

## Sustainable supply chain practices: Driving efficiency, reducing waste, and promoting circular economy models

Emily Ezekwu \*

*African Female Student Empowerment Program (AFSEP), Michigan State University, USA.*

International Journal of Science and Research Archive, 2025, 14(01), 1167-1181

Publication history: Received on 12 December 2024; revised on 18 January 2025; accepted on 21 January 2025

Article DOI: <https://doi.org/10.30574/ijrsra.2025.14.1.0206>

### Abstract

As the world increasingly focuses on sustainability, supply chain management has become a vital lever for the realization of environmental, social, and economic goals. Also, linear supply chain models that are traditional in nature (such as extract, consume, and dispose) lead to serious environmental degradation along with an enormous amount of resource depletion. On the other hand, sustainable supply chain initiatives focus on waste reduction, resource efficiency, and circular economy approaches that prioritize reuse, recycling, and recovery. Integrating sustainability into these supply chain strategies can improve operational efficiency, drive costs down, and meet stakeholder expectations for business environmental stewardship. These strategies involve implementing green procurement practices, optimizing logistics to minimize their carbon footprints, and incorporating new technological solutions (like IoT and blockchain) to improve sustainability transparency and traceability. These practices allow organizations to trace materials throughout their lifecycle, support accountability, and promote closed-loop systems supporting circularity. In addition, the collaboration between stakeholders will determine sustainable initiatives; suppliers, manufacturers, and consumers to name a few. Implementing sustainable supply chain practices is not without its challenges, including high initial costs, technological barriers, and complex regulatory landscapes. Solving for these issues takes policy incentives, investment in innovation, and stakeholder engagement. The role of the key findings and challenges of sustainable strategies for supply chain practices in the development of a circular economy model. By examining case studies as well as emerging trends, it provides key takeaways for organizations striving to navigate the delicate balance between efficiency and sustainability, with the end goal of fostering a resilient and eco-conscious future for all.

**Keywords:** Sustainable Supply Chain; Circular Economy; Green Procurement; Waste Reduction; Resource Efficiency; Supply Chain Transparency

## 1. Introduction

### 1.1. Contextualizing Sustainable Supply Chains

Supply chains are the backbone of global economic activities, connecting producers, distributors, and consumers across industries. They facilitate the movement of goods, services, and information, accounting for an estimated 60% of global GDP [1]. However, traditional supply chain models have significant environmental footprints, contributing to greenhouse gas emissions, resource depletion, and pollution. Reports indicate that supply chain activities account for up to 80% of a company's total carbon emissions, highlighting their central role in environmental degradation [2, 3].

Inefficiencies in traditional supply chains exacerbate these issues. Linear supply chain models, characterized by a "take-make-dispose" approach, result in substantial waste generation and resource inefficiency [4]. For example, global food supply chains waste approximately 1.3 billion tons of food annually, representing both a lost economic opportunity and

\* Corresponding author: Emily Ezekwu

a significant environmental burden [5]. Similarly, the overreliance on fossil fuels for transportation and energy-intensive production processes further compounds the ecological impacts [6].

Moreover, these challenges are intensified by increasing global demand for goods and services, particularly in emerging markets where infrastructure may be insufficient to manage waste and inefficiency effectively [7]. Traditional supply chain models are ill-equipped to address these complexities, necessitating a shift towards sustainable practices that prioritize resource efficiency, waste reduction, and environmental responsibility [8]. This transition is essential not only for mitigating environmental impacts but also for ensuring the long-term resilience and competitiveness of supply chains in a rapidly evolving global economy [9].

### **1.2. Significance of Sustainability in Supply Chains**

Transitioning to sustainable supply chain practices is critical for achieving long-term economic and environmental benefits. Sustainable supply chains integrate principles of resource efficiency, waste reduction, and environmental stewardship, aligning with global initiatives such as the United Nations' Sustainable Development Goals (SDGs) [10]. By adopting these practices, businesses can reduce their environmental footprint while improving operational efficiency and cost-effectiveness [11].

Sustainability also offers significant economic advantages. Companies that invest in sustainable supply chains often experience enhanced brand reputation, increased consumer loyalty, and access to new markets prioritizing eco-friendly practices [12]. For instance, organizations with robust sustainability frameworks have reported improved financial performance and reduced regulatory risks [13].

Additionally, the concept of the circular economy has gained traction as a cornerstone of sustainable supply chain management. This model emphasizes resource reuse, recycling, and recovery, replacing the traditional linear approach with a closed-loop system that minimizes waste and optimizes resource utilization [14]. For example, companies in the fashion and electronics industries have begun adopting circular practices, such as product take-back schemes and recycling initiatives, to address sustainability challenges [15].

Ultimately, the integration of sustainability into supply chains is not only a moral imperative but also a strategic necessity in the face of growing environmental challenges and evolving consumer expectations [16].

### **1.3. Objectives and Scope of the Article**

This article aims to provide a comprehensive exploration of sustainable supply chain practices, emphasizing strategies for waste reduction, resource efficiency, and circular economy principles. By analyzing the challenges associated with traditional supply chains, it highlights the need for innovative solutions and sustainable frameworks [17].

A key focus is on identifying best practices and global examples of sustainable supply chain management. These include case studies of companies that have successfully implemented waste reduction strategies, such as closed-loop manufacturing and green logistics [18]. The article also examines the role of policy interventions and technological innovations, such as blockchain for supply chain transparency and AI-driven optimization tools, in driving sustainability [19].

Additionally, the discussion extends to the economic and environmental benefits of adopting sustainable practices, including cost savings, improved stakeholder relationships, and alignment with global sustainability goals. By integrating evidence-based insights, the article provides actionable recommendations for businesses and policymakers seeking to transition towards sustainable supply chain models [20].

The scope encompasses diverse industries, including manufacturing, retail, and logistics, with a particular emphasis on the importance of cross-sector collaboration and systemic change. This comprehensive approach aims to bridge the gap between theory and practice, offering a roadmap for achieving sustainable supply chains in a rapidly changing global landscape [21]. The introduction underscores the pressing need for sustainable supply chains, paving the way for a detailed exploration of the challenges and opportunities associated with this transformation in subsequent sections.

## 2. Challenges in traditional supply chains

### 2.1. Environmental Impact of Traditional Supply Chains

Traditional supply chains significantly contribute to environmental degradation through high carbon emissions, resource depletion, and waste generation. Supply chain activities, including production, transportation, and warehousing, account for nearly 80% of greenhouse gas emissions in some industries, particularly manufacturing and logistics [5]. Fossil fuel dependency in transportation is a major contributor, with freight activities alone responsible for approximately 10% of global carbon emissions [6]. Additionally, the extraction and overuse of raw materials, such as minerals, water, and fossil fuels, have accelerated resource depletion, threatening long-term ecological stability [7].

Linear supply chains, characterized by their "take-make-dispose" model, generate substantial waste. For instance, the global electronics industry produces over 50 million metric tons of e-waste annually, with only 20% being formally recycled [8]. Similarly, the textile industry, another significant contributor, discards approximately 92 million tons of textile waste each year, largely ending up in landfills or incineration sites [9].

Case studies highlight the high environmental costs of linear supply chains. For example, the deforestation driven by palm oil production in Southeast Asia has led to biodiversity loss and increased carbon emissions, impacting global climate change efforts [10]. Similarly, the global food supply chain wastes nearly one-third of all food produced, resulting in methane emissions from decomposing organic matter and inefficient land use [11].

Addressing these environmental challenges requires a fundamental shift towards sustainable supply chain models that prioritize circularity, resource efficiency, and decarbonization to mitigate these impacts [12].

### 2.2. Inefficiencies in Resource Utilization

Traditional supply chains are plagued by inefficiencies in resource utilization, including excessive consumption of raw materials, energy inefficiency, and financial costs. Outdated production methods and poor integration across supply chain stages often result in overproduction, material wastage, and inventory surpluses, contributing to economic losses and environmental harm [13]. For example, the overuse of water in agriculture, which consumes approximately 70% of global freshwater supplies, has led to water scarcity in regions such as sub-Saharan Africa and South Asia [14].

Energy inefficiency further exacerbates these challenges. Many manufacturing and transportation processes rely on energy-intensive technologies that waste significant amounts of energy. For instance, outdated factory equipment often operates at suboptimal efficiency, increasing production costs and emissions [15]. Similarly, inefficient logistics networks contribute to higher fuel consumption and delays in goods delivery, further inflating costs [16].

The financial implications of these inefficiencies are substantial. Studies estimate that inefficiencies in global supply chains cost businesses over \$1 trillion annually due to wasted resources, lost productivity, and transportation inefficiencies [17]. The lack of technological integration is a major contributing factor. Traditional systems often fail to leverage data analytics, artificial intelligence, or blockchain technology, which can optimize processes and reduce inefficiencies [18].

To address these issues, companies must adopt modern technologies and integrate resource-efficient practices, such as predictive analytics for inventory management and energy-efficient production methods, to enhance sustainability and competitiveness [19].

### 2.3. Economic and Social Implications

Traditional supply chains also impose significant economic and social costs, including increased operational expenses, lost economic opportunities, and inequitable distribution of resources. Inefficiencies in resource utilization and waste generation inflate production and logistics costs, which are often passed on to consumers [20]. These inefficiencies also reduce profit margins for businesses, particularly small and medium-sized enterprises (SMEs), which lack the resources to absorb rising costs [21].

Lost economic opportunities are another critical issue. For example, the failure to recycle or reuse materials in linear supply chains results in the underutilization of valuable resources. The Ellen MacArthur Foundation estimates that adopting circular economy practices in supply chains could generate \$4.5 trillion in global economic benefits by 2030 [22].

The social implications of traditional supply chains are equally profound. Workers and local communities often bear the brunt of unsustainable practices, particularly in resource-intensive industries such as mining and agriculture. For instance, hazardous working conditions, low wages, and limited access to healthcare are common challenges faced by laborers in these sectors [23]. Additionally, the environmental degradation caused by unsustainable supply chains, such as water pollution and deforestation, disproportionately affects marginalized communities, exacerbating existing inequities [24].

To mitigate these economic and social impacts, companies must adopt fair labor practices, ensure equitable resource distribution, and engage local communities in sustainable development initiatives. These measures not only enhance social responsibility but also strengthen the long-term resilience and sustainability of supply chains [25]. The challenges outlined above highlight the urgent need to transition from traditional, linear supply chains to sustainable models that prioritize environmental stewardship, resource efficiency, and social equity. In the next section, we explore innovative strategies and solutions for achieving sustainable supply chains.

---

### 3. Principles of sustainable supply chains

#### 3.1. Defining Sustainability in Supply Chains

Sustainability in supply chains encompasses the environmental, social, and economic dimensions required to meet present needs without compromising future generations' ability to meet theirs [9]. These three pillars—often referred to as the "triple bottom line"—are foundational for creating resilient and responsible supply chain models. Environmental sustainability emphasizes reducing the ecological footprint through practices like lowering carbon emissions, conserving resources, and minimizing waste [10]. Social sustainability focuses on fair labor practices, community engagement, and equitable resource distribution, while economic sustainability ensures long-term profitability and viability for businesses and stakeholders [11].

Key attributes of sustainable supply chains include efficiency, transparency, and adaptability. Efficiency ensures optimal resource utilization and reduces costs associated with waste and energy consumption [12]. Transparency, facilitated by technologies like blockchain, enhances accountability and trust among supply chain stakeholders by enabling traceability from raw materials to final products [13]. Adaptability is critical in addressing dynamic market demands and emerging environmental challenges, such as supply chain disruptions caused by climate change or geopolitical events [14].

For example, the global food industry has increasingly adopted sustainable practices by improving traceability and reducing food waste through data-driven systems [15]. Similarly, the automotive sector has focused on energy-efficient production processes and the integration of recycled materials into manufacturing [16]. These examples illustrate the importance of embedding sustainability into supply chain strategies to address pressing global challenges and ensure long-term resilience [17].

#### 3.2. Core Practices for Sustainability

Core practices for achieving sustainability in supply chains include green procurement, energy efficiency, and waste reduction. Green procurement involves sourcing materials and products with minimal environmental impact, such as renewable resources or those certified for sustainability standards [18]. For instance, multinational corporations like IKEA have committed to using 100% renewable or recycled materials in their products by 2030, reflecting the growing emphasis on green procurement [19].

Energy efficiency is another critical practice. By adopting energy-efficient technologies and optimizing logistics networks, companies can significantly reduce their carbon footprints and operational costs [20]. For example, the logistics industry has increasingly leveraged electric vehicles and route optimization algorithms to minimize energy consumption and emissions [21].

Waste reduction strategies, such as adopting lean manufacturing principles, play a vital role in sustainability. These practices focus on eliminating waste at every stage of the supply chain, from production to distribution [22]. Companies in the consumer goods sector, for example, have embraced sustainable packaging solutions to reduce plastic waste and promote recycling [23].

Digital tools such as the Internet of Things (IoT) and blockchain are transforming supply chain sustainability by enhancing transparency and efficiency. IoT-enabled sensors allow real-time monitoring of inventory, transportation,

and energy usage, helping companies identify inefficiencies and optimize processes [24]. Blockchain, on the other hand, provides immutable records of supply chain activities, ensuring that ethical and sustainable sourcing practices are adhered to across all stages [25].

By integrating these core practices and technologies, businesses can create more sustainable supply chains that balance profitability with environmental and social responsibility [26].

### 3.3. Transitioning to Circular Economy Models

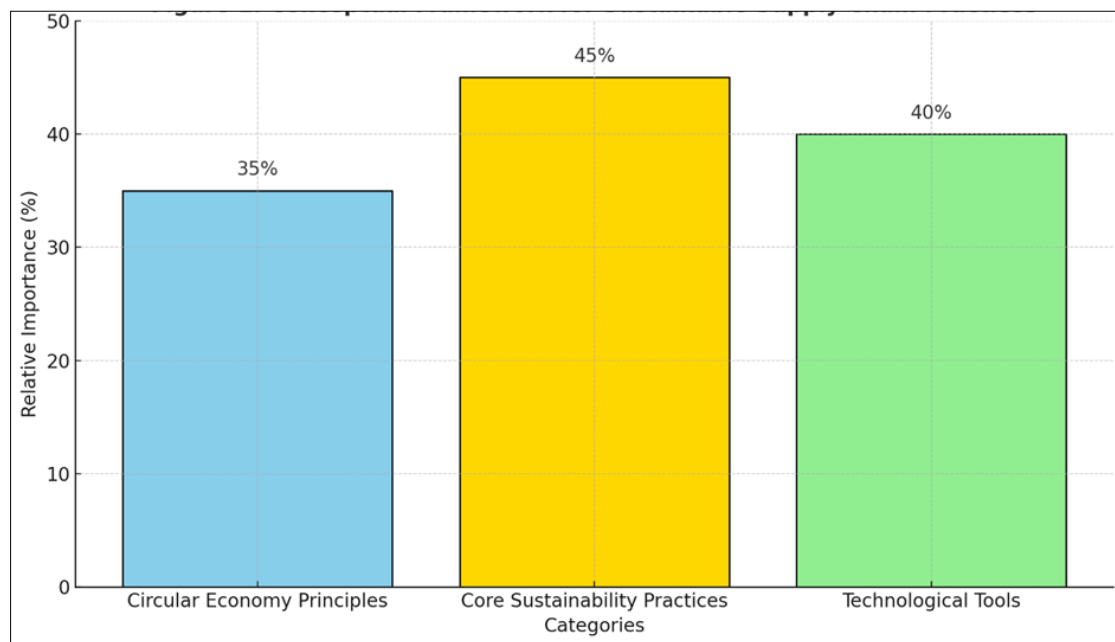
The transition to circular economy models represents a paradigm shift in sustainable supply chain management. Unlike traditional linear supply chains, circular models prioritize recycling, reusing, and reducing resources to minimize waste and extend the lifecycle of products [27]. This approach not only conserves natural resources but also reduces the environmental footprint by closing material loops [28].

Recycling is a fundamental aspect of circular supply chains, enabling materials to re-enter production cycles rather than being discarded. For example, the electronics industry has implemented take-back programs that allow consumers to return used devices for recycling, recovering valuable materials like metals and plastics [29]. Similarly, the fashion industry has embraced fabric recycling initiatives to reduce textile waste and promote sustainable manufacturing [30].

Reusing is another critical component, with companies redesigning products to facilitate repairability and longevity. For instance, the furniture industry has introduced modular designs that allow components to be easily replaced, extending the product's life and reducing waste [31].

Reducing resource consumption is integral to circular economy models. This includes using renewable materials and designing products with minimal environmental impact. For example, companies in the automotive industry have adopted lightweight materials and eco-friendly manufacturing processes to reduce energy use and emissions [32].

The benefits of circular models extend beyond environmental impact. By optimizing resource use and minimizing waste, businesses can achieve significant cost savings and enhance resilience against resource scarcity [33]. Furthermore, circular practices align with consumer preferences for sustainable products, creating competitive advantages in increasingly eco-conscious markets [34].



**Figure 1** A conceptual framework for sustainable supply chain practices illustrates the integration of circular economy principles, core sustainability practices, and technological tools to achieve long-term environmental, social, and economic benefits

The principles and practices outlined above establish a foundation for sustainable supply chains. The next section delves into practical strategies for implementing these concepts across diverse industries and supply chain stages.

---

## **4. Strategies for sustainable supply chain management**

### **4.1. Technology Integration**

The integration of advanced technologies such as artificial intelligence (AI), the Internet of Things (IoT), and blockchain is revolutionizing supply chain efficiency and driving sustainability initiatives. These technologies enable businesses to streamline operations, optimize resource utilization, and enhance transparency across the supply chain [19].

AI-powered predictive analytics have transformed decision-making by enabling companies to forecast demand, manage inventory more effectively, and reduce waste. For example, AI algorithms analyze historical sales data and external factors like weather patterns to optimize inventory levels, minimizing overproduction and excess stock [20]. This is particularly impactful in industries like food and retail, where perishable goods require precise inventory management to prevent spoilage [21].

IoT devices further enhance sustainability by providing real-time tracking of goods, energy consumption, and logistics operations. Sensors embedded in products and vehicles enable companies to monitor transportation efficiency, reduce idle times, and optimize delivery routes, thereby lowering fuel consumption and emissions [22]. For instance, DHL has implemented IoT-based fleet management systems to improve energy efficiency and reduce operational costs, demonstrating the scalability of such solutions [23].

Blockchain technology ensures traceability and transparency throughout the supply chain, allowing stakeholders to verify the ethical sourcing of materials and adherence to sustainability standards [24]. By recording transactions on an immutable ledger, blockchain eliminates the risks of fraud and ensures compliance with environmental regulations. Walmart, for example, uses blockchain to trace the origins of its food products, enhancing food safety and reducing waste by quickly identifying contamination sources [25].

Together, these technologies provide a robust framework for achieving sustainable supply chains by fostering efficiency, reducing waste, and promoting accountability [26].

### **4.2. Collaboration Across Stakeholders**

Achieving sustainable supply chains requires effective collaboration among suppliers, manufacturers, consumers, and other stakeholders. Partnerships foster shared responsibility and collective action, ensuring that sustainability goals are integrated across all stages of the supply chain [27].

One key area of collaboration is between suppliers and manufacturers, where joint efforts can optimize resource use and reduce environmental impacts. For example, Unilever has partnered with smallholder farmers to promote sustainable agricultural practices, such as using water-efficient irrigation systems and reducing chemical inputs. This collaboration not only reduces the company's environmental footprint but also improves the livelihoods of farmers involved in the supply chain [28].

Consumer involvement is equally critical in promoting sustainability. Companies like Patagonia have engaged their customers through initiatives that encourage product repair and reuse, reducing waste and fostering brand loyalty. By educating consumers about sustainable practices and providing resources for recycling and reusing products, businesses can create a circular economy model that aligns with consumer values [29].

Case studies demonstrate the success of collaborative efforts. The Ellen MacArthur Foundation's "Make Fashion Circular" initiative has brought together fashion brands, manufacturers, and waste management organizations to design out waste and create closed-loop supply chains. This collaborative approach has significantly reduced textile waste and increased the use of recycled materials in clothing production [30].

Such partnerships highlight the importance of cross-sector collaboration in addressing complex sustainability challenges. By fostering cooperation and shared accountability, stakeholders can achieve systemic changes that drive long-term sustainability across industries [31]. The integration of technology and collaborative efforts among stakeholders provide a strong foundation for sustainable supply chains. The next section explores additional strategies, including policy interventions and workforce development, to further enhance sustainability practices.

4.3. Policies and Standards for Sustainability

Policies and standards play a crucial role in promoting sustainable supply chains by establishing frameworks, incentives, and accountability mechanisms for businesses to adopt environmentally and socially responsible practices [23]. Government regulations, certifications, and international agreements collectively guide organizations toward reducing their environmental footprints and achieving long-term sustainability goals [24].

Government regulations, such as carbon pricing, create economic incentives for companies to reduce greenhouse gas emissions. Carbon pricing, through mechanisms like carbon taxes or emissions trading systems, encourages businesses to invest in cleaner technologies and optimize their operations to lower emissions [25]. For instance, the European Union’s Emissions Trading System (EU ETS) has been instrumental in reducing industrial emissions by setting a cap on carbon output and allowing companies to trade allowances [26].

Extended producer responsibility (EPR) policies place the onus on manufacturers to manage the lifecycle of their products, from design to disposal. These policies encourage companies to adopt circular economy principles by designing products that are easier to recycle, repair, or reuse. In Germany, the Packaging Act requires businesses to participate in recycling schemes, resulting in one of the highest recycling rates globally [27].

Certifications, such as Fair Trade, Forest Stewardship Council (FSC), and ISO 14001, serve as benchmarks for sustainable practices, ensuring compliance with environmental and social standards. These certifications not only provide transparency but also enhance consumer trust and market competitiveness [28]. For example, the FSC certification guarantees that products come from responsibly managed forests, promoting biodiversity and reducing deforestation [29].

International agreements, including the Paris Agreement and the United Nations’ Sustainable Development Goals (SDGs), emphasize the importance of global cooperation in achieving sustainable supply chains. These frameworks provide a unified vision for governments and businesses to align their sustainability efforts, with specific targets for reducing emissions, conserving resources, and fostering social equity [30].

The impact of such policies and standards is evident in industries that have successfully transitioned to sustainable practices. For example, the automotive sector has responded to stringent emissions regulations by adopting electric vehicle technologies and improving fuel efficiency. Similarly, the apparel industry has embraced sustainable sourcing policies, reducing water consumption and chemical usage in textile production [31].

**Table 1** Comparative Analysis of Traditional vs. Sustainable Supply Chain Models

| Aspect               | Traditional Supply Chain                   | Sustainable Supply Chain                  |
|----------------------|--|---|
| Environmental Impact | High carbon emissions and waste generation | Reduced emissions through green practices |
| Resource Utilization | Linear ("take-make-dispose") model         | Circular economy principles               |
| Transparency         | Limited visibility across the supply chain | Enhanced through blockchain and IoT       |
| Compliance           | Reactive to regulations                    | Proactive adherence to global standards   |
| Economic Viability   | Short-term profit focus                    | Long-term cost savings and resilience     |

The adoption of policies and standards transforms supply chain operations, driving measurable improvements in efficiency, waste reduction, and circular economy integration [32]. By providing clear guidelines and incentives, these frameworks enable businesses to transition from traditional models to sustainable practices that benefit both the planet and society [33]. The policies and standards outlined above underscore the importance of systemic approaches to sustainability. The next section explores the measurable impacts of these strategies on supply chain efficiency, waste reduction, and the integration of circular economy principles.

5. Measuring the impact of sustainable supply chains

5.1. Metrics for Evaluating Sustainability

Measuring sustainability in supply chains requires the use of specific metrics and methodologies to evaluate performance, identify gaps, and track progress. Key performance indicators (KPIs) such as carbon footprint, resource

efficiency, and waste reduction are widely used to assess the environmental impact of supply chain operations [27]. For instance, tracking carbon emissions from production and transportation activities allows companies to identify high-impact areas and implement targeted strategies to reduce emissions [28].

Resource efficiency metrics focus on optimizing the use of raw materials, energy, and water, minimizing waste and conserving resources. For example, the energy intensity of manufacturing processes, measured as energy consumption per unit of output, is a critical indicator for industries transitioning to more sustainable practices [29]. Waste reduction metrics, including landfill diversion rates and recycling percentages, further highlight the effectiveness of circular economy initiatives in reducing environmental impact [30].

Life cycle assessment (LCA) is a comprehensive tool used to measure the environmental impact of products and processes across their entire lifecycle. By analyzing stages such as raw material extraction, production, transportation, use, and end-of-life disposal, LCA provides detailed insights into areas where sustainability improvements are needed [31]. For example, LCA has been used in the electronics industry to optimize product designs for recyclability, reducing the ecological footprint of devices [32].

Implementing these metrics enables organizations to make data-driven decisions, ensuring their sustainability goals align with global standards and consumer expectations [33].

## 5.2. Global Examples of Successful Implementation

Numerous industries have demonstrated the tangible benefits of sustainable supply chain practices, showcasing measurable improvements in environmental and economic performance. In manufacturing, companies like Siemens have implemented energy-efficient production technologies, reducing carbon emissions by 30% while lowering operational costs [34]. By integrating renewable energy sources and optimizing factory layouts, Siemens exemplifies how sustainability can enhance competitiveness and resilience.

In retail, Walmart has led initiatives to reduce waste and improve resource efficiency across its supply chain. The company's "Project Gigaton" aims to eliminate one gigaton of greenhouse gas emissions by engaging suppliers in energy efficiency and sustainable sourcing practices. By 2022, the initiative had already achieved a significant reduction in emissions while promoting transparency and accountability among its partners [35].

Agriculture has also seen notable success stories. Nestlé has worked with farmers globally to implement regenerative agriculture practices, improving soil health, water use efficiency, and biodiversity. These efforts have not only reduced the company's environmental footprint but also strengthened relationships with local communities, ensuring sustainable supply chain operations [36].

Figure 2 illustrates trends in sustainability metrics across these industries, highlighting reductions in carbon emissions, increased recycling rates, and improved resource efficiency. These examples demonstrate how adopting sustainable practices leads to measurable environmental and economic benefits, underscoring the importance of scaling these efforts globally [37].

## 5.3. Challenges in Measuring Impact

Despite the advancements in sustainability metrics, several challenges persist in accurately measuring the impact of supply chain practices. Data collection remains a significant hurdle, particularly for complex global supply chains involving multiple tiers of suppliers. A lack of transparency and inconsistent reporting practices across regions and industries makes it difficult to obtain accurate and comprehensive data [38].

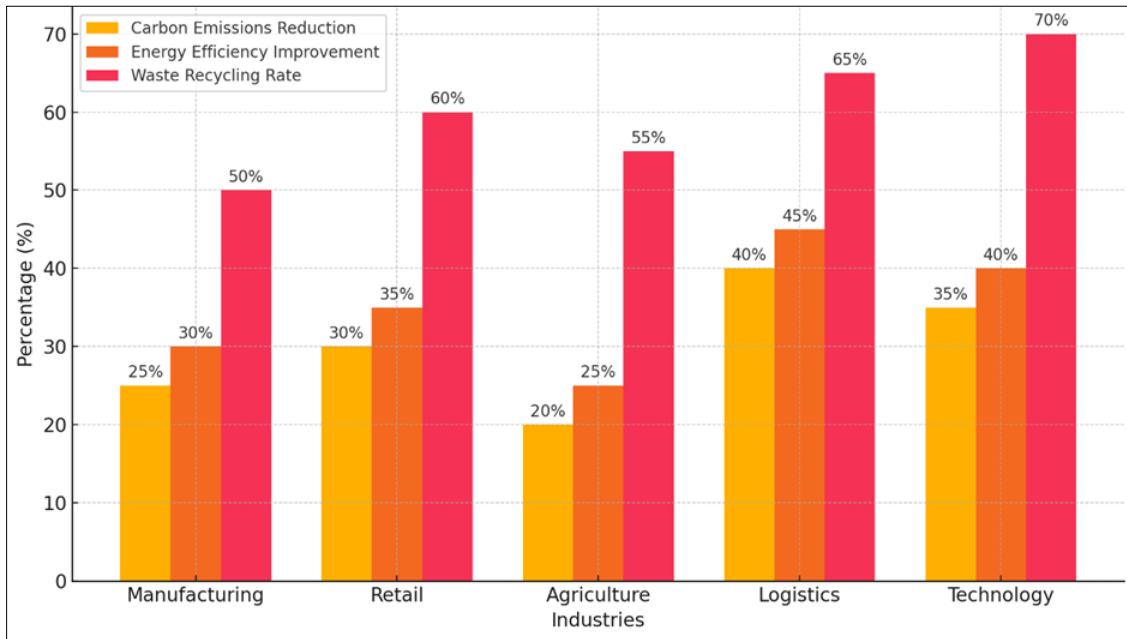
The complexity of supply chain structures further complicates impact measurement. Supply chains often span multiple geographic locations, each with varying environmental, social, and economic conditions. This variability requires tailored approaches to metric development and analysis, increasing the difficulty of standardizing measurements [39].

Standardization itself is another major challenge. While frameworks like the Global Reporting Initiative (GRI) and the Carbon Disclosure Project (CDP) provide guidelines, the lack of universally accepted metrics for specific industries hinders comparability and benchmarking [40]. For example, resource efficiency metrics in the agricultural sector may differ significantly from those in manufacturing, making cross-industry comparisons challenging [41].

Addressing these challenges requires investments in data infrastructure, greater adoption of digital tools like blockchain for supply chain transparency, and collaborative efforts to develop industry-specific standards. By overcoming these



obstacles, businesses can enhance the accuracy and reliability of their sustainability measurements, ensuring alignment with global goals and consumer expectations [42].



**Figure 2** Trends in sustainability metrics across various industries, including reductions in carbon emissions, improvements in energy efficiency, and increases in waste recycling rates

The measured impacts of sustainable supply chain practices offer valuable insights for scaling these efforts globally, setting the stage for discussions on broader adoption and integration into global supply chain systems.

## 6. Scaling sustainable supply chain practices globally

### 6.1. Best Practices for Global Adoption

Adopting sustainable supply chain practices on a global scale requires knowledge sharing, capacity building, and incentivizing innovation. Collaborative knowledge-sharing platforms, such as industry forums and global conferences, play a critical role in disseminating best practices and fostering cross-sector learning. For example, the World Economic Forum's Global Lighthouse Network showcases advanced manufacturing practices that promote sustainability, offering replicable solutions for businesses worldwide [33].

Capacity building is another essential element, focusing on equipping organizations, particularly in low- and middle-income countries (LMICs), with the skills and tools needed to implement sustainable supply chain models. Training programs for supply chain professionals and investments in education can enhance the understanding of sustainability principles and encourage their integration into operational strategies [34].

Global initiatives such as the United Nations Sustainable Development Goals (SDGs) provide a comprehensive framework for guiding sustainability efforts. Goals like SDG 12 (responsible consumption and production) and SDG 13 (climate action) emphasize the need for sustainable supply chain practices to mitigate environmental impacts and promote social equity [35]. By aligning corporate strategies with these goals, businesses can contribute to broader global sustainability targets while improving their operational efficiency and stakeholder engagement [36].

Incentivizing innovation through tax breaks, subsidies, and grants can further accelerate the adoption of sustainable practices. For example, government incentives for renewable energy adoption and waste reduction technologies encourage companies to innovate and reduce their environmental footprints [37]. These practices demonstrate that collaboration, education, and financial support are pivotal in scaling sustainability efforts across industries and regions.

## 6.2. Overcoming Barriers to Scaling

Despite progress, several barriers hinder the global scaling of sustainable supply chain practices. Financial constraints remain a significant challenge, particularly for small and medium-sized enterprises (SMEs) that may lack the capital to invest in sustainable technologies or infrastructure. High upfront costs for renewable energy systems, digital tools, and circular economy initiatives can deter businesses from transitioning to sustainable models [38].

Technological barriers also impede scalability. Many companies, especially those in developing regions, face limited access to advanced tools like IoT and blockchain, which are essential for enhancing transparency and efficiency [39]. The digital divide exacerbates these challenges, requiring targeted efforts to bridge gaps through technology transfer and capacity building [40].

Cultural resistance is another key barrier, as traditional business practices and consumer preferences often conflict with sustainability goals. For example, industries accustomed to linear supply chain models may resist adopting circular practices due to perceived risks or lack of understanding [41]. Similarly, consumers in certain regions may prioritize cost over environmental considerations, making it challenging for companies to market sustainable products effectively [42].

Aligning corporate strategies with sustainability goals is crucial to overcoming these barriers. Companies must integrate sustainability into their core business objectives, emphasizing its long-term benefits for profitability, resilience, and reputation. Public-private partnerships can also play a pivotal role, fostering collaboration between governments, businesses, and civil society to address financial, technological, and cultural obstacles [43].

**Table 2** Summary of Enablers and Barriers to Scaling Sustainable Supply Chain Practices

| Category      | Enablers  | Barriers                                |
|---------------|---|---|
| Financial     | Government incentives, grants                   | High upfront costs, limited SME funding |
| Technological | Technology transfer, digital tools              | Limited access to advanced technologies |
| Cultural      | Consumer education, stakeholder engagement      | Resistance to change, low awareness     |
| Collaboration | Global initiatives, public-private partnerships | Fragmented supply chain structures      |

Overcoming these barriers and scaling sustainable practices globally lays the foundation for exploring future directions, including innovations and policy frameworks that drive continuous improvement and adoption in supply chains.

## 7. Future directions in sustainable supply chains

### 7.1. Emerging Technologies and Innovations

Emerging technologies and innovations are transforming supply chain sustainability by enabling efficiency, reducing environmental impact, and optimizing resource utilization. Renewable energy sources such as solar, wind, and geothermal are playing a pivotal role in powering supply chain operations. For example, companies like Amazon have integrated solar panels into their logistics centers, reducing reliance on fossil fuels and cutting operational emissions [37]. Similarly, the use of electric and hydrogen-powered vehicles in transportation is revolutionizing logistics by significantly lowering greenhouse gas emissions [38].

Smart logistics, driven by IoT, AI, and advanced data analytics, is another area of innovation. IoT-enabled sensors provide real-time tracking of goods, ensuring optimal routes and reducing fuel consumption. AI-powered algorithms predict demand patterns, enabling just-in-time delivery and minimizing waste associated with overproduction [39]. DHL's adoption of AI in logistics has improved fuel efficiency and reduced delays, setting a benchmark for the industry [40].

Advanced recycling technologies are also central to sustainable supply chains. Innovations such as chemical recycling allow previously non-recyclable materials, like mixed plastics, to be broken down into their original components for reuse [41]. Companies in the electronics sector are employing e-waste recycling technologies to recover valuable materials, reducing the need for virgin resource extraction [42].

These advancements highlight the potential for emerging technologies to reshape supply chains, fostering efficiency, circularity, and environmental stewardship.

## 7.2. Policy Recommendations for Governments and Industries

Supportive policies and regulatory frameworks are essential for scaling sustainable supply chain practices. Governments must implement tax incentives and subsidies to encourage businesses to invest in renewable energy, energy-efficient technologies, and sustainable materials [43]. For instance, tax credits for solar installations and electric vehicles have accelerated the adoption of cleaner energy solutions in logistics and manufacturing [44].

Robust regulatory frameworks are also critical. Governments can introduce mandatory recycling targets, emissions caps, and extended producer responsibility (EPR) policies to ensure businesses take accountability for the environmental impact of their products throughout their lifecycle [45]. For example, the European Union's Circular Economy Action Plan enforces regulations on waste reduction and resource efficiency, setting a precedent for global policy initiatives [46].

Collaboration between governments and industries is vital for addressing challenges such as high upfront costs and technological barriers. Public-private partnerships can drive innovation by pooling resources and expertise, as seen in the collaboration between Tesla and the U.S. Department of Energy to advance battery technology and electric vehicle infrastructure [47].

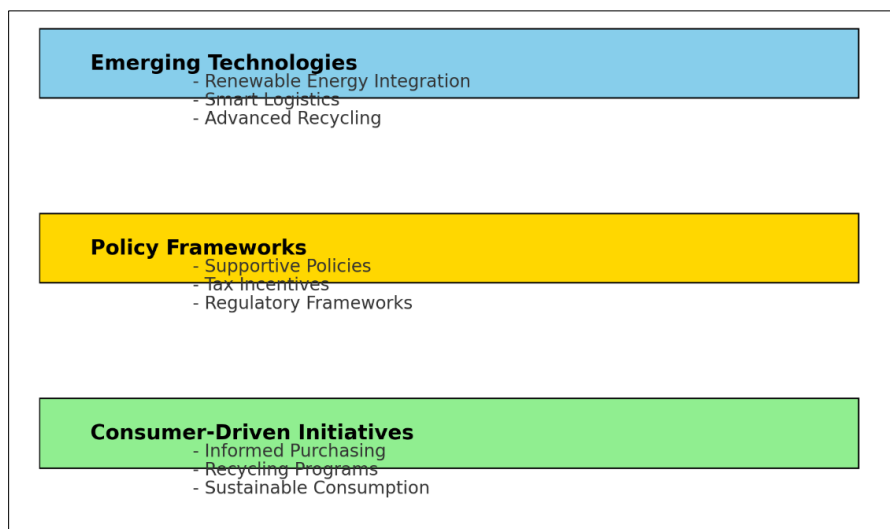
Industries, in turn, must align their strategies with sustainability goals, embedding environmental and social considerations into their business models. Adopting voluntary sustainability certifications, such as ISO 14001 or Fair Trade, enhances transparency and builds consumer trust while meeting regulatory expectations [48].

## 7.3. The Role of Consumer Behavior

Consumer behavior plays a pivotal role in driving sustainable supply chain practices. By making ethical and environmentally conscious purchasing decisions, consumers create demand for sustainably sourced and produced goods. This shift pressures companies to adopt greener practices to remain competitive [49].

Educational campaigns can encourage consumers to embrace sustainable consumption patterns. For instance, labeling systems like the Carbon Trust's carbon footprint certification provide transparency about a product's environmental impact, empowering consumers to make informed choices [50]. Similarly, initiatives promoting product reuse and recycling, such as Patagonia's "Worn Wear" program, demonstrate the value of extending product lifecycles [51].

However, challenges remain, as affordability often influences consumer decisions, particularly in price-sensitive markets. Governments and industries must work together to ensure sustainable products are accessible and affordable, bridging the gap between ethical intentions and purchasing power [52].



**Figure 3** Roadmap for future innovations in sustainable supply chain practices, integrating emerging technologies, policy frameworks, and consumer-driven initiatives to achieve long-term sustainability goals

The future directions outlined above connect the technological, policy, and behavioral aspects necessary for advancing sustainable supply chains. The next section synthesizes these insights into a comprehensive conclusion, emphasizing the collective effort required to achieve global sustainability.

---

## **8. Conclusion**

### **8.1. Summary of Challenges and Solutions**

Traditional supply chains, while foundational to global economic activity, have long contributed to environmental degradation, resource depletion, and social inequities. Key challenges include high carbon emissions, inefficient resource utilization, and significant waste generation. These issues are further exacerbated by systemic barriers such as financial constraints, technological gaps, and cultural resistance to change. The traditional linear "take-make-dispose" model has proven unsustainable in addressing the demands of a rapidly growing global population and the pressing need for environmental conservation.

Sustainable supply chain practices offer viable solutions to these challenges. By integrating renewable energy, adopting circular economy principles, and leveraging advanced technologies like AI, IoT, and blockchain, businesses can significantly reduce their environmental footprints and enhance operational efficiency. Collaborative efforts among stakeholders, including suppliers, manufacturers, consumers, and policymakers, are essential in creating systemic change. Policies like carbon pricing, extended producer responsibility, and global frameworks such as the United Nations Sustainable Development Goals provide the regulatory support needed to foster sustainability.

These strategies not only address environmental concerns but also offer economic and social benefits, including cost savings, improved brand reputation, and strengthened community relationships. The path to sustainable supply chains is challenging but achievable through collective commitment and innovative approaches.

### **8.2. Reinforcing the Importance of Sustainability**

Sustainability in supply chains is no longer an option but a necessity for ensuring the long-term viability of businesses and the well-being of societies. As the global economy becomes increasingly interconnected, the impacts of supply chain activities extend far beyond individual companies, influencing entire industries and communities. Sustainable practices contribute to economic resilience by reducing dependency on finite resources, enhancing energy efficiency, and fostering innovation.

The environmental benefits are equally compelling. By transitioning to renewable energy sources, adopting waste reduction strategies, and minimizing carbon emissions, sustainable supply chains play a crucial role in combating climate change and preserving ecosystems. Socially, these practices promote equity by addressing labor exploitation, improving working conditions, and supporting local communities. They align business operations with ethical standards and consumer expectations, enhancing trust and loyalty.

The long-term benefits of sustainability extend to all stakeholders. For businesses, it ensures competitiveness and regulatory compliance. For societies, it fosters economic growth and improved quality of life. For the environment, it mitigates irreversible damage and conserves resources for future generations. Reinforcing the importance of sustainability is essential to align corporate strategies with global objectives and drive meaningful change.

### **8.3. Final Call to Action**

The transition to sustainable supply chains demands a unified effort from businesses, governments, and consumers. Companies must make sustainability a fundamental aspect of their business strategies, integrating environmentally and socially responsible practices at every stage of their supply chains. Investments in advanced technologies, resilient infrastructure, and comprehensive workforce training are vital to overcoming existing challenges and ensuring long-term viability.

Governments play a pivotal role in fostering sustainable supply chains by creating supportive policy environments. Financial incentives such as subsidies and tax breaks can encourage businesses to adopt sustainable practices, while clear regulatory frameworks ensure compliance and accountability. International cooperation and the sharing of best practices are essential to harmonize efforts, especially in addressing disparities between developed and developing regions.

Consumers also hold significant influence in driving sustainability by making informed purchasing decisions. Supporting brands that prioritize ethical practices and participating in recycling and reuse programs can shift market dynamics, compelling companies to adopt greener strategies. Consumer demand for transparency and sustainability is a powerful catalyst for change.

The pressing environmental and social challenges faced globally necessitate immediate and coordinated action. Sustainable supply chains are essential for building a resilient, equitable, and environmentally conscious future. Businesses, governments, and consumers must work collaboratively to implement solutions that benefit economies, societies, and the planet. The opportunity to create meaningful and lasting change is now, and it requires collective determination to build sustainable supply chains for generations to come

---

## Compliance with ethical standards

### *Disclosure of conflict of interest*

No conflict of interest to be disclosed.

---

## References

- [1] Govindan K, Hasanagic M. A systematic review on drivers, barriers, and practices towards circular economy: a supply chain perspective. *International Journal of Production Research*. 2018 Jan 17, 56(1-2):278-311.
- [2] Centobelli P, Cerchione R, Esposito E, Passaro R. Determinants of the transition towards circular economy in SMEs: A sustainable supply chain management perspective. *International Journal of Production Economics*. 2021 Dec 1, 242:108297.
- [3] Genovese A, Acquaye AA, Figueroa A, Koh SL. Sustainable supply chain management and the transition towards a circular economy: Evidence and some applications. *Omega*. 2017 Jan 1, 66:344-57.
- [4] Manavalan E, Jayakrishna K. An analysis on sustainable supply chain for circular economy. *Procedia Manufacturing*. 2019 Jan 1, 33:477-84.
- [5] Meherishi L, Narayana SA, Ranjani KS. Sustainable packaging for supply chain management in the circular economy: A review. *Journal of cleaner production*. 2019 Nov 10, 237:117582.
- [6] Geissdoerfer M, Morioka SN, de Carvalho MM, Evans S. Business models and supply chains for the circular economy. *Journal of cleaner production*. 2018 Jul 20, 190:712-21.
- [7] Kumar P, Singh RK, Kumar V. Managing supply chains for sustainable operations in the era of industry 4.0 and circular economy: Analysis of barriers. *Resources, conservation and recycling*. 2021 Jan 1, 164:105215.
- [8] Hsu CC, Choon Tan K, Hanim Mohamad Zailani S, Jayaraman V. Supply chain drivers that foster the development of green initiatives in an emerging economy. *International journal of operations & production management*. 2013 May 17, 33(6):656-88.
- [9] Hazen BT, Russo I, Confente I, Pellathy D. Supply chain management for circular economy: conceptual framework and research agenda. *The International Journal of Logistics Management*. 2021 Apr 29, 32(2):510-37.
- [10] Zeng H, Chen X, Xiao X, Zhou Z. Institutional pressures, sustainable supply chain management, and circular economy capability: Empirical evidence from Chinese eco-industrial park firms. *Journal of cleaner production*. 2017 Jul 1, 155:54-65.
- [11] Chukwunweike JN, Adewale AA, Osamuyi O 2024. Advanced modelling and recurrent analysis in network security: Scrutiny of data and fault resolution. DOI: 10.30574/wjarr.2024.23.2.2582
- [12] Aliyu Enemosah. Enhancing DevOps efficiency through AI-driven predictive models for continuous integration and deployment pipelines. *International Journal of Research Publication and Reviews*. 2025 Jan, 6(1):871-887. Available from: <https://ijrpr.com/uploads/V6ISSUE1/IJRPR37630.pdf>
- [13] Olalekan Kehinde A. Leveraging Machine Learning for Predictive Models in Healthcare to Enhance Patient Outcome Management. *Int Res J Mod Eng Technol Sci*. 2025, 7(1):1465. Available from: <https://doi.org/10.56726/IRJMETS66198>

- [14] Dutta P, Talaulikar S, Xavier V, Kapoor S. Fostering reverse logistics in India by prominent barrier identification and strategy implementation to promote circular economy. *Journal of Cleaner Production*. 2021 Apr 20, 294:126241.
- [15] Akbari M. Revolutionizing supply chain and circular economy with edge computing: Systematic review, research themes and future directions. *Management Decision*. 2024 Sep 5, 62(9):2875-99.
- [16] Masi D, Day S, Godsell J. Supply chain configurations in the circular economy: A systematic literature review. *Sustainability*. 2017 Sep 7, 9(9):1602.
- [17] Dewagoda KG, Ng ST, Chen J. Driving systematic circular economy implementation in the construction industry: A construction value chain perspective. *Journal of Cleaner Production*. 2022 Dec 25, 381:135197.
- [18] Andrew Nii Anang and Chukwunweike JN, Leveraging Topological Data Analysis and AI for Advanced Manufacturing: Integrating Machine Learning and Automation for Predictive Maintenance and Process Optimization <https://dx.doi.org/10.7753/IJCATR1309.1003>
- [19] Matos F, Perello-Marin MR. Circular Economy Challenges within the Road Freight Transport: Case Study of Portuguese Companies. *Procedia Computer Science*. 2024 Jan 1, 232:2181-90.
- [20] Masi D, Day S, Godsell J. Supply chain configurations in the circular economy: A systematic literature review. *Sustainability*. 2017 Sep 7, 9(9):1602.
- [21] Nandi S, Sarkis J, Hervani AA, Helms MM. Redesigning supply chains using blockchain-enabled circular economy and COVID-19 experiences. *Sustainable Production and Consumption*. 2021 Jul 1, 27:10-22.
- [22] Nascimento DL, Alencastro V, Quelhas OL, Caiado RG, Garza-Reyes JA, Rocha-Lona L, Tortorella G. Exploring Industry 4.0 technologies to enable circular economy practices in a manufacturing context: A business model proposal. *Journal of manufacturing technology management*. 2019 Apr 3, 30(3):607-27.
- [23] Yadav G, Luthra S, Jakhar SK, Mangla SK, Rai DP. A framework to overcome sustainable supply chain challenges through solution measures of industry 4.0 and circular economy: An automotive case. *Journal of Cleaner Production*. 2020 May 1, 254:120112.
- [24] Chukwunweike JN, Stephen Olusegun Odusanya , Martin Ifeanyi Mbamalu and Habeeb Dolapo Salaudeen .Integration of Green Energy Sources Within Distribution Networks: Feasibility, Benefits, And Control Techniques for Microgrid Systems. DOI: 10.7753/IJCATR1308.1005
- [25] Olalekan Kehinde A, Jegede O. Enhancing Healthcare Delivery: Process Improvement via Machine Learning-Driven Predictive Project Management Techniques. *Int J Comput Appl Technol Res*. 2025, 14(1):93-106. Available from: <https://doi.org/10.7753/IJCATR1401.1007>
- [26] Falola Titilope Rosemary. Leveraging Artificial Intelligence and Data Analytics for Enhancing Museum Experiences: Exploring Historical Narratives, Visitor Engagement, and Digital Transformation in the Age of Innovation. *Int Res J Mod Eng Technol Sci*. 2025, 7(1):Available from: <https://doi.org/10.56726/IRJMETS49059>.
- [27] Tseng ML, Tan RR, Chiu AS, Chien CF, Kuo TC. Circular economy meets industry 4.0: Can big data drive industrial symbiosis?. *Resources, conservation and recycling*. 2018 Apr 1, 131:146-7.
- [28] Ugwueze VU, Chukwunweike JN. Continuous integration and deployment strategies for streamlined DevOps in software engineering and application delivery. *Int J Comput Appl Technol Res*. 2024, 14(1):1-24. doi:10.7753/IJCATR1401.1001. Available from: [www.ijcat.com](http://www.ijcat.com)
- [29] Aliyu Enemosah. Integrating machine learning and IoT to revolutionize self-driving cars and enhance SCADA automation systems. *International Journal of Computer Applications Technology and Research*. 2024, 13(5):42-57. Available from: <https://doi.org/10.7753/IJCATR1305.1009>
- [30] Chukwunweike JN, Praise A, Bashirat BA, 2024. Harnessing Machine Learning for Cybersecurity: How Convolutional Neural Networks are Revolutionizing Threat Detection and Data Privacy. <https://doi.org/10.55248/gengpi.5.0824.2402>.
- [31] Jegede O, Kehinde A O. Project Management Strategies for Implementing Predictive Analytics in Healthcare Process Improvement Initiatives. *Int J Res Publ Rev*. 2025, 6(1):1574-88. Available from: <https://ijrpr.com/uploads/V6ISSUE1/IJRPR37734.pdf>
- [32] Olatunji, Michael Abayomi and Olatunji, M. A. and Oladele, R. O. and Bajeh, A. O., Software Security Vulnerability Prediction Modeling for PHP Systems. Available at SSRN: <https://ssrn.com/abstract=4606665>

- [33] Enemosah A, Ifeanyi OG. Cloud security frameworks for protecting IoT devices and SCADA systems in automated environments. *World Journal of Advanced Research and Reviews*. 2024, 22(03):2232-2252. doi: 10.30574/wjarr.2024.22.3.1485.
- [34] Chukwunweike JN, Kayode Blessing Adebayo, Moshood Yussuf, Chikwado Cyril Eze, Pelumi Oladokun, Chukwuemeka Nwachukwu. Predictive Modelling of Loop Execution and Failure Rates in Deep Learning Systems: An Advanced MATLAB Approach <https://www.doi.org/10.56726/IRJMETS61029>
- [35] Md Alamin, Pelumi Oladipo, James Hartrick, Natasha Islam, Azadeh Bahmani, Carrie L. Turner, William Shuster, Jeffrey L. Ram. Improved passive sampling methods for wastewater to enable more sensitive detection of SARS-CoV-2 and its variants. *Sci Total Environ*. 2024, 175044. doi:10.1016/j.scitotenv.2024.175044.
- [36] Kazancoglu Y, Kazancoglu I, Sagnak M. A new holistic conceptual framework for green supply chain management performance assessment based on circular economy. *Journal of cleaner production*. 2018 Sep 10, 195:1282-99.
- [37] De Angelis R, Howard M, Miemczyk J. Supply chain management and the circular economy: towards the circular supply chain. *Production Planning & Control*. 2018 Apr 26, 29(6):425-37.
- [38] Baliga R, Raut RD, Kamble SS. Sustainable supply chain management practices and performance: An integrated perspective from a developing economy. *Management of Environmental Quality: An International Journal*. 2020 Jul 30, 31(5):1147-82.
- [39] Mangla SK, Luthra S, Mishra N, Singh A, Rana NP, Dora M, Dwivedi Y. Barriers to effective circular supply chain management in a developing country context. *Production Planning & Control*. 2018 Apr 26, 29(6):551-69.
- [40] Gusmerotti NM, Testa F, Corsini F, Pretner G, Iraldo F. Drivers and approaches to the circular economy in manufacturing firms. *Journal of Cleaner Production*. 2019 Sep 1, 230:314-27.
- [41] Liu J, Feng Y, Zhu Q, Sarkis J. Green supply chain management and the circular economy: Reviewing theory for advancement of both fields. *International Journal of Physical Distribution & Logistics Management*. 2018 Sep 12, 48(8):794-817.
- [42] Pan SY, Du MA, Huang IT, Liu IH, Chang EE, Chiang PC. Strategies on implementation of waste-to-energy (WTE) supply chain for circular economy system: a review. *Journal of cleaner production*. 2015 Dec 1, 108:409-21.
- [43] Del Giudice M, Chierici R, Mazzucchelli A, Fiano F. Supply chain management in the era of circular economy: the moderating effect of big data. *The International Journal of Logistics Management*. 2021 Apr 29, 32(2):337-56.
- [44] Moktadir MA, Rahman T, Rahman MH, Ali SM, Paul SK. Drivers to sustainable manufacturing practices and circular economy: A perspective of leather industries in Bangladesh. *Journal of cleaner production*. 2018 Feb 10, 174:1366-80.
- [45] Jabbour CJ, Seuring S, de Sousa Jabbour AB, Jugend D, Fiorini PD, Latan H, Izeppi WC. Stakeholders, innovative business models for the circular economy and sustainable performance of firms in an emerging economy facing institutional voids. *Journal of environmental management*. 2020 Jun 15, 264:110416.
- [46] Veleva V, Bodkin G. Corporate-entrepreneur collaborations to advance a circular economy. *Journal of Cleaner Production*. 2018 Jul 1, 188:20-37.
- [47] Hossain MU, Ng ST, Antwi-Afari P, Amor B. Circular economy and the construction industry: Existing trends, challenges and prospective framework for sustainable construction. *Renewable and Sustainable Energy Reviews*. 2020 Sep 1, 130:109948.
- [48] Mastos TD, Nizamias A, Terzi S, Gkortzis D, Papadopoulos A, Tsagkalidis N, Ioannidis D, Votis K, Tzovaras D. Introducing an application of an industry 4.0 solution for circular supply chain management. *Journal of Cleaner Production*. 2021 Jun 1, 300:126886.
- [49] Suchek N, Fernandes CI, Kraus S, Filser M, Sjögrén H. Innovation and the circular economy: A systematic literature review. *Business Strategy and the Environment*. 2021 Dec, 30(8):3686-702.
- [50] Kumar S, Raut RD, Nayal K, Kraus S, Yadav VS, Narkhede BE. To identify industry 4.0 and circular economy adoption barriers in the agriculture supply chain by using ISM-ANP. *Journal of Cleaner Production*. 2021 Apr 15, 293:126023.
- [51] Ranta V, Aarikka-Stenroos L, Ritala P, Mäkinen SJ. Exploring institutional drivers and barriers of the circular economy: A cross-regional comparison of China, the US, and Europe. *Resources, Conservation and Recycling*. 2018 Aug 1, 135:70-82.
- [52] Alhola K, Ryding SO, Salmenperä H, Busch NJ. Exploiting the potential of public procurement: Opportunities for circular economy. *Journal of Industrial Ecology*. 2019 Feb, 23(1):96-109.