that China is the most important manufacturing centre in the whole globe. Companies have been presented with a significant number of possibilities as well as significant obstacles as a result of the rapid industrialisation, economic expansion, and entrance into the global market that the country has experienced. The growing industrialisation of the country is the source of this phenomenon. For Chinese companies to



be able to reach their entire organisational potential as they go through the process of developing, gaining market influence, and becoming more sophisticated, it is vital for them to be able to streamline and simplify their supply chains. This will allow them to realise their full organisational potential (Shekarian et al., 2022). The reason for this is because it is essential for them to be able to maximise the potential that their company has. This is the reason why this is the case. The implementation of these tactics was done with the intention of enhancing the efficiency of the supply chain. This strategy was put into action with the purpose of improving the effectiveness of the supply chain, which was the primary motivation for its deployment. Utilising these techniques allows businesses to achieve more success in satisfying the expectations of their consumers, reducing their expenses, boosting their operational efficiency, and improving the quality of their products. In addition, these strategies allow businesses to improve their overall quality. Although great progress has been made, the full extent of the effect that supply chain management approaches have on the development of organisational potential in the context of Chinese businesses is still not totally recognised. This is despite the fact that major gains have been accomplished. Due to the fact that the impacts of various tactics are still being researched, this is the case. In order to investigate the ways in which the methods of supply chain management have an impact on significant outcomes, such as the degree to which employees are engaged in their work, the degree to which customers are satisfied with the service they receive, and the growth of a company, the purpose of this study is to investigate the ways in which these techniques have an effect (Silva et al., 2022).

Background of the study

In today's fast-paced, globally-connected market, SCM is starting to make a lot of sense, especially for companies in developing countries like China. A number of factors have led to a significant change in how Chinese companies manage their supply chains in the last several decades. These include technological advancements, changing consumer preferences, the rise of online shopping, and China's status as a global trading and manufacturing powerhouse. In order to keep or grow their market share, Chinese businesses are under intense pressure to boost productivity, customer satisfaction, and efficiency. The effects of supply chain management strategies on business outcomes including customer satisfaction and staff engagement are examined in this research. Chinese companies' potential is the main point of discussion. Everybody seems to agree that supply chain management can make or break a company (Clementino & Perkins, 2021). This research seeks to fill in the gaps in our existing knowledge by studying how strategic supply chain methods impact the overall performance of Chinese businesses. These days, people place a premium on being considerate of one another and the planet. Company leaders are implementing management initiatives to mitigate or eliminate any economic damage. Commercial operations such as resource exploitation, burning fossil fuels, inappropriate waste disposal, and excessive power consumption are generally seen to be the main culprits responsible for climate change and global warming. Biogas, solar electricity, and hybrid cars are just a few of the eco-friendly options that have been proposed in response to the pressing need for sustainable practices. Sustainable supply chain management is essentially centred on responsible and efficient business practices. Our plan is to include sustainability into our operating processes in an attempt to tackle urgent environmental concerns as a team. The need to track and eliminate pollution from businesses has been on the rise since the industrial revolution (Govindan et al., 2021). Each and every one of the supply chain's links—producers, manufacturers, retailers, distributors, and consumers—is essential to the chain's proper operation. Through monetary transactions, information interchange, and physical storage, the system enables the upstream and downstream flow of goods and services. One innovative approach to SCM that takes environmental and ethical



concerns into account has emerged as a result of the fast development of supply chains. More and more businesses are using SCM because it offers managers who are interested in environmentally friendly practices incentives and even awards. Improving strategic positioning and implementing cost-effective environmentally friendly policies requires collaboration among customers, suppliers, and manufacturers. Companies may improve their long-term viability and competitiveness in the supply chain ecosystem via SCM, which also helps them achieve their ethical and environmental objectives. If they want their production processes to be there for the long haul, modern firms must move swiftly to address environmental management. The primary objective is to provide standards for assessing methods and KPIs related to supply chain management. Incorporating sustainable practices into supplier agreements might become easier if we all do our part to save the environment. Take the production of renewable commodities as an example; how can suppliers effectively integrate environmental concepts into their systems? A lot of questions have not been resolved. Research shows that partnerships between retailers and consumers are essential to the development of supply chain management (Das & Hassan, 2022).

Purpose of the study

The purpose of this research is to examine the mediating roles of customer happiness and employee engagement in the relationship between SCM methods and the process of maximising organisational potential in Chinese firms. Supply chain management strategies that are both efficient and flexible are essential for companies competing in today's fierce and ever-changing Chinese market. Our goal in doing this research is to get a deeper comprehension of how supply chain management impacts a business's bottom line via elements including supplier cooperation, logistical optimisation, and technological integration. It also delves into the ways in which internal and external stakeholders work together to accomplish strategic objectives, with a focus on the mediating roles of employee engagement and customer satisfaction. In order to help Chinese business leaders and regulators enhance consumer experiences, boost employee engagement and output, and better coordinate supply chain activities with overarching organisational objectives, this study aims to provide practical insights. Looking at the previously provided criteria will allow us to do this.

Literature review

Within the context of rapidly developing nations such as China, the supply chain management (SCM) function has evolved into an important strategic role with the objective of enhancing the efficiency and effectiveness of companies. Over the course of time, the idea of supply chain management (SCM) has developed into something that is now considered to be more than just an operational task for businesses; rather, it is now seen to be a crucial component of continuous growth, efficiency, and competitive advantage. The use of efficient supply chain management strategies may result in a number of positive results, including enhanced customer service, accelerated delivery, reduced prices, and strengthened relationships with both suppliers and customers. The optimisation of logistics, the integration of technology, and the improvement of demand estimates are all included in these operations. Many people are aware of the fact that these are attainable goals. In addition to simplifying operations, which is the fundamental purpose of these strategies, the goal of these strategies is to streamline business processes so that they are in line with market expectations (Xu & Zhao, 2022). The impact that supply chain management has on the performance of a company is indirect, but it is certainly not any less significant than any other indirect effect. There are a number of elements that are having a big influence on the way in which these two variables interact with one another. These aspects include the amount of happiness that consumers feel and the level of engagement that workers



demonstrate. There is a correlation between a supply chain that is well-structured and greater client loyalty as well as repeat business. This is because it enhances the whole experience that customers have, boosts the availability of products, and decreases the amount of time that delivery delays take. The importance of each of these components cannot be overstated when it comes to the goal of establishing client loyalty. Workers, on the other hand, are more likely to be motivated, to cooperate with one another, and to be in agreement with the goals of the organisation when they are actively involved in their job and are aware of how they contribute to the smooth running of the supply chain. This is because they are aware of how they contribute to the smooth functioning of the supply chain. In Chinese businesses, which are susceptible to cultural, economic, and legal variations in their separate operating environments, these features have only been explored in a limited number of research. These studies have been conducted in China. This is still the case despite the fact that these features have been the focus of extensive study in Western or global settings. This does not affect the reality that this remains the case. In order to bridge that knowledge gap, the objective of this study is to examine the ways in which supply chain management methods may potentially aid Chinese organisations in reaching their full potential. In order to achieve this goal, it is necessary to conduct an investigation into the synergistic effects that an enthusiastic workforce and contented consumers have on one another (Hazen et al., 2021).

1. Research questions

- What is the influence of customer satisfaction on maximizing organisational potential in Chinese firms?

2. Methodology

▪ Research Design:

The quantitative data analysis used SPSS version 25. The odds ratio and 95% confidence interval were used to assess the magnitude and direction of the statistical link. The researchers determined a statistically significant criterion of $p < 0.05$. A descriptive analysis was performed to identify the key characteristics of the data. Quantitative methods are often used to assess data obtained from surveys, polls, and questionnaires, as well as data evaluated using statistical computing techniques.

▪ Sampling

A straightforward sampling method was utilised for the investigation. The study utilised questionnaires to collect data. The Rao-soft program calculated a sample size of 320. A total of 560 questionnaires were distributed; 486 were returned, and 77 were rejected due to incompleteness. A total of 409 questionnaires were utilised in the investigation.

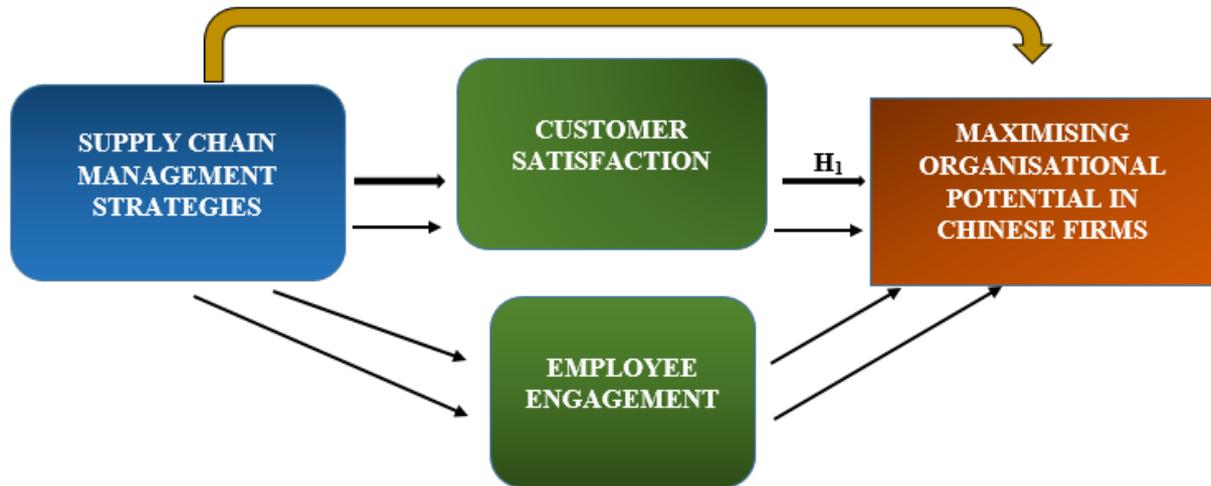
▪ Data and Measurement

The primary instrument for data collection in this research was a questionnaire. Part A of the survey solicited fundamental demographic information, while Part B used a 5-point Likert scale to gather answers about attributes associated with online and offline channels. A multitude of sources, particularly internet databases, supplied the secondary data.

- **Statistical Software:** The statistical analysis was conducted using SPSS 25 and MS-Excel.
- **Statistical Tools:** Descriptive analysis was employed to comprehend the essential nature of the data. The researcher must analyse the data with ANOVA.



Conceptual framework



RESULT

- **Factor Analysis**

A common use of Factor Analysis (FA) is to uncover latent variables within observable data. In the lack of definitive visual or diagnostic indicators, it is customary to use regression coefficients for assessments. In FA, models are crucial for success. The objectives of modelling are to identify flaws, incursions, and discernible relationships. The Kaiser-Meyer-Olkin (KMO) Test is a method for evaluating datasets generated by multiple regression analyses. The model and sample variables have been confirmed as representative. The data exhibits redundancy, as shown by the statistics. Reducing the proportions enhances the clarity of the data. The KMO output ranges from zero to one. A KMO value ranging from 0.8 to 1 indicates a sufficient sample size. These delineate the acceptable limits, as per Kaiser: The supplementary admission standards established by Kaiser are as follows:

A pitiful 0.050 to 0.059, below average 0.60 to 0.69

Middle grades often fall within the range of 0.70-0.79.

With a quality point score ranging from 0.80 to 0.89.

They marvel at the range of 0.90 to 1.00.

Table1: KMO and Bartlett's Test

Testing for KMO and Bartlett's

Sampling Adequacy Measured by Kaiser-Meyer-Olkin .894

The results of Bartlett's test of sphericity are as follows: approx. chi-square

df=190

sig.=.000



This verifies the legitimacy of assertions made just for sampling purposes. Researchers used Bartlett's Test of Sphericity to evaluate the relevance of the correlation matrices. The Kaiser-Meyer-Olkin metric implies that a score of 0.894 confirms sample adequacy. The p-value obtained from Bartlett's sphericity test is 0.00. A favourable result from Bartlett's sphericity test indicates that the correlation matrix is not an identity matrix.

Table: KMO and Bartlett's

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.894
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

❖ **INDEPENDENT VARIABLE**

- **Supply chain management strategies**

An increase in total value is the ultimate aim of SCM. The supply chain's profitability is the key indicator of value. When a business's supply-chain expenses are lower than its income, it is said to be profitable. The core principle of supply chain management is the coordination of the creation, transfer, and utilisation of products and services. Maximising revenues via the transmission of commodities and information across different stages of the supply chain is the ultimate objective of logistics and supply chain management. Sourcing raw materials, developing products, advertising, selling, managing operations, keeping track of inventories, accounting, and providing customer support are the main responsibilities of supply chain management. Consumption is the central node in any supply chain. An increase in total value is the ultimate aim of SCM. The supply chain's profitability is the key indicator of value. One way to get the ROI is to divide all of the supply chain expenses by the total consumer revenue. Establishing the structure of the supply chain and assigning responsibilities to its many links Taking into account the needs of the structure and choosing an appropriate location Finding out what needs making and how much room to keep it all Organising the logistics include determining the best locations and methods for data collection. Mastering supply chain management is a prerequisite in today's complex global business climate. Having a solid supply chain strategy was crucial for many companies because of the outbreak and the subsequent shifts in customer demand and raw material shortages. Still, issues remain; a survey conducted in 2023 found that 44% of companies altered their practices the year before due to supply chain footprint concerns, and 49% said that disruptions in the chain impeded their ability to plan ahead. The key is to prepare ahead of time and prioritise tasks so that everything goes well. A wide variety of supply chain management strategies are proving beneficial to companies (Lee, 2021).

❖ **MEDIATING VARIABLE**

- **Customer Satisfaction**



One classic sign of a good marketing effort is when customers are happy. Consequently, it reveals the extent to which a business's offerings fulfil or exceed client expectations. The happiness of a client is described as "the number of customers, or percentage of total customers, whose reported experience with a firm, its products, or its services (ratings) exceeds specified satisfaction goals." In order to strike a better balance between consumers' opinions before and after they buy, businesses should put their customers' pleasure and loyalty first. The gold standard for measuring customer satisfaction remains expectation disconfirmation theory. To better understand what makes customers happy, we use a variety of ideas, such as equity, attribution, comparison, assimilation, and many more. The ever-changing nature of the whole customer experience, as well as respondents' emotional states, memory limits, availability heuristics, and other variables, might make traditional techniques of measuring consumer pleasure via surveys biased. The Marketing Accountability Standards Board has authorised the marketing measures' objectives, metrics, and definitions as part of its ongoing Common Language in Marketing Project. Out of 200 senior marketing managers surveyed, 71 said that a customer happiness indicator would be a useful tool for monitoring and controlling. Customer satisfaction is one of the key performance indicators in a balanced scorecard. In today's cutthroat business environment, satisfied consumers are seen as an important differentiator and part of the entire strategy (Centobelli et al., 2021).

- **Employee engagement**

Employees that really care about the success of the business and the mission it serves express this concern on a daily basis by the job they do and the way they conduct themselves. This kind of workforce is referred to as an engaged workforce. When attempting to measure or qualitatively characterise the nature of the connection that exists between a company and its workers, the concept of employee engagement is an essential component to consider. The term "engaged employee" refers to a worker that is not only involved in the success of their organisation but also willing to go the extra mile to ensure that it is successful. One may learn a great deal about a person's commitment to the organisation and the values it upholds by observing how they behave when they are on the job. On the other hand, a worker who is disengaged may be doing nothing (a behaviour known as "coasting") or may even be intentionally causing damage to the company's reputation and productivity. When compared to businesses with "low" engagement levels, companies with "high" engagement levels are more likely to have workers who provide high levels of productivity. Despite the fact that it has been around for a long time as a management theory and practice (since the 1990s), one problem that continues to be controversial is employee engagement. Employee engagement tactics have been used by human resource management and internal communications management for a considerable amount of time. Academics may have a point in this regard. Despite the fact that pleasure is a separate concept, the phrases "employee satisfaction" and "employee experience" have become to sound quite similar to one another. On the other hand, "satisfaction" refers to an employee's overall sentiments about their employment, in contrast to "engagement," which defines the degree to which an individual is internally motivated to do their job successfully (Fahim & Mahadi, 2022).

- ❖ **DEPENDENT VARIABLE**

- **Maximising Organisational Potential in Chinese Firms**

By combining internal resources with external approaches, Chinese enterprises may optimise their organisational potential, which includes development, innovation, and competitiveness. Conventional metrics of operational efficiency will not allow companies to attain their full potential in today's technologically advanced and globally interconnected Chinese economy.



Included in this group are investments in digital transformation, a growth mind-set, and state-of-the-art supply chain management strategies. By adjusting internal processes to meet the needs of customers and current market developments, businesses may boost their responsiveness and service quality. Because employees' creativity and output soar when they are motivated, trusted, and believed in the organization's purpose, employee engagement is crucial. In response to rapidly evolving regulations, volatile consumer tastes, and cutthroat global competition, Chinese businesses are placing a premium on adaptability. Global and regional strategic partnerships are helping businesses get access to new markets, resources, and technologies. Companies are investing more and more on organisational learning and leadership development as a way to attract and retain talented and innovative employees. Nevertheless, challenges including bureaucratic procedures, problems with retaining expertise, and unequal policy environments may arise. Overcoming challenges requires a well-coordinated and organised use of resources, such as people, technology, and dependable supply chain networks. Modern economic dominance may be within reach for Chinese corporations if they can master the art of harmonising internal operations with consumer demands (Mastos, & Gotzamani, 2022).

❖ **Relationship between customer satisfaction and maximizing organisational potential in Chinese firms**

Within the context of today's highly competitive and dynamic market, the pleasure of customers is an essential component in the process of maximising the organisational potential of Chinese companies. Companies in China that place a high priority on customer satisfaction are more likely to achieve sustained development and a competitive edge. This is because China's fast industrial expansion and technical innovation have transformed consumer behaviour. Customers who are pleased with the service they get are more likely to demonstrate longer-term loyalty, make further purchases, and spread good word-of-mouth, all of which lead to an increase in market share and revenue. It is immediately beneficial to the brand reputation and operational efficiency of Chinese companies, particularly those that are extending their operations internationally, to satisfy the expectations of their customers by providing them with excellent goods, dependable service, and experiences that are driven by value. Furthermore, the feedback and insights received from pleased customers help businesses to continually innovate, enhance product offerings, and optimise internal operations. This is because satisfied consumers provide feedback and insights. Because of this, Chinese businesses have the ability to unleash better levels of productivity, staff motivation, and strategic agility by concentrating on the delight of their customers. This will eventually allow them to maximise their full potential in both local and international markets (Mc Loughlin et al., 2021).

Following the aforementioned argument, the researcher posited the further hypothesis to examine the relationship between customer satisfaction and maximizing organisational potential in Chinese firms

“H₀₁: There is no significant relationship between customer satisfaction and maximizing organisational potential in Chinese firms”

“H₁: There is a significant relationship between customer satisfaction and maximizing organisational potential in Chinese firms”



Table 2: H₁ ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	109	5635.615	1032.920	.000
Within Groups	492.770	299	5.456		
Total	40081.390	408			

This inquiry will provide significant results. The F value is 1032.920, signifying statistical significance with a p-value of .000, which is under the .05 alpha level. The hypothesis asserts: **“H₁: There is a significant relationship customer satisfaction and maximizing organisational potential in Chinese firms** “The alternative hypothesis is affirmed, whereas the null hypothesis is dismissed.

Discussion

Findings from this research suggest that SCM methods may help Chinese businesses reach their full potential. With China's economy moving away from manufacturing and towards innovation, quality, and speed, supply chain management has become more important. Successful supply chain management strategies are essential for companies to increase performance and maintain competitiveness. They are able to enhance the responsiveness, cost, and overall quality of their systems by using these tactics. Keep in mind that SCM cannot stand on its own. Its impact on a company's potential becomes apparent when coupled with other elements like satisfied customers and committed workers. For example, companies may streamline their logistics and supplier relationships to cut down on errors and speed up delivery times. Customers are more inclined to have faith and stick with the brand because of it. Supply chain practices that are both clear and effective have the potential to increase morale and production. Important for the company's future growth, all of these elements contribute to better internal operations and the company's position. Conversational cues also suggest that digital transformation can help Chinese businesses cope with change and uncertainty. Systems for managing inventories powered by artificial intelligence and hosted in the cloud fall under this category. Even yet, challenges may arise from factors outside our control, such as trade prohibitions, uneven standards in the supply chain, or a stubborn staff. Companies can't afford to fall behind, so they need to implement a flexible and all-encompassing supply chain management plan that prioritises the customer experience, staff, and technology. The optimisation of resources should take a back seat to maximising supply chain efficiency, customer value, and staff engagement in innovation and continuous growth if businesses want to reach their full potential.

Conclusion

The outcomes of this study give solid proof that effective techniques of supply chain management are one of the most critical variables for organisations to attain their optimum potential. For this reason, the research was conducted. Through the implementation of supply chain management techniques, companies have the potential to improve their performance, become more competitive, and ensure their continued viability over the long term. Through the use of these tactics, staff engagement is increased, and customer happiness is raised. In order for companies to thrive in the volatile market of today, they need to adopt supply chain management methods that are customer-centric and also prioritise the happiness and financial



security of their workers. Only then will they be able to prosper. However, further research is necessary in order to get a thorough knowledge of the impact that the development of technology has had, to compare and contrast the various cultures, and to identify traits that are unique to certain sectors. The findings of the study contain implications that are not limited to a particular organisation; rather, they have an effect on academics, politicians, and society in general besides the groups themselves. Specifically, it offers solutions that may be used to promote environmentally responsible business practices and to boost the efficiency of supply chain management strategies. These ideas can be put into action.

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