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SUSTAINABLE SOURCING PRACTICES IN INDUSTRIAL SUPPLY CHAIN WITH SPECIAL REFERENCE TO HALDEX INDIA

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ABSTRACT

This study explores how Haldex India Pvt. Ltd. applies sustainable sourcing to make its supply chain more environmentally friendly and socially responsible. With growing pressure from climate concerns, regulations, and customer expectations, the company has begun focusing on responsible suppliers, eco-friendly materials, and transparent procurement processes. Using surveys and interviews with supply chain professionals and company executives, the research identifies the key reasons behind this shift—such as regulatory compliance, cost reduction, improved product quality, and long-term competitiveness. The findings show that sustainable sourcing has helped Haldex India reduce waste, lower carbon emissions, build stronger supplier relationships, and meet global sustainability standards. However, challenges like supplier capability, cost constraints, and the need for continuous improvement still remain. Overall, the study highlights how sustainable sourcing supports greener, more efficient, and more resilient supply chains in the manufacturing sector.

KEYWORDS: Sustainable Sourcing, Green Supply Chain Management (GSCM), Responsible Procurement, Supplier Sustainability, Environmental Compliance, Eco-friendly Materials, Local Sourcing, Supply Chain Transparency, Sustainability Challenges, Manufacturing Sector, Carbon Reduction, Resource Efficiency, Regulatory Standards, Supplier Relationship Management.

I. INTRODUCTION

Sustainability has become a key priority for modern industries as they respond to

environmental concerns, stricter regulations, and rising customer expectations. One of the most important areas where sustainability can create meaningful impact is supply chain management, especially in the sourcing of raw materials and components. Sustainable sourcing focuses on selecting suppliers who follow ethical, social, and environmental standards, helping companies reduce their environmental footprint and improve long-term performance.

This research paper examines sustainable sourcing practices in the manufacturing sector through a case study of Haldex India Pvt. Ltd., a leading producer of air brake systems. Haldex India actively promotes responsible procurement, local sourcing, and eco-friendly manufacturing methods. The study aims to understand how the company integrates sustainability into its supply chain, the challenges it faces, and the benefits it gains. This research highlights the importance of sustainable sourcing in building a responsible and competitive industrial supply chain.

II. Objectives

- To study sustainable sourcing practices adopted in industrial supply chain
- To identify key sustainable criteria implemented in the sourcing policies of the Haldex India
- To analyze the impact of sustainable sourcing practices in Haldex India Pvt Ltd
- To recommend actionable strategies for enhance sustainable sourcing practices at Haldex India

III. Literature Review

1. Confederation of Indian Industry (CII, 2020) The CII emphasizes that sustainable sourcing reduces environmental risks and enhances brand reputation. Indian industries are increasingly integrating green criteria in vendor selection, focusing on energy efficiency, recyclable materials, and local sourcing to minimize carbon footprints.
2. Godrej Consumer Products (Good & Green Initiative, 2020) Godrej's sustainable sourcing strategy focuses on ethical supplier partnerships and fair trade. The company ensures that raw materials are responsibly sourced while minimizing environmental and social impacts across the supply chain.
3. Infosys (Green Procurement, 2020) Infosys demonstrates sustainable sourcing in the service sector by selecting suppliers who use green building materials, energy-efficient

products, and eco-friendly technologies. This expands the scope of sustainable sourcing beyond manufacturing.

4. Mahindra & Mahindra (2021) Mahindra promotes sustainable sourcing by assessing suppliers on environmental performance, energy use, and compliance with ISO 14001. It also supports small vendors through training and development programs to improve sustainability capabilities.

5. Flipkart (E-commerce India, 2021) Flipkart's green sourcing initiatives focus on reducing packaging waste, sourcing eco-friendly materials, and using electric delivery vehicles. These efforts highlight the growing importance of sustainability in India's logistics and e-commerce sectors.

6. Aditya Birla Group (Sustainable Procurement Program, 2021) The Aditya Birla Group emphasizes responsible sourcing of raw materials like viscose, cotton, and chemicals. Supplier selection is based on environmental, health, and safety standards, while digital traceability tools ensure supply chain transparency and accountability.

7. Tata Motors (Sustainability Report, 2022) Tata Motors has implemented a structured Green Supply Chain initiative, collaborating with suppliers to reduce emissions, adopt cleaner technologies, and obtain sustainability certifications. Regular audits and assessments reinforce supplier compliance and continuous improvement.

III.1.1 Summary and Research Gap

Summary: Existing research on sustainable sourcing in the manufacturing and automotive sectors highlights that companies are increasingly integrating environmental and ethical criteria into their procurement decisions. Studies show that sustainable sourcing helps reduce environmental impact, improves supplier relationships, supports regulatory compliance, and enhances long-term competitiveness. Many firms adopt practices such as responsible supplier selection, local sourcing, waste reduction, and transparent procurement systems. Overall, the literature suggests that sustainable sourcing contributes to better environmental performance and stronger operational efficiency. However, the degree of improvement often depends on supplier capabilities, organizational commitment, and access to sustainable technologies.

III.2. Research Gap

While several studies examine sustainable practices in the broader automotive supply chain, limited research focuses specifically on sustainable sourcing at the supplier level within the Indian manufacturing context. Few studies explore how individual companies-such as Haldex

India Pvt. Ltd. implement sustainable sourcing, manage supplier challenges, and balance cost pressures with sustainability goals. There is also a lack of detailed case-based evidence on the practical difficulties faced by Indian suppliers and the strategies they use to meet global sustainability standards. This research aims to fill this gap by providing a focused case study on Haldex India's sustainable sourcing practices and their real-world impact on supply chain performance.

IV. Research Methodology

Primary data was collected through a questionnaire survey from Haldex India's suppliers. The survey included questions on awareness of sustainability policies, environmental practices, certifications, and challenges faced by suppliers. Secondary data was collected by the employees of Haldex India Pvt. Ltd. and supported by information from research papers and industry studies. This helped in understanding current sustainability practices and comparing them with industry standards.

IV1.1 Sampling Plan

Sampling Method

Simple Random Sampling

Target Population

Suppliers associated with Haldex India, including those involved in sourcing, procurement, material handling, logistics, and sustainability-related activities.

Sample Size

64 suppliers

Respondents

64 valid responses were collected and analysed.

Participants were selected based on their active involvement in supplying raw materials, components, and services to Haldex India, as well as their role in implementing or supporting sustainable sourcing practices. The sample represents a diverse range of supplier categories, including machining, casting, fabrication, packaging, and logistics, ensuring a comprehensive view of sustainable sourcing within the Haldex supply chain.

IV1.2 Data Collection Methods Primary Data

Primary Data

1. Surveys

A structured questionnaire was distributed to **64 suppliers** to collect information related to sustainable sourcing practices. The survey was designed to capture:

- Level of sustainable sourcing adoption
- Current responsible practices implemented
- Key motivators and barriers
- Perceived benefits and major impact areas
- Future sustainability plans

The questionnaire included both closed-ended and open-ended questions. Closed-ended questions allowed respondents to choose predefined options, while open-ended responses provided additional insights based on supplier experiences and observations.

Secondary Data

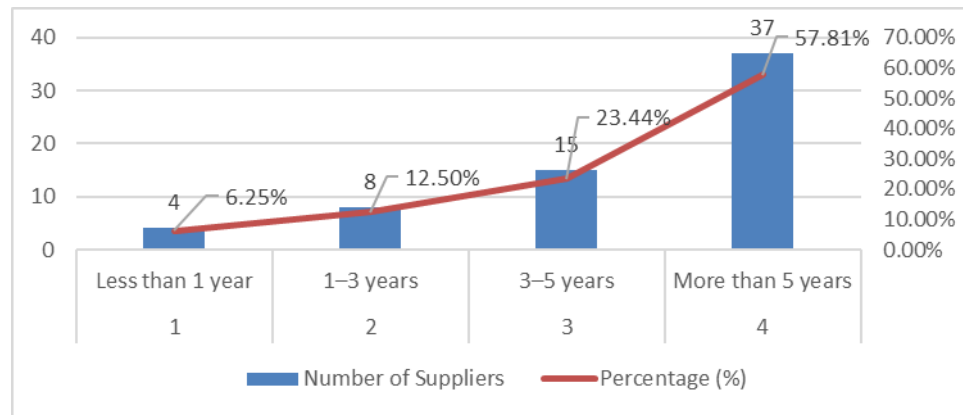
Secondary data was collected through information provided by **company staff**, internal documents, and the **company's official journal**. These sources helped support questionnaire development, validate findings, and understand existing sustainability guidelines within the organization. Additional references from industry publications and related sustainability materials were also used to strengthen the analysis.

V. Data Analysis

1. Duration

Table 1.1 Duration.

No.	Duration of Supplier Relationship	Number of Suppliers	Percentage (%)
1	Less than 1 year	4	6.25%
2	1–3 years	8	12.50%
3	3–5 years	15	23.44%
4	More than 5 years	37	57.81%
Total		64	100%



Graph 1.1 Duration.

Analysis

Most suppliers (57.81%) have been associated for more than 5 years, showing strong long-term relationships. Only a small portion (6.25%) are new, indicating limited recent additions.

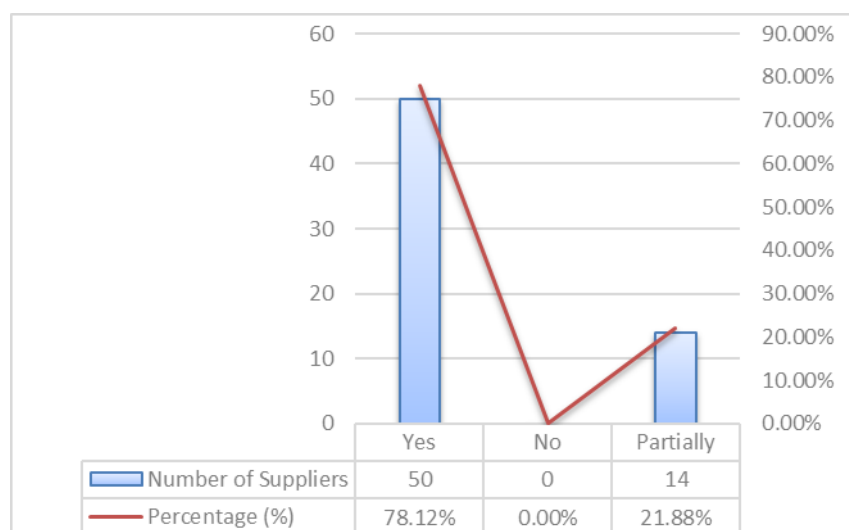
Interpretation

The company maintains stable and lasting supplier partnerships, ensuring reliability and trust. However, fewer new suppliers may reduce opportunities for innovation and diversification.

2.Awareness and Understanding of Sustainable Sourcing

Table No-2.1 Awareness Sustainable Sourcing.

No.	Response	Number of Suppliers	Percentage (%)
1	Yes	50	78.12%
2	No	0	00.00%
3	Partially	14	21.88%
Total		64	100%



Graph No-2.2 Awareness Sustainable Sourcing.

Analysis

Majority Awareness

Most suppliers (78.12%) are aware of Haldex India's sustainable sourcing policies, suggesting effective communication and policy outreach.

Partial Understanding:

A smaller segment (21.88%) has partial awareness, highlighting a need for improved supplier education programs.

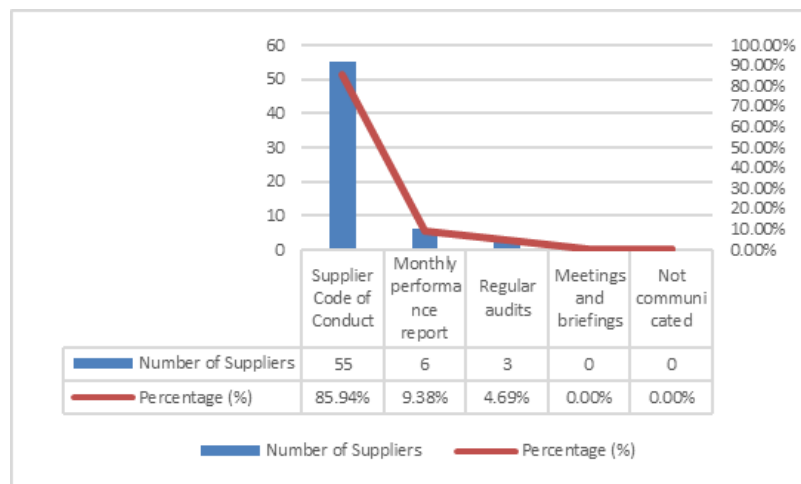
Interpretation

Overall, supplier awareness levels are strong, but continuous engagement and policy orientation can help achieve 100% awareness across the network.

3.How is sustainability communicated to you from Haldex?

Table 3.1 Sustainability.

No.	Communication Method	Number of Suppliers	Percentage (%)
1	Supplier Code of Conduct	55	85.94%
2	Monthly performance report	6	9.38%
3	Regular audits	3	4.69%
4	Meetings and briefings	0	0.00%
5	Not communicated	0	0.00%
Total		64	100%



Graph 3.1 Sustainability.

Analysis

Most suppliers (85.94%) receive sustainability communication through the Supplier Code of Conduct, showing strong formal documentation practices. Smaller groups mentioned monthly performance reports (9.38%) and regular audits (4.69%), indicating supplementary channels

for monitoring and compliance.

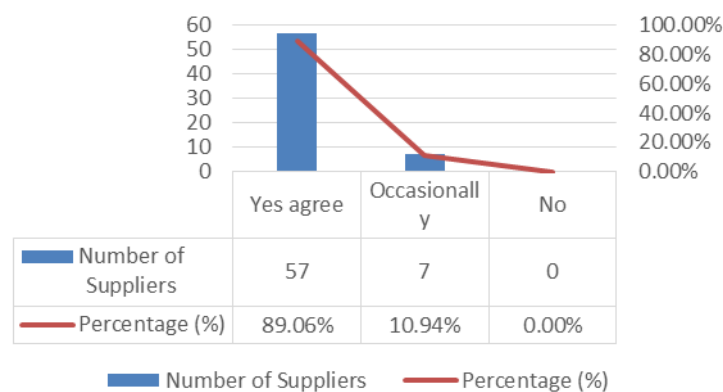
Interpretation

Haldex India effectively uses structured, policy-based methods to communicate sustainability expectations. However, expanding interactive methods like meetings or briefings could enhance engagement and improve overall supplier understanding.

4. Do you receive training or guidelines on sustainable practices from Haldex

Table 4.1 Training.

No.	Response	Number of Suppliers	Percentage (%)
1	Yes agree	57	89.06%
2	Occasionally	7	10.94%
3	No	0	0.00%
Total		64	100%

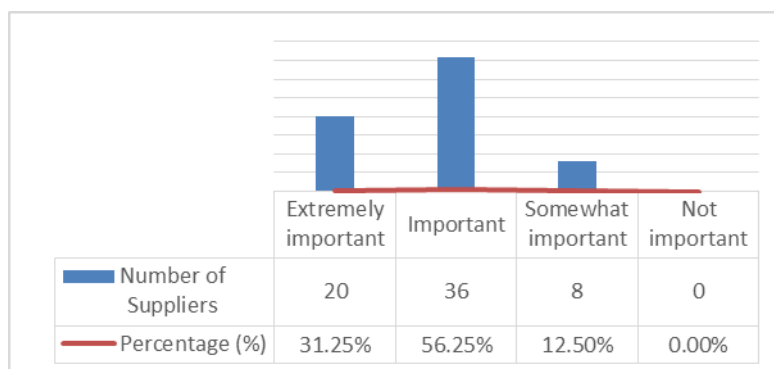


Graph 4.1 Training.

5. How important do you believe sustainability is for maintaining a supplier relationship with Haldex?

Table 5.1 Supplier relationship.

No.	Response	Number of Suppliers	Percentage (%)
1	Extremely important	20	31.25%
2	Important	36	56.25%
3	Somewhat important	8	12.50%
4	Not important	0	0.00%
Total		64	100%

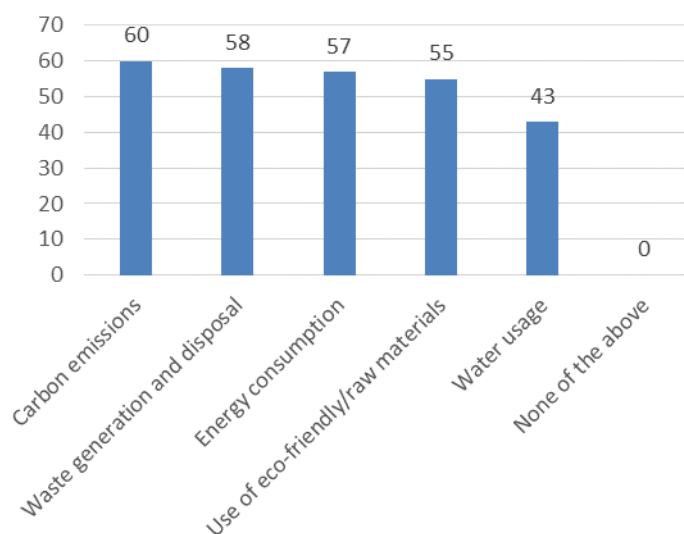


Graph 5.1 supplier relationship.

6. Do you track or report the following environmental metrics?

Table 6.1 Environmental metrics.

Metric	Number of Suppliers	Percentage (%)
Carbon emissions	60	93.75%
Waste generation and disposal	58	90.62%
Energy consumption	57	89.06%
Use of eco-friendly/raw materials	55	85.94%
Water usage	43	67.19%
None of the above	0	0.00%



Graph 6.1 Environmental metrics.

Analysis

Almost all suppliers track at least one major environmental metric, with “none of the above” receiving zero responses.

Interpretation

This demonstrates comprehensive environmental data tracking among Haldex suppliers, indicating strong engagement with sustainability initiatives.

Carbon emissions is the most frequently tracked sustainability metric (93.75% of suppliers).

Waste generation and energy consumption tracking are also widely adopted, above 89%.

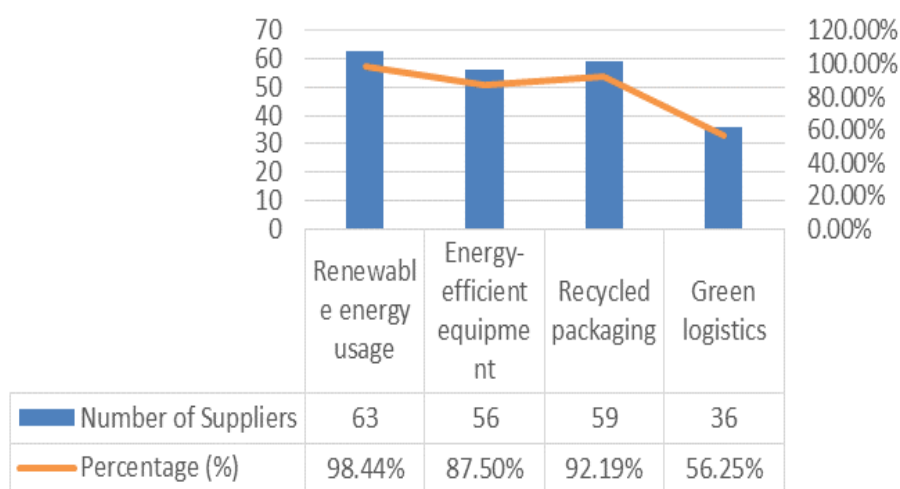
A relatively lower percentage (67.19%) monitor water usage, indicating a potential scope for improvement.

The evidenced by the absence of responses under the “none of the above” category. Among the various indicators, carbon emissions emerge as the most widely tracked metric, with 93.75% of suppliers actively measuring their emissions levels. Additionally, waste generation and energy consumption are also extensively monitored, each exceeding 89% adoption among suppliers. However, water usage tracking is comparatively lower, with only 67.19% of suppliers reporting measurement practices in this area.

7.Are you implementing any of the following eco-friendly practices?

Table 7.1 Eco-friendly practices

No.	Practice	Number of Suppliers	Percentage (%)
1	Renewable energy usage	63	98.44%
2	Energy-efficient equipment	56	87.50%
3	Recycled packaging	59	92.19%
4	Green logistics	36	56.25%
5	None	0	0.00%
Total responses:		64	100%

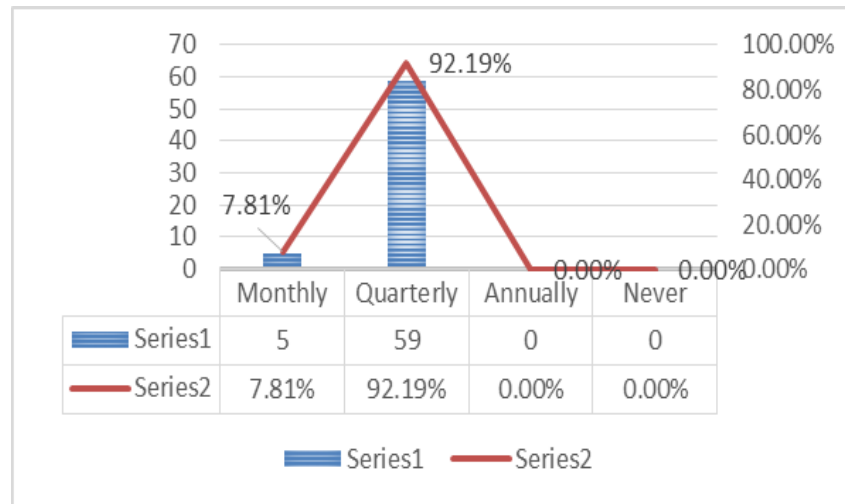


Graph 7.1 Eco-friendly practices.

8. How often are environmental audits or assessments conducted?

Table 8.1 Assessments.

No.	Frequency	Number of Suppliers	Percentage (%)
1	Monthly	5	7.81%
2	Quarterly	59	92.19%
3	Annually	0	0.00%
4	Never	0	0.00%
Total		64	100%



Graph 8.1 Assessments.

9. Is your organization currently certified under the following standards?

Table 9.1 Standard.

No.	Certification Standard	Number of Suppliers	Percentage (%)
1	ISO 9001 – Quality Management System	62	98.41%
2	IATF 16949 – Automotive Quality Management	55	87.30%
3	ISO 14001 – Environmental Management System	58	92.06%
4	ISO 45001 – Occupational Health & Safety	51	80.95%
5	All above	18	28.57%
6	Other	1	1.59%
Total responses:		64	100%



GRAPH-9.1 Standard.

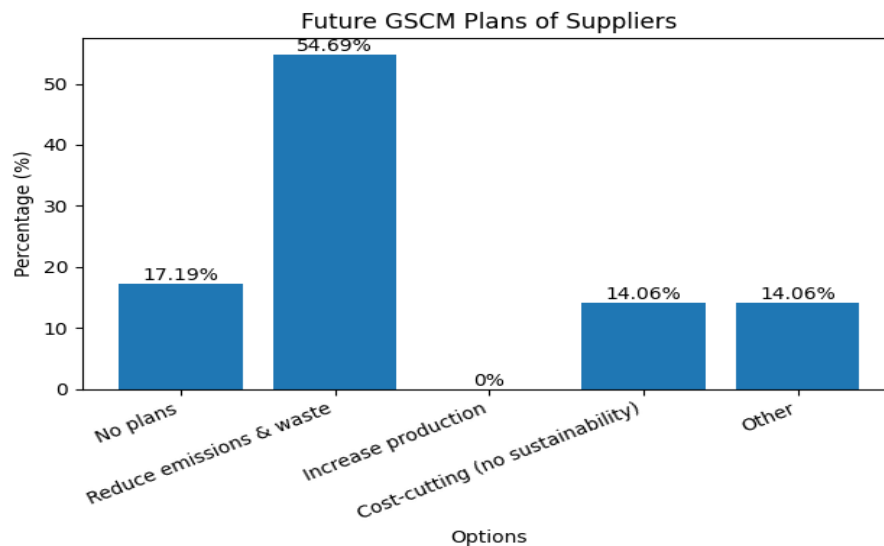
Analysis

The results show that most suppliers maintain strong compliance with international standards. ISO 9001 has the highest adoption (98.41%), followed by ISO 14001 (92.06%), IATF 16949 (87.30%), and ISO 45001 (80.95%), indicating a solid focus on quality, environmental management, and safety. However, only 28.57% of suppliers hold all certifications, suggesting partial rather than comprehensive implementation. Overall, suppliers linked with Haldex India Pvt Ltd demonstrate high standardization, with scope for improving integrated certification adoption.

10.What are your future plans for expanding or improving GSCM practices in your supply chain?

Table10.1 GSCM practices

Option	No of Response	(%)
No plans for expansion or improvement	11	17.19%
Focusing on reducing carbon emissions and waste through new initiatives	35	54.69%
Planning to increase production without considering sustainability	0	0
Implementing short-term cost-cutting measures without sustainability goals	9	14.06%
Other	9	14.06%
Total	64	100

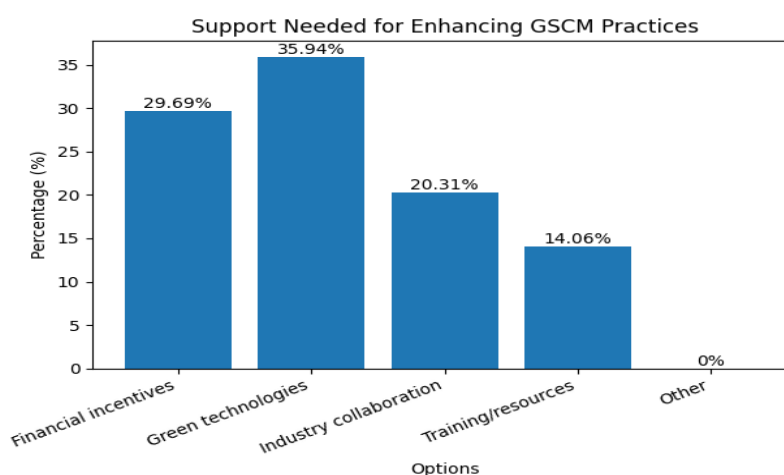


Graph 10.1 GSCM practices.

11. What support (e.g., from government, industry groups, or within the organization) would make it easier to implement or enhance GSCM practices?

Table 11.1 Govt Support.

Option	No of Response	(%)
Financial incentives or subsidies	19	29.69%
Better access to green technologies	23	35.94%
Collaboration with industry peers	13	20.31%
More training or resources for employees	9	14.06%
Other	0	0
Total	64	100



Graph 11.1 Govt Support.

VI. Sustainable Sourcing Practices

Sustainable sourcing has become an essential component of modern supply chain management, particularly within environmentally and socially responsible manufacturing organizations. Unlike traditional sourcing—which focuses primarily on cost reduction, supplier reliability, and delivery performance—sustainable sourcing integrates environmental, ethical, and social criteria into procurement decisions. This section examines how sustainable sourcing practices differ from traditional sourcing and how these practices are reflected in the operations of Haldex India Pvt. Ltd.

1. Responsible Supplier Selection

Sustainable sourcing emphasizes selecting suppliers that adhere to environmental regulations, ethical labor practices, and responsible resource usage. Haldex India evaluates suppliers based on compliance with standards such as ISO 9001, ISO 14001, IATF 16949, and ISO 45001.

In contrast, traditional sourcing prioritizes cost competitiveness and operational efficiency, often overlooking environmental and ethical considerations.

2. Environmentally Conscious Material Procurement

Haldex India promotes the procurement of recyclable, durable, and environmentally low-impact raw materials. Local sourcing is encouraged to reduce transportation-related emissions and improve supply chain responsiveness.

Traditional practices typically focus on material price and availability, with limited assessment of environmental consequences.

3. Support for Sustainable Manufacturing

The company collaborates with suppliers who implement energy-efficient operations, waste reduction programs, and pollution control measures.

This promotes cleaner production processes and aligns with global sustainability objectives. Traditional manufacturing support tends to concentrate on maximizing output and minimizing production costs, with less emphasis on environmental performance.

4. Waste Reduction and Green Packaging

Sustainable sourcing practices at Haldex India involve encouraging suppliers to adopt eco-friendly packaging, minimize material usage, and implement recycling or waste segregation systems.

Traditional supply chains often use cost-based packaging materials without consideration of waste generation or environmental impact.

5. Supplier Collaboration and Continuous Improvement

Haldex India fosters long-term collaborative relationships with suppliers by promoting capability development, sustainability training, and performance monitoring. This enables suppliers to continuously improve and align with sustainability standards. Traditional supply chains manage supplier relationships on a transactional basis, limiting opportunities for shared growth or sustainability enhancement.

6. Transparency and Compliance Monitoring

Regular supplier audits, documentation reviews, and compliance checks ensure adherence to environmental regulations and corporate sustainability requirements. This enhances transparency throughout the supply chain. Traditional sourcing systems generally emphasize cost, quality, and delivery metrics, with minimal monitoring of environmental or ethical compliance.

Benefits of Sustainable Sourcing for Haldex India

The adoption of sustainable sourcing practices generates several advantages for Haldex India, including:

- Long-term cost savings through reduced waste, efficient resource usage, and improved supplier performance
- Enhanced corporate reputation and stronger brand credibility in domestic and global markets
- Regulatory compliance with national and international environmental standards
- Competitive advantage through differentiation as a sustainability-focused manufacturer
- Risk reduction associated with resource scarcity, non-compliance, and supply chain disruptions
- Increased innovation in materials, processes, and supplier capabilities

VI.1.2 Sustainable Sourcing

Sustainable sourcing refers to the process of procuring raw materials, components, and services in a way that minimizes environmental impact, supports ethical practices, and promotes long-term resource conservation. It ensures that supplier selection and procurement activities are aligned with environmental responsibility, safety standards, and social welfare.

Key Features of Sustainable Sourcing

1. Environmentally Responsible Supplier Selection

- Suppliers are evaluated based on their environmental performance, such as responsible material handling and pollution-control measures.
- Preference is given to suppliers who use clean technologies and comply with environmental laws and certifications.

2. Use of Eco-friendly and Safe Materials

- Organisations prioritize materials that are recyclable, reusable, energy-efficient, or low in hazardous content.
- The goal is to reduce ecological damage and promote sustainable material cycles.

3. Supplier Compliance and Continuous Monitoring

- Companies monitor suppliers' waste management, energy consumption, water usage, and emission levels.
- Regular audits help ensure suppliers maintain required environmental and ethical standards.

4. Long-term Supplier Collaboration

- Companies work closely with suppliers to improve sustainability performance through training, shared goals, and technical support.
- Collaboration encourages suppliers to adopt better resource management and safety practices.

5. Ethical and Responsible Procurement

- Procurement decisions consider labour welfare, safe working conditions, and fair business practices.
- Sustainable sourcing promotes transparency, fairness, and accountability throughout the chain.

6. Reduction of Environmental and Operational Risk

- By choosing environmentally responsible suppliers, companies reduce risks related to pollution penalties, legal non-compliance, and material scarcity.
- Sustainable sourcing enhances supply stability, quality, and long-term business resilience.

VI.1.3 Challenges of Traditional Sourcing Practices

Traditional sourcing practices focus mainly on cost and timely supply, but they create several long-term challenges. These practices often lead to higher operational costs due to inefficient

resource use, excessive waste, and poor supplier performance. They also contribute to significant environmental damage, including pollution and depletion of natural resources. As sustainability regulations become stricter, companies following conventional sourcing methods face increased compliance risks and potential penalties. Additionally, modern consumers prefer ethically sourced products, so businesses relying on outdated practices may face loss of trust and market competitiveness. Limited transparency in traditional sourcing further adds to risks, as companies may be unaware of environmental or labor issues within their supply base.

VII. Finding

The study shows that most suppliers are well aligned with Haldex India's sustainable sourcing expectations. About **78%** of suppliers clearly understand the company's sustainability policies, and **89%** have received training or guidelines. Nearly **60%** of suppliers are located near Haldex operations, helping reduce transport emissions. Compliance is strong, with **over 95%** of suppliers holding major certifications such as ISO 9001, ISO 14001, IATF 16949, and ISO 45001. More than **56%** have long-term partnerships exceeding five years.

Most suppliers actively monitor environmental indicators like emissions, energy use, and waste, supported by quarterly audits. However, key challenges include **high implementation costs (90%)**, **resistance to change (87%)**, and **limited resources (81%)**, while **39%** lack adequate training. Suppliers expressed a need for **financial assistance** and **more training** to meet sustainability expectations. Government regulations remain the strongest motivator for adopting sustainable practices.

Suppliers suggest improving support through stronger collaboration, increased training, sustainability incentives, digital reporting, and jointly developing long-term sustainability goals.

VII.1.1 SUGGESTIONS

1. *Strengthen Supplier Training and Support*

Conduct regular training sessions on sustainability practices, digital reporting tools, and innovation. Provide financial or technical assistance to suppliers facing cost or resource barriers.

2. *Introduce Incentives and Recognition*

Reward top-performing suppliers in sustainability through financial incentives, awards, and

public recognition to motivate continuous improvement.

3. *Foster Collaboration and Innovation*

Encourage joint sustainability projects and pilot programs with suppliers to share knowledge, test new technologies, and promote innovation.

4. *Enhance Communication Channels*

Develop interactive platforms such as supplier forums and online Q&A sessions to improve clarity, feedback, and engagement on sustainability expectations.

5. *Digitize and Standardize Reporting*

Adopt uniform digital templates for sustainability reporting to simplify compliance, ensure transparency, and enable performance benchmarking.

6. *Align Goals and Update Strategies*

Co-develop long-term sustainability goals with suppliers and regularly update strategies in line with new regulations, global standards, and emerging best practices.

VIII. CONCLUSION

Haldex India has achieved strong supplier compliance and awareness in sustainable sourcing, helping build stable and reliable supplier partnerships. Local sourcing and diversified suppliers have reduced environmental impact and improved supply chain resilience. However, advanced sustainability innovation is still limited due to high costs, resource gaps, and training needs. Government regulations remain the strongest driver of sustainable practices. Overall, Haldex India provides a solid sustainability model, with further progress possible through deeper collaboration, innovation, and digital reporting.

VIII.1 Future Scope

The future of sustainable sourcing at Haldex India shows strong potential for deeper environmental and operational improvements. Advancements in digital tracking, supplier training, and eco-friendly materials will further strengthen responsible sourcing practices. Greater collaboration with suppliers and adoption of innovative, low-carbon technologies can enhance transparency and reduce environmental impact. As regulations tighten, sustainable sourcing will become essential for long-term competitiveness. Overall, Haldex India can continue to lead by expanding sustainability initiatives across its entire supply network.

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