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**Factors affecting the design of a
sustainable corporate strategy in
logistics and supply chain
management Organization.**

**A special reference to the larger scale private
companies in Sri Lanka**

MASTER'S DEGREE PROGRAM IN SUSTAINABLE
BUSINESS MANAGEMENT
2025

ABSTRACT

Ramanayaka Arachchilage Indika Udayangani: Factors affecting the design of a sustainable corporate strategy in logistics and supply chain management Organization

(A special reference to the larger scale private companies in Sri Lanka)

Master's thesis

Degree program Sustainable business management

April 2025

Number of pages: 63

This dissertation researched the factors that affect the design and implementation of sustainable corporate strategies in logistics and supply chain management (LSCM) practices of large-scale private companies in Sri Lanka. The approach used was qualitative analysis based on semi-structured interviews of key stakeholders and secondary data analysis of current practices, while it offers insights into the constraints. From the research, it was found that stakeholder expectations, regulatory compliance, and internal resources are strong factors that should be considered when developing a sustainable strategy. However, I found these factors to be of great influence on companies' decisions to integrate economic, social, and environmental considerations into supply chain operations.

It was noted that providing more sustainability initiatives would be inadvisable in the absence of stakeholder dialogue and regulatory compliance. By effectively responding to stakeholder needs and regulations, companies were more likely to adopt sustainable strategies and, therefore, increase their brand reputation and related attractiveness, improving their customer loyalty and longer-term profitability. Nevertheless, infrastructure and technological constraints, as well as issues related to land availability in Sri Lanka, also created obstacles to the adoption of sustainable practices.

The study has shown the need for sustainable LSCM by companies in Sri Lanka to sustain their competitiveness and contribute to national development. Internal collaboration enhancement, optimization of supply chain operations based on lean principles and energy-efficient transportation, as well as utilization of technological innovation for operational efficiency, reduction of environmental impacts, and reduction of the cost of operations, were recommended. This helps companies overcome these barriers and is in line with international standards, improving their own sustainability performance and global competitiveness as a result.

Keywords: Sustainable logistics, supply chain management, environmental sustainability, social responsibility, and logistics

FOREWARD

Presently, completing my master's degree has been a long-standing dream that is symbolic of perseverance and determination in the face of the unexpected in life. The process of finalizing this thesis required stepping out of your comfort zone, letting go of some things you had hoped to get, and persevering with the process until the goals were reached. It's an expression on my part of the passion I have for continuous learning and professional development.

I am eternally thankful to my family, friends and all those who have supported, kindly encouraged and provided understanding through this journey. It was their patience and encouragement I had to navigate through this research, and I am very grateful for their help. I also noticed that I had the support of my colleagues and employer who gave me the time to finish my thesis.

I would like to sincerely thank the companies and their representatives who welcomed this research. One such example is their insight and collaboration in shaping the findings of this study. I trust that this research was useful and enlightening to all concerned.

I also thank my thesis supervisor, Ms.Kati Antola, and opponent for the time and feedback that they spent helping me to understand the thesis process. This put their expertise and encouragement into helping me refine my research and facilitate the pursuit of my academic goals.

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LIST OF SYMBOLS AND TERMS

SCM	Supply Chain Management
LSCM	Logistics and Supply Chain Management
SSCM	Sustainable Supply Chain Management
TBL	Triple Bottom Line (Planet, People, Profit)
RBV	Resource-Based View
CSR	Corporate Social Responsibility
ESG	Environmental, Social, and Governance
BOM	Bill of Materials
SCAR	Supplier Corrective Action Request
SOP	Standard Operating Procedure
CFS	Container Freight Station
EDI	Electronic Data Interchange
UPC	Universal Product Code
SKU	Stock Keeping Unit
RMA	Return Material Authorization

1 INTRODUCTION

In the contemporary global economy, logistics and supply chain management (LSCM) have emerged as critical components driving organizational success and competitiveness. The intricate networks that facilitate the movement of goods, services, information, and finances across borders require strategic oversight to ensure efficiency, resilience, and sustainability. Sustainability in corporate strategy has gained paramount importance as businesses recognize the need to balance economic growth with environmental stewardship and social responsibility. (Srivastava, 2007, pp 53-63.)

Sri Lanka, a strategically located island nation in South Asia, has witnessed significant growth in its private sector, particularly among larger-scale enterprises engaged in diverse industries such as manufacturing, textiles, and information technology. These companies play a pivotal role in the nation's economic development, contributing to employment, exports, and technological advancements. However, the dynamic nature of global markets, coupled with increasing environmental regulations and stakeholder expectations, necessitates the adoption of sustainable corporate strategies within their logistics and supply chains. (Gunasekaran & Ngai, 2012, pp. 688-694.)

Sustainable corporate strategies in LSCM encompass practices that minimize environmental impact, optimize resource utilization, and ensure ethical standards across the supply chain. This includes initiatives such as green logistics, waste reduction, energy-efficient transportation, and the integration of circular economy principles. The adoption of these strategies not only addresses regulatory compliance but also enhances brand reputation, customer loyalty, and long-term profitability. (Srivastava, 2007, pp. 53-63.)

In Sri Lanka, larger private companies face unique challenges and opportunities when implementing sustainable LSCM strategies. These include infrastructural constraints, fluctuating economic conditions, and the need for technological advancements. Additionally, the global shift towards sustainability requires these companies to align their operations with international standards and best practices to remain competitive in the global marketplace. (Gunasekaran & Ngai, 2012, pp. 688-694.)

This work involves how sustainability alters logistics operations in Sri Lankan companies, overcoming difficulties with infrastructure and technology in developing economies, so as to create a competitive advantage while fulfilling the expectations of economic growth and environmental stewardship.

The focus of this research is examining how the corporate strategy of a company integrates sustainability principles, in particular, in logistics and supply chain management operations. Corporate strategy is an overarching framework of direction and decisions that will be used by an organization. However, this study will concentrate on how sustainability considerations are translated to strategic decisions of logistics and supply chain functions within large Sri Lankan companies.

In terms of hierarchy, these two concepts are linked: sustainable corporate strategy comes up with the vision of and guidelines for sustainability in the organization, while sustainable logistics and supply chain management is the application of these principles at the operational levels.

In this section, the purpose and objectives of research are outlined, how logging identify the factors which impact on the development and implementation of sustainable corporate strategies in logistics and supply chain management in the private sector in Sri Lanka.

The primary purpose of this thesis is to explore and analyze the factors influencing the design and implementation of sustainable corporate strategies within the logistics and supply chain management frameworks of larger private companies in Sri Lanka. By understanding these factors, the research aims to provide actionable insights and recommendations that can aid organizations in enhancing their sustainability practices.

Objectives of the Thesis:

- Identify key factors: To identify and categorize the critical factors that affect the development of sustainable corporate strategies in LSCM among large-scale private companies in Sri Lanka.
- Assess current practices: To evaluate the current sustainability practices employed by these companies in their logistics and supply chain operations.
- Analyze challenges and opportunities: To analyze the challenges faced and the opportunities available for implementing sustainable strategies in the Sri Lankan context.
- Provide recommendations: To formulate strategic recommendations that can assist companies in overcoming barriers and leveraging opportunities for sustainable LSCM.
- Contribute to academic literature: To contribute to the existing body of knowledge on sustainability in supply chain management, particularly within the Sri Lankan private sector.

In this, the importance of doing sustainable strategies in logistics and supply chain management is indicated, and the reason why such strategies are very relevant for businesses in today's world, specifically in Sri Lanka.

As global supply chains become increasingly complex, having sustainable corporate strategies in Sri Lankan logistics is important to handle environmental degradation, resource scarcity, and social inequities affecting disadvantaged

developing economies (Christopher, 2016, pp. 241-245). For Sri Lankan companies, adopting sustainable LSCM strategies is not only a matter of regulatory compliance but also a strategic imperative to enhance competitiveness and ensure long-term viability.

Efficiency generates cost savings that sustain businesses in the long run without borrowing, and costs are reduced by the application of sustainable practices that form part of it; it also improves competitive advantages in the global market through the attraction of environmentally conscious consumers and investors, who prefer long term value creation. (Elkington, 1997, pp. 1-7.) Sustainable practices help gain efficiency to reduce operational costs and attract investors and customers who are interested in the creation of enduring value.

Significantly, emissions and pollution occur in logistics operations. Mitigation of environmental impacts with the assistance of sustainable strategies help to achieve national and global goals for climate action (United Nations, 2015). Sustainable strategies are essential for achieving the international climate commitments owing to the fact that logistics operations account vastly for global emissions.

Sustainable LSCM ensures ethical labor standards, worker sensitivity, and community development, and builds up stakeholder relationships through CSR (Carroll, 1991, pp. 39-48). LSCM that supports ethical labor practices and positive CSR initiatives in a community is helpful to strengthen the stakeholder trust as well as the social responsibility framework.

Companies adopting sustainability strategies in the corporate strategy will be better able to manage market uncertainties and improve brand value (United Nations, 2015). Sustainability can be integrated into corporate strategy as it not only aids in embedding sustainability into corporate strategy which helps in brand equity as well helps in providing resilience against the market volatility and disruptions.

This section also highlights the potential benefits of the research outcomes for policymakers and industry leaders, as well as for academic literature and practical applications in the

For academia: Through the empirical data for comparative studies globally, it advances knowledge on sustainable LSCM in Sri Lanka.

For private companies: It provides actionable strategies, benchmarking tools, and insights to mitigate risk in order for the sustainability performance to further progress.

For policymakers: It provides evidence based recommendations for policy development and for economic planning as a means of achieving objectives of sustainability.

Qualitative research methods dominate this study as they seek to evaluate factors that influence sustainable corporate strategy development throughout logistics and supply chain management (LSCM) operations of large private enterprises in Sri Lanka. The selected methodology suits the assessment of organizational sustainability complexities because it enables deep analysis of stakeholder views and business strategy integration, along with organizational challenges related to sustainability practices. This research applies semi-structured interviews and secondary data analysis to collect rich, contextually rich data to make both theoretical and practical contributions to the field.

In this research, I used artificial intelligence tools responsibly and ethically to improve the quality and realization of academic writing. ChatGPT was mainly a supplementary brainstorming tool for more complex concepts and to polish my first drafts. This helped me present my ideas smoother without damaging the essence of my own thinking and analysis.

Grammarly acted as a technical tool used to identify grammatical errors, reformat sentence structure, and elevate overall readability. This meant that my work was presented in clear, professional academic parlance that spoke for

itself as to what I discovered and what I interpreted. These AI tools served as writing aides while not generating original works or analyses.

I owned this research fully by initially having my ideas. The author read and analyzed all information provided in the bibliographic listing to establish its relevance and credibility. I have cited all external information to address copyright and follow up on academic standards.

Through integrating AI tools into my research workflow obviously and appropriately, I was successful in enhancing the quality of my academic authorship while preserving the originality and study relevance of my contribution.

2 PURPOSE, OBJECTIVES, AND RESEARCH QUESTIONS

2.1 Description of the Target Organization

The target organizations for this study are large-scale private companies operating in Sri Lanka across various industries, including manufacturing, textiles, and information technology. These companies are characterized by their substantial logistics and supply chain operations, significant market presence, and considerable impact on the national economy. Typically, these organizations have established supply chain networks that span both domestic and international markets, necessitating robust and sustainable management practices. They are likely to have dedicated sustainability departments or officers tasked with integrating sustainable practices into their operations. By focusing on these organizations, the study aims to capture a comprehensive view of sustainability initiatives within well-established and resource-rich enterprises, providing insights that can be generalized to similar large private companies in the region. Secondly, this study analyzes the large-scale Sri Lankan companies such as MAS Holdings, Hayleys Advantis, Spectra Logistics, and Colombo Logistics Group. These textile manufacturing, logistics services, and technology sectors are represented by these organizations, which have their own extensive domestic and international supply chains with highly dedicated sustainability initiatives.

2.2 Purpose of the Study

This study attempts to investigate the determinants of sustainable corporate strategy development in Sri Lankan logistics companies by recognizing how the relationship between economies, environment, and socio-economic factors, among other things, is integrated into supply chains. It identifies, analyses, and explains enablers and barriers that affect sustainability performance

that could deliver both competitiveness in global markets and actionably relevant insights for improvement.

The study is guided by the following objectives:

In this section, the main objectives of the study are explained with key areas of focus, particularly the factors that influence the sustainable corporate strategy, current practice, and recommendations of sustainability in logistics and supply chain management.

- To systematically identify the primary factors that influence the development and execution of sustainable corporate strategies in LSCM among large private enterprises in Sri Lanka.
- To assess the existing sustainability practices within the logistics and supply chain operations of these companies, highlighting strengths and areas for improvement.
- To explore the challenges faced by organizations in implementing sustainable strategies and to identify opportunities that can be leveraged to overcome these barriers.
- To formulate practical recommendations that can assist companies in enhancing their sustainability initiatives within their supply chains.

In particular, the specific research questions that guide the study are presented here. The main objective of these questions is to determine the significant elements in the sustainable strategies and the obstacles directed to the implementation of companies as well as opportunities to develop the logistics and supply chain operations based on sustainability in Sri Lankan companies.

To achieve the objectives, the study addresses the following research questions:

1. What are the key factors that influence the design of sustainable corporate strategies in logistics and supply chain management among large-scale private companies in Sri Lanka?

2. How do large private companies in Sri Lanka currently implement sustainability practices within their logistics and supply chain operations?
3. What are the main challenges and barriers faced by these companies in adopting sustainable supply chain strategies?
4. What opportunities exist for large private companies in Sri Lanka to enhance their sustainability in logistics and supply chain management?
5. What strategic recommendations can be made to improve the effectiveness of sustainable corporate strategies in LSCM for these organizations?

2.3 Theoretical framework

This research is based on a theoretical framework that is a combination of the main theories that provide the background to comprehend how the sustainable strategies in logistics and supply chain management can be formulated. Understanding theories like the stakeholder theory, triple bottom line (TBL), and resource-based view (RBV) has given us ideas as to how businesses can put together their supply chain operations with an economic, social, and environmental objective. In addition, the adoption of sustainable practices is explained by innovation diffusion theory, contingency theory, and institutional theory, which interpret that external pressures and internal capabilities influence how sustainable practices are adopted. In effect, these theories constitute a guiding lens with which the research analyzes the determinants of sustainable corporate strategy in Sri Lankan logistics and supply chains.

3 SUSTAINABLE STRATEGIES IN LOGISTICS AND SUPPLY CHAIN MANAGEMENT

3.1 Introduction

The study bases its examination of sustainable corporate strategy for logistics and supply chain management (SCM) on the chosen theoretical foundation. The conceptual model unites essential theories to understand sustainability alongside business planning approaches. The research uses seven selected theories, including stakeholder theory and triple bottom line (TBL), together with resource-based View (RBV), sustainable supply chain management (SSCM), and innovation diffusion theory, along with institutional theory and contingency theory to demonstrate how businesses can achieve economic, social, and environmental goals. This chapter investigates multiple theories to establish a theoretical basis that helps explain how large-scale private Sri Lankan companies handle sustainability in their logistics and supply chain operations.

The object of this research is to explore how the principle of sustainability is incorporated in the corporate strategy within logistics and supply chain management operations. Corporate strategy offers the basic architecture for the organization's direction and decision-making; this study concentrates on how sustainability concerns are embedded in the strategic choices for logistics and supply chain capabilities in large Sri Lankan organizations.

These concepts are hierarchical linking; sustainable corporate strategy provides the vision and guidelines of sustainable practices in all areas of the firm; sustainable logistics and supply chain management are the practical implementation of these principles in the operational domains.

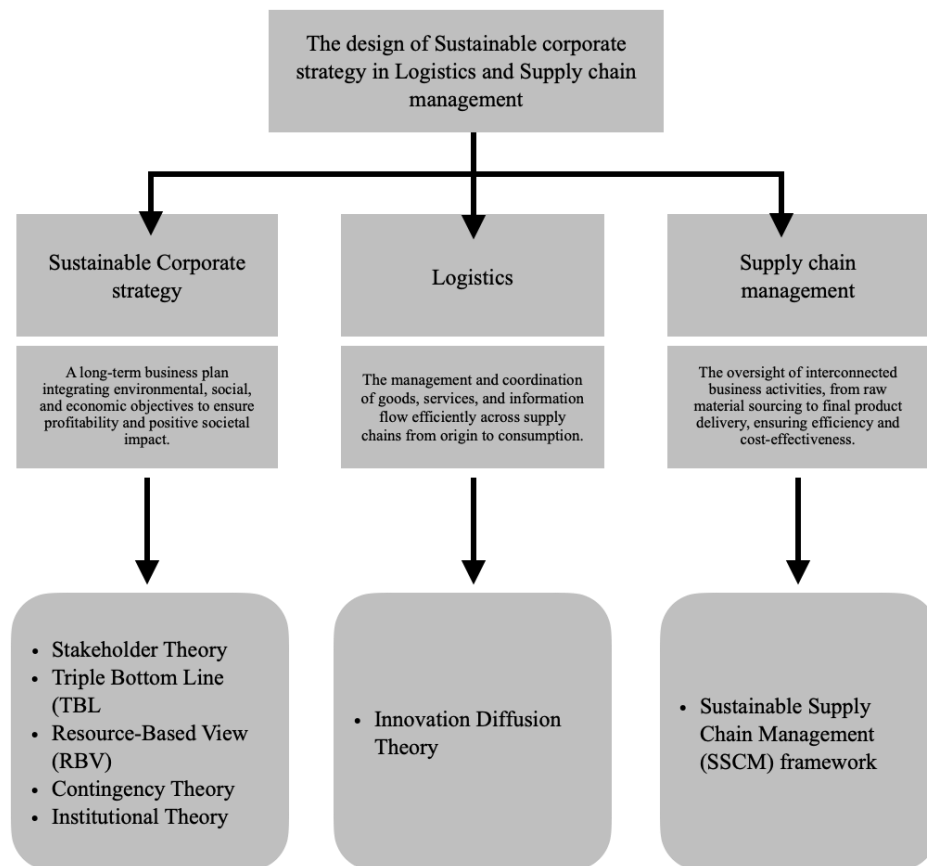


Figure 1 Theoretical framework of the work

According to the figure 1, the research diagram develops the theoretical foundation which investigates factors that affect sustainable corporate strategy development in logistics and supply chain management (SCM). Figure 1 contains three central sections, which include Sustainable Corporate Strategy, followed by logistics and supply chain management, which are related to multiple theories. The research adopts stakeholder Theory along with triple bottom line (TBL), resource-based view (RBV), sustainable supply chain management (SSCM), innovation diffusion theory, and institutional contingency theory to explain business strategy integration of sustainability. A graphical illustration displays how these concepts relate to each other while showing their effects on research operations.

3.2 Sustainable Corporate Strategy

The purpose of Stakeholder Theory is to promote the fact that a business is obligated to think about the interests of all persons involved within the business (i.e., employees, customers, suppliers, and communities) in order to do business. This theory, however, like the other, portrays how actively engaging with stakeholders can improve sustainability practices in the context of sustainable supply chain management. If companies address all stakeholders' needs and concerns on issues such as environmental impact, social responsibility, or sustainable logistics and supply chain operations, then these can be improved. Freeman (1984) established stakeholder theory, which claims organizations should assess the interests of employees, customers, suppliers, regional communities, and governmental regulators instead of pursuing sole shareholder profitability. This expanded methodology works to generate beneficial results for everyone involved while achieving sustainable results over time. (Shah and Bookbinder, 2022, pp. 4-8.)

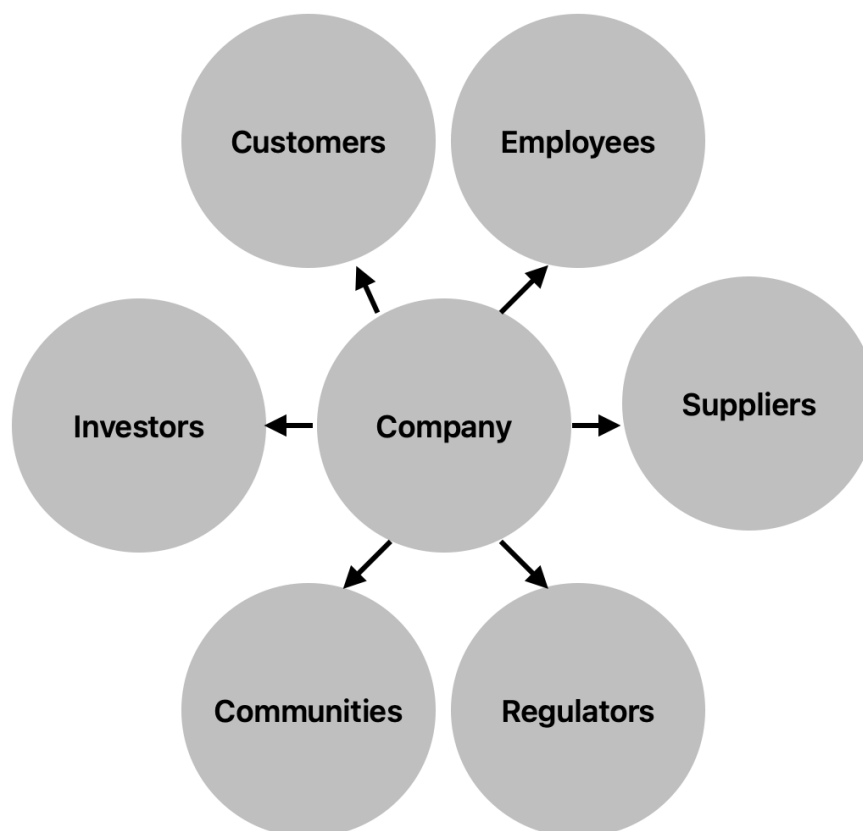


Figure 2 Stakeholder theory graphical representation

(Mishra and Mishra, 2013, p. 256).

Mishra and Mishra (2013) describes Sri Lankan businesses dealing with supply chain management (SCM) as needing to meet multiple requirements from various stakeholders, as mentioned in figure 2. The definition for each point emerges directly from the provided figure 2. Organizations and people who purchase company goods become customers because their action affects product development and market performance. Workers who conduct operations form the core organizational element that brings success to the company, yet creates innovative approaches and establishes organizational values. The role of investors consists of both the financial investment supply and their demand for investment returns, which enables them to affect corporate strategic choices. The organization, which stands at the core of stakeholder relations, balances its resources and interests with those of other stakeholders. A company benefits from its suppliers since these entities provide material and logistical support needed to maintain operational productivity. The communities in contact with the company's operations include local and international groups whose lives are influenced by environmental effects and employment-generating activities, together with corporate social responsibility initiatives. Throughout operation, the regulators act as government entities that write down ethical and legal requirements for the company while they implement compliance checks and maintain operational reviews to protect public safety and interests over time. (Shah and Bookbinder, 2022, pp. 4-8.) Logistics operators need to coordinate their business practices with government directives and comply with environmental standards by working actively with community members to reduce social and environmental impacts. To deliver efficiency and service satisfaction, companies must maintain supplier fairness and employee treatment. (Malsinghe et al., 2022, pp. 230- 231.)

Triple bottom line (TBL) is a theory that suggests a measurement of business success across social, environmental, and financial bases. TBL provides a balancing role in supply chain management, where companies are encouraged to take on sustainable practices of balancing the three pillars. This is integrated

into logistics strategies, such that companies do not focus fundamentally on cost efficiency but take into consideration social good and environmental protection, for long-term sustainable success in the supply chain.

Elkington's (1997) triple bottom line (TBL) idea suggests that businesses should measure their success in three key areas: social impact, environmental impact, and financial profit. This approach allows companies to maintain financial success while also expanding their efforts to create sustainable practices that benefit both society and the environment. When organizations focus on balancing "planet, people, and profit," they can achieve lasting, positive outcomes. (Khokhar et al., 2022, pp. 37-40.)

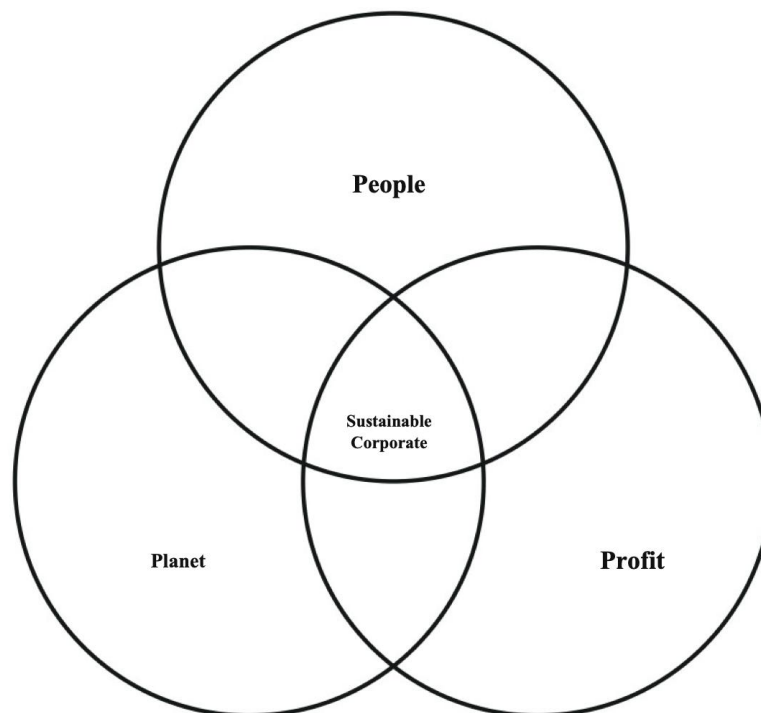


Figure 3 Triple bottom line Theory graphical representation.

(Coşkun Aslan and Kısacık, 2017, p. 27).

According to figure 3, Logistics and supply chain companies across Sri Lanka see the triple bottom line (TBL) approach to balance environmental protection, social fairness, and economic growth. Based on the figure 3, the definitions for each point are explained. Such as the social aspect of sustainability, which

people care about, fair labor practices, community development, and stakeholder well-being, which ensure that a business benefits individuals and society. Emphasis on the environment: works for the development of the company so that it minimizes the ecological impact by using environmentally friendly resources and causing as little damage to the ecosystem and the planet. Economic viability is the financial viability of the business, which is the focus of long-term profitability, taking into consideration the social and environmental aspects. (Laosirihongthong et al., 2020, pp. 3-10.) By partnering with eco-friendly suppliers, logistics companies can comply with environmental regulations and ensure fair treatment of their employees. Energy-efficient transportation solutions offer two key benefits: they lower costs and reduce environmental impact. (Doluweera, 2024, p. 736.)

Companies that prioritize social responsibility in their supply chain should set fair wages and develop safety systems that support community growth. By using the TBL framework, businesses in Sri Lanka can enhance their social justice efforts, achieve environmental sustainability goals, and improve their financial performance. Companies that meet legal requirements and align with customers' social expectations can strengthen their brand reputation with this balanced approach. (Laosirihongthong et al., 2020, pp. 3-10.) Research findings demonstrate that the TBL theory supports the necessity of companies to maintain equilibrium between ecological, social, and economic sustainability goals. The methodology helps major private businesses in Sri Lanka monitor their supply chain and logistics systems to find barriers, along with opportunities, and improve performance in the three sustainability areas. (Perera, Kodithuwakku, and Weerahewa, 2011, pp. 68-76.)

By balancing economic, environmental as well as social dimensions through the triple bottom line framework, sustainability is transformed from a cost center to a strategic advantage in Sri Lankan supply chains. Integrating the real

estate concept with these services increases the resilience of the market during a disruption and adds to the competitiveness through trust between actors and operational efficiency.

Resource-based view (RBV) focuses on the internal resources, such as skilled employees, technological assets, and organizational capabilities, to achieve RBV, suggesting that companies will enhance environmental sustainability in sustainable supply chains by using their unique resources. Businesses can improve their supply chain practices, waste fewer resources, use more sustainable logistics, and use these as tools to achieve long-term growth and profitability by using their internal strengths.

Past research shows that the resource-based view (RBV) explains how businesses gain a competitive edge through their unique assets and capabilities, which help ensure long-term success. These resources can include special assets, knowledge, and even brand reputation. (Kamboj and Rana, 2023, pp. 5-23.) Sri Lanka's major private companies use their unique resources to create sustainable supply chain management strategies. As a key player in international trade, Sri Lanka offers logistical advantages for businesses involved in global supply chains. Advanced digital tools that exist within existing technological frameworks help businesses improve supply chain performance and strengthen sustainability goals. (Sachitra, 2020, pp. 24-26.)

The RBV, as shown in the study, completely reforms sustainable supply chain implementation in that it converts internal resources into strategic assets. Effective use of their unique resources gives Sri Lankan companies the ability to turn sustainability into an inherent competitive advantage as opposed to mere compliance act.

Effective supply chain performance depends heavily on skilled workforce abilities, which enable businesses to develop innovative practices and adopt the best logistics principles. Companies construct capabilities by partnering with

business stakeholders to promote innovation while building better organizational cultures that embrace sustainable supply chain practices. Through effective resource selection, businesses maintain competitive positions while building sustainable operations. (Sharma et al., 2022, pp. 796–817.)

Contingency theory suggests that business strategies need to be flexible and contingent on the environmental conditions. This theory is fundamental to logistics and supply chain management because companies should change their strategies to fit external factors, including market demands, political stability, and infrastructure. When one understands these contextual factors, it can then sanction more resilient, more sustainable supply chain strategies that are better capable of coping with changing circumstances and less likely to expose operations to similar risks.

Successful business operations require strategic consideration of organizational strengths and weaknesses alongside environmental factors, according to the research conducted. The contingency model rejects one-size-fits-all approaches and requests organizations to develop trade plans according to the nuances of every situation. The principle states that organizations need to base their operational choices on their unique opportunities and threats. (Zanin et al., 2022, pp. 2-5.) Contingency theory demonstrates that supply chain management requires flexible management frameworks to function successfully according to its core principles. Supply chain organizations must develop strategic plans that consider political stability and infrastructure details, along with market dynamics. Businesses functioning within spatially unstable locations need to improve supply chain risk management through diverse network creation and the development of multiple contingency plans for expected disruptions. (Mihai et al., 2023, pp. 2-4.)

Quality infrastructure elements like transportation networks and warehousing facilities direct the strategic decisions undertaken by logistics services companies. Organizations operating in areas with insufficient infrastructure must build

their internal capabilities or create replacement systems. Companies need to modify their supply chain approaches when market conditions change through demand patterns and competitive rivalries to remain competitive in a sustainable way. Successful long-term business performance results from logistics companies' capability to recognize and counter various contingencies. (Jamalnia, Gong, and Govindan, 2023, pp. 2-4.) Organizational behavior is influenced by external forces consisting of regulatory demands as well as social expectations through the Institutional Theory. This research approach helps detect the regulatory problems that prevent Sri Lankan organizations from deploying sustainable supply chain strategies. The analysis reveals the potential advantages of a partnership with international sustainability standards that can be used to improve operational practices according to institutional requirements. (Abeysekara, Wang, and Kuruppuarachchi, 2019, pp. 1673–1695.)

Institutional theory attempts to understand why organizations respond to the pressures of regulations, societal expectations as well as cultural norms. This theory is about how to keep sustainable supply chain management in business, as firms should be following environmental regulations to meet society's need for transparency and social responsibility. This is achieved through aligning company supply chain strategies to institutional norms and legal regulations, thereby increasing company legitimacy, robustifying its position in the market, and favoring sustainability in its logistics operations.

Organizations experience institutional pressure from two sources according to the perspective developed. Organizations transform themselves to preserve their legitimacy through their industry sectors and the broader society. The direction of business decisions along with operations emerges from regulatory structures combined with societal demands and cultural standards. (Tate, Ellram and Bals, 2022, pp. 1–3.)

Researcher finds that Sri Lankan companies look for balance between the economic objective and its environmental stewardship in terms of integrating that

into the logistics operations. However, especially with infrastructure limitations, organizations that successfully engage stakeholders and draw from resources that others do not have are able to turn the sustainability compliance requirement into a competitive advantage in global markets.

Corporate social responsibility initiatives have emerged as vital institutional pressures and drive businesses to establish ethical business practices that focus on both environmental and social sustainability goals. Companies that accept these institutional requirements build acceptable standing while maintaining enduring market achievement. (Gupta et al., 2020, pp. 3-6.) Organizational behavior is influenced by external forces consisting of regulatory demands as well as social expectations through institutional theory. This research approach helps detect the regulatory problems that prevent Sri Lankan organizations from deploying sustainable supply chain strategies. The analysis reveals the potential advantages of partnership with international sustainability standards that can be used to improve operational practices according to institutional requirements. (Bandara and Lanka, 2018, pp. 70-72.) The research shows that institutional pressures fundamentally change corporate sustainability practices in Sri Lanka from mere compliance. Even organizations strategically engage with CSR initiatives to gain legitimacy, especially when aligning with international standards that improve both market positioning and operational effectiveness in fast-evolving internationally sustainability-conscious supply chains.'

In the research, the specific objectives are pursued in the context of investigating sustainable corporate strategy pertaining to Sri Lanka logistics, leveraging multiple theories. Stakeholder theory and the triple bottom line framework aid in identifying the key sustainability factors by assessing stakeholder expectations and seeking tradeoffs in economic, environmental, and social dimensions. By using the resource view (RBV), the current practices of sustainability by companies are illuminated when their unique internal capabilities are

leveraged to provide a competitive advantage. Therefore, both institutional theory and contingency theory analyze challenges by focusing their studies on regulatory pressures and societal expectations, while contingency theory shows how contextual barriers affect implementation. Recommendations are supported by the innovation diffusion theory, which explains why sustainable technologies can be adopted well across logistics operations. This theoretical integration provides a broad outlook on how all the sustainability dimensions can be systematically examined and improved.

3.3 Logistics

Innovation diffusion theory states how new ideas and technologies spread in organizations and industries. This theory becomes relevant in terms of sustainable supply chains in which innovative green technologies are adopted to enhance the efficiency of supply chain operations. In simple terms, if sustainable innovations are proven to be effective and compatible with the existing processes, then they can be quickly integrated into the logistics and supply chain operations and will bring sustainability and long-term environmental benefits to the industry.

According to the innovation diffusion theory, social systems experience the spread of new ideas and technologies over time. The theory defines various elements that affect innovation adoption, such as relative advantage, compatibility, complexity, trialability, and observability. The successful adoption of new innovations by systems occurs faster when they demonstrate clear benefits, are compatible with existing procedures, and are easily implemented. (Lin et al., 2020, pp.2-3.) The supply chain management sector benefits from supply chain management (SCM) technological innovations, which include digital tools, data analytics, and automated operations to enhance the efficiency and sustainability of logistics operations. Advanced innovations have the power to reduce expenses while enhancing operational efficiency and decision quality,

which results in improved performance compared to customary business practices. (Sharafuddin, Madhavan, and Chaichana, 2022, p. 6.)

Logistics and supply chain-related companies encounter multiple obstacles throughout their transition to adopt new technologies. The modernization of industries faces challenges because numerous buildings lack sufficient high-speed internet access, and older installations exist. Regulatory demand for data protection protocols and industry adherence results in sophisticated barriers during the technology integration process. The challenge businesses face when searching for skilled workers needed to use new technology systems represents a major barrier to the adoption of innovative technological solutions. (Qader et al., 2023, pp. 2-4.) The Innovation Diffusion Theory demonstrates how green logistics solutions propagate between various industries. The research provides identification of sustainable innovation adoption opportunities for major Sri Lankan businesses operating in logistics and supply chains to overcome implementation difficulties in achieving long-term sustainability. (Malsinghe et al., 2022, pp. 230-231.) The innovation diffusion theory is used to detect the pattern of adopting sustainable supply chains. By using compatibility and relative advantage principles, Sri Lankan companies, incorporating green technologies, enable them to compete on the grounds of being differentiators, not operational burdens, and a trend of sustainability momentum in the industry sectors is induced.

This research is supported by critical adoption patterns of sustainable technologies by innovation diffusion theory. The theory explains how what relative advantage and compatibility principles exert on implementation decisions and contributes to the evaluation of current practices, diagnosis of adoption barriers and the development of strategic recommendations for speeding up sustainability transitions across Sri Lankan supply chains.

3.4 Supply Chain Management (SCM)

The name of this is supply chain management (SCM), which is a process of managing the flow of goods, services, and information from the point of production to the point of consumption. Coordination between suppliers, manufacturers, warehouses, transportation providers, and retailers is involved in the efficient delivery of products to end consumers. Using a SCM, which is an effective process, leads to cost reduction, shortening of lead times of goods, and the enhancement of customer satisfaction. (Christopher, 2016, pp. 1-9.)

Logistics is a terribly important subfunction within SCM on transportation, warehousing, and inventory management. Logistics is the process that ensures goods move efficiently from suppliers to consumers with the right quantity, quality, and timing. Logistics is a part of SCM but not all of it because SCM involves the activities such as procurement, supplier relationship management, and demand forecasting.

On the other hand, sustainable supply chain management (SSCM) involves the integration of the principles of traditional SCM with environmental, social, and economic sustainability. SSCM assures that corporations take into consideration their ethical sourcing, as well as reducing their environmental footprint and business social responsibility, all throughout the supply chain. (Seuring & Müller, 2008, pp. 2-5.) In SSCM, the focus is more on the long-term ecological and social impact than on operational efficiency, unlike general SCM.

Justifying Theoretical Framework Linkages: There is a structured relationship between SCM, logistics, and SSCM, and the theoretical framework chosen was based on such a relationship. The resource-based view (RBV) is used to understand how suppliers enhance sustainability within SCM by implementing their internal capabilities. The role of technological advancements in transforming logistics and SCM operations procedures is explained by the innovation

diffusion theory. The integration of the sustainability principle into SCM practices is supported by the sustainable supply chain management (SSCM) theory.

The research goes on to provide a strong foundation for analyzing how Sri Lankan large-scale firms develop sustainable corporate strategies in their supply chain by defining these relationships.

As mentioned in figure 7 below, within the sustainable supply chain management (SSCM) framework, operations deploy sustainability methods throughout every supply chain segment, starting with raw material extraction and leading up to product delivery. The strategy serves as a dual solution by maintaining functional supply chains while meeting economic preservation, environmental compliance, and social justice requirements for mother nature and humanity.

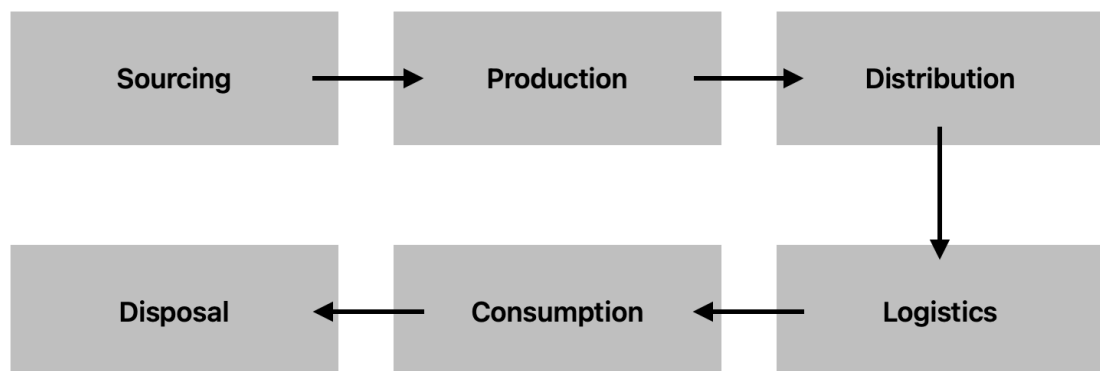


Figure 4 Sustainable Supply Chain Management (SSCM) Theory

(Carter and Rogers, 2008, pp. 368-370).

Define each point according to Figure 4, raw material and component sourcing, and the source of raw materials and components from a supplier. In terms of sustainable practices, it focuses on how environmental impact and fair labor practices are based. This includes the manufacturing process, which is also called production: raw materials are converted into finished goods. Sustainable production is the production that minimizes waste and energy usage and promotes environmental harm. Logistics of delivering finished goods to the consumers is one of the sustainable distribution focuses on minimizing carbon emissions, in addition to optimizing transportation to reduce the environmental

footprint. It is the disposal, the last phase of the product life cycle: how merchandise is discarded or recycled. Sustainable disposal aims to minimize waste and recycle or reuse materials. Consumption refers to the use of goods by consumers. Sustainable consumption is about conscious consumption, i.e., buying and using resources in smart ways to minimize the environmental impact. Logistics, the coordination, management of the supply chain, and efficient transportation, warehousing, and inventory management are what sustainable logistics stands for, and they try to minimize energy assimilation and emissions. (Seuring et al., 2022, pp. 2-5.) SSCM creates value leaders for all stakeholder groups by evaluating operational impacts across environmental, societal, and economic domains beyond its organizational benefits (Carter et al., 2020, pp. 368-370).

Socially inclusive practices that protect labor rights and promote diverse approaches can be integrated into the logistics supply chain. The integration of SSCM principles helps companies enhance sustainability metrics while answering market needs for responsible business practices. (Baliga, Raut, and Kamble, 2020, pp. 1149.) SSCM theory establishes a methodology for including sustainability principles throughout every component of supply chain development. The concept explains proper sustainable implementation for large private companies in Sri Lanka to use in logistics and supply chain management practices alongside strategic approaches for environmental enhancement, waste reduction, and process optimization to achieve future sustainability. (Gunawardana and Wedage, 2020, pp. 46-72.) Ultimately, it is shown that SSCM fundamentally transforms supply chains by integrating sustainability throughout all the operational stages. The method combines economic viability with the preservation of the environment and social responsibility, which is beneficial throughout the chain of value.

Supply chain management theories are revealed in literature as furnishing the essential frameworks for analyzation of sustainability integration across operational lifecycles. According to Sri Lankan companies, SSCM principles can

be effectively used to bring companies' fragmented sustainability initiatives under cohesion well connected with the sourcing, production, logistics and disposal to achieve a competitive advantage.

3.5 Integration of theories in designing sustainable corporate strategies in logistics and supply chain management

Large-scale private companies in Sri Lanka perform research into their designs of sustainable corporate strategies that operate within logistics and supply chain management (LSCM). Stakeholder theory and triple bottom line (TBL) help explain that stakeholder expectations, together with social, environmental, and economic target goals, determine the main elements that drive sustainable strategy design. Business strategies that align with sustainability need stakeholder engagement, along with suppliers and customers. When designing corporate strategies, it is essential to maintain equilibrium between the three sustainability pillars, according to Christopher (2016).

The research investigates practical approaches for business entities to integrate sustainability initiatives during their supply chain operations. Organizations can use their technological resources and supplier partnerships as tools to create sustainable practices. Sustainable supply chain management (SSCM) theory gives organizations a method to incorporate sustainability practices throughout their supply chain, starting from sourcing and proceeding to distribution. (Baliga, Raut, and Kamble, 2020, pp. 1152.)

Both internal operational challenges mentioned in RBV and SSCM theories, along with external pressure points discussed by Tate et al. (2019), create substantial barriers to sustainability adoption during strategy design stages. Innovation diffusion theory demonstrates that the usage of sustainable technologies in logistics helps create significant improvements to operational sustainability and efficiency. (Tate et al., 2019, pp. 1–3.)

The study brings together multiple theoretical approaches to present strategic solutions that enhance Sri Lankan logistics and supply chain sustainability through stakeholder collaboration resource preservation and innovative approaches.

4 METHODOLOGY

This study adopts its methodology from a combination of essential research philosophies and approaches, which Saunders et al. (2009) describe in their "research onion" framework. The research onion functions as a systematic research design tool by using a multiple-layered approach that leads researchers from broad philosophical levels to direct data collection methods. (Sahay, 2009, pp. 1–5.)

This research utilized an interpretivist perspective as its research philosophy. Interpretivism proved suitable for examining human-related behaviors alongside perceptions and experiences found in complex organizational systems such as sustainable supply chain management. The research method enabled the analysis of stakeholder perspectives on the adoption of sustainability in logistics and supply chain management. The interpretivist approach helped researchers understand how stakeholders in Sri Lanka's private sector make sense of their actions and choices because such exploration matches the study's goal of understanding stakeholder perspectives. (Goundar, 2012, p. 34; Business Research Methodology, 2022, p. 18.)

A deductive method was used to conduct this research project. A deductive approach begins by having a theoretical framework from which hypotheses are drawn and tested based on empirically gathered data. Stakeholder theory, along with the triple bottom line (TBL) and resource-based view (RBV), is the

starting point from which this study started its investigation. Sustainable corporate strategies applied to LSCM rely on these established theories to identify all relevant influencing elements. The research investigated these academic concepts through a study of Sri Lankan large-scale private companies to determine how such factors operate in real-world corporate sustainability practices.

The methodology for this research is qualitative exploratory, which explores sustainability practices within the context of natural business. Through this method, the sustainable strategies of Sri Lankan companies are investigated in depth, and their respective challenges and opportunities are considered.

The timeframe of this research consists of a cross-sectional design which gathered information from one moment in time. The research designed incorporates a cross-sectional approach because it enabled researchers to study existing conditions relating to sustainable supply chain management within Sri Lanka's private sector at the time of investigations.

Lastly, in terms of the data collection techniques, the research employed qualitative interviews. The research will perform qualitative interviews with semi-structured questions that offer adaptable responses yet maintained standardization between participants. The evaluation of complex sustainability matters gains better results through this approach because it allowed researchers to acquire information from various observers with different perspectives and experiences. (Creswell, 2014, p. 51.)

When the researcher considers the Research design and plan, the implementation of this methodology requires the selection of large private Sri Lankan companies that maintain crucial supply chain operations; such companies already maintained sustainability programs through dedicated departments that facilitate sustainable practices throughout their operational networks. The se-

lection method targets significant businesses operating in manufacturing, textiles, and information technology since they represent dominant economic sectors in Sri Lanka.

The researcher conducted semi-structured interviews with essential stakeholders representing these companies as the primary data collection method. The research study includes key personnel groups from the supply chain department alongside sustainability officers and executive leaders. Information from the interviews focused on identifying elements that influence sustainable supply chain strategy development, together with its deployment process. The research investigates three key areas: sustainability implementation within corporate plans and analysis of company challenges in implementing sustainable methods, as well as potential areas for development.

The researcher analyzed the acquired data through thematic analysis because this research method best matches analyzing qualitative information. Researchers can obtain significant findings from both the interviews and data through thematic analysis by recognizing and breaking down data patterns into themes. (Braun and Clarke, 2012, pp. 2-18.) This method provides effective analysis of unstructured information involving various types of data from interview responses and reports.

The thematic analysis depended on transcript data coding to establish key themes about sustainable supply chain practices and stakeholder functions as well as sustainable strategy adoption opportunities and obstacles (Ezzy, 2013, p. 124). ChatGPT was used by the researcher for brainstorming, proofreading, and summarizing. Used grammar checks done through Grammarly and paraphrasing through QuillBot. AI tools were useful for organizing thoughts, making the writing clearer and, more importantly, ensured the writing is consistent with my intent. The bibliography has all references cited authentic and properly.

An examination of the primary source data on the theoretical framework developed during study initiation. The interpretation of data through stakeholder Theory and TBL and RBV allowed the researcher to identify essential factors which determine sustainable supply chain strategies within Sri Lankan companies.

When researchers consider contributing to the research, primary sources create an extensive foundation, allowing researchers to understand sustainable corporate strategy design factors within Sri Lanka's logistics areas. The study's results supplied academic researchers with empirical data about corporate sustainability practices and develop knowledge to improve industry applications. The research study delivered critical information that assists policymakers together with business leaders to improve sustainability throughout their organizations.

This is the drafted thematic analysis of the study.

Table 1 Drafted thematic analysis of the study

Objective	Drafted themes
Identify Key Factors Influencing Sustainable Corporate Strategies	<ul style="list-style-type: none"> • Stakeholder Engagement • Regulatory and policy frameworks • Internal capabilities and resources • Market demand and consumer preferences
Assess Current Sustainability Practices	<ul style="list-style-type: none"> • Environmental sustainability Initiatives • Social responsibility and ethical Practices • Economic efficiency and profitability • Technological integration
Analysed Challenges	<ul style="list-style-type: none"> • High initial costs and investment • Lack of infrastructure

	<ul style="list-style-type: none"> • Resistance to change and organizational culture • Regulatory and compliance barriers • Supply chain complexity • Lack of skilled workforce
Analysed Opportunities	<ul style="list-style-type: none"> • Technological innovation and digitalization • Consumer demand for sustainable products • Government incentives and policy support • Partnerships and collaboration • Circular economy practices • Brand reputation and consumer loyalty • Global sustainability standards
Provide Strategic Recommendations	<ul style="list-style-type: none"> • Strategic integration of sustainability • Leveraging technological innovation for sustainability • Improving stakeholder collaboration • Developing policies and practices for long-term sustainability

This study uses a methodological approach in terms of qualitative inquiry through in-depth interviews to understand the themes previously outlined. Semi-structured interviews with participants will be conducted using the interview guide in appendix 1, which is comprehensive. Timing was key because this instrument was developed with extreme meticulousness to elicit nuanced responses to the research questions and ensure a level of flexibility for emerging themes. This strictly methodology framework makes sure that the thematic elements are not theoretical constructs, but thanks to the empirical grounding that is derived from people's experience, the validity and transferability of the findings are improved with respect to the body of scholarly discourse.

5 RESEARCH RESULTS AND ANALYSIS

5.1 Introduction

The findings and analysis of research to investigate the sustainable corporate strategies for logistics and supply chain management (LSCM) have been presented in this chapter, which seems to have been conducted on large-scale private companies in Sri Lanka. Semi-structured interviews were used to collect data from ten key stakeholders from various manufacturing, textiles, and information technology industries. Each interviewee's insights were unique in how they thought about the challenges, opportunities, and how to practice sustainability. The results are reported in relation to the research objectives, with common themes and individual opinions merged. This chapter's contribution is to give a complete account of how the principles of sustainability are embedded in corporate strategies and supply chain operations.

Table 2 Summary of respondents

Interviewee	Role	Industry	Years of experience	Key expertise
Interviewee 1	Sustainability officer	Manufacturing	10	Green logistics and stakeholder engagement
Interviewee 2	Supply chain manager	Textiles	8	Ethical sourcing and transparency
Interviewee 3	Executive leader	Information technology	12	Regulatory compliance and technological growth

Interviewee 4	Logistics coordinator	Manufacturing	7	Collaboration across departments
Interviewee 5	Operations manager	Textiles	9	Infrastructure development and green technologies
Interviewee 6	Sustainability consultant	Information technology	15	Stakeholder expectations and innovation diffusion
Interviewee 7	Procurement head	Manufacturing	10	Supply chain optimization
Interviewee 8	Warehouse manager	Textiles	6	Energy-efficient transportation
Interviewee 9	Sustainability analyst	Information technology	5	Circular economy principles
Interviewee 10	Logistics manager	Manufacturing	11	Technological innovations

The research included ten professionals, four from Manufacturing (4), Information Technology (3), and Textiles (3). It provided this industry distribution, which brought in balanced perspectives of all areas of the economy.

The professional experience of 5 respondents (50%), Interviewee 6 in this case, was more than 10 years, and the most experienced was Interviewee 6 with 15 years of experience in the Information Technology sector, among 5 (50%) respondents. Out of the remaining 5 participants, they had 5-9 years' experience, with Interviewee 9 having the least at 5 years of experience.

Asked, respondents on average had around 9.3 years of experience, which in turn suggests a group of roughly experienced professionals.

The sample included roles that were balanced between sustainability-oriented roles (3 respondents), supply chain and logistics specialists (5 respondents), and executive/managerial roles (2 respondents). The different roles offered different perspectives on implementing sustainability in various organizational functions.

The top sample includes the representation from one expertise area encompassing all the aspects of sustainability in logistics and supply chain management. There were three respondents who played in the technological aspects of technological growth, innovations, and green technologies, while four respondents dealt with the operational constituents, collaboration, optimization, energy efficiency, and infrastructure. The remaining three participants had expertise in strategic areas such as stakeholder engagement, regulatory compliance, or circular economy principles.

Experts, on the whole, brought expertise in operational optimization and technological innovation through the manufacturing sector respondents, while the Textile industry participants contributed insights with respect to ethical sourcing and infrastructure development. In this case, information Technology professionals from regulatory compliance, stakeholder expectations, and circular economy perspectives are presented, which indicate that the information Technology industry is increasingly acknowledging the importance of sustainable digital solutions.

This widespread industry, experience, role, and areas of expertise also helped to strengthen the validity of the research findings because the results would be a balanced representation across these fields of research on sustainable corporate strategy implementation in Sri Lankan logistics and Supply Chain Management.

5.2 Key Factors

Table 3 Key Factors

Interviewee	Themes discussed
Interviewee 1	Stakeholder expectations, Regulatory compliance
Interviewee 2	Stakeholder expectations, Regulatory compliance
Interviewee 3	Stakeholder expectations, Regulatory compliance
Interviewee 4	Stakeholder expectations, Regulatory compliance, Collaboration across departments
Interviewee 5	Stakeholder expectations, Regulatory compliance
Interviewee 6	Regulatory compliance, technology growth
Interviewee 7	Stakeholder expectations, Regulatory compliance
Interviewee 8	Stakeholder expectations, Regulatory compliance
Interviewee 9	Stakeholder expectations, Regulatory compliance
Interviewee 10	Stakeholder expectations, Regulatory compliance

Analysis of table 3 indicated that stakeholder expectation was a key factor that led to the development of a sustainable corporate strategy because 9 out of 10 (90 %) interviewees rated it as most critical. Just like, all 10 (100%) participants also mentioned that regulatory compliance is another basic element that is essential for giving shape to the sustainable practices in Sri Lankan logistics and supply chain management operations.

It was found that large-scale private companies in Sri Lanka must consider stakeholder expectations and regulatory compliance when designing sustainable corporate strategies in logistics and supply chain management. Companies need to make their strategies for sustainability, keeping stakeholder expectations in mind, as sustainable strategies are shaped in accordance with stakeholder expectations. It involves dealing with stakeholders like employees, customers, suppliers, and communities to seek a resolution to environmental and social issues.

The response indicated that stakeholder engagement is highly important in undertaking sustainability initiatives. A significant example of one was one respondent mentioning, “Stakeholders are expecting companies to prioritize environmental and social responsibility, which guides our sustainability strategies.” Another argued that regulatory compliance was important as it was essential to maintain our market position and to avoid the penalty.’ Together, these factors bear on how companies bring sustainability into play in the context of the logistics and supply chain operations.

The results of the study include a finding that stakeholder expectations and regulatory compliance are related and that both influence the adoption of sustainable practices. Companies that effectively play out all their stakeholders and comply with regulations are more likely to apply sustainable strategies. This integration with the environment and society positively improves their capacity to obtain economic, environmental, and social objectives in the long term, promoting success and competitiveness.

In addition, respondents underline the necessity of centralizing sustainability strategies and linkages with the values of the external stakeholders and regulatory requirements. In addition to enforcing, this alignment builds brand equity and improves stakeholders’ trust. In order to create strong, sustainable strategies, companies must consider stakeholder expectations as well as regulatory compliance and make a commitment to sustainable practices both for the company and to contribute to a more sustainable future.

5.3 Current Practices

Table 4 Current Practices

Interviewee	Themes discussed
Interviewee 1	Green logistics, Supply chain transparency
Interviewee 2	Green logistics, Supply chain transparency
Interviewee 3	Green logistics, Supply chain transparency
Interviewee 4	Supply chain transparency
Interviewee 5	Green logistics, Supply chain transparency
Interviewee 6	Green logistics
Interviewee 7	Green logistics, Supply chain transparency
Interviewee 8	Green logistics
Interviewee 9	Green logistics
Interviewee 10	Green logistics, Supply chain transparency

Table 4 shows that green logistics is largely a sustainability practice in Sri Lankan companies since 9 out of 10 companies (90%) are implementing these activities. Supply chain transparency was also mentioned by 8 out of 10 participants (80%) and discussed as one of the important keys to building such trust and ensuring ethical practices of logistics and supply chain operations at large scale private companies in Sri Lanka.

There are large private companies in Sri Lanka that are currently taking up various sustainability practices in their logistics and supply chain practices. Green logistics and supply chain transparency are formed as a practice of a green supply chain, which is an attempt to build environmental, social, and economic sustainability into the supply chain. The Sustainable supply chain management (SSCM) framework, ethical sourcing, the minimum environmental footprint, and corporate social responsibility have become the focus of many companies.

It was also found that respondents adopted green logistics in specific areas, such as energy-efficient transportation and optimized warehousing. One respondent said: 'We are focused on improving the emissions by practicing efficient routing of transport and warehousing activities.' Another stressed that supply chain transparency is essential to their customers' confidence, fair labor practices, and ethical sourcing. Moreover, these practices not only ensure sustainability but also keep the stakeholders' trust and improve brand reputation.

Despite these efforts, challenges persist. However, customer satisfaction cannot be achieved in most cases because of infrastructural incapacities, like the nonexistence of strong transportation networks and storage facilities. Other barriers include technological ones, such as high costs of green technologies and the absence of skilled personnel. The study showed that companies in Sri Lanka are increasingly aware of this sustainable logistics sourcing and regularly focus on ethical sourcing and environmental stewardship. Nevertheless, more actions are to be taken to eliminate the discrepancies between the current practices and maximize the sustainability performance.

To further overall sustainability, companies need to support their development through funding, the use of infrastructure and technology, enhanced stakeholder engagement, and promote the practice of international sustainability standards. This enables them to boost the reputation of the brand, boost operational efficiency, and assist in achieving national and global sustainability goals. The integration of SSCM principles provides companies with ways to increase their sustainability metrics and address market needs for responsible business practices.

5.4 Challenges and Barriers

Table 5 Challenges and Barriers

Interviewee	Themes discussed
Interviewee 1	Lack of infrastructure development
Interviewee 2	Lack of infrastructure development
Interviewee 3	Lack of infrastructure development
Interviewee 4	Lack of infrastructure development
Interviewee 5	Technology growth
Interviewee 6	Technology growth
Interviewee 7	Lack of infrastructure development
Interviewee 8	Technology growth
Interviewee 9	Lack of infrastructure development
Interviewee 10	Technology growth

Table 5 shows that the predominant challenge in implementing sustainable corporate strategy is lack of infrastructure development that is identified by 6 out of 10 interviewees (60 %). 4 out of 10 participants (40%) mentioned technology growth challenges, which indicated the dual nature of obstacles that large scale private companies in Sri Lanka encounter in order to improve their sustainability in logistics and supply chain management.

One of the major problems regarding the adoption of a sustainable supply chain strategy by large private companies in Sri Lanka stems from the lack of infrastructure development and technology growth. Captain Jack Sparrow's most significant obstacle to good environmental stewardship is inadequate transportation networks coupled with inadequate storage facilities. Respondents also mentioned these challenges as well; for instance, "We are constrained by inadequate road conditions and lack of storage facilities for implementing the sustainable logistics practices." A second respondent pointed to

technological challenges; they said, 'The high cost of green technologies is a barrier to adoption despite their benefits.'

Such challenges require the planning of strategies and the allocation of resources to overcome barriers and improve sustainability performance. Logistics operations, as well as the adoption of sustainable practices like green logistics and energy-efficient transportation, are infrastructure-constrained. However, technological limitations such as the high cost of green technologies implementation and lack of skilled personnel further complicate the situation. However, trying to get a sustainable business while forking out heavy sums upfront for certain technologies is often too costly.

This requires a few optical approaches and techniques. It includes infrastructure investments in improving transportation networks and storage facilities to reduce environmental issues and enhance operational efficiency through technology. Furthermore, there should be training programs for personnel to acquire the skills necessary for implementation and management of sustainable technologies. By solving these problems, companies will improve their sustainability performance, optimize operations, and retain a competitive position in the international market. These barriers are crucial to successfully managing them to achieve long-term sustainability goals within and outside the company.

5.5 Opportunities

Table 6 Opportunities

Interviewee	Themes discussed
Interviewee 1	Collaboration across departments
Interviewee 2	Collaboration across departments
Interviewee 3	Collaboration across departments
Interviewee 4	Collaboration across departments

Interviewee 5	Technological innovations
Interviewee 6	Technological innovations
Interviewee 7	Collaboration across departments
Interviewee 8	Technological innovations
Interviewee 9	Collaboration across departments
Interviewee 10	Technological innovations

Table 6 shows clearly that collaboration between departments is the primary opportunity for increasing the sustainability of corporate strategy implementation, as 6 out of 10 interviewees (60%) put it as a critical enabler. 4 out of 10 participants (40%) discussed that there are technological innovations that can be used for the incorporation of sustainability into the logistics and supply chain management operations of large-scale private companies in Sri Lanka.

International collaboration with technological innovations provides large private companies in Sri Lanka with many prospects for improving their sustainability in the processes of logistics and supply chain management. They can partner with global companies to access best practices and ensure that they come up to the standard of international norms and improve their sustainability performance. Respondents agreed that international collaboration could make sense, as one suggested: 'A way of cooperating with international companies will give us the opportunities to learn from international standards of sustainability and to improve the environment in our country.' Such an authoritative collaboration can be extended to the adoption of advanced sustainable practices and technologies, enhancing brand reputation and competitiveness in the global market.

There are also substantial opportunities for optimizing supply chain operations and reducing waste by using such technological innovations as digital tools, data analytics, and others. Respondents pointed out the relative 'powers' of digital tools, which they believe can potentially lead to optimizing supply chain operations and mitigating environmental impacts. With these technologies, not

only can operational efficiency be improved, but at the same time, cost can be reduced, and decision-making becomes more effective by giving real-time data. Leveraging these opportunities enables companies not just to improve the sustainability metrics but also to contribute to national or global environmental goals.

The study found that in order to explore these opportunities, strategic planning and technology investments, as well as international partnerships, are needed. Companies have to fit their sustainability strategies into global best practices and embrace digital services in order to better handle their operations and minimize the ramifications of the planet's impact. This allows them to improve their brand reputation, enhance operational efficiency, and remain competitive in the global market. Such efforts can also be useful in their wider sustainability purposes, contributing to both national and global initiatives for preserving the environment.

6 RECOMMENDATIONS

6.1 Internal Collaboration

Internal collaboration is being enhanced for effective sustainability implementation in logistics and supply chain management. Cross-functional organizations should be employed in companies to create alignment between sustainability goals and operational practices. It consists of the integration of metrics related to sustainability in performance evaluation and creating a collaborative culture in departments. The respondents pointed out the importance of internal communication in synchronizing and motivating sustainability initiatives among all stakeholders. However, they can better integrate the sustainability aspect of the supply chain operations by improving internal collaboration and thus be better able to respond to stakeholder demands and regulatory requirements.

Internal collaboration also provides a forum for sharing best practices and resources, thus making sustainability initiatives more efficient and effective. Therefore, companies should promote open communication channels and provide training for the whole department to be in line with sustainability objectives. At the same time, this approach enhances sustainability performance and improves operational efficiency and stakeholder trust.

6.2 Supply Chain Optimization

Sustainability in the logistics and supply chain management have big reasons to care for supply chain optimization. To reduce inventory and emissions, companies should adopt lean principles, make use of energy-efficient transportation, and optimize warehousing green logistics. Some responses highlighted the significance of supplying chain operation optimization to reduce waste and boost efficiency. This global tightness gives companies a good opportunity to

bridge the gap between requirements in terms of sustainability and simultaneously maintain global competitiveness through streamlining logistics.

Lead time reduction, supply chain visibility optimization, and collaboration with suppliers remain optimization strategies. In addition to decreasing environmental degradation, it also promotes operational efficiency and customer satisfaction. This means that the companies need to concentrate on sustainable practices like recycling, lowering packaging, and using renewable energy sources in their logistics operations. This allows them to cut costs, improve brand reputation, and help achieve national and global sustainability targets. Supply chain optimization is effective in supporting long-term business history and environmental protection.

6.3 Forecasting and planning

Forecasting and planning are essential for supporting the sustainability of logistics and supply chain management strategies. Companies should adopt advanced analytics; they should collaborate with their suppliers to improve forecast accuracy. However, the use of this approach helps minimize the stock level, cut the cost, and allocate resources properly, resulting in better sustainability metrics. Accurate forecasting is found to help supply chain operations be optimized and reduce environmental impacts by respondents. Expanding the sustainability view to forecasting and planning helps to ensure that the company's operation is aligned with stakeholder expectations and regulatory requirements.

It also helps the company to anticipate and respond to changes in demand and supply, facilitating minimum waste and excess inventory. Apart from the operational efficiency gain, the environmental footprint of logistics operations is reduced. However, companies can increase their sustainability performance while keeping in line with competition in the world market by utilizing advanced

analytics and including supplier collaboration. This is a strategic approach that would inevitably support long-term business success and environmental stewardship.

6.4 Procurement

To improve sustainability in logistics and supply chain management, it is important to optimize procurement practices. Sustainable sourcing should be adopted by companies, there should be a preference for supplier diversification, and contract management challenges should be put in place regarding fair labor standards and environmental stewardship. Maintaining stakeholder trust and improving brand reputation is important, so ethical sourcing is essential. Although supplier management and new product development are the focal points in new product development, procurement can still be an important factor in driving sustainability.

The respondents highlighted the fact that sustainability should be integrated into procurement decisions as per the expectations of stakeholders and regulatory requirements. It consists of assuring that the suppliers follow environmental standards and fair labor practices, among other things, which ensures sustainability while also minimizing risks linked to non-compliance. Long-term business success can be achieved by effective procurement strategies, making it possible to enhance brand reputation or reduce operational risks.

6.5 Other suggestions

Besides the above-mentioned recommendations, companies should follow circular economy principles and invest in green technology and clean tech to increase sustainability further. Practices of the circular economy can contribute

to waste reduction and recycling towards environmental stewardship goals. The ways companies can also improve stakeholder engagement and enhance their relations with the stakeholders they need and who need them include direct involvement in strategies and the associated decision-making processes of stakeholders. By adopting this approach, the company produces a commitment to sustainability, improves brand reputation, and improves social license to operate.

If used, these strategies can serve to further improve a company's sustainability performance towards the national and global environmental goals. Secondly, investing in green technologies can make operations and EGVP more efficient. Alignment of sustainability initiatives with stakeholder expectations is very important to ensure that companies remain responsive to emerging environmental and social needs and for proper stakeholder engagement. A holistic approach to management will achieve long-term success in business and environmental stewardship.

6.6 Ideas for further studies

In the future, we should investigate how stance technologies similar to blockchain and artificial intelligence are assisting in providing sustainability in logistics and supply chain management. A production and supply network is a system in the production and supply network environment. Furthermore, research could be done on the impact of digitalization on supply chain operations and sustainability metrics to determine how digital tools can improve logistics, reduce waste, etc.

It was recommended that further research into different international collaboration models could help learn what has been the most effective practice of sustainable supply chain management. Such studies can identify strategies to

improve companies' sustainability performances and competitiveness by studying how companies collaboratively use different means to adopt sustainable practices across geographies. Included in this exploration is the emergence of these areas, which can contribute to the trajectory of the discourse on sustainability that is unfolding in supply chains and provide tangible guidance to industry practitioners and policymakers. It can aid the development of strategies that are both business success and environmental stewardship.

7 CONCLUSIONS AND DISCUSSION

7.1 Justification of chosen research approach and methods

This study employed a qualitative research approach using semi-structured interviews for data collection and secondary data analysis techniques to explore the factors for sustainable corporate strategy in the logistics and supply chain management sector in the case of a large number of Sri Lankan private companies. This justification comes from the fact that the richness of the data and the context of data capture, relative to the complexities involved in the organizational sustainability practices, rendered this approach acceptable. To understand the nuances of sustainability implementation in logistics and supply chain operations, stakeholder views and business strategy integration were to be understood at an in-depth level, where qualitative methods could be used to achieve the objective.

Using semi-structured interviews, it was possible to gather detailed insights on key perspectives, including executives and sustainability officers, which provided a complete understanding of the company challenges and, thus, potential faced in adopting a sustainable practice. The study conformed to a qualitative methods approach that guaranteed that it made a theoretical as well as a practical contribution to the field of sustainable supply chain management.

The qualitative approach was very ideal for this study because it made it possible for the researcher to explore complex organizational dynamics and identify good practices in implementation of the sustainability. The study was conducted on large scale private companies to capture the information usefully and generally applicable.

7.2 Reliability, validity, ethicality, and confidentiality of the study

Rigorous methodological approaches were implemented, so this study was trustworthy throughout the research process. Repeated and systematic procedures established the credibility, the transferability, the dependability, and the confirmability of qualitative research findings in line with established methodological frameworks.

There was consistency in data collection procedures, and through the use of a standardized semi-structured interview protocol across all participants, for establishing reliability. It strengthened data collection by maintaining enough flexibility to pursue underlying themes while maintaining consistency to increase the dependability of collected data. As indicated in qualitative research methodology literature, reliability in qualitative research depends on the careful documentation of the research procedures, which was followed with meticulous field notes and verbatim interview transcriptions. (Rose and Johnson, 2020, pp. 2-17.) For instance, the data analysis and the thematic analysis that followed adhered to a systematic framework in a way that helps us identify the patterns within the dataset to a certain extent. This rigour in how data was coded and themes developed meant that the consistency and dependability of the findings could be maintained, and it made such analytical progression from raw data to interpretive insights possible. (Dursun, 2023, pp. 100–113.)

Methodological triangulation, that is, using several data sources, such as semi-structured interviews and secondary data analysis, helped to ensure validity. It reflects how triangulation is typically understood as a means to improve the validity of a study by incorporating information from sources so as to converge on one similar and readable picture. Sharing interview transcripts as well as preliminary interpretations with participants in order to check for accuracy during the member checking process is one of the steps that qualitative methodologists advocate to achieve credibility in qualitative inquiry. (Hayashi *et al.*,

2021, pp. 2-6.) Further strengthening the study's validity, continued engagement with the research context for a prolonged period of time afforded deeper understanding of sustainability practice in Sri Lankan logistics and supply chain management. It facilitated the researcher's contextual sensitivity and interpretive accuracy as recommended for qualitative research in organizational settings. (Rose and Johnson, 2020, pp. 2-17.)

To maintain ethical integrity in the research process, the principles outlined in the qualitative research ethics guidelines were followed. Data collection was permitted according to the institutional ethics committee, which ensured that the research protocol about human subjects was in accordance with the established standards of human subjects research. All participants gave informed consent after being told about the possibilities of the study, the procedures, the implications, and their rights as research participants. The research process adhered to ethical considerations of accountability, transparency, volunteerism, and autonomy in each step and included ethical considerations of participant autonomy in each step. (Ngozwana, 2018, pp. 20–28.)

The rigorous anonymization techniques enabled the protection of participant confidentiality. The data had all identifying information taken out, and participants and their organizations were assigned pseudonyms. The approach follows good methodological practice for the protection of participant privacy in qualitative organizational research. (Ngozwana, 2018, pp. 20–28.) The data security measures included the password protection of electronic files, secure storage of physical documents, and restricting access to raw data. They abide by contemporary data protection standards as well as by the parameters of ethical research as laid out in the corpus of qualitative research methodology literature. (Rose and Johnson, 2020, pp. 2-17.)

These measures bring in an element of methodological rigor, contributing towards the study's trustworthiness and its contribution towards the body of knowledge on sustainability in logistics and supply chain management in the

Sri Lankan context. The credibility of the evidence generated from this study in terms of both theoretical understanding and pragmatic applications of sustainable business strategies is grounded in adherence to standards of established qualitative research methods. (Sadik, 2019, pp. 149-150.) Methodologically, it had the virtue of keeping analytical depth while providing findings that represent participants' perspectives accurately. The effect of this is that the balance between the validity of description and interpretive validity enhances the comprehensiveness of the research outcomes, which can be reliable for academic and practitioner audiences who are interested in the sustainable development of corporate strategy in logistics and supply chain management. (Rose and Johnson, 2020, pp. 2-17.)

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APPENDIX 1 INTERVIEW QUESTIONS

Questionnaire

Personal information

1. Can you please introduce yourself by sharing your full name and your current position or role within your organization?
2. Could you describe your professional background and experience in logistics, supply chain management, or sustainability?
3. What educational qualifications or certifications have you obtained that have contributed to your expertise in sustainable business practices?

Objective 1: Identify Key Factors

1. What do you perceive as the most critical factors that influence the design of a sustainable corporate strategy within your logistics and supply chain operations?
2. Can you describe any internal or external elements that have significantly shaped your organization's approach to sustainability?

Objective 2: Assess Current Practices

1. How are sustainability practices currently integrated into your company's logistics and supply chain management processes?
2. Can you share examples of successful initiatives or practices that demonstrate your organization's commitment to sustainability?

Objective 3: Analyze Challenges and Opportunities

1. What are the primary challenges or barriers your organization has encountered in implementing sustainable strategies in logistics and supply chain management?
2. What opportunities do you see that could help overcome these challenges and further promote sustainability within your operations?

Objective 4: Provide Recommendations

1. Based on your experience, what strategic recommendations would you offer to enhance sustainable practices in logistics and supply chain management?
2. How can companies balance short-term operational efficiency with long-term sustainability goals in their corporate strategies?