

## RESEARCH ARTICLE



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# Lean-agile-resilience-green practices adoption challenges in sustainable agri-food supply chains

Atul Kumar Sahu<sup>1</sup> | Rakesh D. Raut<sup>2</sup> | Vidyadhar V. Gedam<sup>3</sup> |  
Naoufel Cheikhrouhou<sup>4,5</sup> | Anoop Kumar Sahu<sup>6</sup>

<sup>1</sup>Industrial and Production Engineering, Guru Ghasidas Vishwavidyalaya, Bilaspur, Chhattisgarh, India

<sup>2</sup>Department of Operations and Supply Chain Management, National Institute of Industrial Engineering (NITIE), Mumbai, Maharashtra, India

<sup>3</sup>Sustainability Management Area, National Institute of Industrial Engineering (NITIE), Mumbai, India

<sup>4</sup>Geneva School of Business Administration, University of Applied Sciences Western Switzerland, HES-SO, Carouge, Switzerland

<sup>5</sup>IFM Business School, Geneva, Switzerland

<sup>6</sup>Mechanical Engineering, Guru Ghasidas Vishwavidyalaya, Bilaspur, Chhattisgarh, India

## Correspondence

Dr. Rakesh D. Raut, Department of Operations and Supply Chain Management, National Institute of Industrial Engineering (NITIE), Vihar Lake, NITIE, Powai, Mumbai, Maharashtra 400087, India.  
Email: [rraut@nitie.ac.in](mailto:rraut@nitie.ac.in)

## Abstract

Supply chain practitioners are striving to improve the performance of agri-food supply chains (AFSC) due to the lack of understanding of the mutual impacts of lean, agile, resilience, and green (LARG) practices in improving the performance of AFSC. There is a lack of specific methods to assess the power of their subsequent attributes. This paper identifies 12 unique challenges related to the implementation of LARG practices under the context of AFSC. The identification of challenges and the interdependency relationships among the LARG challenges are developed using a multistage approach. The multistage approach is composed of the generalized interval-valued trapezoidal fuzzy numbers (GIVTFNs), the degree of similarity method, and the decision-making trial and evaluation laboratory (DEMATEL) method. The finding of the study indicates that “Lack of understanding between the customer and other stakeholder requirements” and “Lack of transparency and trust” are the most significant challenges in the cause group and are the driving elements for implementing LARG practices. Furthermore, “Lack of competitive advantages” and “Lack of monitoring and auditing the ongoing supply chain activities” fall under the effect category, which are influenced by the cause groups' challenges. The identified challenges can be controlled and handled strategically on a priority basis for successfully implementing LARG practices in the agri-food industry. The finding of study will help practitioners to overcome the LARG challenges and to improve the overall performance of AFSC.

## KEYWORDS

agri-food supply chains, cause-and-effect analysis, DEMATEL, generalized interval-valued trapezoidal fuzzy numbers, lean-agile-resilience-green, sustainability

## 1 | INTRODUCTION

At present, industries can hold sustainability at a global pace by developing their supply chains (SCs) under regulatory marks, environmental

loads, and offering additional services. An SC consists of the flows of goods or raw materials and information and financial flows (Dahlmann & Roehrich, 2019). Today, SC success relies on efficiently procuring materials and delivering end products to customers at the right time, place, price, and quantity (Arunachalam et al., 2018; Baryannis et al., 2018). In the present dynamic scenario, there is a need for improvement in supply chain management (SCM), which is possible by integrating sustainable practices (Nayal et al., 2022; Raut et al., 2021; Yadav et al., 2022). However, due to the complex

**Abbreviations:** AFCS, Agri-Food Chain Sustainability; AFSC, Agri-Food Supply Chains; DEMATEL, Decision-making trial and evaluation laboratory; GIVTFNs, Generalized Interval-Valued Trapezoidal Fuzzy Numbers; KPIs, Key Performance Indicators; LARG, lean-agile-resilience-green; SC, Supply Chain; SCM, Supply Chain Management; SDGs, Sustainable Development Goals; TFN, Trapezoidal Fuzzy Number; TRM, Total Relation Matrix.

interactions in SC networks, such integration requires synchronization, planning, identification, loading, execution, and inclusion of embedded practices into the existing SC architectures. In SCM, information about [demand planning](#), sourcing, production, storage, logistics, inventory management, and returning items should be potentially handled, achieved, and maintained for success and survival. The SCM should strategically and technically align with information technology, specialized software, and SC partners, while focusing on risk management and sustainability. One such complex and evolving SC is agri-food supply chains (AFSC).

The AFSC embody complex interacting networks among farmers, industries, and consumers that contribute to cropping the agri-food commodities and dispatching the consignment to manufacturing communities to build synthetic food commodities and to meet societal needs (Bilali, 2019). AFSC align a closed loop among farmers, agricultural food production communities, wholesalers, retailers, and consumers (Aamer et al., 2021; Sazvar et al., 2018; Stone & Rahimifard, 2018). The AFSC bridge networks, processes, and goods starting from seeding and cropping agri-food by farmers and delivering it to production communities for processing against operations after trading, distribution, and consumption (Chen et al., 2020; Cui et al., 2020).

The agri-food sectors and their SCs represent a significant portion of a country's gross domestic product (GDP). However, in emerging economies, like India, several billions of dollars are lost annually due to improper food SC management (Mangla et al., 2018). In recent times, the sustainability of AFSC has become a national and international policy agenda for governments, nongovernmental organization (NGOs), corporations, societies, and academicians (Kumar et al., 2022; Moreno-Miranda & Dries, 2022). The AFSC stakeholders also claim that the existing actions in AFSC are insufficient to achieve sustainability and need immediate interventions (Kugelberg et al., 2021). Henceforth, AFSC need to inculcate sustainability practices to tackle issues related to resource scarcity, compliance management, food loss, climate change, and waste generation and to develop support and trust from regulating agencies & customers (Agrawal et al., 2022; Ersoy et al., 2022; Mogale et al., 2020). In order to maintain the industry competitiveness of AFSC at each stage, the adoption of sustainable practices becomes paramount (Mehmood et al., 2021).

The Sustainable Development Goals (SDGs) also recognizes the interlinkages between sustainability and agri-food industry. The pressing need and international mandate to transform existing AFSC systems is ingrained in SDGs (Negra et al., 2020). AFCS is rethinking or redesigning the AFSC's architectures and practices to combine the efficiency, effectiveness, productivity, and vital transparency in the curriculum of AFCS and satisfying the customer demands (Rana et al., 2021; Rejeb et al., 2021). AFCS relies on addressing the challenges associated with the push, pull, and bullwhip effects of AFSC by introducing new innovative architectures, pillars, practices, indices, enablers, and ideas across AFCS (Aamer et al., 2021; Mehmood et al., 2021). Henceforth, to fulfill the need of policymakers, society, and the food industry, there is a pressing need to transform existing AFSC toward AFCS, which requires adoption of adapted strategies and practices. It is crucial to implement management strategies and practices that not only promote

the AFSC efficiency but also focuses on AFCS (Azevedo et al., 2016). Among the different AFSC paradigms, the lean-agile-resilience-green (LARG) paradigm is considered as crucial for AFSC and has a common objective and focus of improving AFSC. The LARG paradigm is basically the inclusion of technical and social aspects in an organization management system with a focus objective of waste minimization, adoption of eco-friendly and risk-free practices, catering to volatile demands (Amjad et al., 2020). The LARG paradigm serves the purpose of making AFSC competitive, efficient, effective, and sustainable (Raut et al., 2021). The earlier literature cites that the LARG practices help to improve product quality and cost, customer response, and sustainable supplier selection (Govindan et al., 2015; Sahu et al., 2022; Sonar et al., 2022). Furthermore, the LARG paradigm has the potential to improve managerial skills, that is, mapping the overall supply chain performances (Raut et al., 2021). The existing literature suggests that the key performance indicators (KPIs) of SC can be significantly improved by adopting LARG practices (Azevedo et al., 2016; Cabral et al., 2012). Moreover, the paradigms also help AFSC to become more streamlined, efficient, and sustainable. The LARG paradigms is also gaining vital importance in ensuring SC sustainability and their competitive advantage (Carvalho et al., 2011; Ramirez-Peña et al., 2020). With this motivation, the present study explores the LARG challenges that can resist transformation of AFSC into AFCS by addressing the following research questions (RQs):

**RQ1.** What are the challenges in adopting LARG practices in AFSC that can aid in transforming AFSC to AFCS?

**RQ2.** What are the most prominent causes and effects hindering the implementation of successful LARG practices by the agri-food industries?

**RQ3.** How can the contextual relationship among agri-food challenges be established?

The paper is structured in six sections. The second section deals with the literature to understand the theoretical background of AFCS, its importance, significant practices, and preceding studies. The third section presents the methodology with which to evaluate LARG challenges. The fourth section demonstrates the case study. Section 5 highlights the cause-effect relationship among identified challenges. The paper closes with a conclusion that addresses managerial implications, the study limitations, and future research scope.

## 2 | LITERATURE REVIEW

The agri-food industry plays a significant role in ensuring food security. However, the AFSC accounts for significant food losses estimated at around a third of total food wastage (Gedam et al., 2021). Furthermore, the environmental variability, which hinders the food supply of rice, maize, and wheat from farmers to food producers, must be addressed to shape the effective AFSC (Davis et al., 2021). The

effective involvement and coordination of AFSC players, particularly farmers and retailers, to foster green and sustainable AFSC can amplify revenue and greening levels in AFSC (Cui et al., 2020; Gardas et al., 2019). Moreover, the green and sustainable SC entities to understand the influence of agri-food deteriorating products with active support from SC manager is essential (Sazvar et al., 2018). The active role of international communities in constructing standards and frameworks for quickly obtaining the high degree of circularity and lean activities in AFSC is also paramount (Mehmood et al., 2021).

The era of digital and emerging technologies is certainly the biggest opportunity for the agri-food industry. Smart digital technologies can enable effective and sustainable SC and can facilitate a transition of the agri-food industry toward a sustainable industry. For instance, Carmela Annosi et al. (2020) specifies the role of digital technology in agri firms for sustainable development. Yadav et al. (2021) demonstrate the blockchain technology impact on the AFSC and conclude that the inclusion of information communication technologies contributes to the sustainability of agri-food production. The big data research method can also provide valuable insights to the technology potential for sustaining agri-food businesses. The framework of Rejeb et al. (2021) for enrolling sustainability in AFSC is based on the extraction of quality indicators and technical means via big data research methods. Syromyatnikov et al. (2020) reveal the contribution of blockchain technology in bringing agility to the food SC management business and agility between small and medium-sized agri-food enterprises. However, adoption of emerging technologies in agri-food industry has many challenges that have been partly identified by some researchers; Bag, Viktorovich, et al. (2021) highlighted 15 significant barriers for loading greenness in SCM. As an extension of their work, the lean aspect and its roles in implementing digitalization in manufacturing are explored in Bag, Sahu, et al. (2021). Aamer et al. (2021) state that adopting Internet of Things (IoT) structures in the AFSC for engrossing sustainability and identify the difficulties halting IoT adoption in the AFSC.

The lean, green, agile, and resilient paradigm brings value for manufacturing communities, particularly for the agri-food industry, in silos or in combination. The lean approach brings value to manufacturing communities via appraising and optimizing the scarce resources and producing a steady workflow concerning real customer demands (Chavez et al., 2020; Erdil et al., 2018). The lean initiatives have a focus on eliminating the miscellaneous non-value-added activities in industries by quantifying processes or operations across production entities under the business forum (Antony et al., 2018; Das, 2018; Dey et al., 2019). Zhao et al. (2021) also highlight lean aspects and present a lean SC network model based on strong indicators, including structural leanness, network robustness, and principles of resource finiteness for the acquisition of sustainability. The corresponding gains that could be earned by incorporating lean and green practices in combination over operations and SC are highlighted by Abualfaraa et al. (2020).

The agile SC solicits the vibrant planning for teamwork, execution, traceability of consignment, monitoring, and excellent coordination among the team to swiftly address the customer demands (Digalwar et al., 2020; Mokadem, 2017). The agile architectures are crucial for expediting the inter- and intra-operations and transactions among

manufacturing communities and customers based on information technology, resource allocation, logistics evaluation, warehouse optimization, and software applications (Ciccullo et al., 2018; Dubey et al., 2019), whereas the green architectures are crucial for the environmental performance and encourage workforces toward climate awareness, exploring energy resources and eco-friendly technologies, reusing waste, and enforcing recycling units from the operational activities from packaging and to end users (Hamdan & Cheaitou, 2017; Inman & Green, 2018). The green architectures and initiatives help firm's stakeholders to overcome competitive challenges such as overvaluing the customers, gaining customer trust and confidence, and pleasing governments (De Oliveira et al., 2018; Lartey et al., 2020; Wong et al., 2018).

Resilient SC architectures enable the manufacturing communities to balance and speed up operations in the circumstance of hazardous events, vulnerabilities, unexpected disturbances, and turbulent change (Ali et al., 2017; Dubey et al., 2020). Wang et al. (2020) constructed a resilient supplier evaluation framework to map the supplier's proportional performance and identify the weakest metrics for sustainable development. A resilience framework structures the approach of building communities that can absorb, accommodate, and recover from the effects of hazardous accidents and events in an efficient manner (Azadeh et al., 2017; Centobelli et al., 2020). Stone and Rahimifard (2018) and Kumar and Singh (2020) also emphasized the importance of resilience in AFSC. To tackle post-COVID-19 SCM challenges, an Active Usage of Resilience Assets framework was developed by Ivanov (2021). Chen et al. (2020) described the significant challenges that impede the deployment of smart packaging systems to minimize waste, packaging costing, and adopting leanness in food SC. They identified 10 promising research areas in lean and resilience-based SC to improve sustainability. The integrative chain of lean-green-agile-resilience in SC is pivotal for adopting sustainability in manufacturing domains. One of the most important findings in the literature is that the sustainability dimension can be part of AFSC by addressing the lean-agile-resilience-green-environment architectures and practices (Kuiper & Cui, 2020; Wang et al., 2020; Zhao et al., 2021).

The LARG paradigm can be a benchmarking tool to assess SC performance (Azevedo et al., 2016). The literature review by Sharma et al. (2021) showed how LARG can be integrated into the SC to make it more sustainable. The side-by-side tracing of the existing weak performing SC architectures needs to be corrected and boosted to attain a high degree of performance in AFSC (Ivanov, 2021; Syromyatnikov et al., 2020). Integrating LARG initiatives require them to be molded under cross-functional architectures of manufacturing industries. Such initiatives strengthen and propagate sustainable environments in the manufacturing industry, and the development of theoretical models and frameworks are also required for performance improvement and measurement (Sharma et al., 2021). However, this is a complex process due to the various challenges when adopting LARG practices at the AFSC level (Cabral et al., 2012; Sharma et al., 2021).

The literature review highlights that the LARG paradigms leading to competitive and sustainable SC need further investigation (Carvalho et al., 2011). Despite the importance of the LARG topic, there is a lack

of research addressing the identification and the analysis of the LARG challenges in AFSC in developing economies. The present work contributes to the literature by strengthening the knowledge base of challenges in adopting LARG practices in AFSC. The work provides unique sets of prominent challenges and their cause-and-effect relationships, aiding decision makers to focus on the relevant practices, which are addressed by RQ1. Furthermore, the study proposes to combine generalized interval-valued trapezoidal fuzzy numbers (GIVTFNs) with decision-making trial and evaluation laboratory (DEMATEL) to evaluate the crucial challenges based on the cause-and-effect analysis, which answers the research questions RQ2 and RQ3.

### 3 | METHODOLOGY

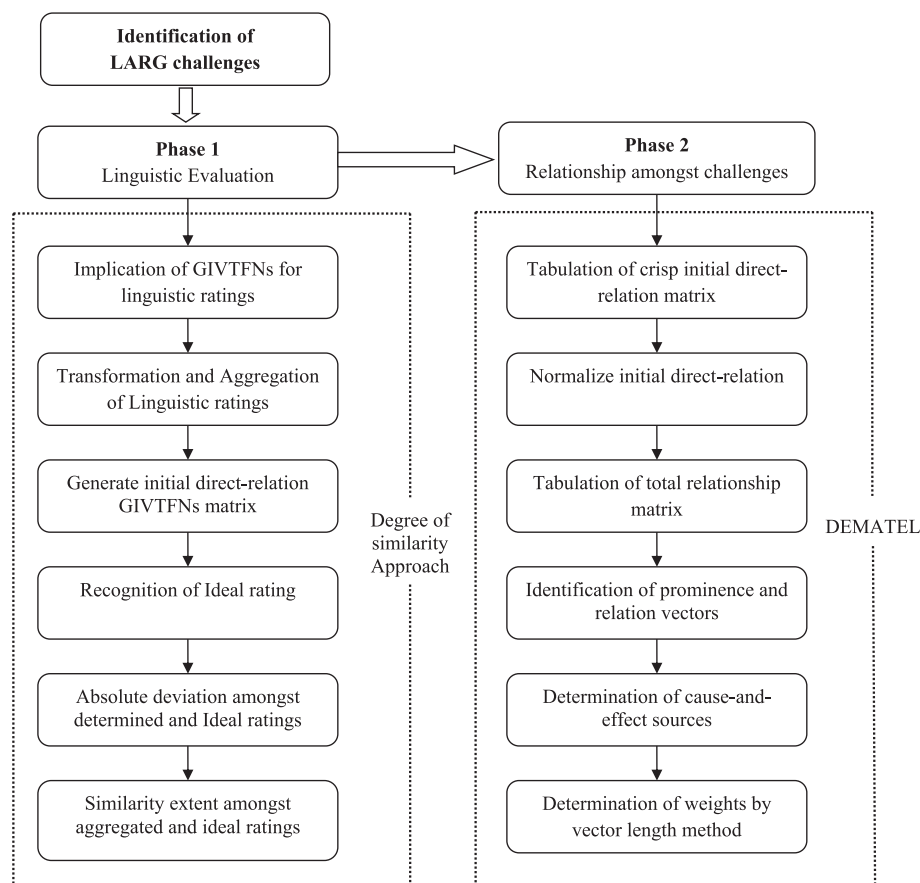
The methodology proposed consists of two phases: Phase 1, in which a linguistic evaluation is performed, and Phase 2 in which relationships among challenges are developed. Phase 1 consists of the determination of the degree of similarity using linguistic variables that are modelled through GIVTFNs. In the first stage, the relational calculation rules, the distance concept, and its characteristics are defined. Then, the linguistic terms are transformed into GIVTFN. Subsequently, the normalization method and the operators related to the space of the GIVTFN are developed. Then, the linguistic ratings are captured to generate an initial direct relation matrix, which is structured by items resulting from the transformation and aggregation of linguistic ratings

into GIVTFNs for evaluation and ratings. The tabulated values of the aggregated direct relationship GIVTFN matrix for the class of sustainable challenges (Sus-CH1, Sus-CH2, and Sus-CH3) allocated by the respondents are then calculated. Phase 2 consists of using the DEMATEL technique to evaluate challenges and to determine interdependency relationships. The direct relation matrix is generated based on the experts' inputs. Subsequently, the normalized direct relation matrix and the total relation matrix are developed, and at last, the cause-and-effect relationship are established.

The evaluation process in implementing integrated LARG architectures has imbedded uncertainty and is intensive as it requires fuzzy evaluation to aid the mathematical framing of verbal information provided by professionals. Moreover, GIVTFNs possess flexible structures for materializing the proposed verbal information. As shown in figure 1, the group decision having multiple attributes based on the weighted aggregation operators is depicted, and the decision problem is solved. The assigned weights have different forms of interval-valued trapezoidal fuzzy numbers (IVTFN).

#### 3.1 | GIVTFNs

The GIVTFNs belong to the advanced class of fuzzy sets theory and consider two boundaries of trapezoidal fuzzy numbers (TFN) in the form of upper and lower TFN to approximate decision situations (Wei & Chen, 2009). Using GIVTFNs helps compute effective



**FIGURE 1** The methodological flow chart of the present study

solutions, connects the advanced class of fuzzy set theory, and takes into consideration the system's uncertainty (Sahu et al., 2016a). The GIVTFNs also successfully manage decision dilemmas surrounding uncertainty and imprecision (Hakim et al., 2016; Secundo et al., 2017). Earlier researchers have successfully used GIVTFNs to model decision support frameworks (Bag, Viktorovich, et al., 2021; Sahu et al., 2016a, 2016b). The implication of GIVTFNs in decision making assists in providing more flexibility to the respondents to represent the imprecise information. The graphical illustration of GIVTFNs is provided in Figure 2 (Liu & Jin, 2012). The upper ( $\tilde{B}^U$ ) and lower ( $\tilde{B}^L$ ) interval-valued TFN are generalized TFN. The interval-valued TFN membership function curve is shown in Figure 2. Equation (1) represents the technical structure and relation of GIVTFNs  $\tilde{B}$  (Chen & Sanguansat, 2011). The fundamental notations and computational mappings among GIVTFNs can be identified in Equations (2–7).

$$\tilde{B} = [\tilde{B}^L, \tilde{B}^U] = \left[ \left( b_1^L, b_2^L, b_3^L, b_4^L; w_{\tilde{B}^L}^L \right), \left( b_1^U, b_2^U, b_3^U, b_4^U; w_{\tilde{B}^U}^U \right) \right] \quad (1)$$

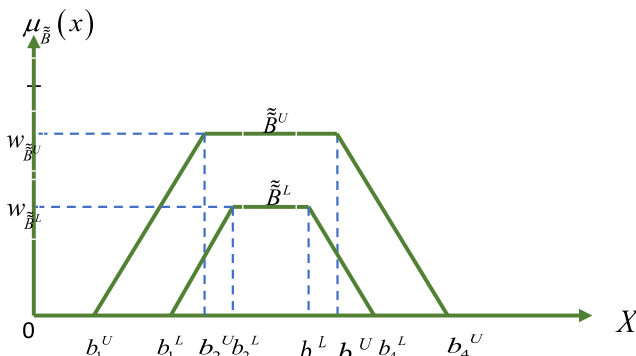
The present study considers the operational rules among GIVTFNs, as in Liu and Jin (2012). The technical rules among two GIVTFNs named  $\tilde{B}$  and  $\tilde{C}$  are addressed in Equations (2–7), such that

$$\tilde{B} = [\tilde{B}^L, \tilde{B}^U] = \left[ \left( b_1^L, b_2^L, b_3^L, b_4^L; w_{\tilde{B}^L}^L \right), \left( b_1^U, b_2^U, b_3^U, b_4^U; w_{\tilde{B}^U}^U \right) \right]$$

and

$$\tilde{C} = [\tilde{C}^L, \tilde{C}^U] = \left[ \left( c_1^L, c_2^L, c_3^L, c_4^L; w_{\tilde{C}^L}^L \right), \left( c_1^U, c_2^U, c_3^U, c_4^U; w_{\tilde{C}^U}^U \right) \right]$$

which follows  $b_1^L \leq b_2^L \leq b_3^L \leq b_4^L$ ,  $b_1^U \leq b_2^U \leq b_3^U \leq b_4^U$  and where  $\tilde{B}^L$  designate lower GIVTFNs and  $\tilde{B}^U$  designate upper GIVTFNs, such that  $0 \leq w_{\tilde{B}^L}^L \leq w_{\tilde{B}^U}^U \leq 1$ ,  $\tilde{B}^L < \tilde{B}^U$  and  $0 \leq w_{\tilde{C}^L}^L \leq w_{\tilde{C}^U}^U \leq 1$ ,  $\tilde{C}^L < \tilde{C}^U$ .



**FIGURE 2** Graphical representation of generalized interval valued trapezoidal fuzzy number

### 3.2 | Degree of similarity approach

The degree of similarity among two GIVTFNs helps in setting a driving element for comparison and further evaluation in the decision-making process. It relies on computing length, area, and center of gravity (COG) measures for generalized TFNs to demonstrate results (Chen & Chen, 2003). It is utilized under the direct relation DEMATEL matrix to acquire elevated respondents' views. The procedure of the degree of similarity approach is described by Equations (2–16). Assume that  $\tilde{B}$  and  $\tilde{C}$  are two GIVTFNs, where

$$\tilde{B} = [\tilde{B}^L, \tilde{B}^U] = \left[ \left( b_1^L, b_2^L, b_3^L, b_4^L; w_{\tilde{B}^L}^L \right), \left( b_1^U, b_2^U, b_3^U, b_4^U; w_{\tilde{B}^U}^U \right) \right]$$

and

$$\tilde{C} = [\tilde{C}^L, \tilde{C}^U] = \left[ \left( c_1^L, c_2^L, c_3^L, c_4^L; w_{\tilde{C}^L}^L \right), \left( c_1^U, c_2^U, c_3^U, c_4^U; w_{\tilde{C}^U}^U \right) \right],$$

such that

$$0 \leq b_1^L \leq b_2^L \leq b_3^L \leq b_4^L \leq 1, 0 \leq b_1^U \leq b_2^U \leq b_3^U \leq b_4^U \leq 1, 0 \leq w_{\tilde{B}^L}^L \leq w_{\tilde{B}^U}^U \leq 1, \tilde{B}^L < \tilde{B}^U;$$

$$0 \leq c_1^L \leq c_2^L \leq c_3^L \leq c_4^L \leq 1, 0 \leq c_1^U \leq c_2^U \leq c_3^U \leq c_4^U \leq 1, 0 \leq w_{\tilde{C}^L}^L \leq w_{\tilde{C}^U}^U \leq 1, \tilde{C}^L < \tilde{C}^U.$$

Then, the concept of degree of similarity approach utilizes COG points  $\left( x_{\tilde{B}^L}^*, y_{\tilde{B}^L}^* \right)$ ,  $\left( x_{\tilde{B}^U}^*, y_{\tilde{B}^U}^* \right)$ ,  $\left( x_{\tilde{C}^L}^*, y_{\tilde{C}^L}^* \right)$ , and  $\left( x_{\tilde{C}^U}^*, y_{\tilde{C}^U}^* \right)$  of  $\tilde{B}^L, \tilde{B}^U$  and  $\tilde{C}^L, \tilde{C}^U$  to conclude the COG points  $\left( x_{\tilde{B}}^L, y_{\tilde{B}}^L; x_{\tilde{B}}^U, y_{\tilde{B}}^U \right)$  of GIVTFNs, which follow the determination of the degree of similarity,  $S(\tilde{B}^L, \tilde{C}^L)$  and  $S(\tilde{B}^U, \tilde{C}^U)$  between the lower and the upper TFN  $\tilde{B}$  and  $\tilde{C}$ , respectively, for computing similarity measure.

$$x_{\tilde{B}}^L = \begin{cases} w_{\tilde{B}^L}^L, & \text{if } \tilde{B}^L = \tilde{C}^L \\ \left( x_{\tilde{B}^U}^* \otimes \text{Area}(\tilde{B}^U) - x_{\tilde{B}^L}^* \otimes \text{Area}(\tilde{B}^L) \right) / \left( \text{Area}(\tilde{B}^U) - \text{Area}(\tilde{B}^L) \right) & \text{otherwise} \end{cases} \quad (2)$$

$$x_{\tilde{C}}^L = \begin{cases} w_{\tilde{C}^L}^L, & \text{if } \tilde{B}^L = \tilde{C}^L \\ \left( x_{\tilde{C}^U}^* \otimes \text{Area}(\tilde{C}^U) - x_{\tilde{C}^L}^* \otimes \text{Area}(\tilde{C}^L) \right) / \left( \text{Area}(\tilde{C}^U) - \text{Area}(\tilde{C}^L) \right) & \text{otherwise} \end{cases} \quad (3)$$

$$y_{\tilde{B}}^L = \begin{cases} w_{\tilde{B}^L}^L, & \text{if } \tilde{B}^L = \tilde{C}^L \\ \left( y_{\tilde{B}^U}^* \otimes \text{Area}(\tilde{B}^U) - y_{\tilde{B}^L}^* \otimes \text{Area}(\tilde{B}^L) \right) / \left( \text{Area}(\tilde{B}^U) - \text{Area}(\tilde{B}^L) \right) & \text{otherwise} \end{cases} \quad (4)$$



$$y_{\tilde{C}}^{\tilde{L}} = \begin{cases} w_{\tilde{C}}^{\tilde{L}}, & \text{if } \tilde{B}^U = \tilde{C}^U \\ \left( y_{\tilde{C}}^{\tilde{L}} \otimes \text{Area}(\tilde{C}^U) - y_{\tilde{C}}^{\tilde{L}} \otimes \text{Area}(\tilde{C}^L) \right) / \left( \text{Area}(\tilde{C}^U) - \text{Area}(\tilde{C}^L) \right) \end{cases} \quad (5)$$

Equation (6) can be used to calculate degree of similarity among GIVTFNs.

$$s(\tilde{B}, \tilde{C}) = \left[ \frac{s(\tilde{B}^L, \tilde{C}^L) + s(\tilde{B}^U, \tilde{C}^U)}{2} (1 - \Delta x) \right]^{(1/(1+2\tau))} * (1 - \Delta y) \left( 1 - |w_{\tilde{B}}^U - w_{\tilde{C}}^U - w_{\tilde{B}}^L + w_{\tilde{C}}^L| \right)^{\frac{2}{\tau}} \quad (6)$$

Here,

$$\tau = \begin{cases} 1, & \text{if } \text{Area}(\tilde{B}^U) - \text{Area}(\tilde{B}^L) \neq 0 \text{ and } \text{Area}(\tilde{C}^U) - \text{Area}(\tilde{C}^L) \neq 0, \\ 0, & \text{Otherwise,} \end{cases} \quad (7)$$

$$\vartheta = \begin{cases} 1, & \text{if } b_1^U = b_4^U \text{ and } c_1^U = c_4^U, \\ 0, & \text{Otherwise.} \end{cases} \quad (8)$$

$$s(\tilde{B}^L, \tilde{C}^L) = \begin{cases} \left[ 1 - \frac{\sum_{i=1}^4 |b_i^L - c_i^L|}{4} \right] * \frac{\min(I(\tilde{B}^L), I(\tilde{C}^L)) + \min(w_{\tilde{B}}^L, w_{\tilde{C}}^L)}{\max(I(\tilde{B}^L), I(\tilde{C}^L)) + \max(w_{\tilde{B}}^L, w_{\tilde{C}}^L)}, & \text{if } \min(w_{\tilde{B}}^L, w_{\tilde{C}}^L) \neq 0, \\ 0, & \text{Otherwise.} \end{cases} \quad (9)$$

$$s(\tilde{B}^U, \tilde{C}^U) = \begin{cases} \left[ 1 - \frac{\sum_{i=1}^4 |b_i^U - c_i^U|}{4} \right] * \frac{\min(I(\tilde{B}^U), I(\tilde{C}^U)) + \min(w_{\tilde{B}}^U, w_{\tilde{C}}^U)}{\max(I(\tilde{B}^U), I(\tilde{C}^U)) + \max(w_{\tilde{B}}^U, w_{\tilde{C}}^U)}, & \text{if } \min(w_{\tilde{B}}^U, w_{\tilde{C}}^U) \neq 0, \\ 0, & \text{Otherwise.} \end{cases} \quad (10)$$

$$\Delta x = \begin{cases} |x_{\tilde{B}}^{\tilde{L}} - x_{\tilde{C}}^{\tilde{L}}|, & \text{if } \text{Area}(\tilde{B}^U) - \text{Area}(\tilde{B}^L) \neq 0 \text{ and } \text{Area}(\tilde{C}^U) - \text{Area}(\tilde{C}^L) \neq 0, \\ 0, & \text{Otherwise,} \end{cases} \quad (11)$$

$$\Delta y = \begin{cases} |y_{\tilde{B}}^{\tilde{L}} - y_{\tilde{C}}^{\tilde{L}}|, & \text{if } \text{Area}(\tilde{B}^U) - \text{Area}(\tilde{B}^L) \neq 0 \text{ and } \text{Area}(\tilde{C}^U) - \text{Area}(\tilde{C}^L) \neq 0, \\ 0, & \text{Otherwise.} \end{cases} \quad (12)$$

$$I(\tilde{B}^L) = \sqrt{(b_1^L - b_2^L)^2 + w_{\tilde{B}}^L} + \sqrt{(b_3^L - b_4^L)^2 + w_{\tilde{B}}^L} + (b_3^L - b_2^L) + (b_4^L - b_1^L) \quad (13)$$

$$I(\tilde{C}^L) = \sqrt{(c_1^L - c_2^L)^2 + w_{\tilde{C}}^L} + \sqrt{(c_3^L - c_4^L)^2 + w_{\tilde{C}}^L} + (c_3^L - c_2^L) + (c_4^L - c_1^L) \quad (14)$$

$$I(\tilde{B}^U) = \sqrt{(b_1^U - b_2^U)^2 + w_{\tilde{B}}^U} + \sqrt{(b_3^U - b_4^U)^2 + w_{\tilde{B}}^U} + (b_3^U - b_2^U) + (b_4^U - b_1^U) \quad (15)$$

$$I(\tilde{C}^U) = \sqrt{(c_1^U - c_2^U)^2 + w_{\tilde{C}}^U} + \sqrt{(c_3^U - c_4^U)^2 + w_{\tilde{C}}^U} + (c_3^U - c_2^U) + (c_4^U - c_1^U) \quad (16)$$

### 3.3 | DEMATEL technique

On the other hand, DEMATEL is an effective technique for determining cause-and-effect elements in a considered system. DEMATEL evaluates decision factors to recognize the interdependent associations between factors and assists in finding the significant ones by structuring a visual model (Gölcük & Baykasoğlu, 2016). Compared to other approaches, the DEMATEL approach helps in revealing various factors in complex scenarios and determines direct-indirect dependencies between the factors. The various procedural steps of DEMATEL, as presented by Equations (17–21) and reported by Mangla et al. (2018) and Bag, Viktorovich, et al. (2021), are utilized in the present study along with the GIVTFNs similarity approach to aid in capturing the perceptions of the respondents.

The GIVTFN is a combination of interval-valued fuzzy number and intuitionistic fuzzy number. The linguistic scale for GIVTFNs is utilized to build a direct relationship matrix. The integration of GIVTFNs and DEMATEL helps the respondents to easily, flexibly, and accurately report their subjective perceptions.

$$Q = \begin{bmatrix} 0 & q_{12} & \dots & q_{1n} \\ q_{21} & 0 & \dots & q_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ q_{n1} & q_{n2} & \dots & 0 \end{bmatrix} \quad (17)$$

(Q) represents the direct relation matrix, and  $q_{ij}$  indicates the influence of  $i^{th}$  criteria over  $j^{th}$  criteria. DEMATEL computes Total relation matrix (TRM), normalized initial direct relation matrix (N), prominence vector ( $D_i \oplus R_j$ ), and relation vectors ( $D_i - R_j$ ) as represented by Equations (18)–(21) to assess the influence of the criteria under consideration (Bag, Sahu, et al., 2021).

$$N = \vartheta \otimes Q, \text{ such that } \vartheta = \min \left\{ \frac{1}{\max_{1 \leq i \leq n} \sum_{j=1}^n |q_{ij}|}, \frac{1}{\max_{1 \leq i \leq n} \sum_{j=1}^n |q_{ji}|} \right\} \quad (18)$$

$$TRM = N(I - N)^{-1} \quad (19)$$

$$D_i = \sum_{j=1}^n TRM_{ij} (i = 1, 2, 3, \dots, n) \quad (20)$$



$$R_j = \sum_{j=1}^n TRM_{ij} (j = 1, 2, 3, \dots, n) \quad (21)$$

where  $I$  signifies an identity matrix.

In the present study, the dominance of one class of challenges is identified among others based on the implication of Fuzzy based GIVTFNs-DEMATEL technique under a degree of similarity approach, where the priority weights of the challenges are defined by computing the vector length of the prominence and relation vectors, as presented by Equations (22) and (23) (Baykasoglu et al., 2013; Sangaiah et al., 2015).

$$|V| = \sqrt{v_x^2 \oplus v_y^2} \quad (22)$$

$$\omega_{ij} = \sqrt{(D_i \oplus R_j)^2 \oplus (D_i - R_j)^2} \quad (23)$$

## 4 | IMPLEMENTATION OF THE METHODOLOGY

### 4.1 | Motivation of the case study

In the present study, we consider the XYZ Pvt. Ltd company producing sugar and situated in the state of Maharashtra in India. Sugar is mainly produced from sugarcane. Sugarcane is considered one of the most valuable commercial crops and has intricate SC activities to convert it into sugar crystals. The sugar manufacturing industry occupies a million hectares of land and requires advanced technologies. The sugar manufacturing industry is chosen as a context for identifying and categorizing LARG challenges. Here, technical development under biotechnology and allied field are significant from the prospects of implying agrichemicals, plant breeding, and food processing provisions for sustainable development under said sector. Development and implementation of information technology allied with computers, software, and worldwide networks are significant for assuming technical support and prevailing toward outreach boundaries for participating in the global region.

The production of sugar from agricultural goods induces a broad spectrum of operational and processing activities under an SC. The vast amount of waste originated during processing can be recycled for reuse in the parent industry to save environmental loads, and costs due to electricity, chemicals, and water consumption. Thus, it is required to impose recycling provisions under manufacturing, processing, distribution, and other SC activities for sustainability. The study is conducted to identify the LARG challenges that hinder the integration of sustainable LARG practices into the sugar SC and production. In the past, the XYZ company faced issues in practicing adaptation of LARG measures in their routine procedure. Thus, the authors attempted to investigate vast categories of challenges that obstruct the adoption of LARG provisions. Consequently, the present study

examines the relationship among several challenges under the directory of LARG dimensions. Data are collected by utilizing GIVTFNs' technical modeling and similarity approach and DEMATEL to assess the importance of applying the LARG concepts in this industry.

### 4.2 | Data collection and respondents

First, respondents from the XYZ company are contacted to whom the conceptual structure of LARG practices is explained to help identify various embedded challenges about the LARG umbrella. In total, 120 experts are contacted, from which 91 agreed to participate to sessions and to provide research-related information under the context of their industry. Appropriate linguistic terms related to both English and local spoken language are prepared for acquiring quality information from respondents. The framed appropriate linguistic variables in the English language underlying GIVTFNs terms are reported in Table 1.

In contrast, the linguistic terms related to the verbal language are not displayed in the present study due to the academic committee's acceptance of English as a primary language. Technical sessions are arranged by the authors with the industry employees to explain the dimensions and theoretical background of the LARG paradigm. After three technical sessions, only 72 respondents agreed to work with the authors in further sessions related to the study. Accordingly, nine clusters from 72 respondents are framed for brainstorming sessions. The respondents' demographical details are presented in Table 2. The respondents are the Vice-president, Director, Team Heads, Managers, Controllers, Engineers, and Operators. These respondents are involved in different activities such as manufacturing, monitoring, and distribution. Most of the respondents are aware about sustainability as it is the part of their company operations and perceive that

**TABLE 1** The GIVTFNs scale adopted for linguistic assessment by respondents

Linguistic terms for priority weights	Symbol	Generalized interval-valued trapezoidal fuzzy numbers
Absolutely low	AL	[(0, 0, 0, 0; 0.8), (0, 0, 0, 0; 1)]
Very low	VL	[(0, 0, 0.02, 0.07; 0.8), (0, 0, 0.02, 0.07; 1)]
Low	L	[(0.04, 0.10, 0.18, 0.23; 0.8), (0.04, 0.10, 0.18, 0.23; 1)]
Medium low	ML	[(0.17, 0.22, 0.36, 0.42; 0.8), (0.17, 0.22, 0.36, 0.42; 1)]
Medium	M	[(0.32, 0.41, 0.58, 0.65; 0.8), (0.32, 0.41, 0.58, 0.65; 1)]
Medium high	MH	[(0.58, 0.63, 0.80, 0.86; 0.8), (0.58, 0.63, 0.80, 0.86; 1)]
High	H	[(0.72, 0.78, 0.92, 0.97; 0.8), (0.72, 0.78, 0.92, 0.97; 1)]
Very high	VH	[(0.93, 0.98, 1, 1; 0.8), (0.93, 0.98, 1, 1; 1)]
Absolutely high	AH	[(1, 1, 1, 1; 0.8), (1, 1, 1, 1; 1)]

**TABLE 2** Demographical details of respondents

Designation	Activities	Number	Percentage (%)
General manager	Production	01	1.39
	Sales and marketing	01	1.39
	Procurement	01	1.39
Dy. Managers	Quality control	01	1.39
	Planning and design	01	1.39
	Maintenance	01	1.39
Managers & senior executives	Distribution	02	2.78
	Production	06	8.33
	Maintenance	03	4.17
	Mechanical	02	2.78
	Inspection	02	2.78
	Safety and environment	01	1.39
	Procurement	03	4.17
	Finance	02	2.78
	Human resource	02	2.78
Engineers		10	13.89
Supervisors		11	15.28
Supporting staff		22	30.56
Years of experience		Frequency	
	More than 10	9	12.50
	7–10	15	20.83
	4–6	22	30.56
	1–3	20	27.78
	Less than 1 year	06	8.33
Highest qualification	Diploma	31	43.06
	Graduate	29	40.28
	Postgraduate	12	16.67

sustainability as a crucial factor for competitive benefits. Furthermore, the respondents' organizations have committed toward sustainable development; thus, all the respondents are involved in sustainable practices as part of their roles and responsibilities.

The respondents obtain over 10 years of work experience. The broad range of challenges under the conduit of sustainability is identified from the literature. As the literature survey is performed, the experts are invited to discuss the LARG mechanism and label the challenges. After the subsequent analysis by the experts, 12 LARG challenges are finalized. The qualified challenges can be identified from Table 3, where the challenges are subordinated under a qualitative domain.

### 4.3 | Evaluation

As discussed in Section 3.2, the similarity approach demonstrates the crisp ratings. Accordingly, ideal GIVTFN rating is identified and

organized, which is found as  $[(0.953, 0.987, 1.000, 1.000; 0.800), (0.953, 0.987, 1.000, 1.000; 1.000)]$ . As per the degree of similarity approach, the length, area, and centroids among aggregated and ideal GIVTFNs are computed to determine the absolute deviation and the crisp ratings (Tables 4–6). Afterward, similarity measures reported in Table 7 are defined to tabulate the initial crisp direct relation DEMATEL matrix (Table 8) to identify the cross-relationship among LARG challenges in the second phase. The input values from the team of experts are collected through the linguistic comparison scale, and based on linguistic scale, the team of experts provide their inputs for the LARG challenges and fill the degree of direct influence matrix concerning each factor. Table 8 is obtained by measuring the relationship among criteria and the expert team consultation. The direct relation matrix (Q) is the foundation to get the normalized direct relation matrix (N). The matrix (Q) and (N) is obtained from Equation 23. Subsequently, the normalized initial direct-relation and the total relationship matrix is constituted as per DEMATEL to identify the performance marks (Tables 9 and 10). The prominence and relation



**TABLE 3** Tabulation of challenges under the assent of agri-food supply chain

Sr. no	Challenges	Symbol	Description	Author and year
1	Lack of support from regulating agencies, government, and nongovernment bodies for sustainable initiatives	Sus-CH1	The lack of clarity and information on legislation from government and regulating agencies hampers the adoption of LARG practices. Further, the regulatory agencies do not support sustainable initiatives more broadly	Digalwar et al., 2020; Jabbour et al., 2016
2	Lack of incentives to undertake sustainable initiatives	Sus-CH2	The incentives motivate and drive organization to undertake sustainability-related practices and initiatives. However, the incentives for the adoption of sustainable initiatives to achieve the desired outcomes are lacking	Experts' opinion
3	Lack of understanding about the requirements of customer and other stakeholder	Sus-CH3	The lack of communication, collaboration, and understanding among supply chain stakeholders are the main reasons for the failure of LARG practices	Bevilacqua et al., 2017
4	Lack of understanding regarding benefits and importance of sustainability initiative	Sus-CH4	The importance and benefits of sustainability instabilities need clear understanding to help companies and AFSC to have LARG paradigms. There is a necessity to have in depth understanding about positive relationships among the sustainability initiatives and LARG paradigms for sustainable competitiveness	Carvalho et al., 2011
5	Lack of management involvement, support, and commitment to undertake sustainable initiatives	Sus-CH5	To link LARG dimensions in organization strategy requires the involvement and support of top management. The making of the projects by integrating LARG should be the focus of top management with continuous support and commitment	Cherrafi et al., 2017
6	Lack of appropriate resources allocation, communication and information sharing within and across the hierarchy	Sus-CH6	The lack of appropriate resource allocations in AFSC, communication, and information sharing across the hierarchy hampers the transition toward sustainability. Resources allocation and information sharing are considered critically crucial for LARG practices	Jain et al., 2017; Sharma et al., 2021
7	Lack of capacity building, planning, and collaborative efforts for delivering sustainability-focused products	Sus-CH7	The lack of collaboration, planning, and capacity building is essential to develop sustainable products, but the organization neglects these aspects. Due to lack of these aspects, the organization move toward LARG practices hampers significantly	Experts opinion
8	Lack of auditing and monitoring of ongoing supply chain activities	Sus-CH8	The decision makers face difficulties during monitoring and auditing of supply chain activities due to poor legislation. The limited knowledge about LARG practices and the lack of proper monitoring and auditing approaches for AFSC hinder LARG practices' adoption	Jabbour et al., 2016

(Continues)

TABLE 3 (Continued)

Sr. no	Challenges	Symbol	Description	Author and year
9	Lack of competitive advantages	Sus-CH9	Having LARG dimension in AFSC is a costly affair, and considering LARG practices as a source of competitive advantage might be unrealistic	Fadaki et al., 2020; Experts opinion
10	High-cost involvement in improving the overall supply chain performance	Sus-CH10	Adopting the LARG dimension for engrossing sustainability to improve AFSC performance minimizes resource use and environmental effects. However, the required efforts and initiatives involve high costs and investments	Digalwar et al., 2020
11	Lack of transparency and trust	Sus-CH11	The increasing level of trust and transparency among AFSC stakeholders helps to incorporate LARG-related changes. The integration of the LARG dimension in AFSC has positive linkage with level of transparency and trust in supply chains	Carvalho et al., 2011; Jain et al., 2017
12	Lack of technological innovations, management commitments, and workforce obsolescence	Sus-CH12	Linking LARG initiative for sustainable supply chain (SSC) performance requires technological interventions, support from top management, and motivated teams for implementation. The lack of these aspects can derail the implementation of LARG dimensions	Cherrafi et al., 2017; Digalwar et al., 2020; Raut et al., 2021

TABLE 4 Aggregated direct relationship GIVTFNs matrix for Sus-CH1, Sus-CH2, and Sus-CH3 allocated by the respondents

Challenges	Sus-CH1	Sus-CH2	Sus-CH3
Sus-CH1	0	[(0.300,0.347,0.467,0.527;0.800), (0.300,0.347,0.467,0.527;1.000)]	[(0.750,0.797,0.860,0.883;0.800), (0.750,0.797,0.860,0.883;1.000)]
Sus-CH2	[(0.610,0.673,0.793,0.837;0.800), (0.610,0.673,0.793,0.837;1.000)]	0	[(0.107,0.137,0.200,0.240;0.800), (0.107,0.137,0.200,0.240;1.000)]
Sus-CH3	[(0.433,0.470,0.573,0.610;0.800), (0.433,0.470,0.573,0.610;1.000)]	[(0.407,0.483,0.653,0.720;0.800), (0.407,0.483,0.653,0.720;1.000)]	0
Sus-CH4	[(0.633,0.680,0.793,0.837;0.800), (0.633,0.680,0.793,0.837;1.000)]	[(0.347,0.367,0.393,0.410;0.800), (0.347,0.367,0.393,0.410;1.000)]	[(0.313,0.380,0.520,0.580;0.800), (0.313,0.380,0.520,0.580;1.000)]
Sus-CH5	[(0.360,0.430,0.560,0.617;0.800), (0.360,0.430,0.560,0.617;1.000)]	[(0.367,0.400,0.453,0.473;0.800), (0.367,0.400,0.453,0.473;1.000)]	[(0.127,0.180,0.300,0.357;0.800), (0.127,0.180,0.300,0.357;1.000)]
Sus-CH6	[(0.750,0.797,0.860,0.883;0.800), (0.750,0.797,0.860,0.883;1.000)]	[(0.503,0.537,0.607,0.643;0.800), (0.503,0.537,0.607,0.643;1.000)]	[(0.700,0.733,0.787,0.807;0.800), (0.700,0.733,0.787,0.807;1.000)]
Sus-CH7	[(0.107,0.137,0.200,0.240;0.800), (0.107,0.137,0.200,0.240;1.000)]	[(0.587,0.627,0.700,0.733;0.800), (0.587,0.627,0.700,0.733;1.000)]	[(0.347,0.397,0.507,0.563;0.800), (0.347,0.397,0.507,0.563;1.000)]
Sus-CH8	[(0.440,0.470,0.533,0.573;0.800), (0.440,0.470,0.533,0.573;1.000)]	[(0.107,0.137,0.207,0.263;0.800), (0.107,0.137,0.207,0.263;1.000)]	[(0.300,0.347,0.467,0.527;0.800), (0.300,0.347,0.467,0.527;1.000)]
Sus-CH9	[(0.313,0.380,0.520,0.580;0.800), (0.313,0.380,0.520,0.580;1.000)]	[(0.630,0.667,0.760,0.797;0.800), (0.630,0.667,0.760,0.797;1.000)]	[(0.643,0.660,0.673,0.690;0.800), (0.643,0.660,0.673,0.690;1.000)]
Sus-CH10	[(0.127,0.180,0.300,0.357;0.800), (0.127,0.180,0.300,0.357;1.000)]	[(0.527,0.543,0.600,0.620;0.800), (0.527,0.543,0.600,0.620;1.000)]	[(0.407,0.483,0.653,0.720;0.800), (0.407,0.483,0.653,0.720;1.000)]
Sus-CH11	[(0.700,0.733,0.787,0.807;0.800), (0.700,0.733,0.787,0.807;1.000)]	[(0.563,0.620,0.700,0.733;0.800), (0.563,0.620,0.700,0.733;1.000)]	[(0.347,0.367,0.393,0.410;0.800), (0.347,0.367,0.393,0.410;1.000)]
Sus-CH12	[(0.347,0.397,0.507,0.563;0.800), (0.347,0.397,0.507,0.563;1.000)]	[(0.013,0.033,0.073,0.123;0.800), (0.013,0.033,0.073,0.123;1.000)]	[(0.610,0.673,0.793,0.837;0.800), (0.610,0.673,0.793,0.837;1.000)]

**TABLE 5** Computed values of centroid for aggregated Sus-CH1, Sus-CH2, and Sus-CH3 (challenges) and ideal generalized interval value trapezoidal fuzzy weight

Challenges	Centroid for Sus-CH1		Centroid for Sus-CH2	
	$\left(\underline{y}_{\tilde{B}}^*, \underline{x}_{\tilde{B}}^*\right)$	$\left(\underline{y}_{\tilde{B}}^*, \underline{x}_{\tilde{B}}^*\right)$	$\left(\underline{y}_{\tilde{B}}^*, \underline{x}_{\tilde{B}}^*\right)$	$\left(\underline{y}_{\tilde{B}}^*, \underline{x}_{\tilde{B}}^*\right)$
Sus-CH1	-----	-----	[0.3373,0.4105]	[0.4216,0.4105]
Sus-CH2	[0.3373,0.7275]	[0.4216,0.7275]	-----	-----
Sus-CH3	[0.3447,0.5217]	[0.4308,0.5217]	[0.3390,0.5655]	[0.4238,0.5655]
Sus-CH4	[0.3410,0.7357]	[0.4262,0.7357]	[0.3228,0.3790]	[0.4035,0.3790]
Sus-CH5	[0.3342,0.4911]	[0.4177,0.4911]	[0.3333,0.4228]	[0.4167,0.4228]
Sus-CH6	[0.3300,0.8215]	[0.4125,0.8215]	[0.3333,0.5726]	[0.4167,0.5726]
Sus-CH7	[0.3300,0.1713]	[0.4125,0.1713]	[0.3333,0.6614]	[0.4167,0.6614]
Sus-CH8	[0.3300,0.5046]	[0.4125,0.5046]	[0.3262,0.1796]	[0.4078,0.1796]
Sus-CH9	[0.3367,0.4481]	[0.4208,0.4481]	[0.3413,0.7133]	[0.4267,0.7133]
Sus-CH10	[0.3362,0.2410]	[0.4203,0.2410]	[0.3476,0.5726]	[0.4345,0.5726]
Sus-CH11	[0.3333,0.7561]	[0.4167,0.7561]	[0.3294,0.6531]	[0.4118,0.6531]
Sus-CH12	[0.3344,0.4536]	[0.4179,0.4536]	[0.3152,0.0624]	[0.3939,0.0624]
Challenges	Centroid for Sus-CH3		Centroid for ideal GIVTFN weight	
	$\left(\underline{y}_{\tilde{B}}^*, \underline{x}_{\tilde{B}}^*\right)$	$\left(\underline{y}_{\tilde{B}}^*, \underline{x}_{\tilde{B}}^*\right)$	$\left(\underline{y}_{\tilde{ideal}^t}^*, \underline{x}_{\tilde{ideal}^t}^*\right)$	$\left(\underline{y}_{\tilde{ideal}^u}^*, \underline{x}_{\tilde{ideal}^u}^*\right)$
Sus-CH1	[0.3300,0.8215]	[0.4125,0.8215]	[0.3048,0.9830]	[0.3810,0.9830]
Sus-CH2	[0.3300,0.1713]	[0.4125,0.1713]		
Sus-CH3	-----	-----		
Sus-CH4	[0.3367,0.4481]	[0.4208,0.4481]		
Sus-CH5	[0.3362,0.2410]	[0.4203,0.2410]		
Sus-CH6	[0.3333,0.7561]	[0.4167,0.7561]		
Sus-CH7	[0.3344,0.4536]	[0.4179,0.4536]		
Sus-CH8	[0.3373,0.4105]	[0.4216,0.4105]		
Sus-CH9	[0.3048,0.6667]	[0.3810,0.6667]		
Sus-CH10	[0.3390,0.5655]	[0.4238,0.5655]		
Sus-CH11	[0.3228,0.3790]	[0.4035,0.3790]		
Sus-CH12	[0.3373,0.7275]	[0.4216,0.7275]		

vectors are identified to report cause-and-effect sources to understand influential and influenced challenges under the LARG dimensions.

Additionally, the vector length method is utilized for the ranking of the challenges under the cause-and-effect category for priority understanding and resolution (Table 11). The weights of essential LARG challenges, the relationship between cause and effect, and their ranking are illustrated in Table 11. Table 12 shows the clustering of identified challenges and related ranking.

## 5 | ANALYSIS AND DISCUSSIONS

### 5.1 | Analysis

The cause-and-effect diagram is plotted using the DEMATEL method to investigate the cause-effect of identified LARG challenges. The

diagram categorizes the challenges into two groups (cause and effect) as presented in Figure 3. In Figure 3, coordinates  $x$  and  $y$  in underline the prominence and relation of identified challenges. As shown in Table 11, the challenge  $D_i \oplus R_j$  signifies cause factors, while  $D_i - R_j$  signifies the effect factors. In the total relation matrix, the addition of rows and columns is distinctly specified as vectors  $D_i$  and  $R_j$  and used to create a casual diagram. An effect and casual graph can be acquired by mapping datasets in Table 11, that is,  $D_i \oplus R_j$  and  $D_i - R_j$ . In the case the  $D_i - R_j$  is positive, then it is a cause factor. In the case  $D_i - R_j$  is negative, then it is an effect factor.

### 5.2 | The cause group

The cause group is determined based on the acquired values of the relation vector under embedded challenges. The challenges that received positive relation vector values belong to the cause group.

**TABLE 6** Determined values of length and area for GIVTFNs allocated under Sus-CH1, Sus-CH2, and Sus-CH3 (challenges) and ideal interval value trapezoidal fuzzy weight

Challenges	For GIVTFNs under Sus-CH1				For GIVTFNs under Sus-CH2			
	$L(\tilde{B}^L)$	$L(\tilde{B}^U)$	$A(\tilde{B}^L)$	$A(\tilde{B}^U)$	$L(\tilde{B}^L)$	$L(\tilde{B}^U)$	$A(\tilde{B}^L)$	$A(\tilde{B}^U)$
Sus-CH1	-----	-----	-----	-----	1.9503	2.3496	0.1387	0.1733
Sus-CH2	1.9503	2.3496	0.1387	0.1733	-----	-----	-----	-----
Sus-CH3	1.8817	2.2813	0.1120	0.1400	2.0898	2.4885	0.1933	0.2417
Sus-CH4	1.9192	2.3187	0.1267	0.1583	1.6904	2.0903	0.0360	0.0450
Sus-CH5	1.9917	2.3907	0.1547	0.1933	1.7609	2.1608	0.0640	0.0800
Sus-CH6	1.7984	2.1980	0.0787	0.0983	1.8115	2.2112	0.0840	0.1050
Sus-CH7	1.7982	2.1979	0.0787	0.0983	1.8217	2.2214	0.0880	0.1100
Sus-CH8	1.7982	2.1979	0.0787	0.0983	1.8292	2.2287	0.0907	0.1133
Sus-CH9	2.0117	2.4107	0.1627	0.2033	1.8617	2.2613	0.1040	0.1300
Sus-CH10	1.9538	2.3530	0.1400	0.1750	1.7504	2.1503	0.0600	0.0750
Sus-CH11	1.7609	2.1608	0.0640	0.0800	1.8527	2.2522	0.1000	0.1250
Sus-CH12	1.9302	2.3295	0.1307	0.1633	1.7518	2.1514	0.0600	0.0750

Challenges	For GIVTFNs under Sus-CH3				For ideal GIVTFNs			
	$L(\tilde{B}^L)$	$L(\tilde{B}^U)$	$A(\tilde{B}^L)$	$A(\tilde{B}^U)$	$L(\tilde{ideal}^L)$	$L(\tilde{ideal}^U)$	$A(\tilde{ideal}^L)$	$A(\tilde{ideal}^U)$
Sus-CH1	1.7984	2.1980	0.0787	0.0983	1.6607	2.0606	0.0240	0.0300
Sus-CH2	1.7982	2.1979	0.0787	0.0983				
Sus-CH3	-----	-----	-----	-----				
Sus-CH4	2.0117	2.4107	0.1627	0.2033				
Sus-CH5	1.9538	2.3530	0.1400	0.1750				
Sus-CH6	1.7609	2.1608	0.0640	0.0800				
Sus-CH7	1.9302	2.3295	0.1307	0.1633				
Sus-CH8	1.9503	2.3496	0.1387	0.1733				
Sus-CH9	1.6603	2.0603	0.0240	0.0300				
Sus-CH10	2.0898	2.4885	0.1933	0.2417				
Sus-CH11	1.6904	2.0903	0.0360	0.0450				
Sus-CH12	1.9503	2.3496	0.1387	0.1733				

From the relationship diagram (Figure 3), it is determined that Lack of incentives and support of various agencies to undertake sustainable initiatives (Sus-CH2), Lack of understanding about the requirements of customer and other stakeholder (Sus-CH3), Lack of appropriate resources allocation, communication and information sharing within and across the hierarchy (Sus-CH6), Lack of capacity building, planning and collaborative efforts for delivering sustainability-focused products (Sus-CH7), High-cost involvement to improvements the overall supply chain performance (Sus-CH10), Lack of transparency and trust (Sus-CH11), and Lack of technological innovations, management commitments and workforce obsolescence (Sus-CH12) fall under the cause group and are categorized as challenges. These identified challenges hold the enormous ability and intensity to influence other challenges. The labeling of cause elements and their ranking can be identified from Table 11. The ranking of the cause-and-effect elements is determined based on the weight values determined through the vector length approach.

It is observed that Lack of understanding about the requirements of customer and other stakeholder (Sus-CH3) persuades the maximum causal ranking behavior, after comes Lack of transparency and trust (Sus-CH11) as the second and Lack of Incentives and support of various agencies to undertake sustainable initiatives (Sus-CH2) as the third significant causal ranking behavior in the categorization of LARG challenges, which holds elevated caliber to influence other challenges more than getting influenced by them. The literature depicts that the challenges associated with LARG paradigms such as lack of communication, lack of positive relationships, lack of trust and openness, and lack of collaboration and joint venture with supply chain stakeholders need attention to help industries to become sustainable (Carvalho et al., 2011). The LARG paradigms can support organizations to improve their sustainability and business performance whether in combination or alone. The works of Sonar et al. (2022) and Sahu et al. (2022) highlight that the LARG paradigm is crucial for sustainable supplier selection. The top management strategic commitment and

**TABLE 7** Degree of similarity among aggregated and ideal GIVTFNs weights under Sus-CH1, Sus-CH2, and Sus-CH3

Degrees of similarity among generalized interval value trapezoidal fuzzy and generalized interval value trapezoidal ideal fuzzy weight under Sus-CH1			
Challenges	$s\left(\tilde{B}^L, ideal^L\right)$	$s\left(\tilde{B}^U, ideal^U\right)$	$s\left(\tilde{B}, ideal\right)$
Sus-CH1	-----	-----	-----
Sus-CH2	0.8308	0.8135	0.8279
Sus-CH3	0.5849	0.5754	0.6576
Sus-CH4	0.8297	0.8142	0.8283
Sus-CH5	0.5748	0.5613	0.6459
Sus-CH6	0.8844	0.8751	0.8861
Sus-CH7	0.1962	0.1942	0.3260
Sus-CH8	0.5482	0.5425	0.6450
Sus-CH9	0.5294	0.5163	0.6089
Sus-CH10	0.2863	0.2803	0.4080
Sus-CH11	0.8031	0.7969	0.8333
Sus-CH12	0.5196	0.5095	0.6091
Degrees of similarity among generalized interval value trapezoidal fuzzy and generalized interval value trapezoidal ideal fuzzy weight under Sus-CH2			
Challenges	$s\left(\tilde{B}^L, ideal^L\right)$	$s\left(\tilde{B}^U, ideal^U\right)$	$s\left(\tilde{B}, ideal\right)$
Sus-CH1	0.4750	0.4651	0.5711
Sus-CH2	-----	-----	-----
Sus-CH3	0.6821	0.6620	0.7122
Sus-CH4	0.3989	0.3980	0.5330
Sus-CH5	0.4562	0.4527	0.5718
Sus-CH6	0.6235	0.6164	0.6994
Sus-CH7	0.7209	0.7122	0.7691
Sus-CH8	0.2066	0.2040	0.3374
Sus-CH9	0.7878	0.7761	0.8062
Sus-CH10	0.6089	0.6047	0.6863
Sus-CH11	0.7214	0.7111	0.7682
Sus-CH12	0.0786	0.0781	0.1825
Degrees of similarity among generalized interval value trapezoidal fuzzy and generalized interval value trapezoidal ideal fuzzy weight under Sus-CH3			
Challenges	$s\left(\tilde{B}^L, ideal^L\right)$	$s\left(\tilde{B}^U, ideal^U\right)$	$s\left(\tilde{B}, ideal\right)$
Sus-CH1	0.8844	0.8751	0.8861
Sus-CH2	0.1962	0.1942	0.3260
Sus-CH3	-----	-----	-----
Sus-CH4	0.5294	0.5163	0.6089
Sus-CH5	0.2863	0.2803	0.4080
Sus-CH6	0.8031	0.7969	0.8333
Sus-CH7	0.5196	0.5095	0.6091
Sus-CH8	0.4750	0.4651	0.5711
Sus-CH9	0.6816	0.6816	0.7753
Sus-CH10	0.6821	0.6620	0.7122
Sus-CH11	0.3989	0.3980	0.5330
Sus-CH12	0.8308	0.8135	0.8279

**TABLE 8** Aggregated crisp DEMATEL direct relationship matrix

Challenges	Sus-CH1	Sus-CH2	Sus-CH3	Sus-CH4	Sus-CH5	Sus-CH6	Sus-CH7	Sus-CH8	Sus-CH9	Sus-CH10	Sus-CH11	Sus-CH12
Sus-CH1	0.0000	0.5711	0.8861	0.6635	0.3144	0.6863	0.5475	0.8283	0.7125	0.4169	0.3711	0.1006
Sus-CH2	0.8279	0.0000	0.3260	0.6875	0.8540	0.4610	0.0828	0.8062	0.8306	0.6802	0.6459	0.8597
Sus-CH3	0.6576	0.7122	0.0000	0.5796	0.5004	0.8341	0.9257	0.6779	0.9083	0.4775	0.6863	0.8597
Sus-CH4	0.8283	0.5330	0.6089	0.0000	0.3711	0.2930	0.5728	0.5004	0.2262	0.5366	0.5856	0.3932
Sus-CH5	0.6459	0.5718	0.4080	0.4966	0.0000	0.0828	0.8306	0.7691	0.7192	0.6576	0.4582	0.5110
Sus-CH6	0.8861	0.6994	0.8333	0.9257	0.5017	0.0000	0.7125	0.5054	0.7228	0.1006	0.7797	0.3820
Sus-CH7	0.3260	0.7691	0.6091	0.4610	0.9155	0.5854	0.0000	0.8767	0.1688	0.8597	0.6689	0.6576
Sus-CH8	0.6450	0.3374	0.5711	0.8341	0.4055	0.3144	0.9083	0.0000	0.8283	0.8597	0.9571	0.3711
Sus-CH9	0.6089	0.8062	0.7753	0.2930	0.5475	0.8540	0.2262	0.7464	0.0000	0.3932	0.8283	1.0000
Sus-CH10	0.4080	0.6863	0.7122	0.0828	0.5605	0.5004	0.7192	0.6450	0.6635	0.0000	0.4775	0.7122
Sus-CH11	0.8333	0.7682	0.5330	0.7682	0.6994	0.7765	0.7228	0.5728	0.8306	0.3820	0.0000	0.4256
Sus-CH12	0.6091	0.1825	0.8279	0.5854	0.4966	0.9571	0.1688	0.8306	0.5297	0.6576	0.6576	0.0000

**TABLE 9** Normalized direct relationship matrix

Challenges	Sus-CH1	Sus-CH2	Sus-CH3	Sus-CH4	Sus-CH5	Sus-CH6	Sus-CH7	Sus-CH8	Sus-CH9	Sus-CH10	Sus-CH11	Sus-CH12
Sus-CH1	0.0000	0.0730	0.1133	0.0849	0.0402	0.0878	0.0700	0.1059	0.0911	0.0533	0.0475	0.0129
Sus-CH2	0.1059	0.0000	0.0417	0.0879	0.1092	0.0590	0.0106	0.1031	0.1062	0.0870	0.0826	0.1099
Sus-CH3	0.0841	0.0911	0.0000	0.0741	0.0640	0.1067	0.1184	0.0867	0.1162	0.0611	0.0878	0.1099
Sus-CH4	0.1059	0.0682	0.0779	0.0000	0.0475	0.0375	0.0733	0.0640	0.0289	0.0686	0.0749	0.0503
Sus-CH5	0.0826	0.0731	0.0522	0.0635	0.0000	0.0106	0.1062	0.0984	0.0920	0.0841	0.0586	0.0654
Sus-CH6	0.1133	0.0894	0.1066	0.1184	0.0642	0.0000	0.0911	0.0646	0.0924	0.0129	0.0997	0.0488
Sus-CH7	0.0417	0.0984	0.0779	0.0590	0.1171	0.0749	0.0000	0.1121	0.0216	0.1099	0.0855	0.0841
Sus-CH8	0.0825	0.0431	0.0730	0.1067	0.0519	0.0402	0.1162	0.0000	0.1059	0.1099	0.1224	0.0475
Sus-CH9	0.0779	0.1031	0.0991	0.0375	0.0700	0.1092	0.0289	0.0955	0.0000	0.0503	0.1059	0.1279
Sus-CH10	0.0522	0.0878	0.0911	0.0106	0.0717	0.0640	0.0920	0.0825	0.0849	0.0000	0.0611	0.0911
Sus-CH11	0.1066	0.0982	0.0682	0.0982	0.0894	0.0993	0.0924	0.0733	0.1062	0.0488	0.0000	0.0544
Sus-CH12	0.0779	0.0233	0.1059	0.0749	0.0635	0.1224	0.0216	0.1062	0.0677	0.0841	0.0841	0.0000

**TABLE 10** Determined values of total relationship matrix

Challenges	Sus-CH1	Sus-CH2	Sus-CH3	Sus-CH4	Sus-CH5	Sus-CH6	Sus-CH7	Sus-CH8	Sus-CH9	Sus-CH10	Sus-CH11	Sus-CH12
Sus-CH1	0.4495	0.4811	0.5399	0.4796	0.4201	0.4767	0.4683	0.5697	0.5285	0.4252	0.4898	0.4052
Sus-CH2	0.6002	0.4572	0.5318	0.5281	0.5231	0.4991	0.4602	0.6255	0.5960	0.4999	0.5699	0.5327
Sus-CH3	0.6402	0.5992	0.5496	0.5715	0.5401	0.5975	0.6059	0.6758	0.6603	0.5279	0.6361	0.5879
Sus-CH4	0.4942	0.4289	0.4603	0.3552	0.3844	0.3891	0.4250	0.4823	0.4239	0.3985	0.4596	0.3906
Sus-CH5	0.5181	0.4757	0.4832	0.4530	0.3801	0.4064	0.4931	0.5634	0.5232	0.4552	0.4937	0.4484
Sus-CH6	0.6144	0.5504	0.5925	0.5642	0.4930	0.4508	0.5371	0.5991	0.5872	0.4399	0.5916	0.4860
Sus-CH7	0.5376	0.5436	0.5536	0.4988	0.5309	0.5045	0.4470	0.6278	0.5175	0.5197	0.5677	0.5079
Sus-CH8	0.5792	0.5083	0.5608	0.5438	0.4807	0.4873	0.5577	0.5342	0.5932	0.5236	0.6072	0.4839
Sus-CH9	0.5923	0.5651	0.5949	0.5023	0.5039	0.5603	0.4889	0.6336	0.5165	0.4777	0.6065	0.5624
Sus-CH10	0.5037	0.4980	0.5272	0.4188	0.4568	0.4654	0.4895	0.5603	0.5310	0.3830	0.5076	0.4821
Sus-CH11	0.6224	0.5714	0.5744	0.5583	0.5282	0.5527	0.5506	0.6229	0.6141	0.4842	0.5154	0.5046
Sus-CH12	0.5478	0.4586	0.5607	0.4942	0.4584	0.5308	0.4513	0.5947	0.5350	0.4695	0.5450	0.4069



**TABLE 11** Tabulated values of prominence vector and relation vector

Challenges	$D_i$	$R_j$	$D_i \oplus R_j$	$D_i - R_j$	Status	Weight vector
Sus-CH1	5.7336	6.6997	12.4333	-0.9660	Effect	12.4708
Sus-CH2	6.4236	6.1373	12.5609	0.2862	Cause	12.5642
Sus-CH3	7.1919	6.5288	13.7207	0.6631	Cause	13.7367
Sus-CH4	5.0919	5.9680	11.0599	-0.8762	Effect	11.0945
Sus-CH5	5.6934	5.6997	11.3931	-0.0063	Effect	11.3931
Sus-CH6	6.5061	5.9205	12.4266	0.5856	Cause	12.4404
Sus-CH7	6.3565	5.9748	12.3312	0.3817	Cause	12.3371
Sus-CH8	6.4600	7.0892	13.5492	-0.6292	Effect	13.5638
Sus-CH9	6.6044	6.6264	13.2307	-0.0220	Effect	13.2308
Sus-CH10	5.8234	5.6043	11.4277	0.2192	Cause	11.4298
Sus-CH11	6.6993	6.5899	13.2892	0.1093	Cause	13.2897
Sus-CH12	6.0528	5.7984	5.3905	0.2703	Cause	11.8539

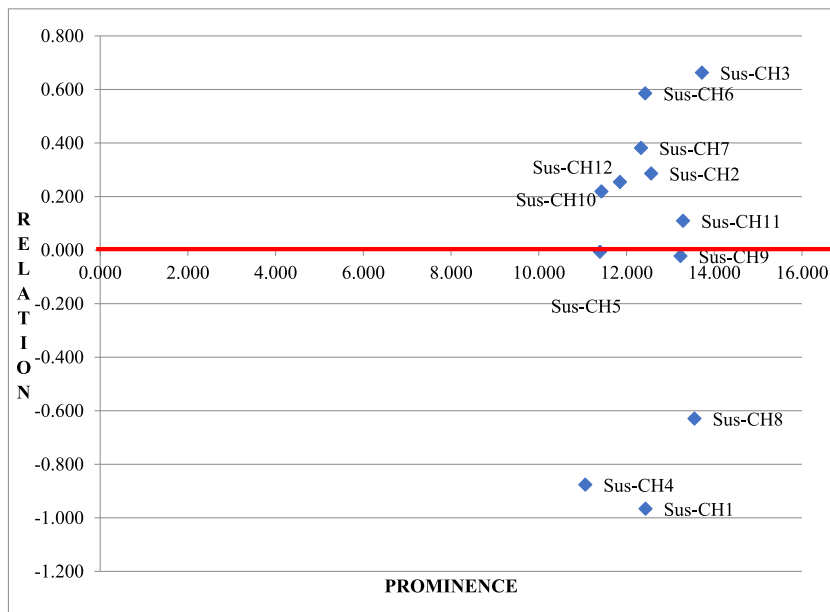
**TABLE 12** Clustering of challenges and related ranking

Cause group	Rank	Effect group	Rank
Lack of incentives and support of various agencies to undertake sustainable initiatives (Sus-CH2)	3	Lack of support from regulating agencies, government, and non-government bodies for sustainable initiatives (Sus-CH1)	3
Lack of understanding about the requirements of customer and other stakeholder (Sus-CH3)	1	Lack of understanding regarding benefits and importance of sustainability initiative (Sus-CH4)	5
Lack of appropriate resources allocation, communication, and information sharing within and across the hierarchy (Sus-CH6)	4	Lack of management involvement, support, and commitment to undertake sustainable initiatives (Sus-CH5)	4
Lack of capacity building, planning, and collaborative efforts for delivering sustainability-focused products (Sus-CH7)	5	Lack of auditing and monitoring of ongoing supply chain activities (Sus-CH8)	1
High-cost involvement to improvements the overall supply chain performance (Sus-CH10)	7	Lack of competitive advantages (Sus-CH9)	2
Lack of transparency and trust (Sus-CH11)	2		
Lack of technological innovations, management commitments, and workforce obsolescence (Sus-CH12)	6		

leadership and use and implementation of green-lean tools and techniques help organizations to perform better (Zhan, Tan, Ji, Chung, & Chiu, 2018; Zhan, Tan, Ji, & Tseng, 2018). Essentially, the adoption of lean and green practices requires close collaboration between supply chain stakeholders and customers along with information visibility and technological innovation in SC (Sanchez Rodrigues & Kumar, 2019).

Additionally, Lack of appropriate resources allocation, communication and information sharing within and across the hierarchy (Sus-CH6), Lack of capacity building, planning and collaborative efforts for delivering sustainability-focused products (Sus-CH7), Lack of technological innovations, management commitments, and workforce obsolescence (Sus-CH12), and High-cost involvement to improvements the overall supply chain performance (Sus-CH10) are categorized under the same cause behavior group influencing challenges of the effect group. The lack of information sharing within and across the SC hierarchy hampers adoption of LARG practices. To have higher

visibility, firms rely on information sharing with SC partners. Essentially, the integration of LARG dimensions such as lean-green is not possible without improvement in supply chain visibility by developing customer-supplier collaboration (Sanchez Rodrigues & Kumar, 2019). Because the LARG paradigms result in an increased information frequency, better departmental and structural integration in the organizations and a lack of information exchange may lead to losing the competitive advantage. Thus, alliances and information sharing with value chain players become crucial (Carvalho et al., 2011). Additionally, the emerging areas of Industry 4.0 and their holistic implementation with LARG practices facilitate economic sustainability. However, there is lack of technologically intensive approaches such as the integration of LARG paradigm with Industry 4.0 (Amjad et al., 2020, 2021). The other challenges perceived by managers in adopting LARG practices are the increase of costs and insufficient information visibility, (Sanchez Rodrigues & Kumar, 2019; Sharma et al., 2021).



**FIGURE 3** Cause-and-effect relationship diagram

### 5.3 | The effect group

The elements of the effect group are determined based on the negative relation values. From Figure 3, it is ascertained that Lack of support from regulating agencies, government and non-government bodies for sustainable initiatives (Sus-CH1), Lack of understanding regarding benefits and importance of sustainability initiative (Sus-CH4), Lack of management involvement, support, and commitment to undertake sustainable initiatives (Sus-CH5), and Lack of auditing and monitoring of ongoing supply chain activities (Sus-CH8), Lack of competitive advantages (Sus-CH9) fall under the effect group and are categorized as challenges that are rather influenced by others than influencing others directly. The categorization demonstrates a lack of auditing and monitoring of the ongoing supply chain activities (Sus-CH8) as the highest effect ranking, followed by a lack of competitive advantages (Sus-CH9) as the second, and lack of support from regulating agencies, government, and nongovernment bodies for sustainable initiatives (Sus-CH1) is the third highest effect ranking behavior, assuming that other challenges are influenced. Additionally, Lack of management involvement, support, and commitment to undertake sustainable initiatives (Sus-CH5) and Lack of understanding regarding benefits and importance of sustainability initiative (Sus-CH4) are streamlined in the same effect group signifying their influence behavior rather than influencing others.

The existing market is competitive in nature with better and better product, the competing market conditions, sometimes hindering adoptions of LARG paradigms (Sindhvani et al., 2019). The operational, economic, and environmental performances are crucial competitive advantage factors affecting LARG paradigm (Anvari, 2021). Support from government, regulating agencies, and nongovernment bodies, considered as important external stakeholders, is crucial for the adoption of LARG practices, specifically the sustainable initiatives. The literature illustrates the lack of support from government

agencies, unsuitable government regulations, and inappropriate policies and laws, which are perceived as challenges for the adoption of LARG paradigm (Sindhvani et al., 2019). The lack of support from government agencies further hinders top management involvement and commitments toward the adoption of LARG practices.

## 6 | CONCLUSION

This work explores challenges obstructing the implementation of LARG dimensions in the AFSC and lays a foundation for research in AFCS by identifying challenges for adopting LARG practices in the context of an emerging economy. The work also highlights the crucial challenges requiring intervention for adoption of LARG practices from policy and decision makers. With the support of a case example in the sugar industry, the proposed work serves AFSC to identify a set of LARG practices that are considered as important. It is found that “Lack of understanding about the requirements of customers and other stakeholders” and “Lack of transparency and trust” are the most significant challenges and driving elements for implementing LARG practices. Furthermore, “Lack of auditing and monitoring of the ongoing supply chain activities” and “Lack of competitive advantages” are found under the effect group category and are crucial challenges, which are influenced by the challenges of the cause groups. The challenges must be controlled and handled strategically on a priority basis for successfully implementing LARG practices in AFSC.

### 6.1 | Managerial implications, future scope, and limitations of the study

The study's finding will help the professionals working in AFSC have a deeper understanding of the challenges with regard to the LARG

practices. The success of AFCS may remain ambiguous unless all supply chain stakeholders make efforts to truly understand the underlying problems and issues. Based on underlying problems and issues, managers can develop a set of best practices and guidelines that are crucial for implementing the LARG practices in AFCS and improving organizational performance. Furthermore, it will give decision makers a vision on how to make existing AFSC a LARG practice-oriented AFCS achieve the organization's social, environmental, economic, and performance objectives. Some of the crucial factor for AFCS among the stakeholders is understanding, transparency, trust, and collaborations. Thus, the managers and different stakeholders of AFCS must have proper understanding, transparency, and trust to adopt LARG practices. To do so, managers need to establish the sustainability goals and priorities based on the most significant challenges. Additionally, the alignment of organization sustainability strategies with LARG paradigm and gradually improving the organization sustainability capabilities is a key for supply chain managers.

Moreover, the policymakers and managers striving to improve the sustainability performance of AFSC must develop an effective policy followed by a continuous monitoring and auditing framework. The challenges identified during adoption of LARG philosophy will facilitate practitioners to improve their business performance of AFSC in terms of improving cost, lead time, on-time delivery, and quality of food product and facilitate them to become green AFSC by reducing resource usage and waste generation. Furthermore, overcoming LARG challenges by managers and decision makers will ultimately lead to improvement in operational efficiencies, business capabilities, and competitive advantage. The decision makers can utilize the outcome of this work to assist AFSC in being competitive in the existing sustainability-driven market, leading to the nation's economic development.

The decision and policymakers should also need to motivate individuals working in AFSC to contribute toward LARG practices. They should encourage and take initiatives such as capital rebate, tax benefits for sustainable product/process, and development of favorable policies and provide required benefits to those who adopt sustainable initiatives. The contributions from every value chain player will bring required change for adoption of LARG practices. Further studies are recommended to understand the LARG practices under the context of supply chain of other sectors to improve overall productivity and carbon footprint reduction, improve customer satisfaction, and help companies to become more competitive and sustainable.

The proposed work has some limitations. Indeed, the proposed challenges are related to LARG dimension pertaining to AFSC, and the identified data sets are not sufficiently robust to generalize the study to other sectors or industries. Moreover, from a methodological point of view, since the inputs provided by the team of experts may have been based on personal opinions and earlier experiences related to the deployment of LARG practices in AFSC, future work should explore the reduction of individual bias in providing statements related to the evaluation of the factors presented to the respondents. Moreover, a future research direction could be the extension of the LARG framework to address specific industries and practices, where

safety needs to be considered, such as the mechanical or the electrical industry, in which safe operations need to be addressed not only as part of the activities' constraints but also as a societal performance measure in a global sustainability perspective.

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## CONFLICT OF INTEREST

On behalf of all the authors of this manuscript, Dr. Rakesh Raut discloses disclose that this paper has NO financial or personal relationship with people or organizations that could inappropriately influence or bias the contents of the paper and research.

## AUTHOR CONTRIBUTIONS

All the authors have equally contributed to this article.

## ORCID

Atul Kumar Sahu  <https://orcid.org/0000-0002-7538-2010>

Rakesh D. Raut  <https://orcid.org/0000-0002-0469-1326>

Vidyadhar V. Gedam  <https://orcid.org/0000-0002-8083-1263>

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