

The role of big data for Supply Chain 4.0 in manufacturing organisations of developing countries

Vaibhav S. Narwane

Mechanical Engineering, KJ Somaiya College of Engineering, Mumbai, India

Rakesh D. Raut

*Operations and Supply Chain Management,
National Institute of Industrial Engineering, Mumbai, India*

Vinay Surendra Yadav

Mechanical Engineering, National Institute of Technology Raipur, Raipur, India

Naoufel Cheikhrouhou

Geneva School of Business Administration, HES-SO, Geneva, Switzerland

Balkrishna E. Narkhede

*Operations and Supply Chain Management,
National Institute of Industrial Engineering, Mumbai, India, and*

Pragati Priyadarshinee

Chaitanya Bharathi Institute of Technology, Gandipet, India

Abstract

Purpose – Big data is relevant to the supply chain, as it provides analytics tools for decision-making and business intelligence. Supply Chain 4.0 and big data are necessary for organisations to handle volatile, dynamic and global value networks. This paper aims to investigate the mediating role of “big data analytics” between Supply Chain 4.0 business performance and nine performance factors.

Design/methodology/approach – A two-stage hybrid model of statistical analysis and artificial neural network analysis is used for analysing the data. Data gathered from 321 responses from 40 Indian manufacturing organisations are collected for the analysis.

Findings – Statistical analysis results show that performance factors of organisational and top management, sustainable procurement and sourcing, environmental, information and product delivery, operational, technical and knowledge, and collaborative planning have a significant effect on big data adoption. Furthermore, the results were given to the artificial neural network model as input and results show “information and product delivery” and “sustainable procurement and sourcing” as the two most vital predictors of big data adoption.

Research limitations/implications – This study confirms the mediating role of big data for Supply Chain 4.0 in manufacturing organisations of developing countries. This study guides to formulate management policies and organisation vision about big data analytics.

Originality/value – For the first time, the impact of big data on Supply Chain 4.0 is discussed in the context of Indian manufacturing organisations. The proposed hybrid model intends to evaluate the mediating role of big data analytics to enhance Supply Chain 4.0 business performance.

Keywords Big data analytics, Digital supply chain, Supply chain 4.0, Business performance, Artificial neural network, Structural equation modelling

Paper type Research paper



1. Introduction

Big data and predictive analysis were termed as one of the emerging “game changers” for supply chain (SC) design modulation (Fawcett and Waller, 2014). Big data analytics (BDA)

aspects in SC operations is a much-discussed topic in the existing literature (Inamdar *et al.*, 2020). The term “SC data science” was used for the application of qualitative and quantitative methods to SC theory to solve SC problems and prediction of outcomes (Waller and Fawcett, 2013). However, with business processes now becoming more data-dependent, BDA provides data-derived insights for operative decision-making (Ramanathan *et al.*, 2017). BDA in SC results in improving the process-level performance (Brinch, 2018), firm-level performance (Dubey *et al.*, 2019a), visibility (Kache and Seuring, 2017), competitiveness (Sanders, 2016) and return management (Roßmann *et al.*, 2018). With BDA capabilities, organisations can handle market turbulence (Gunasekaran *et al.*, 2018) and thus have a competitive edge over competitors (Dubey *et al.*, 2021). Supply Chain 4.0 or smart SC is an initiative of using Industry 4.0/smart manufacturing in SC operations (Frazzon *et al.*, 2019). Characteristics of Supply Chain 4.0 includes an interconnectedness between SC and technology, namely via smart objects instrumented with sensors and RFID, intelligent systems, integrated SC activities, automated activities and innovation (Wu *et al.*, 2016). Supply Chain 4.0 offers virtualisation, interoperability, service orientation, decentralisation and modularity (Dossou, 2018). Furthermore, the recent outbreak of COVID-19 has impacted many economic activities such as manufacturing, healthcare, sports, tourism, supply chain and logistics (Ivanov, 2020a). This disruption could be felt in almost all sectors, and a significant mismatch has been observed between demand and supply. Under such circumstances, big data is set to play a crucial role and the appropriate application of data analytics can help bring supply chain operations into a new normalcy. With the change of consumption pattern in COVID-19 crises, BDA could be used for demand forecasting (Ivanov, 2020b) and supply chain planning (Chang, 2020). BDA has the ability to identify disruption and other supply chain issues, and this information could be used for better decision-making and management of various supply chain activities. Thus, the appropriate application of BDA capabilities may help in building a resilient supply chain (Singh and Singh, 2019). Even though BDA is one of the supporting technologies, along with the Internet of Things (IoT) and cloud computing, for Supply Chain 4.0, its role is crucial for business performance (Hazen *et al.*, 2018). However, the negative impacts of BDA include the inadequacy of IT infrastructure, coordination issues between partners, complexity and cyber-risks (Makris *et al.*, 2019; Kache, 2015). Luthra and Mangla (2018) categorised Supply Chain 4.0 challenges into four categories: technological, strategic, ethical and legal, and organisational. The study conducted by Moktadir *et al.* (2019) for leather manufacturers in Bangladesh identified technical infrastructure and reconfiguration complexity as significant challenges of Supply Chain 4.0. BDA capabilities can transform the Supply Chain 4.0 initiative in developing economies provided these challenges are addressed. Many companies require managing multiple SC, partnering with multinationals, customers and suppliers in various tiers (Min *et al.*, 2019). Consequently, these companies have increased pressure for BDA to manage the SC (Sander, 2016).

Industrialised countries such as China, Denmark, the USA and Germany have started using BDA in SC management (Brinch *et al.*, 2018; Kache and Seuring, 2017; Lai *et al.*, 2018) and the application of Supply Chain 4.0 (Ivanov *et al.*, 2019; Makris *et al.*, 2019). The current literature shows a positive impact of BDA on SC agility (Dubey *et al.*, 2019a), SC resilience (Dubey *et al.*, 2019b), SC sustainability (Cheng *et al.*, 2018) and SC innovation (Queiroz and Telles, 2018). However, BDA for SC and Supply Chain 4.0 are discussed separately, and the contributions of BDA for Supply Chain 4.0 business performance are rarely discussed. This study attempts to bridge this research gaps in the context of developing countries. The research questions (RQs) addressed by the study are as follows:

RQ1. What are the significant factors for BDA in SC and Supply Chain 4.0?

RQ2. How do these factors impact the initiative of Supply Chain 4.0 for developing economies?

RQ3. Does BDA play the role of mediator to improve Supply Chain 4.0 performance?

To address the above RQs, the literature on “Supply Chain 4.0”, “big data analytics”, “Industry 4.0 and supply chain” was reviewed. Based on the literature survey and experts’ opinions, factors and sub-factors are explored. This study employs a two-step hybrid structural equation modelling (SEM) and artificial neural network (ANN) approach to determine the influence of BDA on business performance. The SEM approach is compensatory and used to verify the linear relationship (Shah and Goldstein, 2006). ANN is non-compensatory and used to verify the linear as well as non-linear relationships. Thus, ANN balances limitations of SEM (Shmueli and Koppius, 2011) and is more progressive compared to multiple linear regression approaches (Chong, 2013).

The research objectives (ROs) of the study are as follows:

RO1. To identify the critical enablers of BDA adoption in Supply Chain 4.0.

RO2. To evaluate observable and unobservable BDA constructs and rank the most significant factors using ANN.

RO3. To determine the effect of these factors to improve SC business performance.

The manuscript is structured in sections as follows: Section 2 is the theoretical background of the study. Section 3 elaborates on the proposed hypothesis and framework, followed by research methodology in Section 4. The analysis and discussion of the findings are presented in Section 5. Section 6 consists of the conclusion and future outlook of the study.

2. Theoretical background

In the literature, authors have employed various models and theories to understand the adoption of technology advancement. These include “technology acceptance model (TAM), unified theory of acceptance and use of technology (UTAUT), theory of planned behaviour (TPB), technology readiness index (TRI), organisation information processing theory (OIPT), stakeholder theory and contingency theory” etc. In this paper, we utilise OIPT to study the relevant literature of BDA in the supply chain domain. OIPT was developed by Galbraith (1974), which constitutes three basic elements: requirement of processing, capability of processing and the match between these two elements (Tushman and Nadler, 1978; Zhu *et al.*, 2018). OIPT supports the organisation in better decision-making while minimising uncertainty by preparing strategies for processing information based on the organisation’s technological capabilities (Galbraith, 1974; Tushman and Nadler, 1978). In simple terms, an organisation needs large amounts of data to support various processes in decision-making but has limited processing capability (Zhu *et al.*, 2018). BDA can solve this issue and can be a viable option even within the context of the COVID-19 crisis. In this way, uncertainty in the supply chain can also be mitigated through a proper application of BDA at the organisational level. Therefore, OIPT motivate to use information technology such as BDA to develop insights to fulfil the requirement of data for Supply Chain 4.0. To clarify, we first explain Industry 4.0 and Supply Chain 4.0, followed by the application of BDA in the SC. Lastly, we illustrate the relationship between BDA and Supply Chain 4.0.

2.1 Industry 4.0 and Supply Chain 4.0

Industry 4.0 is defined as the fourth industrial revolution. Industry 4.0 is mostly technology-driven and has cyber-physical systems (CPS) as its core constituents. A CPS integrates network and physical processes as control and monitoring mechanisms (Lee *et al.*, 2015). Industry 4.0 transforms technologies into digitalisation, automation, etc. (Lasi *et al.*, 2014). The various techniques of Industry 4.0 are the Internet of Things (IoT), cloud computing,

augmented reality, additive manufacturing, robotics, cybersecurity, BDA, simulation, and horizontal and vertical integration (Frank *et al.*, 2019). According to Lu (2017), Industry 4.0 is popularly used to make innovative tools and machines, real-time assets tracking, and machine maintenance within the aerospace industry, health care industry, furniture manufacturing industry and the agriculture industry, to name a few. Industry 4.0 is used in the SC to make its processes more efficient and also helps to increase its productivity (Raut *et al.*, 2020). This supply chain is commonly referred to as Supply Chain 4.0.

Supply Chain 4.0 is beneficial to all stakeholders of the SC, including the supplier, manufacturer, distributor and customer. This technology advancement offers the following benefits to stakeholders: 1) *Supplier* – supplier and capacity flexibility (Oh and Jeong, 2019), supplier selection (Frank *et al.*, 2019), supplier collaboration (Manavalan and Jayakrishna, 2019), controlling lead time (Oh and Jeong, 2019) and market dynamics (Ardito *et al.*, 2019). 2) *Manufacturer* – transparency (Lin *et al.*, 2016), flexibility (Pfohl *et al.*, 2017), innovation (Lin *et al.*, 2016), digitalisation and automation (Ivanov *et al.*, 2019) and lean production (Lin *et al.*, 2016). 3) *Distributor* – reduced delivery time (Pfohl *et al.*, 2017), logistics flexibility (Oh and Jeong, 2019) and lean practices (Lin *et al.*, 2016) 4) *Customer* – Accessibility of product (Frazzon *et al.*, 2019), increase in interaction (Oh and Jeong, 2019), customisation (Oh and Jeong, 2019) and channel flexibility (Oh and Jeong, 2019). Makris *et al.* (2019) conducted an explorative study on adoption to Supply Chain 4.0 and found that adoption will influence employees, working hours and flexibility. However, the adoption of Supply Chain 4.0 still faces specific challenges. Muktadir *et al.* (2019) and Luthra and Mangla (2018) identified challenges in the emerging and developing economies showing that all types of economies are considering the adoption of Supply Chain 4.0. Some industrialised countries such as Germany, France, the UK or the USA have adopted Supply Chain 4.0. Moreover, developing economies such as India, Iran and Brazil, and emerging economies such as Bangladesh are also catching up to this technological advancement.

2.2 BDA and the supply chain

BDA is one of the forces, which may form future SC (Fawcett and Waller, 2014). Nguyen *et al.* (2018) argued that BDA capabilities could be useful for demand management, logistics, procurement and manufacturing functions of SC. In addition, to leverage the fusion of big data in SC analytics, Woldt *et al.* (2020) found that there exist several job opportunities in this domain. They mapped the course structure incorporating big data and SC analytics based on industry data and a literature review, which resulted in 116 types of SC analytics job. Another significant use of big data research is in information systems (Grover *et al.*, 2020). In addition, non-routine cognitive works could be made computerisable with the help of big data (Frey and Osborne, 2017). Jarrahi (2018) suggested that artificial intelligence (AI) coupled with BDA is well suited to handle complex decision-making. General literature on BDA can be found in the work of Larson and Chang (2016). Roberts and Hazen (2016) emphasised the redesign of SC by integrating dimensions of process, people and technology of big data. In a theory-driven study, Hazen *et al.* (2018) analysed theories for BDA-based sustainable SC. The eight theories analysed were social capital, economic, network, institutional, resource-based, resource dependence, ecological modernisation and agency. Fundamental tenets of these theories were analysed along with future research directions for big data in SC with aspects of the triple bottom line. Arunachalam *et al.* (2018) proposed a framework for SC with BDA capabilities regarding data generation, visualisation, analytics, management and integration. The four stages that were considered were initiation, adoption stage with poor data and rich analytics, adoption stage with rich data and poor analytics and the routinisation stage. Rodriguez and Da Cunha (2018), Sanders (2016), and Brinch (2018) proposed conceptual frameworks of BDA for SC. The proposed framework by Rodriguez and Da Cunha (2018) was

intended to gather the key categories: absorptive capacity, sustainability performances and SC innovation for the firm. The ability that BDA has to support sustainability and organisations can obtain a competitive advantage by responding to customer needs in a dynamic market. [Sanders \(2016\)](#) proposed a four-stage maturity map focusing on data structuring, data availability, fundamental analytics and advanced analytics. Big data drives leading SC organisations; however, the majority of organisations have yet to implement it because of the lack of understanding by top management. In addition, there exist several roadblocks in ethical, operational, privacy and security aspects for BDA applications in SC ([Ogbuke et al., 2020](#)). [Brinch \(2018\)](#) proposed a framework based on value theory and business process theory: SC practitioners must understand the value of BD and need to conceptualise strategies for its implementation. Furthermore, [Grover et al. \(2018\)](#) proposed a research framework for using BDA to create strategic business value. The framework illustrated various constructs and their relationship to value creation of BDA and its implementation. The framework also discussed research components for future BDA research problems.

The factor analysis method is most prevalent in BDA adoption for SC. Whereas other quantitative operation research methods, like neutrosophic set theory, are significantly utilised in the SC domain ([Abdel-Baset et al., 2019](#)). Some of the essential recent studies used partial least squares–structural equation modelling (PLS-SEM) ([Shafique et al., 2019](#); [Dubey et al., 2019a, 2021](#); [Lai et al., 2018](#); [Jebble et al., 2018](#)) and SEM ([Raman et al., 2018](#)). [Wu et al. \(2017\)](#) used multi-criteria decision-making tools, such as grey DEMATEL and fuzzy-DEMATEL, whereas [Lamba and Singh \(2018\)](#) employed hybrid ISM, Fuzzy-TISM and the DEMATEL technique. [Lamba and Singh \(2018\)](#) identified the most critical enablers to implement BDA in operations and SC. [Roßmann et al. \(2018\)](#) used fuzzy clustering, whereas [Queiroz and Telles \(2018\)](#) used regression analysis. [Roßmann et al. \(2018\)](#) analysed the social impact of BDA in SC using the Delphi approach. The study showed the positive effect of BDA on the reduction of safety stocks, supplier performance and demand forecasts. [Queiroz and Telles \(2018\)](#) identified a positive relationship between BDA knowledge and SC levels.

2.3 BDA for Supply Chain 4.0

The role of BDA for Supply Chain 4.0 is not explored much in the literature. Enabling technologies for Supply Chain 4.0 are cloud computing, IoT, blockchain, digital twin, cybersecurity and big data. [Calatayud et al. \(2019\)](#) suggested a concept of self-thinking SC with AI and IoT capabilities. According to [de Campos Martins and Simon \(2018\)](#), more than 80% of research articles on BDA and Supply Chain 4.0 discuss technical challenges. However, social-cultural challenges such as fear of changes, man–technology relation and a human-resource replacement must also be addressed. [Yadav et al. \(2020\)](#) have pointed out ineffective workers' training, lack of workers employed and culture change resistance as significant social-cultural challenges.

[Zhong et al. \(2015\)](#) proposed the conversion of typical supply chain resources into smart objects. A framework of BDA for RFID SC data was proposed with transmission mechanism, data warehouse, data clustering and knowledge representation. [Ben-Daya et al. \(2019\)](#) argued that the IoT with limited analytical capabilities could have a positive impact on manufacturing SC. [Haddud et al. \(2017\)](#) identified potential challenges for IoT adoption in SC. The top five challenges identified were the integration of heterogeneous data and technologies, global standards in the communication protocol, security issues, top management support and IoT architecture.

[Santos et al. \(2017\)](#) proposed BD architecture for the implementation of Industry 4.0 in a multinational organisation. Case implementation was done for “Bosch Braga” in three phases: data collection, data preparation and visualisation. [O'Donovan et al. \(2015\)](#) emphasised the role of BDA for the highly-optimised SC of smart manufacturing. BDA

can assist in demand-driven SC from raw material to delivery to end customers; however, it needs a multi-disciplinary team for managing end-to-end SC. In addition, BDA also aids in better forecasting and business planning which further improves the business performance of the organisation (Chang, 2020). Babiceanu and Seker (2016) emphasised the visibility of operations across manufacturing SC and proposed guidelines for the SC collaboration of manufacturing CPS. Arya *et al.* (2017) conducted an exploratory study for army spare parts and the impact of Supply Chain 4.0 on planning, maintenance, distribution and collaboration was discussed. The following conclusions and research gaps are identified:

- (1) The synthesis of the literature review shows that developed countries such as China, Denmark, the USA and Germany have started using BDA for SC (Brinch *et al.*, 2018; Kache and Seuring, 2017; Lai *et al.*, 2018) and application of Supply Chain 4.0 (Ivanov *et al.*, 2019; Makris *et al.*, 2019). Developing countries are catching up, and research studies show that issues in BDA for Supply Chain 4.0 are different in these economies.
- (2) The existing literature mainly focused on BDA for SC and Supply Chain 4.0. Though these topics were discussed separately and very few articles discussed BDA for Supply Chain 4.0. In a recent study for firms in India, Raut *et al.* (2019) explored the mediating role of BDA to achieve business performance. However, this study did not investigate the Supply Chain 4.0 aspect.
- (3) The current literature shows a positive impact of BDA on SC agility (Dubey *et al.*, 2019a), SC resilience (Dubey *et al.*, 2019b), SC sustainability (Cheng *et al.*, 2018) and SC innovation (Queiroz and Telles, 2018). However, contributions of BDA for Supply Chain 4.0 business performance are rarely discussed.

The above mentioned research gaps suggest investigating the capabilities of BDA to fulfil the data requirement of Supply Chain 4.0 processes in order to improve business performance. Hence, in this work, we investigate the mediating role of BDA between Supply Chain 4.0 business performance and nine performance factors using qualitative research method based on survey administration. A hybrid SEM-ANN method is developed to determine the influence of BDA on business performance. The SEM approach is compensatory and used to verify the linear relationship. ANN is non-compensatory and used to verify the linear as well as non-linear relationships. Thus, ANN balances SEM (Shmueli and Koppius, 2011) and is more progressive compared to multiple linear regression approaches (Chong, 2013).

3. Proposed framework and hypotheses

Figure 1 shows the proposed framework that considers 11 factors: organisational and top management support performance (OTMSP), information and product delivery performance (IPDP), sustainable procurement and sourcing performance (SPSP), collaborative planning performance (CPP), sustainable manufacturing performance (SMP), closed-loop supply-chain performance (CLSCP), operational performance (OP), technical and knowledge capability (TKC), environmental performance (EP), big data analytics (BDA) and Supply Chain 4.0 business performance (SBP). BDA is a mediator amongst SBP and the other nine factors that are OTMSP, IPDP, SPSP, CPP, SMP, CLSCP, OP, TKC and EP. A Delphi method was used to finalise the shortlisted factors (Skulmoski *et al.*, 2007). All factors were approved by the Delphi expert panel. Furthermore, the mentioned eleven factors were divided into eighty-two items (see Table 1).

4. Research methodology

Figure 2 shows the proposed research methodology.

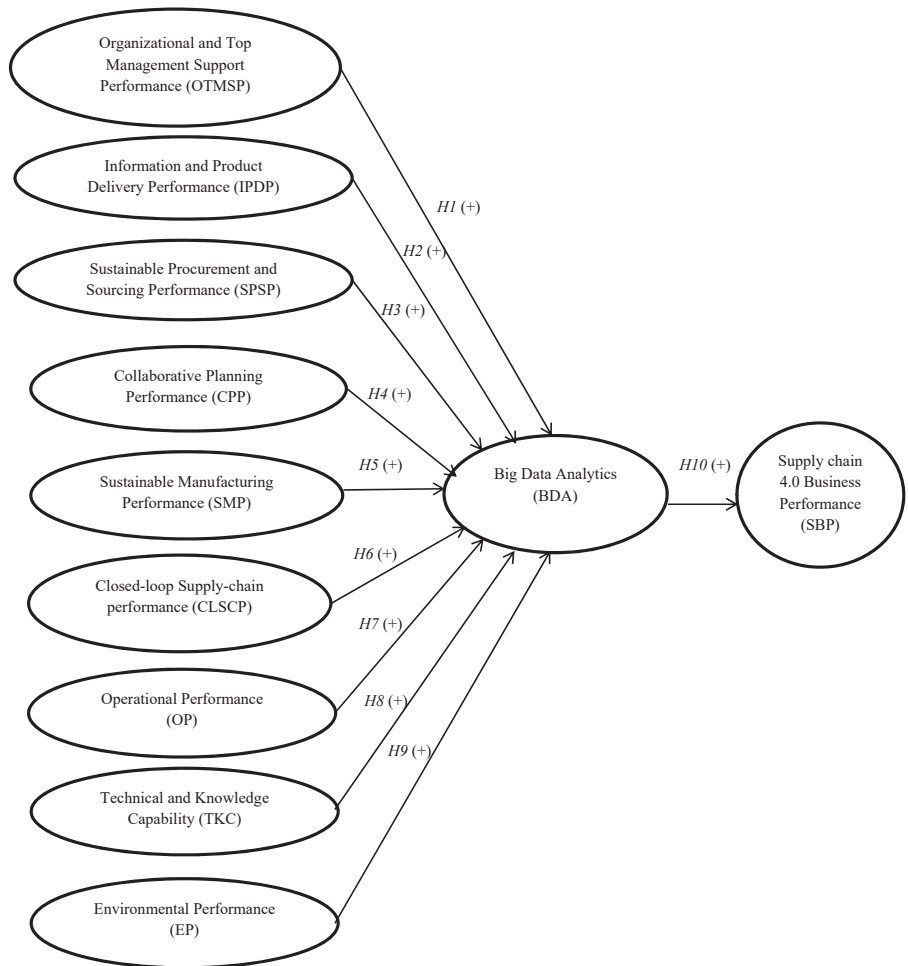


Figure 1.
Conceptual framework

Note(s): + Signature indicates ‘a positive impact’

The study was conducted in three phases. In the first phase, the literature was reviewed using the keywords “Supply Chain 4.0”, “big data analytics”, “Industry 4.0 and supply chain”. This led to the formation of RQs and ROs in the Indian context. Furthermore, a conceptual framework was developed, and hypotheses were proposed. In the second phase, a questionnaire was developed for the survey based on a seven-point Likert scale. 13 experts were requested to respond to the questionnaire, out of which ten experts, comprising four professors and six industry personnel, responded. A pilot study was carried out with 115 responses. Based on experts’ inputs and pilot studies, the final survey was finalised. 40 different types of manufacturing organisations were contacted. The survey was conducted from October 2018 to April 2019 through personal interviews and e-mails. Around 8–10 samples were collected from each Indian manufacturing organisation. The identified samples were collected from managers of different departments such as Supply Chain, HR, purchasing, R&D, production and accounting. A total of 325 questionnaires were distributed

Table 1.
Factors and
sub-factors

Hypothesis	Factor	Brief description	Items	References
H1	Organisational and top management support performance (OTMSP)	BDA needs substantial investment, and support of top management is a must. With a new technology, an organisation must support employees through training and education. The participation of all employees is a prime necessity, and top management needs to eliminate resistance. Dynamic and operational capabilities must be built at all levels of SC	OTMSP1: Organisation size OTMSP2: IT capabilities OTMSP3: Organisation maturity level OTMSP4: Top management support OTMSP5: Training and education OTMSP6: Financial willingness OTMSP7: Dynamics and flexibility	Dubey <i>et al.</i> (2019a) Lai <i>et al.</i> (2018) Liboni <i>et al.</i> (2019), Dubey <i>et al.</i> (2021)
H2	Information and product delivery performance (IPDP)	Information sharing with SC partners and within an organisation must be complete, timely and accurate. BDA capabilities ensure the same also sensitive data can be encrypted for data privacy. The availability of quality information plays a significant effect on SC management. BDA ensures proper assessment of product information, which will enhance delivery performance at various stages of the SC	IPDP1: Inventory management IPDP2: Data quality IPDP3: Data availability IPDP4: Quality management IPDP5: Consumer feedback IPDP6: Customer satisfaction IPDP7: Timely delivery	Parast and Adams (2012), Sanders (2016)

(continued)

Table 1.

Hypothesis	Factor	Brief description	Items	References
H3	Sustainable procurement and sourcing performance (SPSP)	The focus of sustainable procurement is on environmental sustainability. The cooperation of the supplier is needed for developing environmentally friendly products. BDA encourages sourcing and sustainable procurement using transportation of services and products from supplier to manufacturer to distributor to end customers with the least negative impact on the environment. Certifications like ISO 14001, ISO 9000 can benefit for standardisation of procedures	SPSP1: Consumer awareness SPSP2: Government policy SPSP3: Investment SPSP4: Regulations SPSP5: Competitor pressure SPSP6: Supplier selection SPSP7: Product eco-labelling SPSP8: Environmental audits SPSP9: Supplier collaboration toward sustainability SPSP10: Customer collaboration SPSP11: Supplier cooperation toward sustainability SPSP12: Supplier performance SPSP13: ISO 14000 certification of supplier	Zhu and Sarkis (2004) , Cheng et al. (2018) , Lai et al. (2018)

(continued)

Hypothesis	Factor	Brief description	Items	References
H4	Collaborative planning performance (CPP)	Collaborative performance mainly targets supplier collaboration, logistics integration and joint development. SC often has inter-dependent and inter-related tasks spread across different organisations. The collaboration on SC actors is needed for problem-solving and decision-making. BDA capabilities create diverse and combinative knowledge sets for managing SC operation	CPP1: Cooperation from all stakeholders CPP2: Cost or delivery variation CPP3: Long-term relationship with the supplier CPP4: Strategic visibility CPP5: Minimising non-value costs CPP6: Online system with supplier CPP7: Data-driven decision-making CPP8: Cost performance index CPP9: Logistic visibility CPP10: Product data management	Manavalan and Jayakrishna (2019), Narwane <i>et al.</i> (2019)
H5	Sustainable manufacturing performance (SMP)	In order to optimise the processes, manufacturing data needs to be shared with different stakeholders in SC. Many are using lean and agile practices to lead to sustainable performance. BDA capabilities assist in sustainable practices through improved integration with all SC actors. Effective decision-making ensures optimal supplier selection, reduction in non-value added processes and improved performance	SMP1: Lean practices SMP2: Agile practices SMP3: Total quality management SMP4: Quality of service SMP5: Value-added SC SMP6: Standardisation in operations	Ainul <i>et al.</i> (2017), El Mokadem (2017), Eslahbodi <i>et al.</i> (2017), Ghobakhloo and Azar (2018)

(continued)

Table 1.

Table 1.

Hypothesis	Factor	Brief description	Items	References
H6	Closed-loop Supply-chain performance (CLSCP)	Organisations should take emphasis on close-loop SC by treating and retrieving the end-of-use product. BDA helps to detect and track the returned product for optimisation of manufacturing, procurement, discarding or retrieval decisions. Sophisticated business intelligence and analytics capabilities will ensure optimum utilisation of products using recycling	CLSCP1: Overall cost CLSCP2: Recycling management CLSCP3: Uncertain demand CLSCP4: Waste disposal	Manavalan and Jayakrishna (2019)
H7	Operational performance (OP)	The operational performance consists of quality, capacity utilisation and accurately delivers time. The perspective of SC provider, as well as customer, must be considered for better services and quick responses to the customer. BDA assists in innovative and radical development in organisations through explorative learning. BDA strategies will help in improving efficiency toward achieving long-term goals	OP1: Delivery OP2: Flexibility OP3: Customer satisfaction OP4: Cost OP5: Innovation	Liu and Lyons <i>et al.</i> (2011), Makris <i>et al.</i> (2019)
H8	Technical and knowledge capability (TKC)	Technological capabilities through the IoT ensure monitoring of the entire SC network, which will assist in resource management. Real-time information sharing provides better control, emergency management and coordination. Forecasting and predictive analytics can make risks alter, product failure and preventive measures. The organisation must focus on skilled personnel with knowledge sets to achieve BDA adoption	TKC1: Technology complexity TKC2: New market trends TKC3: Perceived benefits TKC4: Knowledge management TKC5: Data quality TKC6: Knowledge scanning TKC7: New market trends	Lai <i>et al.</i> (2018), Frank <i>et al.</i> (2019), Raisch and Krakowski (2021)

(continued)

Hypothesis	Factor	Brief description	Items	References
H9	Environmental performance (EP)	Environmental performance refers to waste management, eco-design and energy usage. BDA capabilities can help organisations for better green practices. Three <i>R</i> 's, i.e., reduce, reuse, recycle of reconfigurable systems, can be implemented more effectively through BDA. Organisations must ensure energy consumption cost and the penalty for environmental mishaps	EP1: Carbon emission EP2: Solid wastes EP3: Ecological cost EP4: Regularisation EP5: Green practices EP6: Social benefits EP7: Energy consumption	Cheng <i>et al.</i> (2018), Lai <i>et al.</i> (2018)
H10	Supply Chain 4.0 business performance (SBP)	Sustainable business performances are measured in terms of economic performance, societal responsibility and environmental performance. BDA capabilities enable organisations to achieve environmental performance by monitoring usage and reducing waste. BDA also promotes better public relations and brand image. Through BDA and Supply Chain 4.0, organisations can gain a competitive advantage	SBP1: Transparency SBP2: Visibility SBP3: Responsiveness SBP4: Efficiency SBP5: Collaboration and integration SBP6: Stakeholder participation	Kache and Seuring (2017), Ghobakhloo (2018), Lamba and Singh (2018), Fredertco <i>et al.</i> (2019)
Note(s): BDA items considered: BDA1: velocity, BDA2: variety, BDA3: veracity, BDA4: volume, BDA5: value and market, BDA6: predictive analytics, BDA7: service and infrastructure, BDA8: modularity and compatibility, BDA9: connectivity and intelligence, BDA10: planning and control (Raut <i>et al.</i> , 2019)				

Table 1.

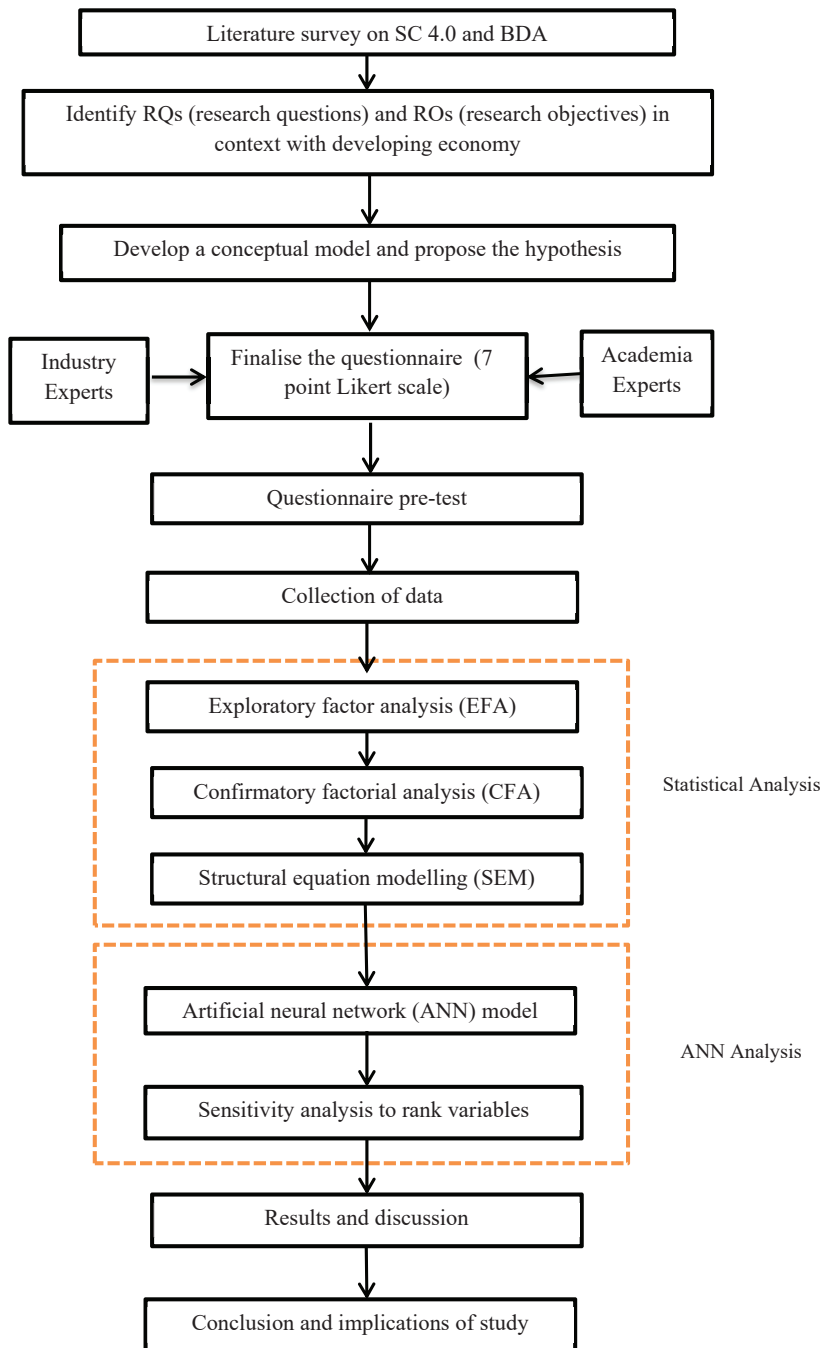


Figure 2.
Research methodology

in these organisations. Four questionnaires were not filled in correctly, and thus, 321 responses were used and digitised in a statistical package of social science (SPSS). In the third phase, three stages of EFA-CFA-SEM were used for hypothesis testing and ANN was used to rank the identified factors and verify the SEM results. Thus, this work makes use of statistical analysis (EFA-CFA-SEM) and ANN analysis to analyse the surveyed data. Furthermore, the results obtained from these two analyses were discussed which shows the mediating role of BDA in improving business performance in Supply Chain 4.0.

4.1 Sample characteristics

Table 2 shows the descriptive statistics of the 321 responses. It shows that the highest number of responses (52.34%) are graduates, and 32.09% have between 11 and 15 years of experience. The highest number of responses were from the auto component manufacturer (24.61%), and 35.51% fall in the 21–30 million USD annual sales revenue.

4.2 Statistical analysis

The 321 responses were analysed using EFA-CFA in order to examine validity, reliability and structure. Microsoft Excel was used to tabulate the data. These data were imported to SPSS 20.0 software for the analysis. Analysis of moment structures (AMOS) software was used for SEM analysis.

4.2.1 Exploratory factor analysis (EFA). EFA analysis uses a statistical approach to determine the correlation between the variables (Anderson and Gerbing, 1984). In EFA, firstly, data suitability is checked (Williams *et al.*, 2010). Bartlett's test of sphericity and KMO

Particular	Classifications	No. of responses	%
Gender	Male	224	69.78
	Female	97	30.22
Total		321	100%
Years of experience	5–7	46	14.33
	8–10	83	25.86
	11–15	103	32.09
	More than 15	89	27.72
Total		321	100%
Educational qualification	Graduates (B.E./BBA/B. Tech)	168	52.34
	Post-graduates (M. Tech/MBA)	140	43.61
	PhD (Technology/Management)	13	4.05
Total		321	100%
Type of industry	Auto component manufacturer	79	24.61
	CNC Machine Tool	57	17.76
	Turbo sub-assemblies	71	22.12
	Chemical products	54	16.82
	Furniture	60	18.69
Total		321	100%
Annual sales revenue (million USD)	10–20	52	16.20
	21–30	114	35.51
	31–40	105	32.71
	More than 40	50	15.58
Total		321	100%
Organisation size (no. of employees)	100–150	37	11.53
	151–300	85	26.48
	301–500	122	38.00
	More than 500	77	23.99
Total		321	100%

Table 2.
Descriptive statistics of
the sample

(Kaiser-Meyer-Olkin) statistics are the two measures used for checking data appropriateness. The significance value < 0.05 and $KMO > 0.7$ are considered as within the desirable range (Hair *et al.*, 1995). EFA analysis was carried out of 321 responses received. Measures were as follows: $KMO = 0.851 > 0.7$ and $p = 0.000 < 0.05$, i.e. 95% confidence level. The extraction method used was principal component analysis (PCA) and Varimax as a rotation method. The rotation converged in six iterations and loading of greater than 0.6 was observed for all variables without cross-loading. Thus, EFA results were found to be satisfactory for SEM.

4.2.2 Confirmatory factorial analysis (CFA). CFA illustrates the relationship between latent variables and observed factors (Chan *et al.*, 2007). CFA assesses validity and reliability through goodness-of-fit indices. According to Hu and Bentler (1999), threshold values of goodness-of-fit are as follows:

Ratio of chi-square test to degree of freedom (DF) = < 5 occasionally permissible; < 3 good.

Goodness-of-fit index (GFI) = > 0.95 .

Comparative fit index (CFI) = > 0.95 Very good; > 0.90 good; > 0.80 occasionally permissible.

Normed fit index (NFI) = > 0.80 .

Adjusted goodness of fit index (AGFI) = > 0.80 .

Root mean squared error of approximation (RMSEA) = < 0.05 very good; 0.05 – 0.10 moderate; > 0.10 not permissible.

In this study, CFA analysis was done on nine constructs of BDA and one construct of Supply Chain 4.0 Business Performance (SBP). The ten constructs were permitted to correlate with each other freely. The nine constructs of BDA were “Organisational and Top Management Support Performance (OTMSP), Information and Product Delivery Performance (IPDP), Sustainable Procurement and Sourcing Performance (SPSP), Collaborative Planning Performance (CPP), Sustainable Manufacturing Performance (SMP), Closed-loop Supply-chain performance (CLSCP), Operational Performance (OP), Technical and Knowledge Capability (TKC), and Environmental Performance (EP)”. For this study, a chi-square test for the degree of freedom (DF) is 2.342, which is between 2.00 and 3.00, therefore acceptable. $GFI = 0.924 > 0.90$, $CFI = 0.957 > 0.95$, and $NFI = 0.864 > 0.80$ indicates best fit. $RMSEA < 0.05$ is considered remarkable. However, the obtained value of $RMSEA$ is 0.065, which is in the permissible range of 0.05 – 0.1 and thus acceptable. It concludes that the dataset point is in the direction of the goodness-of-fit and acceptable for further analysis.

As discussed, CFA was performed for all ten constructs in order to test the convergent validity of all items. Loading between factors and measured variables at a one per cent level must be more than 0.5 (Barki and Hartwick, 2001). For the measurement model, standard estimates less than 0.70 are as follows: knowledge management (TKC4: 0.631), carbon emission (EP1: 0.526), ecological cost (EP3: 0.591), transparency (SBP1 with a value of 0.529), inventory management (IPDP1: 0.690), data quality (IPDP2: 0.675), timely delivery (IPDP7: 0.650), lean practices (SMP1: 0.471), agile practices (SMP2: 0.581) and total quality management (SMP3: 0.575). Out of these ten items, nine items have a value of more than 0.5, except lean practices (SMP1) with a value of 0.471. This analysis shows sufficient evidence of convergence validity as the rest of the loadings are beneficial to internal consistency. AMOS-20.0 was used for the CFA analysis; estimates and the path diagram are shown in Figure 3.

4.2.3 Structural equation modelling (SEM). SEM investigates multivariate data by including independent variables (IVs), latent constructs (LCs) and dependent variables (DVs). IVs and DVs can be measured factors or variables, which can be continuous or discrete. Two phases of SEM include the validation of LCs, i.e. judging a complete fitting model and distinct structural models hypothesised amongst LCs (Jenatabadi, 2015). Referring to logical precedents, bi-directional arrows of the CFA model were replaced with single-headed arrows. This obtained SEM test results that were initially verified for the model fit. This study uses

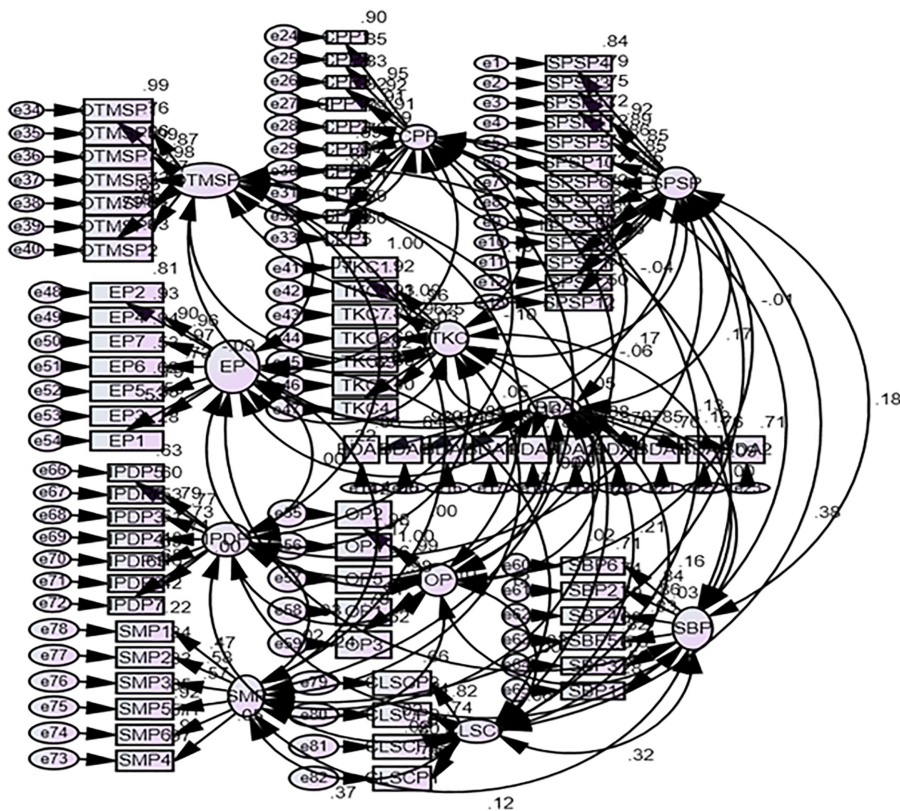


Figure 3.
Path diagram for CFA

AMOS-20.0 as it reads SPSS files and offers quality path diagrams. The ratio of the chi-square test to DF is 2.380, which is considered acceptable, as it is between 2.00 and 3.00. The $GFI = 0.967 > 0.90$ and $NFI = 0.864 > 0.80$, which indicates the best fit. Moreover, the $RMSEA < 0.05$ and $CFI > 0.95$ are considered remarkable. However, the obtained value of RMSEA and CFI are 0.065 and 0.942, respectively. RMSEA and CFI are in the permissible range of 0.05–0.10 and 0.90–0.95 respectively, therefore acceptable. Figure 4 shows the SEM path diagram.

4.3 Artificial neural network analysis

ANN is a popular artificial intelligence method used for improving the performance and quality of analysis (Wang *et al.*, 2020). Predictive accuracy of ANN is higher not only for linear relationships but also for nonlinear relationships. ANN processes information through interconnected neurons via weighted links (Leong *et al.*, 2015). The benefits of ANN are that it does not need multivariate assumptions of homoscedasticity, normality or linearity (Abubakar *et al.*, 2017).

4.3.1 Artificial neural network model. In ANN, the multi-layered model is commonly used (Fausett, 1994), which has one input layer, one output layer and one or more hidden layers. This study uses a multi-layered perceptron (MLP) with one hidden layer and the feed forward-back propagation (FFBP) algorithm. In this paper, the given network was examined

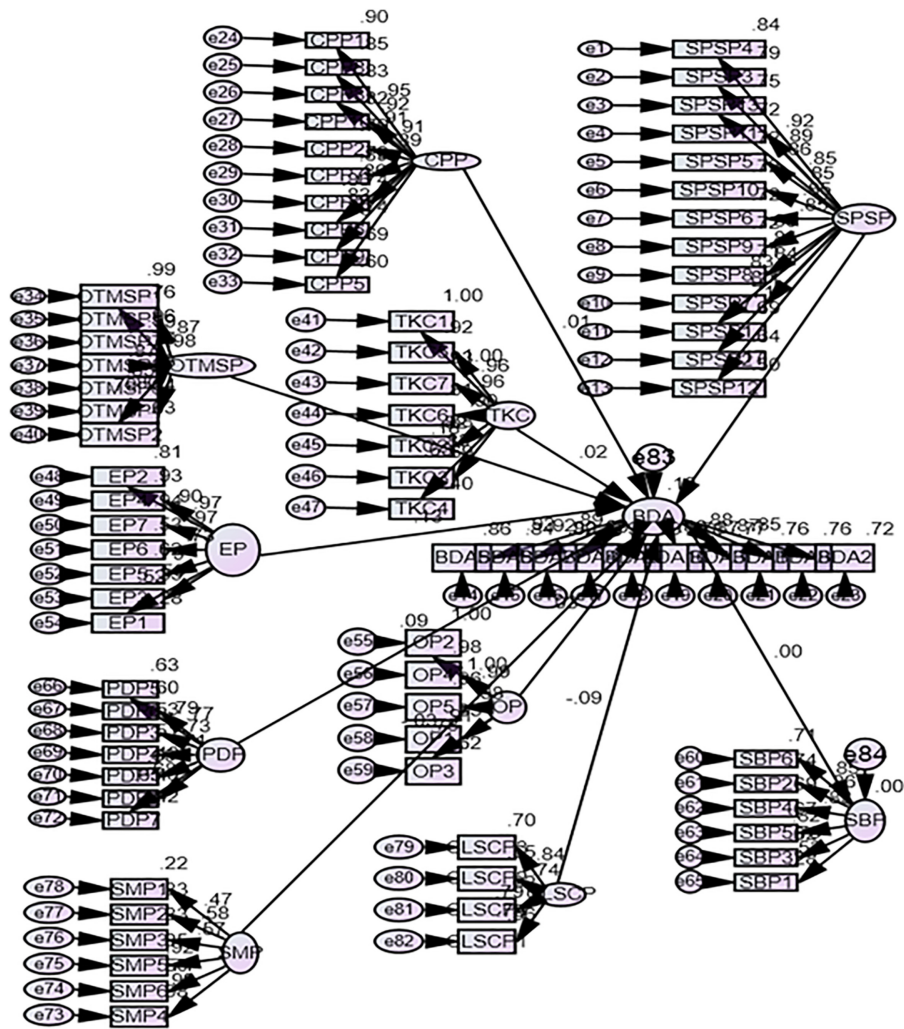


Figure 4.
Path diagram for SEM

with one to ten nodes for the hidden layer, and ten nodes were selected. The ANN model is as shown in Figure 5. Each of the input layers and the output layer has seven nodes. As shown in Figure 5, seven significant variables (OTMSP, IPDP, SPSF, CPP, TKC and EP) of structural analysis were used as inputs for the ANN.

4.3.2 Sensitivity analysis. In neural networks, cross-validation with 90% data for training and 10% data for testing is recommended (Tan *et al.*, 2014). The bipolar sigmoidal function was used for the hidden and output layers for better accuracy. To confirm the significance of the predictor variables, non-zero synaptic weights were linked to the hidden layer. Tables 3 and 4 give details of the analysis.

Each factor was calculated through a sensitivity analysis of seven significant factors. The root mean square of error (RMSE) is an indication of the accuracy of the ANN model. Apart

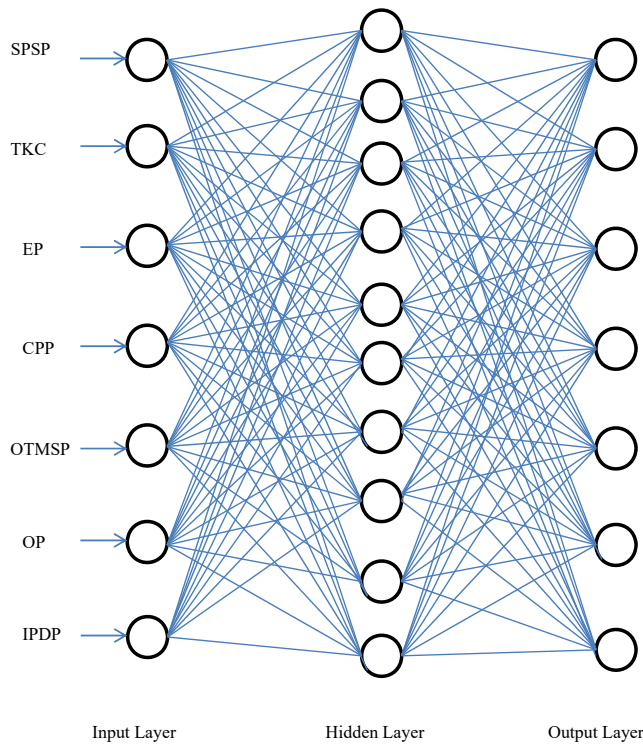


Figure 5.
ANN model

ANN	For output BDA		For output SBP	
	Training	Testing	Training	Testing
1	0.868	0.925	0.995	0.969
2	0.991	1	0.986	0.968
3	1	1.001	0.995	0.973
4	0.998	1.001	1.007	0.997
5	0.975	0.981	1.002	0.999
6	0.941	0.951	1.008	0.973
7	1.022	0.987	1.007	1.004
8	0.975	0.941	0.981	1.032
9	0.307	0.829	0.983	0.997
10	0.587	1.025	1.014	1.005
Mean RMSE	0.8664	0.9641	0.9978	0.9917
Standard deviation	0.234533	0.056781	0.011593	0.020651

Table 3.
Root mean square of
error (RMSE) values

from a few points, the ANN estimated values were close to the actual values. The sensitivity analysis shows that the top three factors that influence BDA are “Information and Product Delivery Performance (IPDP), Sustainable Procurement and Sourcing Performance (SPSP), and Organisational and Top Management Support Performance (OTMSP)”, whereas operational performance (OP) has the least impact on BDA.

JEIM 34,5	1470	ANN	SPSP	TKC	EP	CPP	OTMSP	OP	IPDP
		1	0.16	0.143	0.151	0.141	0.146	0.12	0.138
		2	0.154	0.15	0.141	0.162	0.142	0.104	0.147
		3	0.194	0.121	0.117	0.116	0.161	0.115	0.175
		4	0.151	0.142	0.155	0.138	0.15	0.127	0.137
		5	0.197	0.099	0.128	0.139	0.129	0.163	0.144
		6	0.157	0.146	0.137	0.12	0.159	0.11	0.172
		7	0.127	0.154	0.142	0.134	0.126	0.147	0.17
		8	0.133	0.149	0.145	0.138	0.137	0.104	0.193
		9	0.109	0.135	0.133	0.138	0.131	0.133	0.221
Table 4.	Sensitivity analysis	Mean importance	0.1478	0.1363	0.1405	0.1352	0.1421	0.1302	0.1675
		Ranking	2	5	4	6	3	7	1
		Normalised importance (%)	88.23	81.37	83.88	80.71	84.83	77.73	100

5. Analysis and discussion

5.1 Hypothesis testing

Table 5 shows standardised estimates of each hypothesis. Out of ten hypotheses, eight are supported: organisational and top management support performance (OTMSP), information and product delivery performance (IPDP), sustainable procurement and sourcing performance (SPSP), collaborative planning performance (CPP), operational performance (OP), technical and knowledge capability (TKC) and environmental performance (EP) positively influence big data analytics (BDA). In addition, BDA positively influences Supply Chain 4.0 business performance (SBP). However, two of the hypotheses, sustainable manufacturing performance (SMP) and closed-loop supply-chain performance (CLSCP), do not positively influence BDA.

5.2 Significance of each variable

Table 5 shows that the findings of this study are congruent with past literature. ANN ranks “Information and Product Delivery Performance (IPDP)” highest, followed by SPSP, OTMSP, EP, TKC, CPP and SP. The ANN analysis gives the highest rank to “Information and Product Delivery Performance (IPDP)”, which shows that the organisation must ensure timely delivery and information sharing. Critical factors for SC management marketing include operational and market data, inspection and merging of operational and market information, concurrency in planning, secured data flow and improved decision-making at the SC level (Ardito et al., 2019). BDA ensures information availability over the end-to-end SC. However, ethical issues such as data security and privacy still need to be addressed (Chang et al., 2021). “Sustainable Procurement and Sourcing Performance (SPSP)”, with the second rank in the ANN analysis, has the second-highest standardised estimate. Doolun et al. (2018) emphasised the usage of BDA for decision-making in location-allocation. They found that the adoption of sustainable procurement practices must be guaranteed through Government policies and ISO standards. Surprisingly, “Organisational and Top Management Support Performance (OTMSP)” ranked third in the ANN analysis, whereas it has the highest standardised estimate. The results are aligned with the work of Moktadir et al. (2019), who emphasised the significance of strategies toward SC-4.0 and policy-making for BDA adoption. Indeed, they showed the significant role of top management in the adoption of the latest technologies.

According to Cheng et al. (2018), Jeble et al. (2018), and Moktadir et al. (2019), environmental factors need to be considered for BDA adoption. Our results support these findings by recognising environmental performance (EP) as a significant factor with a rank of

Table 5.
Comparison of results
with the past literature

Hypothesis no	Hypotheses	SEM analysis		ANN analysis		In agreement with	In contrast with	Remarks
		Supported (Y/N)	Standardised estimates	Mean Importance	Rank			
1	Organisational and top management support performance (OTMSP) positively influences BDA	Yes	0.180	0.1421	3	Chen <i>et al.</i> (2015), Muktadir <i>et al.</i> (2019)	Dubey <i>et al.</i> (2018)	Most significant factor in SEM
2	Information and product delivery performance (IPDP) positively influences BDA	Yes	0.088	0.1675	1	Ardito <i>et al.</i> (2019)		Fourth most significant factor in SEM; Rank 1 in ANN
3	Sustainable procurement and sourcing performance (SPSP) positively influences BD	Yes	0.169	0.1478	2	Doolun <i>et al.</i> (2018)		Second most significant factor in SEM; Rank 2 in ANN
4	Collaborative planning performance (CPP) positively influences BDA	Yes	0.008	0.1352	6	Kache and Seuring (2017)	Eriksson <i>et al.</i> (2017)	
5	Sustainable manufacturing performance (SMP) positively influences BDA	No	−0.027	–	–		Gunasekaran <i>et al.</i> (2018)	Not supported in SEM
6	Closed-loop supply-chain performance (CLSCP) positively influences BDA	No	−0.091	–	–		Manavalan and Jayakrishna (2019)	Not supported in SEM
7	Operational performance (OP) positively influences BDA	Yes	0.027	0.1302	7	Queiroz and Telles (2018)		
8	Technical and knowledge capability (TKC) positively influences BDA	Yes	0.020	0.1363	5	Lai <i>et al.</i> (2018)		
9	Environmental performance (EP) positively influences BDA	Yes	0.132	0.1405	4	Cheng <i>et al.</i> (2018), Jebble <i>et al.</i> (2018)	Song <i>et al.</i> (2018)	Third most significant factor in SEM; Rank 4 in ANN
10	BDA positively influences supply-chain- 4.0 business performance (SBP)	Yes	0.003			Dubey <i>et al.</i> (2019b)		Mean RMSE (BDA- 0.9641, SBP- 0.9917)

four. BDA with SC connectivity can work as a moderator technology with perceived benefits, data quality and IT capabilities (Lai *et al.*, 2018). Moreover, the study emphasises the positive effect of technical and knowledge capability (TKC) of BDA. Kache and Seuring (2017) argued about BDA's role on logistics, SC transparency and visibility, which is supported by our results of collaborative planning performance (CPP) positively influencing BDA. The BDA-SC triangle consists of 1) SC partnership: BDA for the short term, BDA for logistics and SC, strategies for SC innovation; 2) human knowledge: BDA knowledge, skill professionals in an organisation, market's professionals, awareness; 3) innovation culture: IT tool, investments and IT security (Queiroz and Telles, 2018). This study also emphasises the positive effect of operational performance (OP) on BDA. This study can help managers to understand the characteristics of significant factors in order to establish tactical and strategic policies of BDA adoption.

5.3 Theoretical contribution of the study

The theoretical contribution of this study is twofold. Firstly, we propose an approach based on the integration of SEM and ANN to identify and evaluate significant BDA factors for Supply Chain 4.0 in developing economies. This approach allows overcoming the limitations of the SEM by considering non-linear relations due to the particular features of ANN. In that case, ANN is non-compensatory and used to verify the linear, as well as non-linear, relationships. The results emphasise the mediating role of BDA for Supply Chain 4.0 business performance.

Secondly, the study can help researchers and academicians understand, assess and evaluate the impact of BDA factors and sub-factors on Supply chains. The strategic policy will help in effective implementation with due consideration to relevant factors. Decision-makers can prepare roadmaps for BDA for Supply Chain 4.0. Furthermore, to achieve SC business performance, support of top management, the participation of employees, organisational culture, collaboration and sustainable practices are most important. Decision-makers must construct BDA as one of the organisation visions to overcome the hurdles in adoption. Top management must arrange training in order to enhance the IT skills of the employees. According to Gijzen (2013), big data can help achieve the United Nations Sustainable Development Goals (SDGs). Adoption of BDA and Supply Chain 4.0 needs a systematic approach to achieve SDG 9 "Industry, Innovation and Infrastructure", SDG 11 "Sustainable Cities and Communities" and SDG 12 "Responsible Consumption and Production".

6. Conclusion

According to SAS (2013), the number of organisations that use BDA is relatively low. This stresses the need to study BDA adoption and its impact on firm performance. In this regard, the present study addresses three research questions (RQ). The first RQ investigates the significant factors for the adoption of BDA in Supply Chain 4.0 environments. This is addressed by carrying an exhaustive literature search and validating them with experts' opinions. The second RQ investigates the impact of these factors on BDA adoption, while the third RQ investigates whether BDA has a mediation effect on Supply Chain 4.0 performances. To do so, an integrated SEM-ANN analysis is developed on the data collected from 40 manufacturing firms. The results reveal eight factors that positively influence BDA adoption, while we obtained the confirmation that BDA has a mediation effect on Supply Chain 4.0 performances.

Further advanced analytics, followed by digital communication to various stakeholders in SC, will assist organisations in focusing on customer needs. Based on technology integration,

data management, advanced analytics, and digital interfaces, organisations can develop improved operations, reconfigure the SC model and develop business strategies (Thienen *et al.*, 2016). Thus, the paper has a notable contribution to BDA adoption for Supply Chain 4.0. Developing countries like India are in the process of implementing Supply Chain 4.0. Latest studies like the adoption of Supply Chain 4.0 in multinationals (Makris *et al.*, 2019), digital SC with Industrial IoT (Manavalan and Jayakrishna, 2019), smart SC (Frank *et al.*, 2019) and dynamics in SC (Roßmann *et al.*, 2018) confirm the benefits of BDA in SC. The study proposes a conceptual model of BDA as a mediator to describe the SC business performance. This study will help researchers to outline experimental research in BDA and Supply Chain 4.0 business performance. The study will also guide BDA practitioners on how to develop potential business performance through different stages.

There are some limitations to the study as it was conducted in Indian manufacturing organisations. Indeed, with minor modifications, similar works can be carried out in other developing economies. Moreover, a structured questionnaire was used for data collection, which may create heterogeneity, and the data sample can be increased. Thus, more data samples can be collected with another method of data collection. As questionnaire-based data collection was done individually, the decision may vary based on organisational culture, industry and time. Furthermore, additional analysis, where the unit of analysis is the company, may be carried out to determine BDA adoption in specific industries.

Future research work would investigate the mediating role of BDA for lean, agile, resilient and green (LARG) effects on SC performance. Another research direction inspired by the current findings would be the identification of the roles of blockchain and artificial intelligence in conjunction with BDA in Supply Chain 4.0.

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About the authors

Vaibhav S. Narwane is working as an associate professor in the Mechanical Engineering Department at K. J. Somaiya College of Engineering, Mumbai. Vaibhav received his ME in CAD/CAM from Shri Guru Gobind Singhji Institute of Engineering and Technology, Nanded. Currently, he is pursuing his Ph.D. from the Production Engineering Department, VJTI Mumbai. He has 13 years of teaching and one year of industrial experience. He has few papers in journals and conferences of national and international repute to his credit. His current area of research includes cloud computing, industrial engineering and AI techniques.

Dr. Rakesh D. Raut is an assistant professor of operations and supply chain management at the National Institute of Industrial Engineering, Mumbai. Rakesh D. Raut received his post-doctoral fellow from EPFL, Switzerland and a fellowship (Ph.D.) from the National Institute of Industrial Engineering (NITIE), Mumbai. He holds his M. Tech (mechanical) and BE (production) degrees from Nagpur University. He has more than nine years of work experience in industry and academic institutions. Before joining NITIE, he has worked as an assistant professor at IMT, Nagpur and Dubai and also at Symbiosis Centre for Management and Human Resource Development (SCMHRD), Pune. His research interest includes Industry 4.0, cloud computing adoption, cloud-IoT adoption, big data analytics, green/sustainable supply chain management, reverse logistics, green/sustainable human resource management and talent management. He has co-authored several research items in peer-reviewed international journals such as RSER, JCLP, JEMA, TFS, CHB, IJPPM, IJPQM, SPC, BIJ, IJMCP, OPSEARCH, JM2, CAE, IJBEX, BSE, IJPM, JHTRM, etc.

Mr. Vinay Surendra Yadav is a research scholar in the Department of Mechanical Engineering at the National Institute of Technology (NIT) Raipur, India. He also holds a master's degree in industrial engineering and management from NIT Raipur, India. He received a gold medal for excellence performance in his M. Tech degree. He has completed his bachelor of engineering degree in mechanical engineering from Pune University, India. His areas of research include supply chain management, blockchain, optimisation techniques, multi-criteria decision-making and industrial engineering. He has published more than ten papers in reputed international journals and conferences.

Dr. Naoufel Cheikhrouhou is a professor of supply chain, logistics and operations management at Geneva School of Business Administration. He received his PhD from Grenoble Institute of Technology (France) in 2001 and his M.Sc. in Industrial Engineering from the National School of Engineers of Tunis (Tunisia). His main research interests are modelling, simulation and optimisation of supply chains, human factors in production management and logistics and hybrid forecasting methodologies. As an acknowledgment of the quality of his research work, Dr Cheikhrouhou received the Burbidge Award in 2003 and the BG Ingenieurs Conseils Award in 2014. Naoufel Cheikhrouhou is the corresponding author and can be contacted at: naoufel.cheikhrouhou@hesge.ch

Dr. Balkrishna E. Narkhede is an associate professor in the Department of Production Engineering at VJTI, Mumbai, India. He holds a D.Sc. and a PhD in Mechanical Engineering. He has over 17 years of teaching, research and administrative experience. Indian Institution of Industrial Engineering has awarded him a fellowship in recognition of his substantial contribution to industrial engineering. He is also the recipient of the excellence in teaching award from VJTI based on student's feedback. He has been nominated as a subject expert in the All India Board of Management Studies under AICTE, New Delhi, India. He has been editor-in-chief for industrial engineering Journal since January 2009. He has successfully guided 05 PhD candidates in Production Engg. His research interests include production, industrial engineering and operations management.

Pragati Priyadarshinee holds a PhD in "cloud computing" from the National Institute of Industrial Engineering (NITIE), Mumbai and M. Tech in IT from IIIT, Allahabad. She has 12 years of experience in teaching and research with a number of peer-reviewed publications both in International Journals of repute and conferences. She is working as an active reviewer of "Journal of Cleaner Production" and "International Journal of Information Management". Currently, she is working as an assistant professor with Chaitanya Bharathi Institute of Technology (CBIT), Hyderabad. Prior to joining CBIT, she worked with Premiere Institutes like Welinkar Institute of Management Studies, NIT Trichy, CBIT Hyderabad, JBIET and BVRITH as assistant professor.