

The Role of Third-parties in Sustainable Supply Chain Management: A Systematic Literature Review

Alexander Neske¹, H.-Christian Brauweiler², Ilona Bordianu³,
Nataliia Anashkina⁴ and Aida Yerimpasheva⁵

¹*Scheer GmbH, Düsseldorf, Germany*

²*WHZ Westsächsische Hochschule Zwickau (Univ. of Applied Sciences), Zwickau, Germany*

³*KAFU Kazakh-American Free University, Ust-Kamenogorsk, Kazakhstan*

⁴*Ural State University of Railway Transport, Yekaterinburg, Russia*

⁵*Al-Farabi Kazakh National University, Almaty, Kazakhstan*

Keywords: Sustainable Supply Chain Management, third-parties, social issues, environmental issues, literature review, future research.

Abstract: This paper investigates the role of third-parties (e.g. NGOs, auditing and certification organizations etc.) in Sustainable Supply Chain Management with respect to managing environmental and social sustainability utilizing the Systematic Literature Review methodology. The paper identifies third-parties as Drivers, Facilitators and Inspectors, each contributing different strategies to the Sustainable Supply Chain Management. In relation to the needed resources of firms in Sustainable Supply Chain Management third-parties are active participants in providing these resources. Based on the findings, further research opportunities are provided for further investigate the literature from this novel perspective. The novelty in this paper lies in the used perspective on third-parties as actors in Sustainable Supply Chain Management.

1 INTRODUCTION

The competitive advantage of firms is not only about themselves, but also relies on their supply chains. In the face of sustainability, sustainable supply chain management (SSCM) has become a key role (Seuring, 2008). Nevertheless, the interdependencies in sustainability are challenging for firms, in particular developing a successful SSCM. In turn, we see that no firm is able to tackle these challenges alone (Mohrman, 2010; Wilhelm, 2016). To address this, research in sustainable supply chain management has focused on strategies firms employ to develop a successful SSCM (Montabon, 2016). Besides relying on internal mechanisms, the food company Mars parallel began working with various actors to achieve its sustainability goals in its supply chain (Ionova, 2018).

So far, the literature lacks on an holistic overview and remains unclear in which way and to what extend these different actors (following called as third-parties) enhance the sustainable supply chain management of firms. It is thus important to

narrow down and focus on third-parties. Looking at third-parties is interesting and necessary for various reasons. First, third-parties own knowledge and expertise firms might not have. This could be on the one hand external knowledge like technical know-how on processes for auditing or controlling sustainability-related processes. On the other hand, the knowledge could be network-related in terms of providing access to networks with different partners like other NGOs at the sourcing point or bringing together actors from different regions and with different interests at e.g. conferences. Second, as third-parties could have no contractual relationship to firms, they have an intermediary position and are not influenced by the firms. This relationship brings the advantage that third-parties have a high degree of freedom in e.g. criticizing firms. Therefore, the aim of this research is to investigate the role of third-parties in sustainable supply chain management literature. In particular, we want to answer two research questions: 1) Which role do third-parties play in sustainable supply chain management and how do they contribute to SSCM? 2) What research opportunities arise from that? For that end, we rely

on the Systematic Literature Review to answer the research objectives.

The remainder of the article is organized as follows: In the Materials and Method section, we introduce the understanding of who a third-party from our point of view is, placing it in context of previous literature. Following, we outline the Systematic Literature methodology and our procedure. The Results and Discussion section consists of three parts. First, we provide descriptives from our analysis. Second, we outline the roles of third-parties in SSCM. Third, we map possible future research opportunities. The paper ends with a conclusion.

2 MATERIALS AND METHODS

2.1 Understanding Who Is a Third-party

For understanding, who is a possible third-party we following give a brief review. Academic literature calls for an inclusion of third-parties in SSCM research (Pagell, 2014) and stresses the supportive character of divergent stakeholders (Gimenez, 2012). While some stakeholders are more interested in social issues, others focus their interest on ecological issues (Pagell, 2014). While some of these stakeholders draw their attention on firms solely, others exerting pressure on firms or offering firms their specific resources (Gimenez and

Tachizawa, 2012; Rodríguez, 2016; Ciliberti, 2011). Meaning that, third-parties are organizations like NGOs, competitors, like firms from the same industry, or standardization organizations.

2.2 Systematic Literature Review

For answering the research objectives we apply the Systematic Literature Review (SLR) methodology. From our point of view it is the best way of getting a first impression of the research landscape as it “[...] locates existing studies, selects and evaluates contributions, analyses and synthesizes data, and reports the evidence in such a way that allows reasonably clear conclusions to be reached about what is and is not known.” (Denyer, 2009) From our point of view the SLR offers two advantages, namely 1) consolidating existing research in a field and 2) providing potentially gaps in the literature from which research opportunities can be addressed (Tranfield, 2003). To meet the need for identifying relevant literature for our research objectives we developed quality- and content-related inclusion and exclusion criteria as shown in the table below.

After having defined inclusion and exclusion criteria we sort out selected keywords to build up the search string. The keywords are combined with Boolean connectors (AND, OR) and are refined with asterisk wildcards (*). As the purpose of this SLR is to get an overview of the research landscape we built a rather inclusive search string. This in turn reduces the sampling bias proposed by (Durach, 2017). After

Table 1: Search Criteria.

	Inclusion/Exclusion criteria	Rationale
Quality	Peer reviewed articles in journals with impact factor ≥ 1.0 in the Journal Citation Report 2017 and if not applicable using Academic Journal Guide 2018 ≥ 3 .	To ensure minimum quality level and reducing sampling bias (Durach, 2017; Nurunnabi, 2018; Schorsch, 2017).
Content	Review scope is on articles published since 1987.	First introduction of “Sustainability”-definition by Brundtland Report (Brundtland, 1987).
	Article language is in English.	English is the research language and ensures accessibility and comparability of results.
	Sustainability includes at least ecological or social dimension.	Articles exclusively dealing with economic sustainability are excluded.
	Third-party and their contribution.	Based on Clarkson (1995) secondary stakeholder. Furthermore, the third-party needs to have a contribution in the studies’ result part.
	Examining inter-organizational view.	Publications should look at the supply chain from an inter-organizations view rather than from an intra-organizations (internal) view as this paper focuses on supply chains.
	Original Research (i.e., literature reviews, editorials, and meta-theories were excluded).	This paper is looking for original theoretical and empirical contributions as they shed new light on research and are more precise and specific in terms of their unit of analysis.

constructed a first draft of the search string we discussed it with experts and other scholars and refined the search string accordingly. The final search string is divided into categories which reflect our research objectives: third-party type, sustainability dimension and supply chain. For identifying business related literature, we used the Business Source Complete database by EBSCO. Fields used for the search were: publication title, abstract and descriptors of publications in the database as well as year of publication between 1987 and 2018 (December). Following, we got 4,336 hits. A key step in answering our research objectives was the screening process initiated by the application of the minimum quality criteria. Based on the abstract, the 2,681 passed publications were following evaluated using a coding sheet. We evaluated the publications abstracts in a rather inclusive manner leading to 94 hits. Finally, we analysed the full paper leading to 36 publications meeting our criteria. During the evaluation we excluded publications due to various reasons. A huge pile of research dealt with either an intra-organizational view with no indication of regarding the third-party in relation to the supply chain or the publication investigated the collaboration in a classical manner (buyer-supplier) with no indication of a third-party. This in turn, supports our arguments that research so far mostly looked at classical relationships of buyers and suppliers. However, to further conduct the extraction and synthesis of the literature we used a coding scheme. During the analyzation and extraction the coding scheme was adjusted and refined to meet the level of detail. To provide a holistic view on the literature we categorized the publications according to year, journal, methodology, theoretical lens, third-party role and third-party activity, and sustainability

focus (environmental or social).

3 RESULTS AND DISCUSSION

3.1 Descriptive Results

The first publications appeared in 2003. This is interesting as we expected earlier publications as the Brundtland Commission introduced a first definition of sustainability in 1987, leading to a wide ranging utilization in academia and practice. After only two more publications in 2006 and 2008, the publications show a rash in 2009. The following years are characterized by a steady decline of publications until 2014. Beginning in 2015 the number of publications raised again with a top in 2018 with 6 publications. We assume that the Rana Plaza Collapse in 2013 has led to an increase in publications, which shows up with a time delay. Despite the late start of publications address the research objective we see a wavelike increase of publications over the years so far. From our point of view this signals the interest in the field in particular against the background that over half of the publications are published since 2015.

For us it was interesting which journals and respective academic disciplines had an interest in the topic. For that we calculated the number of publications published by the respective journal. We see quite a high interest and outcome of the top seven journals as they contribute half of the publications. Interestingly, the remaining 18 publications all come from different journals. However, as the publications are distributed across a wide range of journals we understand that as the

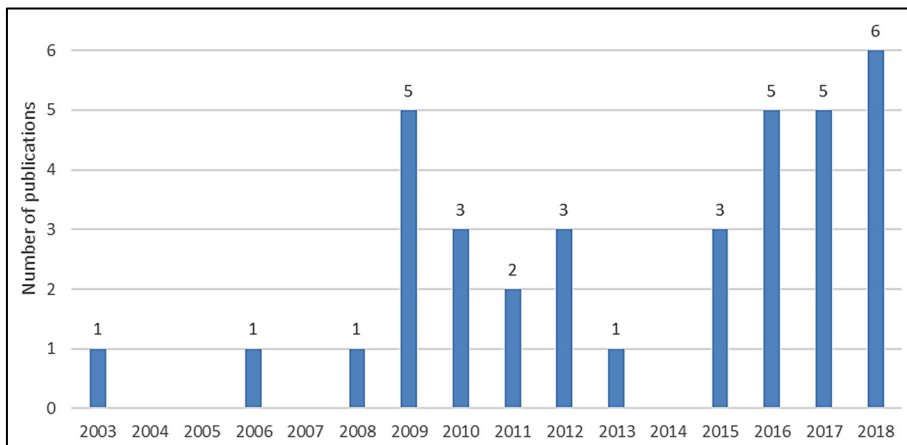


Figure 1: Publications Over Time.

Table 2: Distribution of publications in journals.

Journal	Number of publications
Journal of Business Ethics	4
Business Strategy and the Environment	3
Journal of Cleaner Production	3
Regulation & Governance	2
International Journal of Physical Distribution & Logistics Management	2
International Journal of Operations and Production Management	2
International Journal of Production Economics	2
Others	18

research topic has attracted a variety of research disciplines.

Interestingly, approximately all publications (34 of 36) were empirical. The remaining publications were mathematical and conceptual. From the 34 empirical publications only five were quantitative in nature whereas 24 were qualitative case studies. Two were mixed methods and the resulting three were qualitative survey, action research and design science. In particular, the case studies show that the topic is still in an early phase as academia still focuses on understanding the topic.

Regarding the theory utilization we see that some of the papers do not use any theory for the investigation or explanation of their findings, while others use more than one theory. However, we found out that some theories are preferentially used. In

particular, we see that Stakeholder Theory has been used most often. From our point of view, the Stakeholder Theory has a long standing history and utilization. It provides assumptions which could be used from various perspectives and therefore provides the basis for approaching a new topic. In particular, it can be used to explain the pressures from third-parties on firms on the one hand and the collaboration of firms and third-parties on the other hand. Same holds true for the Transaction Cost Economics and Global Value Chain Theory, and the Institutional Theory. Our impression, that academia make use of a view macro theories is shown by the Stakeholder Theory, Global Value Chain Theory, Transaction Cost Economics, and Institutional Theory, responsible for almost 50% of the theories used in publications. However, it shows also that the

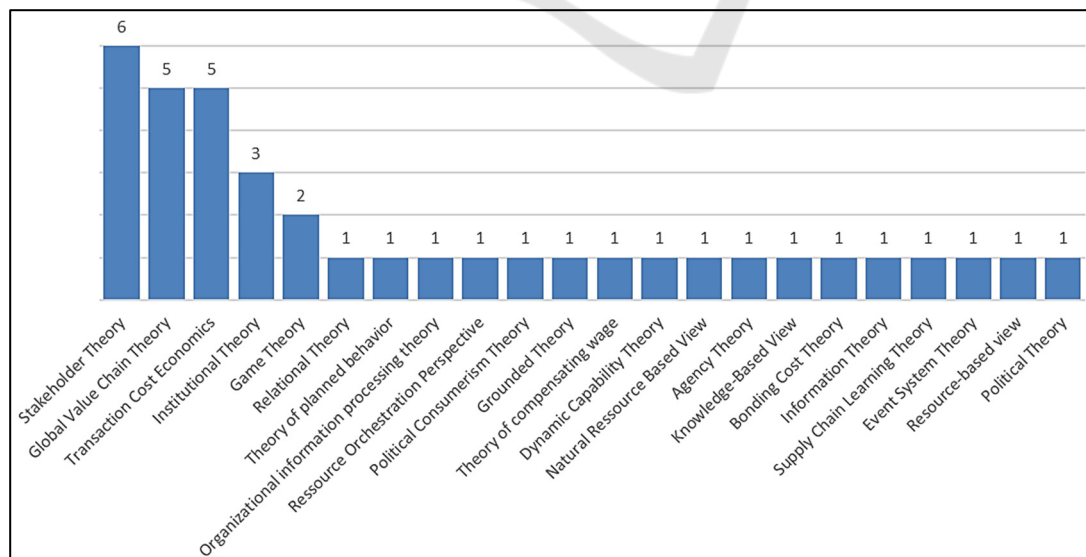


Figure 2: Theory Utilization

topic has attracted a variety of disciplines using different theories as their prevailing theory lense on the topic.

3.2 Roles of Third-Parties in Sustainable Supply Chain Management

In this section, we present the roles third-parties inherit. For categorization we use the classification of Liu *et al.* (2018). In their work, they developed the roles based on strategies used for supplier development for sustainability. The roles are grouped in Drivers, Facilitators, Inspectors. The rationale for using this categorization is threefold. First, with the classification we are able to differentiate the relationships of firms and third-parties based on the third-parties' contributions. Second, this offers a first arrangement of the literature while on the one hand is clustered wide enough but still leaves room for further clustering, whether it is within the roles or extending them in breadth. Third, using the categorization we can build on first empirical findings and test the categorization against a new perspective.

During the course of analyzation we applied a categorization strategy to propose and sort the roles of third-parties based on their contributions. Therefore, we iteratively 1) identified the activities of third-parties on SSCM, 2) Propose higher clusters which relate to the roles, 3) Analyze the quotes in the publications to categorize the roles and their contributions, 4) Refine the roles and their contributions.

However, in the following we present the roles. First, we explain them in brief, followed by reporting the contributions they inherit on SSCM. Due to the limitation of space we only describe some cases in more detail as the objective is on providing an overview of the roles and their respective activities on a high level.

3.3 Drivers

Liu *et al.* (2018) describe drivers as third-parties that pressure and incentivize firms or somehow initiate sustainable practices. In this sense, they shape and co-design firms sustainability objectives. Drivers are mission driven, as they have oftentimes direct access to firms decision makers (Liu *et al.*, 2018).

Our findings support this view, as third-parties perform activities such as pressuring or promoting SSCM. On the one hand, third-parties like NGOs, media or industry partnerships pressure firms to

consider sustainability-related issues like carbon emissions in supply chains or social issues at supplier sites (Liu, 2018; Park-Poaps, 2010; Mani, 2018; Reuter, 2010). On the other hand we see that e.g. governments promoting the collaboration of firms and their suppliers (Cheung, 2009).

3.4 Facilitators

Facilitators provide firms with knowledge and resources for e.g. capacity building. They engage with firms while enhancing the firms' implementation and scaling for SSCM. With that they diffuse sustainability practices of supply chain member (Liu, 2018).

Our findings show that a portfolio of diverse contributions characterizes facilitators: sharing information, providing platforms, engaging further parties, allocating social funds, providing financial support, and supporting operations.

Sharing information is arguably the most common investigated activity of third-parties and subsumes various contributions regarding the exchange of knowledge. In particular, third-parties 1) educate and train firms or suppliers (Liu, 2018; Cheung, 2009; Benstead, 2018; Gong, 2018; Bek, 2017; Huq, 2016). For example in the case of Loconto (2015) the third-party educates the suppliers on how to comply with standards such as the Rainforest Alliance or Fairtrade on the ecological side. On the other hand, the third-party educates and trains the supplier on agricultural working conditions practices. 2) provide frameworks that firms could use to facilitate their SSCM (Delmas, 2009; Bek, 2017; Müller, 2009; Sinkovics, 2016; Boer, 2003; Cheung, 2009). For example, Canzaniello *et al.* (2017) and Nadvi and Raj-Reichert (2015) show that third-parties provide surveys and tools for the enhancement of sustainability. In line with that, Ciliberti *et al.* (2009) show that third-parties provide frameworks for self-assessments against sustainability standards. Nadvi and Raj-Reichert (2015) show that third-parties can replace the myriad of standards and consolidate them to on industry-wide one for suppliers. 3) provide information on supplier performance leading to higher transparency (Meinlschmidt, 2018; Plambeck, 2012; Canzaniello, 2017; Müller, 2009). In this sense, the third-party uses collected information to provide it to the firms. For example Busse *et al.* (2017) show that third-parties provide information on working conditions at supplier sites. 4) provide non-directed information. In the case of Cheung *et al.* (2009) the third-party provides

information for both firms and suppliers while in Hartlieb and Jones (2009) the third-party provides a label as stamp of approval downstream the supply chain. 5) consulting was the least found contribution of third-parties. In the case of Benstead *et al.* (2018) the third-party provides consultancy to firms to develop a labor issue risk matrix for sourcing locations.

A further contribution of third-parties to SSCM is providing platforms in form of conferences, meetings, workshops, and websites (Xu, 2018; Gong, 2018; van Hoof, 2013; Wetterberg, 2011; Canzaniello, 2017; Kumar, 2006). While providing platforms the third-party helps to meet and exchange of suppliers, firms and other actors Cheung *et al.* (2009). In the case of Benstead *et al.* (2018) the third-party provides workshops and meetings which enables the participants to exchange information on social best practices.

Engaging further parties is a contribution of third-parties as they coordinating further actors. In the case of Huq *et al.* (2016) and Nadvi and Raj-Reichert (2015) the third-party engages a further party to audit suppliers. In line with that, Everett *et al.* (2008) shows a similar contribution as an NGO engages a further party to monitor the firms suppliers.

Third-parties allocating social funds provide resources to specific regions for social change. Loconto (2015), Lund-Thomsen and Nadvi (2010) and Ciliberti *et al.* (2009) show how a third-party allocates social funds for development projects at supplier regions. A similar picture emerges for Muller *et al.* (2012) as a non-profit organization allocates social funds of firms for charity projects at supplier regions.

Quite similar to the above mentioned is providing financial support. The difference here lies in the type of resource as in this case the third-party provides financial resources as in the case of Cheung *et al.* (2009) and van Hoof and Lyon (2013) showing that governments or non-profit organizations take over operational costs between suppliers and firms.

It is interesting to see that in only one case third-parties support operations. Only Kumar and Malegeant (2006) providing evidence where a third-party supports operations by collecting and transporting used shoes from the customer to the firm.

3.5 Inspectors

Inspectors are third-parties that if at all have a weak relationship to firms. The relationship of inspectors

to firms is neutral as they perform mostly activities like assessment and monitoring of sustainability (Liu, 2018).

Our findings support this view, as our results show that inspectors monitor and audit suppliers sustainability (Plambeck, 2012; Wetterberg, 2011; Meinschmidt, 2018; Müller, 2009; Lund-Thomsen, 2010; Wilhelm, 2016; Sinkovics, 2016; Bair, 2017; Ciliberti, 2009; Kourula, 2016; Huq, 2016; Zhang, 2017; Liu, 2018; Benstead, 2018).

One finding somehow deviates from the spot testing as in the case of Oka (2016) a labour union permanently monitors the suppliers social sustainability performance.

3.6 Where to Go from Here: Providing a Future Research Agenda

Throughout the course of research, we identified several research opportunities. The aim of this chapter is to give some ideas for further research as a starting point. The ideas are rather loosely assembled with no claim on completeness.

First, expanding and balancing research methods applied. Looking at the research methods applied, we call for more qualitative research conceptual wise as this can provide new ideas which than can be proofed. In line with this, we furthermore call for more quantitative and mixed-method research to prove the qualitative constructs developed so far. This supports the models developed out of particular research settings and enables to test against a broader perspective. From our point of view, this leads to overcoming the barrier of young research and leading to maturity in SSCM research.

Second, expanding and balancing theories applied. It is striking that quite some papers have a rather explanatory or descriptive character. In line with expanding research methods, we call for the expansion of the theories used or even develop new ones, following a grounded theory approach. From our point of view, this is valuable as it leads to new findings for the coming decade of sustainable transformation. In particular, applying a grounded theory approach gives the possibility to develop an own understanding instead of relying or mixing popular lenses from other disciplines.

Third, expanding the understanding of third-parties in SSCM. Further research can extend the understanding of the roles we provide in breadth and depth. As we saw, third-parties could be seen in a lifecycle model. Therefore, it could be interesting to see if different factors leading to a third-party being a driver. For example, it could be interesting to see

whether the role of a third-party is contingency dependent. This would not only increase the understanding content-related but also extend the theory utilization. Furthermore, deepen the understanding which factors lead to the utilization of a third-party as a facilitator. Are there reasons leading to a specific utilization of a third-party or a mix of different third-parties? In addition, it could be interesting to further investigate the activities third-parties do. For example, it could be interesting to see whether different activities lead to better outcomes of SSCM. For this, a quantitative and comparative analysis would be helpful to see possible differences. In line with that is the question, if a bundle of activities is better instead of on relying to just one. Regarding the roles third-parties inherit, it could be interesting to see if the roles shape the firms internal and external management and if so, how. By addressing firms, can it be that third-parties switching roles or inherit different roles at the same time? For example, while providing knowledge to the firm is it still possible that third-parties accurately monitor the firms or are they influenced by having a relationship with the firm already? In particular, this investigation could be monitored with a longitudinal study to see changes over time.

4 CONCLUSION

In this paper, utilizing the systematic literature review we investigated the roles of third-parties in SSCM. Based on that, we outlined possible future research avenues. Our findings show that third-parties have different roles in contributing to SSCM. The paper advances research in sustainable supply chain management in various ways. First, we showed that third-parties influence SSCM according to their role differently. Third-parties as Drivers initiate SSCM activities, while Facilitators work specifically on enhancing the SSCM in a way that they cooperate with firms or provide cooperation platforms for supply chain members. Third-parties as Inspectors monitor the sustainability performance of the SSCM activities or performance. Second, with our investigation we show that third-parties as “others” than buyers and suppliers are active participants in SSCM. This verifies prior observations (Pagell, 2009). Third, based on our findings we map future research opportunities, which are guided by the paper itself, and in particular through our specific, non-exhaustive, future research opportunities.

However, there are limitations in our study due to the utilization of the systematic literature review. First, although we applied a rather broad search string to retrieve potential literature we still could have missed some. This either could be caused by missing keywords or because the specific literature is not listed in the database we used. Second, although we used a rather broad research string to widen the sampling, we could have faced some sampling bias. For overcoming possible limitations we call for further research on third-parties in SSCM.

Besides the academic contribution, we also offer managerial insights. For managers it could be useful to differentiate third-parties in their contributions on SSCM. In particular, this could help to specifically pick third-parties for e.g. collaborations or in supporting the SSCM in monitoring suppliers. The picking process can be supported in specifying the needed resources third-parties potentially provide. With that, firms can professionalize their stakeholder management in terms of SSCM. Further, from a third-party perspective our findings can help to clarify their role they want to play. With that, third-parties can professionalize their strategic alignment, whether they want to be a Driver, Facilitator or Inspector. In clarifying their role and possible separate them they clearly can rely on their role and do not need to worry to sit between chairs meaning their e.g. supporters in society turn away as the third-party lose their strategic alignment.

However, with our research we provided a new perspective on the literature on actors in SSCM and showed that third-parties are active participants, playing a specific role.

REFERENCES

- Bair, J., 2017. Contextualising compliance: hybrid governance in global value chains. *New political economy*. 22. 2. pp. 169-185.
- Bek, D., Binns, T., Blokker, T., Mcewan, C., Hughes, A., 2017. A High Road to Sustainability? Wildflower Harvesting, Ethical Trade and Social Upgrading in South Africa's Western Cape. *Journal of Agrarian Change*, 1. 17. 3, pp. 459-479.
- Benstead, A. V., Hendry, L. C., Stevenson, M., 2018. Horizontal collaboration in response to modern slavery legislation. *International Journal of Operations & Production Management*. 38. 12. pp. 2286–2312.
- Boer, J. de., 2003. Sustainability labelling schemes: the logic of their claims and their functions for

- stakeholders. *Business Strategy and the Environment*. 12. 4. pp. 254-264.
- Brundtland, G. H., 1987. *Our Common Future, World Commission on Environment and Development, Brussels*.
- Busse, C., Schleper, M. C., Weilenmann, J., Wagner, S. M., 2017. Extending the supply chain visibility boundary: Utilizing stakeholders for identifying supply chain sustainability risks. *International Journal of Physical Distribution & Logistics Management*. 47. 1. pp. 18-40.
- Canzaniello, A., Hartmann, E., Fifka, M. S., 2017, Intra-industry strategic alliances for managing sustainability-related supplier risks. *International Journal of Physical Distribution & Logistics Management*. 47. 5. pp. 387-409.
- Cheung, D. K. K., Welford, R. J., Hills, P. R., 2009. CSR and the environment. Business supply chain partnerships in Hong Kong and PRDR, China, *Corporate Social Responsibility and Environmental Management*. 16. 5, pp. 250-263.
- Ciliberti, F., Groot, G. de, Haan, J. de and Pontrandolfo, P., 2009. Codes to coordinate supply chains. SMEs' experiences with SA8000. *Supply Chain Management: An International Journal*. 14. 2, pp. 117-127.
- Ciliberti, F., Haan, J. de, Groot, G. de and Pontrandolfo, P., 2011. CSR codes and the principal-agent problem in supply chains. Four case studies. *Journal of Cleaner Production*. 19. 8. pp. 885-894.
- Clarkson, M. B. E., 1995. A Stakeholder Framework for Analyzing and Evaluating Corporate Social Performance. *The Academy of Management Review*. 20. 1. pp. 92-117.
- Delmas, M., Montiel, I., 2009. Greening the Supply Chain: When Is Customer Pressure Effective? *Journal of Economics & Management Strategy*. 18. 1. pp. 171-201.
- Denyer, D., Tranfield, D., 2009. Producing a systematic review. *The Sage handbook of organizational research methods*. pp. 671-689.
- Durach, C. F., Kembro, J., Wieland, A., 2017. A New Paradigm for Systematic Literature Reviews in Supply Chain Management. *Journal of Supply Chain Management*. 53. 4. pp. 67-85.
- Everett, J. S., NEU, D., Martinez, D., 2008. Multi-Stakeholder Labour Monitoring Organizations: Egoists, Instrumentalists, or Moralists? *Journal of Business Ethics*. 81. 1. pp. 117-142.
- Gimenez, C., Tachizawa, E. M., 2012. Extending sustainability to suppliers: a systematic literature review. *Supply Chain Management: An International Journal*. 17. 5. pp. 531-543.
- Gong, Y., Jia, F., Brown, S., Koh, L., 2018. Supply chain learning of sustainability in multi-tier supply chains. *International Journal of Operations and Production Management*. 38. 4. pp. 1061-1090.
- Hartlieb, S., Jones, B., 2009. Humanising Business Through Ethical Labelling. Progress and Paradoxes in the UK. *Journal of Business Ethics*. 88. 3. pp. 583-600.
- Huq, F. A., Chowdhury, I. N., Klassen, R. D., 2016. Social management capabilities of multinational buying firms and their emerging market suppliers. An exploratory study of the clothing industry. *Journal of Operations Management*. 46. pp. 19-37.
- Ionova, A., 2018. Mars aims to tackle broken cocoa model with new sustainability scheme – Reuters. <https://www.reuters.com/>.
- Kourula, A., Delalieux, G., 2016. The Micro-level Foundations and Dynamics of Political Corporate Social Responsibility. Hegemony and Passive Revolution through Civil Society. *Journal of Business Ethics*. 135. 4. pp. 769-785.
- Kumar, S., Malegeant, P., 2006, Strategic alliance in a closed-loop supply chain, a case of manufacturer and eco-non-profit organization. *Technovation*. 26. 10. pp. 1127-1135.
- Liu, L., Zhang, M., Hendry, L. C., Bu, M. Wang, S., 2018. Supplier Development Practices for Sustainability: A Multi-Stakeholder Perspective. *Business Strategy and the Environment*. 27, pp. 100-116.
- Loconto, A., 2015. Assembling governance: the role of standards in the Tanzanian tea industry. *Journal of Cleaner Production*. 107, pp. 64-73.
- Lund-Thomsen, P., Nadvi, K., 2010. Clusters, Chains and Compliance. Corporate Social Responsibility and Governance in Football Manufacturing in South Asia. *Journal of Business Ethics*. 93. pp. 201-222.
- Mani, V., Gunasekaran, A., 2018. Four forces of supply chain social sustainability adoption in emerging economies. *International Journal of Production Economics*. 199. pp. 150-161.
- Meinlschmidt, J., Schleper, M. C., Foerstl, K., 2018. Tackling the sustainability iceberg, *International Journal of Operations & Production Management*. 38. 10, pp. 1888-1914.
- Mohrman, S. A., Worley, C. G., 2010. The Organizational Sustainability Journey: Introduction to the Special Issue. *Organizational Dynamics*. 39. 4. pp. 289-356.
- Montabon, F., Pagell, M., Wu, Z., 2016. Making Sustainability Sustainable. *Journal of Supply Chain Management*. 52. 2. pp. 11-27.
- Muller, C., Vermeulen, W. J. V., Glasbergen, P., 2012. Pushing or Sharing as Value-driven Strategies for Societal Change in Global Supply Chains. Two Case Studies in the British-South African Fresh Fruit Supply Chain. *Business Strategy and the Environment*. 21. 2. pp. 127-140.
- Müller, C., Vermeulen, W. J. V., Glasbergen, P., 2009. Perceptions on the demand side and realities on the supply side. A study of the South African table grape export industry. *Sustainable Development*. 17. 5. pp. 295-310.
- Nadvi, K., Raj-Reichert, G., 2015. Governing health and safety at lower tiers of the computer industry global value chain. *Regulation & Governance*. 9. 3. pp. 243-258.
- Nurunnabi, M., Alfakhri, Y., Alfakhri, D. H., 2018. Consumer perceptions and corporate social responsibility. What we know so far. *International*

- Review on Public and Nonprofit Marketing*. 15. 2. pp. 161-187.
- Oka, C., 2016. Improving Working Conditions in Garment Supply Chains: The Role of Unions in Cambodia. *British Journal of Industrial Relations*. 54. 3. pp. 647-672.
- Pagell, M., Shevchenko, A., 2014. Why Research in Sustainable Supply Chain Management Should Have no Future. *Journal of Supply Chain Management*. 50. 1. pp. 44-55.
- Pagell, M., Wu, Z., 2009. BUILDING A MORE COMPLETE THEORY OF SUSTAINABLE SUPPLY CHAIN MANAGEMENT USING CASE STUDIES OF 10 EXEMPLARS. *Journal of Supply Chain Management*. 2. 45. pp. 37-56.
- Park-Poaps, H., Rees, K., 2010. Stakeholder Forces of Socially Responsible Supply Chain Management Orientation. *Journal of Business Ethics*. 92. 2. pp. 305-322.
- Plambeck, E., Lee, H. L., Yatsko, P., 2012. Improving Environmental Performance in Your Chinese Supply Chain. *MIT Sloan Management Review*. 53. 2. pp. 43-51.
- Reuter, C., Foerstl, K., Hartmann, E., Blome, C., 2010. Sustainable Global Supplier Management: The Role of Dynamic Capabilities in Achieving Competitive Advantage. *Journal of Supply Chain Management*. 46. 2. pp. 45-63.
- Rodríguez, J. A., Giménez Thomsen, C., Arenas, D., Pagell, M., 2016. NGOs' Initiatives to Enhance Social Sustainability in the Supply Chain. Poverty Alleviation through Supplier Development Programs. *Journal of Supply Chain Management*. 52. 3. pp. 83-108.
- Schorsch, T., Wallenburg, C. M., Wieland, A. 2017. The human factor in SCM: Introducing a Meta-theory of Behavioral Supply Chain Management. *International Journal of Physical Distribution & Logistics Management*. 47. 4. pp. 238-262.
- Seuring, S., Müller, M. 2008. From a literature review to a conceptual framework for sustainable supply chain management. *Journal of Cleaner Production*. 16. 15. pp. 1699-1710.
- Sinkovics, N., Hoque, S. F. and Sinkovics, R. R. 2016. Rana Plaza collapse aftermath. Are CSR compliance and auditing pressures effective? *Accounting, Auditing & Accountability Journal*. 29. 4. pp. 617-649.
- Tranfield, D., Denyer, D., Smart, P. 2003. Towards a Methodology for Developing Evidence-Informed Management Knowledge by Means of Systematic Review. *British Journal of Management*. 14. pp. 207-222.
- van Hoof, B., Lyon, T. P. 2013. Cleaner Production in Small Firms taking part in Mexico's Sustainable Supplier Program. *Journal of Cleaner Production*. 41, pp. 270-282.
- Wetterberg, A. 2011. Public-private partnership in labor standards governance: Better factories Cambodia. *Public Administration and Development*. 31. 1. pp. 64-73.
- Wilhelm, M., Blome, C., Wieck, E., Xiao, C. Y. 2016. Implementing sustainability in multi-tier supply chains. Strategies and contingencies in managing sub-suppliers. *International Journal of Production Economics*. 182. pp. 196-212.
- Xu, Y., Boh, W.F., Luo, C., Zheng, H. 2018. Leveraging industry standards to improve the environmental sustainability of a supply chain. *Electronic Commerce Research and Applications*. 27. pp. 90-105.
- Zhang, M., Pawar, K. S., Bhardwaj, S. 2017. Improving supply chain social responsibility through supplier development. *Production Planning & Control*. 28. 6-8. pp. 500-511.