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**A COMPREHENSIVE ANALYSIS OF SUSTAINABLE SUPPLY
CHAIN MANAGEMENT FOR ACHIEVING A COMPETITIVE
ADVANTAGE: AN INTERNATIONAL OVERVIEW**

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Abstract:

The literature pays significant attention to academics' and practitioners' concerns about sustainable supply chain management practices. Use the finest strategies available to gain a competitive edge and, ultimately, produce the highest levels of performance for the company. The purpose of this paper is to explore the relationship between sustainable supply chain management and competitive advantage using Scopus and Web of Science, as the main database. The study used PRISMA and PICo as a benchmark for selecting quality articles and creating research questions respectively. The findings of this paper discovered sixteen articles with two main themes namely sustainable supply chain management and competitive advantage. In order to eventually achieve a competitive advantage, it is strongly advocated that companies implement Sustainable Supply Chain Management practices. The study includes different recommendations for policymakers, the government, and accounting professional organizations, as well as recommendations for future research.

Keywords:

Advantages Of SSCM Practices, Competitive Advantage, Sustainable Supply Chain Management

Introduction

Researchers from all around the world have extensively investigated sustainability supply chain management (SSCM). The definition of SSCM is "the approach coordination, control and

organization of a supply chain to render it genuinely sustainable, with minimum expectations being aimed at achieving economic viability, while safeguarding no adverse effects on the environment and social systems over an indefinite amount of time" (Pagell & Shevchenko, 2020). In the previous five years, Dubey et al. (2017) claimed that the volume of research articles published on SSCM-related topics has increased exponentially. According to Jermisittiparsert et al. (2019), SSCM refers to the integration of environmentally and socially responsible practices throughout the supply chain to minimize negative impacts and promote long-term sustainability. It entails taking into account a product's whole lifespan, from obtaining raw materials to manufacturing, distributing, and disposing of it at the end of its useful life. Comparatively, a company's competitive edge refers to its distinct characteristics and talents that allow it to outperform its rivals and provide better business results. SSCM and competitive advantage are inextricably linked and mutually reinforcing. Companies can gain various benefits from implementing Supply Chain and Sustainability Management (SSCM), including cost savings, increased efficiency, improved brand reputation, risk reduction, access to new markets and customers, as well as opportunities for innovation and product differentiation. Figure 1 shows how SSCM can assist companies in acquiring a competitive advantage.



Figure 1 Benefits of SSCM Implementation

Source: Shete, Ansari, And Kant (2021)

The term "supply chain management" became widely recognised in the 1990s, following its introduction in the late 1980s. Before it, firms employed terms such as "logistics" and "operations management" (Hugos, 2018). According to Mentzer et al. (2001), supply chain management (SCM) is the thorough and organized coordination of conventional business operations and methods within a particular company and across businesses in the supply chain. The goal is to enhance the long-term performance of particular organizations and the entire supply chain. Hugos (2018) provides a comprehensive definition of SCM as the systematic and meticulous coordination of traditional business practices and procedures across enterprises within the supply chain and within a single firm. The goal of SCM is to enhance the long-term performance of individual businesses and the whole supply chain. Supply chain management utilizes a systematic strategy to understand and regulate the diverse activities involved in

strategizing the transportation of products and services in a manner that optimally satisfies the final consumer. For SCM to be successful, the group of the supply chain needs to improve their internal operational efficiencies and customer service standards at the same time.

To maintain sustainability and prevent any direct or indirect harm to involved parties, it is imperative for every supply chain operation to strictly comply with the regulations for SCM. The concept of SSCM in the 1990s combines the principles of sustainable development and SCM theory (Wu et al., 2018). Supply chain management should prioritize environmental protection and integrate sustainability principles into all aspects of manufacturing and consuming activities. It is recommended that SSCM incorporates the principle of sustainability in its production and consumption processes, while also prioritizing environmental conservation (Mishra et al. 2022). SSCM, as defined by Chen et al. (2022), refers to the enduring financial benefits of a supply chain where businesses and organizations collaborate to coordinate essential business processes across different organizations. It involves achieving social, environmental, and economic objectives through open strategic integration and application. To achieve sustainable growth in product manufacturing processes, organizations must consider the social benefits in addition to economic efficiency and demonstrate a feeling of responsibility towards society as a whole (Drumwright, 1994). Thöni & Tjoa (2017) defined SSCM as the seamless integration of critical business processes spanning from end-users to original suppliers. This integration aims to provide products, services, and information that enhance value for customers and other stakeholders.

Building resilient supply chains to reduce risk is a major challenge for organizations in the globalized environment. This is crucial to get a competitive edge in a volatile and constantly shifting environment (Ghufran et al., 2022). Due to its impact on corporate effectiveness and competitive advantage, supply chain management has drawn the attention of business organizations (Fudzin et al., 2022). Since SSCM has been adopted, businesses have undergone a transformation that has led them to focus more on the needs of their customers. A competitive advantage for businesses is being able to meet consumer needs through coordinated supply chain networks (Monnagaaratwe & Mathu, 2022). According to Saragih et al. (2020), SSCM has the potential to assist companies in performing more effectively and get a competitive edge (Mukhsin & Suryanto, 2022).

SSCM tries to improve competitiveness by intently coordinating the cross-functions in an organization and adequately connecting them with the external tasks of providers, clients, and other members of the channel to be effective (Ghufran et al., 2022). The target of SSCM is to boost the general worth created instead of just focusing on profit (Fu et al., 2022).

Figure 2 illustrates that SSCM implementation might increase both company performance and a competitive edge. Competitive advantage is about how a company genuinely implements generic approaches. According to Hatani (2013), competitive advantage or competitiveness is founded on the notion that resources and distinctive or incomparable capabilities of the company have an impact on its performance. Based on the assumption that the deployment of SSCM can open strategic chances to build competitiveness and will ultimately support the firm's performance, the influence of power on competitiveness on company performance is being studied. Therefore, this study aims to investigate the relationship between SSCM implementation and competitive advantages by using a systematic literature review.

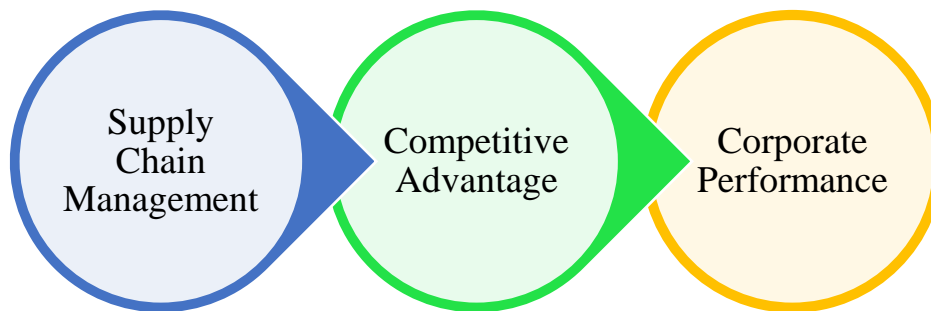


Figure 2: Suggested Model

Source: Utari, Buchdadi, and Warokka (2022)

Material and Methods

The Review Protocol

The study adhered to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analysis) guidelines during the review procedure process. Scholars commonly and routinely utilize PRISMA to assess papers that are relevant to their academic research. According to Moher et al. (2009), PRISMA is a guideline that emphasizes the methods writers can use to guarantee clear and comprehensive reporting of systematic reviews and meta-analyses (Basenach et al., 2023). In addition, Sierra-Correa et al. (2014) identified three benefits associated with the utilization of PRISMA: 1) It elucidates a distinct research query and enables methodical investigation, 2) it establishes criteria for including or excluding information during the initial evaluation, and 3) it endeavors to analyze an extensive repository of scholarly publications within a limited timeframe, facilitating a comprehensive exploration of terms associated with anti-corruption development initiatives (problems and obstacles). The study subsequently outlines a methodical approach to searching, which has three phases: identification, screening (based on inclusion and exclusion criteria), and evaluation of eligibility. The current study has successfully established and examined the data abstraction for the review.

Formulation Of The Research Question

To formulate research questions, PICO is a fundamental source. PICO is a tool that helps writers develop good review research questions. The research question was formulated based on the PICO framework, which comprises **P**opulation or **P**roblem, **I**nterest, and **C**ontext. It aids the author in discerning the appropriate formulation of the research issue. Consequently, the following was the research question formulated for this study:

‘Does SSCM (problem) move forward (interest) to Competitive Advantage (context)?’. There are a significant number of papers that used PICO in their respective systematic reviews (Khaw et al., 2023; Adenan and Said, 2021).

Systematic Searching Strategies

Systematic searching techniques have three separate phases, which are identification, screening, and eligibility (refer to Figure 3).

Identification

Keywords are being enriched in the identification stage and the search strings of the study are developed as shown in Table 1. The first stage of the systematic review approach for the current study resulted in the successful retrieval of 211 papers from two databases.

Table 1: The Search Strings

Scopus	TITLE-ABS-KEY (("significan*" OR "importan*" OR "advantage*" OR "benefit*") AND ("SSCM" OR "sustainable supply chain management" OR "supply chain management")) Date of access: June 2023
Web of Science	TI=((("significan*" OR "importan*" OR "advantage*" OR "benefit*") AND ("sscp" OR "sustainable supply chain management" OR "supply chain management"))) Date of access: June 2023

Screening and Eligibility

The collection of potentially pertinent research articles is examined to make sure that its content relates to the declared research question. There will be a purge of any duplicate papers from the list of documents to be searched in this phase. According to various exclusion and inclusion criteria for this study, 135 articles were discarded in the first stage of screening, and 76 papers were reviewed in the second stage (see Table 2). Recent research on SSCM and competitive advantages led to the selection of these five years. At the third level, called eligibility, there are a total of 27 items that are accessible. At this point, all article titles and important material were closely examined to make sure they complied with the inclusion requirements and complemented the objectives of the current study. As a result, 11 publications were omitted due to having neglected to emphasize the study's principal objective, which was supported by empirical data. There are 16 papers available for review in total.

Table 2: The Inclusion and Exclusion Criteria

Criterion	Inclusion	Exclusion
Language	English	Non-English
Timeline	2019 – 2023	< 2019
Literature type	Journal (Article)	Conference, Book, Review
Publication Stage	Final	In Press
Research Area	SSCM	Besides SSCM

PRISMA, or Preferred Reporting Items for Systematic Reviews and Meta-Analyses, is a recognized protocol for conducting systematic literature reviews (Shaffril, et al., 2019). Typically, publication standards are essential for giving authors the vital and significant information they need to evaluate and investigate the calibre and rigor of a review. Additionally, due to the fact that they can serve as the basis for publishing systematic reviews of other forms of research, PRISMA places a significant focus on reviews that evaluate randomized trials (Moher et al., 2009).

Data Abstraction and Analysis

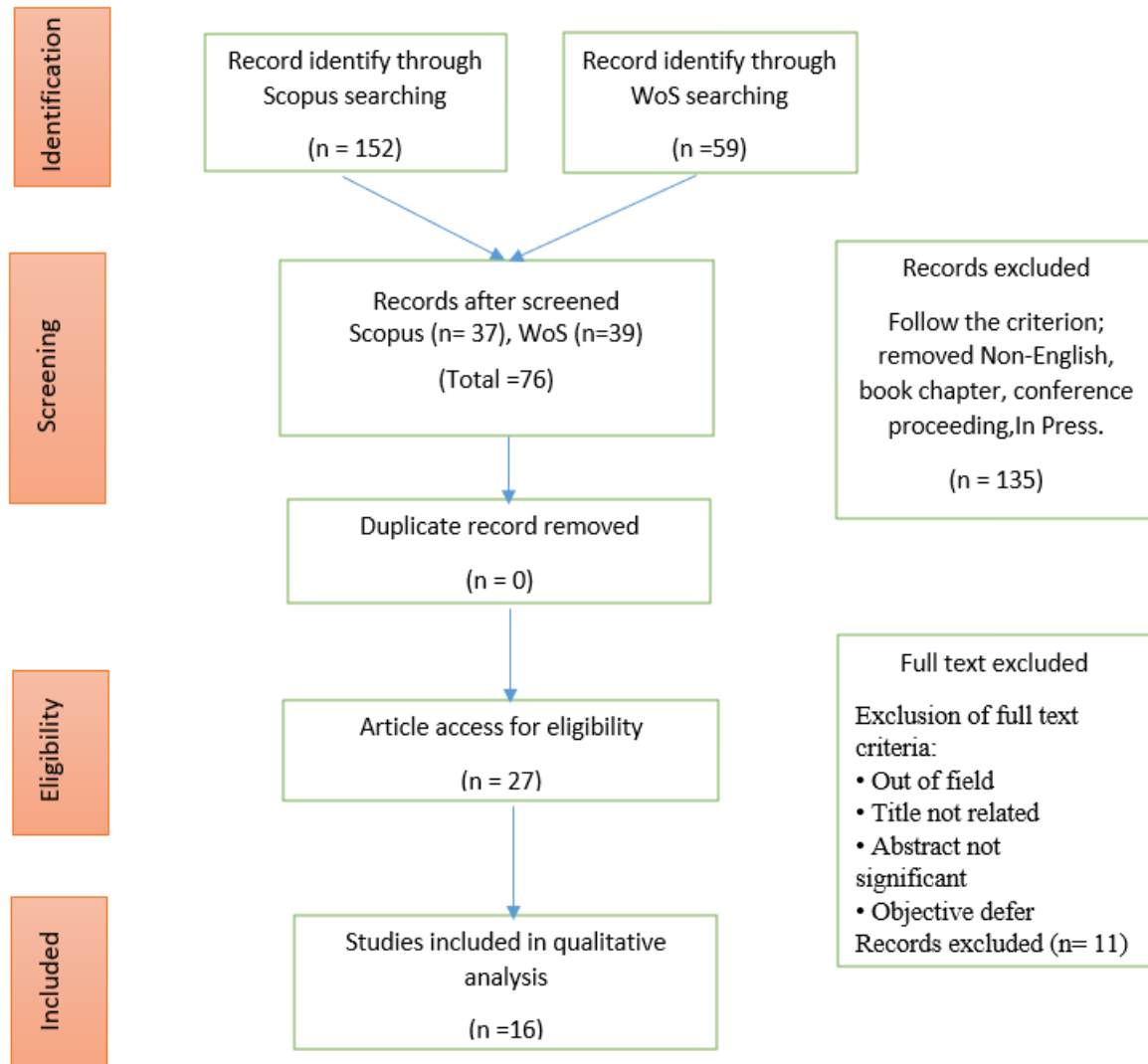


Figure 3: Exam Flow Diagram of The Proposed Search Study

Source: Moher et al. (2009)

Figure 3 illustrates the articles selected during the stage encompassed by the PRISMA framework, which comprises the processes of identification, screening, eligibility assessment, and inclusion. Finally, a total of 16 articles have been selected for comprehensive analysis and discussion in the designated section.

Results and Findings

Out of 16 articles, 12 of them explored SSCM practices with a competitive advantage around the world. While two publications addressed the key enablers of resilient and sustainable supply chain, one publication discuss viable supply chain management toward company sustainability, and one publication identified and prioritized the effective factors in the implementation of green supply chain management. Table 3 summarises all 16 publications and includes the names of the papers, the research methodology, and the findings.

Table 3: The Research Article Findings Based on The Proposed Search Criteria

Authors	Title	Year	Sample Size	Objective and Results
1 Zahari, Zakuan, Yusoff, Mat Saman, Ali Khan, Muharam, and Yaacob	Viable Supply Chain Management toward Company Sustainability during COVID-19 Pandemic in Malaysia	2023	197 respondents from Malaysian manufacturing companies	Objective: To analyze the relationship between viable supply chain management practices and company sustainability for manufacturing companies in Malaysia during the COVID-19 pandemic. Results: a significant positive effect.
2 Ghufran, Khan, Ullah, Alaloul, and Musarat.	Key Enablers of Resilient and Sustainable Construction Supply Chains: A Systems Thinking Approach	2022	12 enablers of RSSCM	Objective: to determine the causality among the crucial drivers of resilient and sustainable supply chain management in construction projects. Results: agility, information sharing, strategic risk planning, corporate social responsibility, and visibility are the key enablers for the resilient and sustainable supply chain management.
3 Mubarik, Naghavi, Mubarik, Kusi-Sarpong, Khan, Zaman, Kazmi	Resilience and cleaner production in industry 4.0: Role of supply chain mapping and visibility	2021	54 Electrical & Electronics sector Malaysian firms	Objective: To test the impact of supply chain mapping on a firm's supply chain visibility and resilience. Results: A significant momentous effect of supply chain mapping was found on supply chain visibility and supply chain resilience. A significant mediating role of supply chain visibility in the association between SC mapping and supply chain resilience. The findings of the study strongly suggest firms adopt a supply chain mapping strategy to improve supply chain visibility and supply chain resilience.
4 Taghavi, Fallahpour, Wong, Amirali Hoseini	Identifying and prioritizing the effective factors in the implementation of green supply chain management in the construction industry	2021	construction industry in Iran	Objective: To identify and prioritize the main factors that implement green supply chain management in the construction industry Results: external factors are the most important and influential factors in the GSCM approach. Therefore, the findings of this study can guide managers to make better use of the GSCM approach in the Iranian construction industry.

5	Lin, Alam, Ho, Al-Shaikh, Sultan.	Adoption of green supply chain management among SMEs in Malaysia	2020	298 responses among SMEs in Malaysia	Objective: To integrate the Diffusion of Innovation theory and Technology, Organization and Environment theory to examine the factors that affect the adoption of green supply chain management (GSCM) practices among SMEs in Malaysia. Results: perceived relative advantage, perceived cost, top management support, complexity, compatibility, firms size, customer pressure, regulatory pressure and the quality of human resources are statistically significant factors influencing GSCM adoption among SMEs in Malaysia. However, observability and governmental support do not have significant effects on GSCM adoption intention.
6	Saragih, Tarigan, Pratama, Wardati, Silalahi	The impact of total quality management, supply chain management practices and operations capability on firm performance	2020	manufacturing firms in India	Objective: To examine and explain the structural relationship between and among the operational capability, Total quality management, supply chain practices, and operational performance. Results: sustainable competitive advantage could be achieved through supply chain management
7	Mukhsin and Suryanto	The Effect of Sustainable Supply Chain Management on Company Performance Mediated by Competitive Advantage	2022	100 respondents	Objective: To examine the effect of sustainable supply chain management on company performance mediated by competitive advantage, the subjects of this study were the actors of the Pottery Joint Business Group in Banten Province, Indonesia. Results: SSCM affects competitive advantage, company performance was also observed to be influenced by SSCM and competitive advantage while company performance was also found to be affected by sustainable supply chain management through the mediating effect of competitive advantage.
8	Vafaei, Bazrkar, and Hajimohammadi	The Investigation Of The Relationship Between Sustainable Supply Chain Management And Sustainable Competitive	2019	20 companies involved in the production of banking equipment.	Objective: examines the mediating role of innovation and sustainable process management on the relationship between sustainable supply chain management and sustainable competitive advantage.

9	Tarofder, Jawabri, Haque, Azam, Sherief	Advantage According To The Mediating Role Of Innovation And Sustainable Process Management Competitive Advantages Through It-Enabled Supply Chain Management (SCM) Context	2019	203 respondents	Result: there is a positive and significant relationship between SSCM and sustainable competitive advantage. Innovation and sustainable process management variables play a mediating and moderating role on the relationship between sustainable supply chain and sustainable competitive advantage. Objective: To investigate the effect of IT-enabled supply chain on the operational and strategic benefits, which eventually ensures firms competitive advantages. Results: IT-enabled SCM is able to offer a wide range of operational benefits, instead of strategic. Results were antagonized by several prior studies and confirmed that competitive advantages greatly depend on operational benefits rather than strategic ones.
10	Sharabati	Green Supply Chain Management and Competitive Advantage of Jordanian Pharmaceutical Industry	2021	Jordanian pharmaceutical manufacturing	Objective: To investigate the effect of green supply chain management (GSCM) on the competitive advantage (CA) of Jordanian pharmaceutical manufacturing (JPM) organizations. Results: JPM organizations implement green purchasing and green selling, while weakly implementing green operations. At the same time, for CA dimensions, the results show that JPM organizations are more concerned with quality, speed (time), and reliability than cost reduction and innovation. The results show that the relationship between GSCM and CA is very strong.
11	Barata	Information Technology Mediating Influence Supply Chain Management on Competitive Advantage at PT. Ritelteam Sejahtera Indonesia	2022	100 employees at PT Ritelteam Sejahtera Indonesia	Objective: To know the influence of supply chain management and ability on competitive and information technology as mediating variables at PT Ritelteam Sejahtera Indonesia. Results: 1) information technology is influenced by competitive advantage means the higher the information technology, the higher the competitive advantage.

12	Astawa, Pirzada, Budarma, Widhari, and Suardani	The Effect of Green Supply Chain Management Practices on The Competitive Advantages and Organizational Performance	2021	145 respondents from 5-star hotels in Bali, Indonesia	<p>2) Supply chain management influences competitive advantage. The higher Supply Chain Management, also higher competitive advantage,</p> <p>3) Supply chain management is the influence in information technology. It means higher supply chain management and also higher information technology.</p> <p>4) Information technology can influence mediating supply chain management on competitive advantage. Value to Performance Educators Getting better supply chain management can increase the competitive advantage supported by information technology.</p> <p>Objective: To examine the nexus between green supply management practices on the competitive advantage and organizational performance of 5-star hotels in Bali, Indonesia.</p> <p>Results: Green supply chain management practices positively and significantly affect the performance and competitive advantage of five-star hotels.</p>
13	Yanya and Mahamat	The Impact Of Supply Chain Management Practices On Competitive Advantages: Moderation Role Of Total Quality Management	2020	pharmaceutical industry of Thailand	<p>Objective: To determine the influence of supply chain management practices including logistics integration and organizational learning in SCM perspective to achieve competitive advantages.</p> <p>Results: Positive significant results between organizational learning and competitive advantage, logistics integration, and competitive advantages.</p>
14	Monnagaaratwe and Mathu	Supply chain management as a competitive advantage for grocery small and medium-sized enterprises in Mahikeng, South Africa	2022	grocery small and medium-sized enterprises in Mahikeng, South Africa	<p>Objective: To explore SCM as a competitive advantage for small and medium-sized enterprises (SMEs), specifically grocery stores in Mahikeng, South Africa.</p> <p>Results: SCM improved cost-effectiveness through cost-saving on shared (3PL) transportation between SMEs and improved efficiency through enhanced supplier-customer relationships by maintaining a continuous flow of products and services.</p>

15	Li, Chen, Wu, Hung, Lin	How do Partners Benefit from IT Use in Supply-Chain Management: An Empirical Study of Taiwan's Bicycle Industry	2020	168 partners	Objective: proposes a model relating partners use of SCMS to benefits Results: 1. The results indicate that SCMS implementation has a significant impact on SCC, which in turn create a significant positive effect on operational (sustainable) performance, ultimately leading to improved growth rate and profitability in partners. 2. SCMS cannot directly affect financial performance. IT enables supply chain management (SCM) to achieve environmental value through information sharing (up and down), process integration (vertical and horizontal) and automation (i.e., planning, operation and control).
16	Utari, Buchdadi, and Warokka	The Impact of Supply Chain Management and Risk Management on a State Oil and Gas Industry with Competitive Advantage as Mediating Variable	2022	200 respondents from PT Pertamina (Persero), an Indonesian State Mining Company, and 2 (two) Subsidiaries	Objective: To determine the influence and significance of the factors that affect the company's performance. Results: Supply Chain Management, Risk Management and Competitive Advantage have a significant influence on Corporate Performance and Competitive Advantage has a significant influence in mediating Supply Chain Management and Risk Management on Corporate Performance.

Discussions

SSCM and Competitive Advantage

According to emerging evidence (Wong, Wong, and Boonitt, 2018), SSCM deployment enables businesses to achieve enhanced business performance. Through less waste, increased resource efficiency, and streamlined procedures, sustainable supply chain practices frequently result in cost savings (Feng, Lai, and Zhu, 2022). By limiting energy use, simplifying transportation routes, and implementing recycling programs, businesses can save costs and increase their bottom line. A corporation can gain a competitive edge by offering more competitive prices or larger profit margins thanks to lower costs.

Table 4 emphasizes the details of the advantages of having SSCM practices that lead to the company's competitive advantage.

Table 4: The Relationship between SSCM and Competitive Advantage

Enhanced brand reputation	Consumers are increasingly concerned about the environmental and social impact of the products they purchase. By adopting sustainable practices in the supply chain, companies can enhance their brand reputation and gain a competitive edge. Demonstrating a commitment to sustainability can attract environmentally conscious consumers, increase customer loyalty, and differentiate a company from its competitors.
Cost savings and efficiency	Sustainable supply chain practices often lead to cost savings through reduced waste, improved resource efficiency, and streamlined processes. By minimizing energy consumption, optimizing transportation routes, and implementing recycling initiatives, companies can reduce costs and improve their bottom line. Lower costs can provide a competitive advantage by allowing a company to offer more competitive prices or higher profit margins.
Risk mitigation	Sustainable supply chain practices can help companies mitigate risks associated with environmental regulations, resource scarcity, and social issues. By proactively addressing these risks, companies can avoid potential disruptions to their supply chain and ensure business continuity. This resilience provides a competitive advantage by enabling a company to maintain operations while competitors face challenges.
Access to new markets and customers	Sustainable practices can open doors to new markets and customers. Many government and private sector organizations have sustainability requirements in their procurement processes. By aligning with these requirements, companies can qualify for contracts and partnerships that would otherwise be unavailable. This expanded market access can create a competitive advantage by increasing the customer base and diversifying revenue streams.
Innovation and product differentiation	Sustainable supply chain management often drives innovation and encourages the development of environmentally friendly products and services. By incorporating sustainable design principles, using eco-friendly materials, or implementing circular economy strategies, companies can differentiate their offerings in the market. This differentiation can lead to a competitive advantage by attracting environmentally conscious customers who value sustainable products.

SSCM is capable of providing a variety of benefits that assist companies in maintaining a competitive edge. Companies can market themselves as leaders in sustainability and gain a competitive edge in the market by lowering costs, increasing brand reputation, managing risks, accessing new markets, and fostering innovation. The results from the chosen papers also showed that having SSCM results in a competitive advantage. Table 5 proves the above statement.

Table 5: Empirical Results of SSCM and Competitive Advantages

Authors	Hypotheses	Results
Mubarik, et al. (2021)	Supply chain mapping improves supply chain resilience of the firm	Accepted
	Supply chain mapping improves supply chain visibility of a firm	Accepted
	Supply chain visibility improves supply chain resilience of a firm	Accepted
Saragih, et al. (2020)	Supply chain practices have a significant impact on organizational performance.	Accepted
	Supply chain practices Mediates the relationship between operational capabilities and organizational performance	Accepted
Mukhsin and Suryanto (2022)	There is a significant influence of supply chain management on competitive advantage.	Accepted
	There is a significant influence of supply chain management on company performance	Accepted
	There is a significant influence of competitive advantage on company performance	Accepted
Vafaei, Bazrkar, and Hajimohammadi (2019)	There is a positive and significant relationship between SSCM and competitive advantage.	Accepted
	There is a positive and significant relationship between SSCM and innovation.	Accepted
	There is a positive and significant relationship between innovation and sustainable competitive advantage.	Accepted
Tarofder, et al. (2019)	The adoption of IT enhances operational activities of the supply chain functions.	Accepted
	The adoption of IT enhances strategic activities of the supply chain functions.	Rejected
Sharabati (2021)	Green supply chain components (green purchasing, green internal operations, and green selling) do not affect the competitive advantage of Jordanian pharmaceutical manufacturing organizations, at $\alpha \leq 0.05$.	Rejected
	The green supply chain does not affect the competitive advantage dimensions (cost, quality, time, reliability, and innovation) of Jordanian pharmaceutical manufacturing organizations, at $\alpha \leq 0.05$.	Rejected

Table 5: Empirical Results of SSCM and Competitive Advantages – Continue

Authors	Hypotheses	Results
Barata (2022)	Supply Chain Management influence on Competitive Advantage	Accepted
	Supply Chain Management influence on Information Technology	Accepted
Astawa, et al. (2021)	Green supply chain management practices in five-star hotels in Bali have a significant effect on organizational performance.	Accepted
	Green supply chain management practices of five-star hotels in Bali have a significant effect on competitive advantage.	Accepted
	Competitive advantage significantly affects organizational performance.	Accepted
Yanya and Mahamat (2020)	Logistics Integration influence the Competitive Advantages among Pharmaceutical Industry of Thailand	Accepted
Monnagaaratwe and Mathu (2022)	Supply chain management as a competitive advantage	Accepted
Li, et al. (2020)	SCMS implementation can positively affect the capability of supply chain.	Accepted
	Supply chain capability can positively affect the operational performance	Accepted
Utari, Buchdadi, and Warokka (2022)	Supply Chain Management has a significant influence on Corporate Performance	Accepted
	Supply Chain Management has a significant influence on Competitive Advantage	Accepted
	Competitive Advantage has a significant influence on Corporate Performance	Accepted
	Competitive Advantage has a significant influence in mediating Supply Chain Management and Corporate Performance	Accepted

SSCM Practices

Environmental preservation and sustainability have gained importance recently and are now widely discussed subjects. Countless businesses are now interested in employing it as a strategy to increase market share, satisfy customers, and beat rivals (Taghavi et al., 2021). To establish coordination between the departments and resources of the company, companies should concentrate on placing the concepts of sustainable process management into practice. The essential enablers for resilience and SSCM include agility, information exchange, strategic risk planning, corporate social responsibility, and visibility (Ghufran, et al., 2022). According to Vafaei, Bazrkar, and Hajimohammadi (2019), companies ought to emphasize innovative and creative activities to develop a sustainable competitive advantage through SSCM activities. To sustain effective operations for franchisors in global marketplaces, supply chain management activities are becoming more and more crucial (Tasnim., 2020). The supplier is one of the key supply chain components, thus selecting a resilient supplier has the potential to

assist the company in overcoming difficulties. In a multi-criteria decision-making problem, supplier selection involves several criteria (Ghosh, Mandal, and Ray, 2022). In choosing supplier processes, component outsourcing is seen as a multi-criteria decision-making issue, which is a crucial component of SSCM practices. Nevertheless, identifying the right suppliers is essential since the outsourcing program is impacted by countless technical and commercial supplier characteristics (Fudzin, Mokhtar, and Muhammad, 2022). According to Zahari et al. (2023), SSCM would ensure that businesses are required to act quickly to protect and assist their employees as well as to sustain operations that are vital lifelines for customers and communities. In light of this, there is a clear positive correlation between SSCM and corporate sustainability (Zahari et al., 2023).

Competitive Advantage

According to Porter (1985), a firm's ability to manufacture a good or service more efficiently than its rivals results in a higher profit margin and so gives it a competitive edge. According to Potjanajaruwit (2018), competitive advantage can be divided into three categories: lower production costs, product or service differentiation, and responsiveness to the needs of each targeted market segment. According to some academics, a business has a competitive advantage when it can implement a value-creation strategy without its rivals doing the same (Barney, Ketchen and Wright, 2021). Porter first proposed the idea of competitive advantage in the article titled "Competitive Advantage: Creating and Sustaining Superior Performance. Based on Porter, a company's performance in a competitive market is driven by its advantages of competitiveness. Mukhsin and Suryanto (2022) scrutiny discovered that Price (price), Production Quality (product quality), Delivery Dependability (delivery reliability), Product Innovation (product innovation), and Time to Markets are the metrics utilised to evaluate competitive advantage.

Conclusion and Future Research Recommendation

This study uses Scopus, and Web of Science as its primary databases to investigate the connection between SSCM and competitive advantage. Two key topics were identified by this study's findings: 1) SSCM and 2) competitive advantage. The study accomplished its purpose by establishing the positive correlation between SSCM and competitive advantage, as evidenced by prior research. The adoption of SSCM by companies is strongly advised in this study as it allows them to gain a competitive edge and solidify their commitment to sustainability. By doing this systematic review, the management of the organization may identify the benefits of implementing SSCM that will result in a competitive edge. This study also highlights the significance of competitive advantages. Furthermore, the adoption of SSCM plays a crucial role in achieving the Sustainable Development Goals (SDGs) by the year 2030. This study is limited in scope since it solely concentrates on the practices of SSCM and their impact on competitive advantages.

For future studies, more factors of SSCM implementation should be explored in terms of internal governance. This internal governance such as corporate governance or human governance characteristics should be considered in future studies as a major factor regulating SSCM practice. SSCM practices can benefit stakeholders as they can make an assessment of the company's operations toward SDGs. A company is more likely to have a thorough understanding of SSCM practices since the adoption of it leads to numerous advantages. The proper SSCM practices can diminish the chance of unfavorable consequences, including lawsuits, reputational damage, and financial losses.

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