





# “ Introduction

*This course provides fundamental information on the Blue and Green Economy, an overview of the trends in the agri-food and waste management sectors, information on the supply chain and elements of innovation, sustainability and environmental conservation.*





# Supply Change Management

(Module 4)



# Sustainable Supply Chain

*"A sustainable supply chain is one that fully integrates ethical and environmentally responsible practices into a competitive and successful model."*

**– System Analysis Program (SAP) –**



# Sustainable Supply Chain

## WHAT IS IT?

A supply chain is the network of all the people, businesses, resources, tasks, and technological advancements involved in the production and distribution of a good.

An entire supply chain, from the distribution of raw materials from the supplier to the producer to the final delivery to the customer, is included.

Naturally, a supply chain is considered sustainable when it completely integrates ethical conduct and environmental awareness into a profitable and competitive paradigm.





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# Step 1 | Mapping a Supply Chain

In order to make adjustments to a supply chain, you need to see what happens and where it happens.

This is why, before anything else, you want to make a map with your supply chain where you can see the connections between activities.



# Supply Chain Map Elements

## 1. PROCESS

A supply-chain map can include 2 types of processes:

### **Upstream production processes**

Describe the activities related to gathering all raw materials for creating a product (but not the creation of the product)

### **Downstream production processes**

which describe the activities related to how the collected raw materials are treated and transformed into the final product, including distribution, wholesaling and retailing.





# Supply Chain Map Elements

## 2. CHAIN

Each process should include both direct supplier activities and sub-supplier activities:

**If the process describes upstream production** in the engineering sector, this will describe the activities related to gathering the natural resources necessary for manufacturing certain parts.

**If the process describes downstream production** in the engineering sector, this will describe the activities related to the actual manufacturing of these parts.







# Supply Chain Map Elements

## 3.1 ASPECTS

Each activity can have a positive and/or negative impact on people and the environment.

This will give you the perspective on things that need your attention.

Those effects (both positive and negative) are called “aspects” – put those in the map as well



# Supply Chain Map Elements

## 3.2 ASPECT EXAMPLES

- Emission of air pollutants
- Heat dissipation
- Cold dissipation
- Substance release
- Soil enrichment





# Supply Chain Map Elements

## 4.1 IMPACT

Once you have your aspects mapped, describe their impact as well (i.e., the aspect describes “what” is the result of a given process in your chain, while the impact describes “how” the process influences the surrounding environment)





# Supply Chain Map Elements

## 4.2 IMPACT EXAMPLES

- Water pollution (aspect) can lead to severe health issues (impact)
- Air pollution (aspect) can lead to supply disruption after exceeding limit values for air pollution prevention (impact)





# How to Choose What to Map?

Mapping your supply chain may feel overwhelming at first, that's why you need to have a strategy – here's a set of steps to help you get going until you find your own rhythm.



# Supply Chain Map Elements

## 1. PRIORITIZE

Consider which processes and activities you map first. Here are some criteria to help you start:

- Procurement costs on products and services
- Sales volumes of products and services
- Raw materials and components when working with lots of similar products







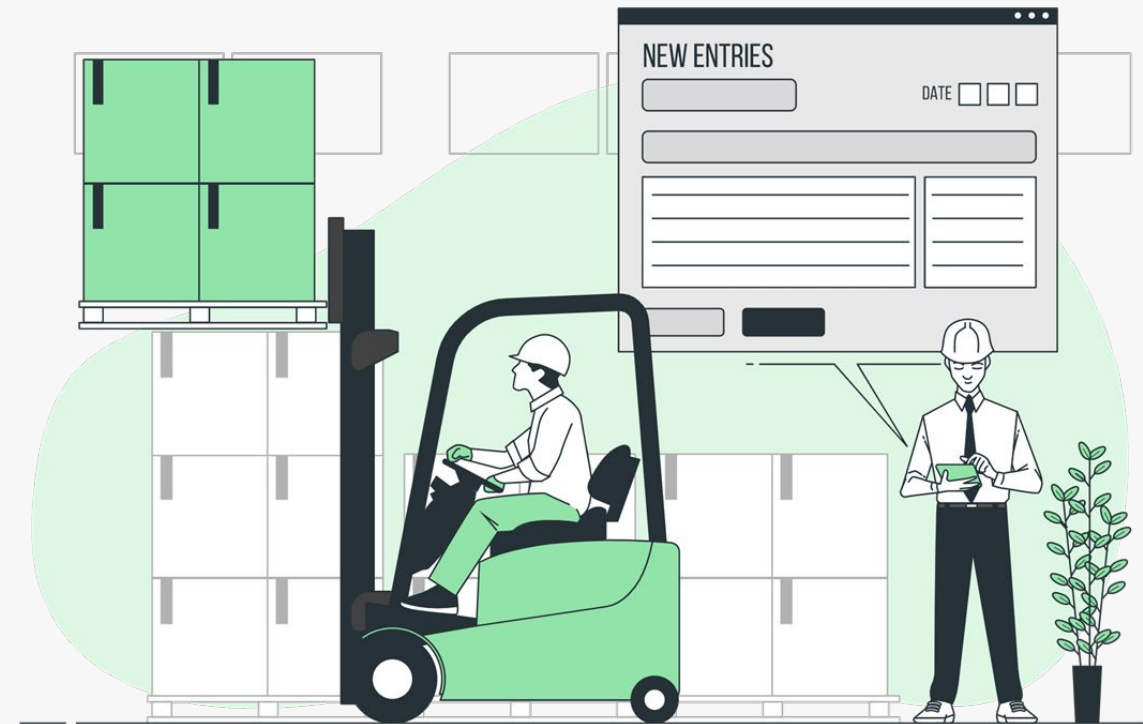
# Supply Chain Map Elements

## 3. ANALYZE

If you are working with direct suppliers of parts, then you are also working with suppliers of raw materials, just indirectly.

This is why it is always a winning strategy to do research and gather information on sub-suppliers i.e. - the activities and supply chains that go beyond your own direct suppliers.

These may include raw material extraction, as well as raw material processing companies.





# Supply Chain Map Elements

## 4.1 COLLECTING INFORMATION

One of the most influential factors in a supply-chain is location.

Put together your activities based on the locations of suppliers and sub-suppliers.

You may find that some of them are positioned in a way that would allow them to batch and deliver goods more productively and environmentally-friendly.





# Supply Chain Map Elements

## 4.2.2 FINDING INFORMATION

### INTERNALLY

Check in with people within your own organization who can provide you with what is already available for both the supply structure and each supplier (both direct and sub-suppliers)

Consider the people work in:

- Acquisition
- Development
- Quality Assurance







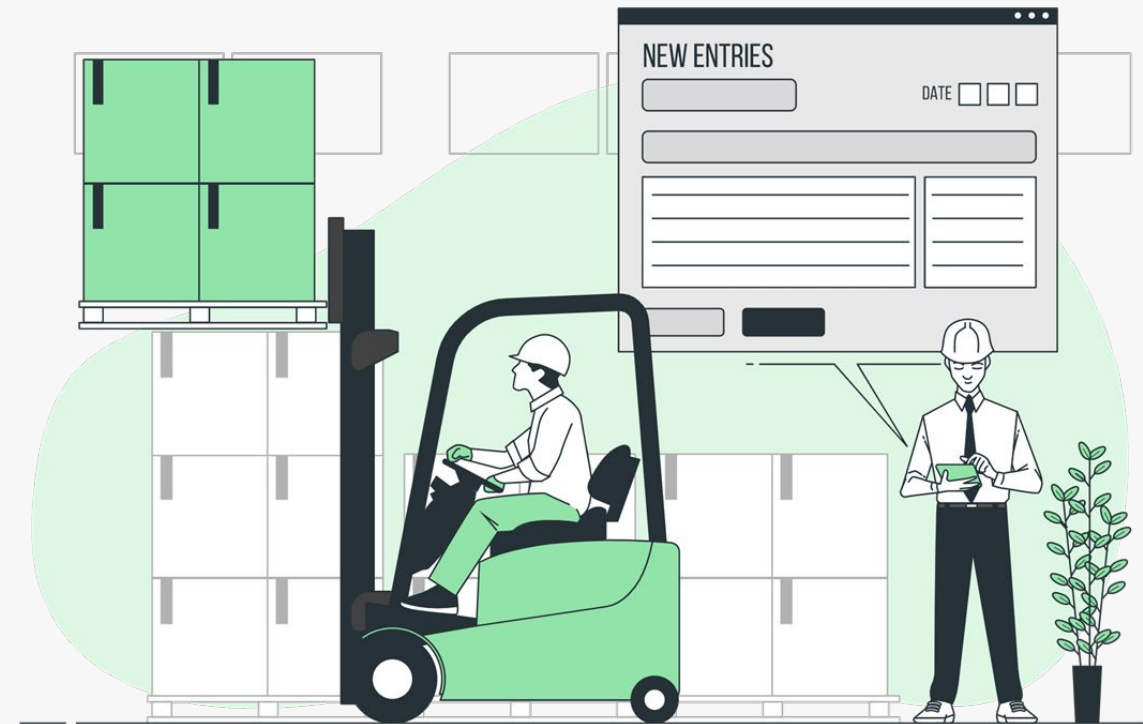
# Supply Chain Map Elements

## 4.2.2 FINDING INFORMATION

### EXTERNALLY

Similar to the organization you work for, all other companies should have their supply chains mapped, so consider reaching out and asking them to provide you with it. If they don't have their supply chains mapped, offer to work on it together.

Industry associations and initiatives are another great source of information. Consider reaching out and see what they can provide regarding supply chain standards for the industry.





# Supply Chain Map Elements

## 4.3 GATHERING INFORMATION

Once you connect with the right people and institutions you need to know what to ask, here are some suggestions

- What are the upstream/downstream steps in value creation (products, services)?
- Sales volumes of products and services
- Raw materials and components when working with lots of similar products




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## Step 2 | Identifying impact, risk, and areas of action

Once you map your supply chain different sustainability areas will require more attention



An aerial photograph of a sailboat on a dark blue, textured body of water, positioned on the left side of the slide.

# 1. Compiling company sustainability aspects and impacts

You've already outlined the aspects and impacts when you were mapping your supply chain. What you need to do now is put all aspects and impacts into a table.

This will then help you to perform a materiality analysis and prioritize aspects and impacts based on their potential sustainability effects. (need to add reference for the tables and further readings on materiality analysis)



# Finding information for your materiality analysis

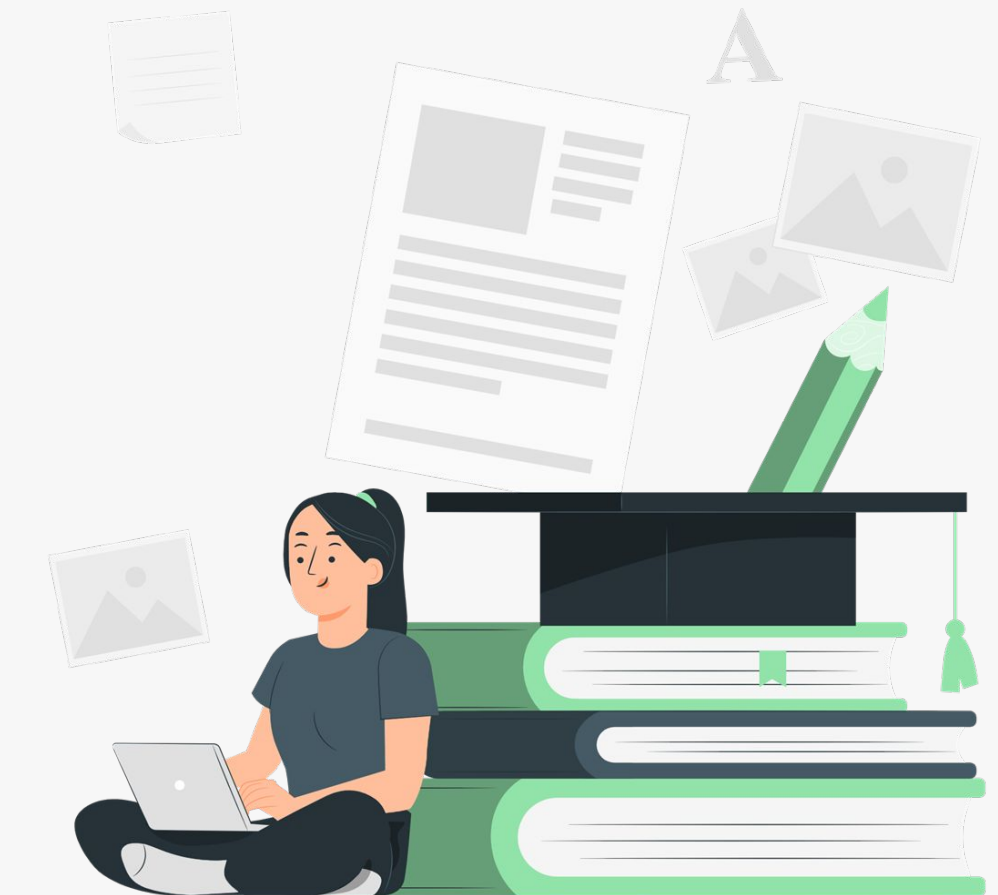
## YOUR ORGANIZATION

The people who you talked to about the supply chain map are the same people that can have information for the analysis as well.

Consider talking to them directly.

For more massive results, consider using surveys that would contain the same questions you'd otherwise ask face-to-face – a discussion on paper.

Think of surveys as discussions on paper.



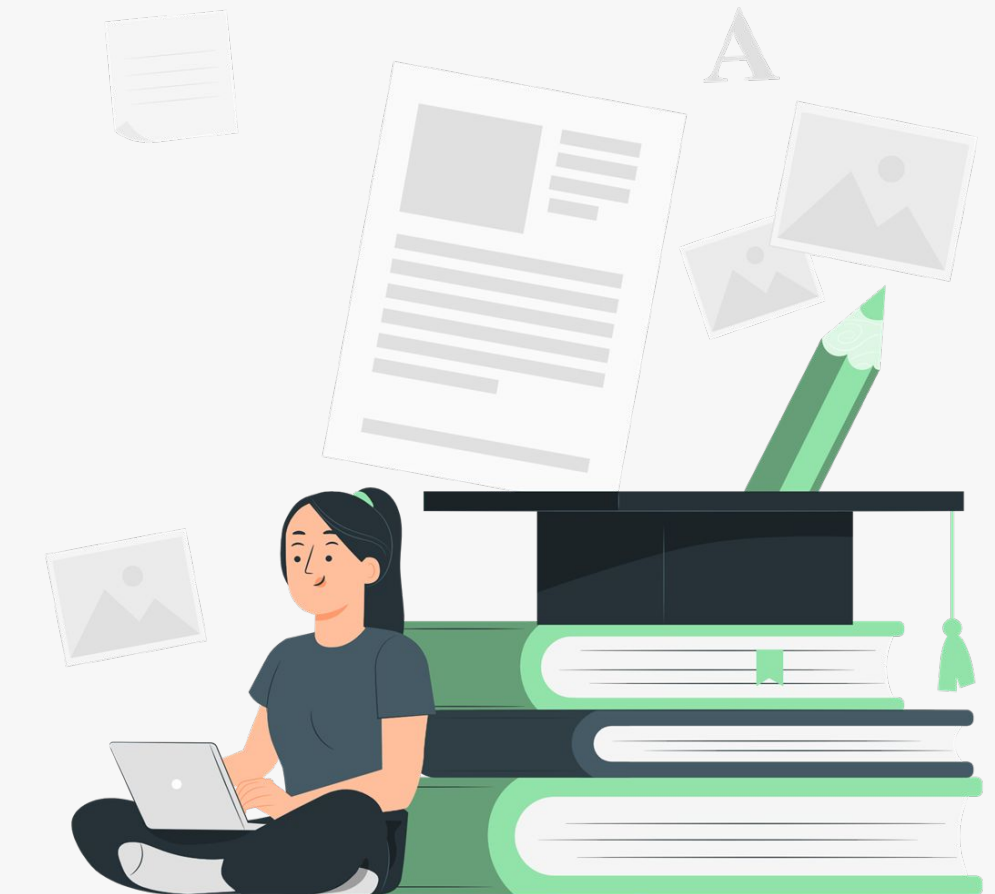


# Finding information for your materiality analysis

## INFORMATION EXCHANGE

See if you can gather that same information from direct suppliers and sub-suppliers as well.

In return, offer the information that you already have about your own organization.



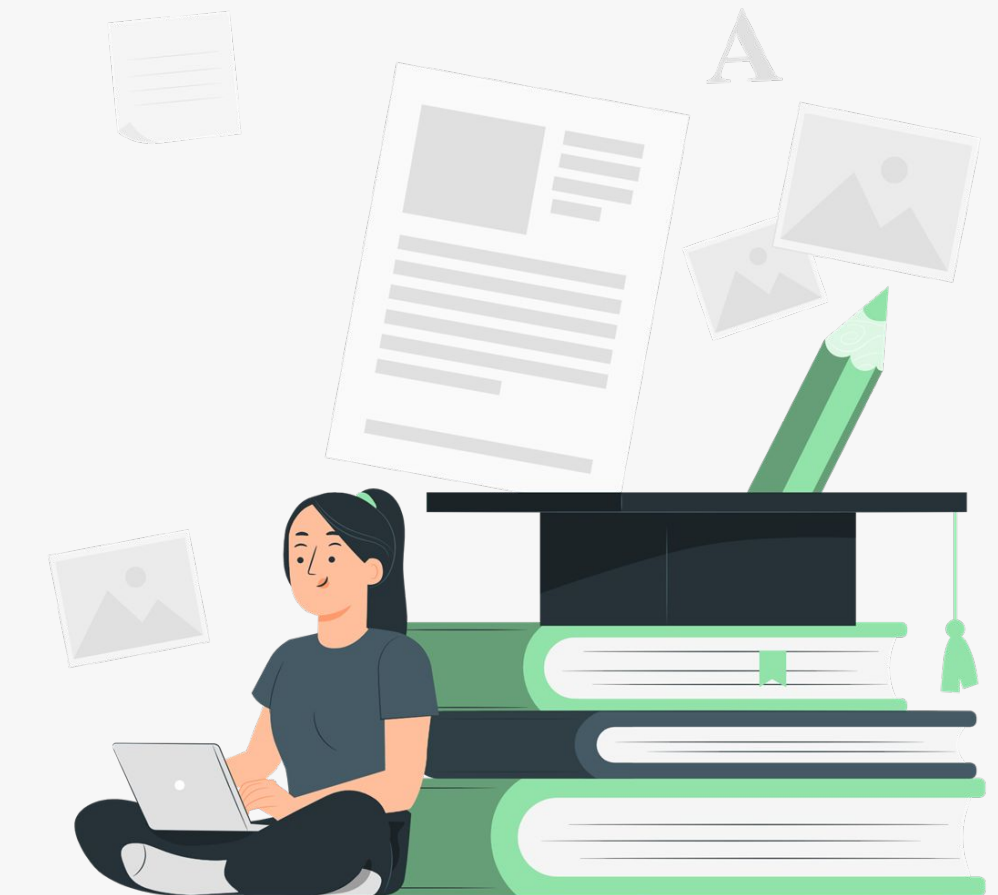




# Finding information for your materiality analysis

## WORK WITH INSTITUTIONS

Reach out to NGOs, industry associations, research institutions and data centers, as these can too provide you with valuable information.





# Finding information for your materiality analysis

## LOOK AT THE DOCUMENTS

Whether you find yourself limited and unable to get in touch with those institutions directly, there's no reason not go through the papers, research and other materials that they've published and find relevant information.



An aerial photograph of a sailboat on a dark blue, textured body of water, positioned on the left side of the slide.

## 2. Assessing and prioritizing sustainability risks

Using the gathered information about sustainability aspects and impacts, you can evaluate the risks they may present for people and the environment and strive to act preventively.





# Risk probability and magnitude

Risk assessment and prioritization are directly linked to two other concepts – risk probability and risk magnitude.

## ASSESSING RISK MAGNITUDE QUESTIONS

- What is affected?
- To what extent is it affected?





# Risk probability and magnitude

Risk assessment and prioritization are directly linked to two other concepts – risk probability and risk magnitude.

## ASSESSING RISK PROBABILITY QUESTIONS

- What is the likelihood of this event or process to occur?
- What are the things that can increase or decrease the likelihood of this to occur?





# Key Risk Factors

The number of factors that help you evaluate both the probability and magnitude of a given risk can be plenty.

## INDUSTRY

Each industry has its different risks and impacts.

At the same time, the risks and impacts for each industry are well-known within its confines – make use of that next time you want to evaluate potential risks.







# Key Risk Factors

The number of factors that help you evaluate both the probability and magnitude of a given risk can be plenty.

## SUPPLY CHAIN STRUCTURE

As previously established, the value of supply chain mapping comes from the traceability and transparency that offers about everything along processes.

Conversely, the lack of transparency and traceability can be the prerequisite of unknown risks, with both unknown probability and magnitude.





# Key Risk Factors

The number of factors that help you evaluate both the probability and magnitude of a given risk can be plenty.

## COUNTRY

Risk potential is great in those countries that either don't have the necessary sustainable laws or where those laws are not respected.

Consider familiarizing yourself with the environmental legislations and human rights regarding sustainability in your country, as well as the countries of your suppliers.





# Risk Prioritization

One of the most popular and effective risk evaluation techniques is to ask all people involved in the risk evaluation process to provide their own assessment.

## RISK PRIORITIZATION PROCESS

**STEP 1:** On a scale from 1 to 5 each person provides their own score of both Probability and Magnitude, for each risk that you've previously identified





# Risk Prioritization

One of the most popular and effective risk evaluation techniques is to ask all people involved in the risk evaluation process to provide their own assessment.

## RISK PRIORITIZATION PROCESS

**STEP 2:** Then, you add together the scores provided by participants for each identified risks, getting a total for both Probability and Magnitude.







# Risk Prioritization

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## RISK PRIORITIZATION PROCESS

**STEP 3:** Based on the Probability and Magnitude of risks you can now compare them and decide which would require most attention





# Risk Prioritization

One of the most popular and effective risk evaluation techniques is to ask all people involved in the risk evaluation process to provide their own assessment.

## RISK PRIORITIZATION PROCESS

**NOTE:** Following these relatively simple processes you probably already realize that it is important who is involved and how the evaluation is conducted.

Consider involving multiple subject matter experts, and make sure that each party provides their scores anonymously – this will ensure that no one gets influenced by the opinion of their peers (regardless of their expertise).



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### 3. Selecting the topics and areas of action

Once you have your list of risks organized and prioritized you will need to identify which field of sustainability the top risks belong to – this will help you devise your action plan.

Lots of the described process is performed following certain standards, that are designed to make all work and processes much easier.

If you are new to this line of work or looking for ways to fortify and organize some of the knowledge you already have, then exploring the standards in your industry would be of great help to you.

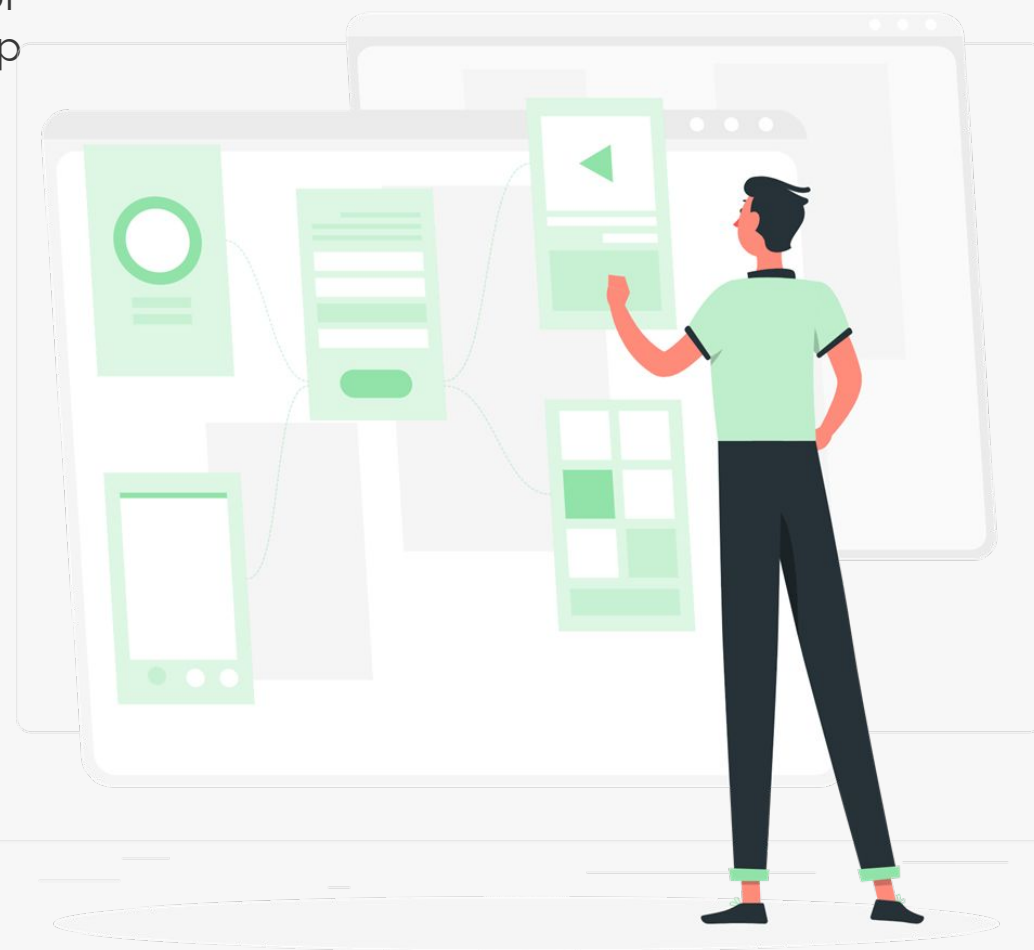


# Choosing action areas

Once you have your list of risks organized and prioritized you will need to identify which field of sustainability the top risks belong to – this will help you devise your action plan.

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## Step 3 | Analyzing Gaps and Deriving Measures

Company goals are rarely related with starting something from complete zero.

It is more often associated with closing the gap between what an organization is already doing and what it wants to accomplish further.

This is why, it is just as important to now analyze the current supply chain activities, as it was to set the right goals for their development in the previous two steps.



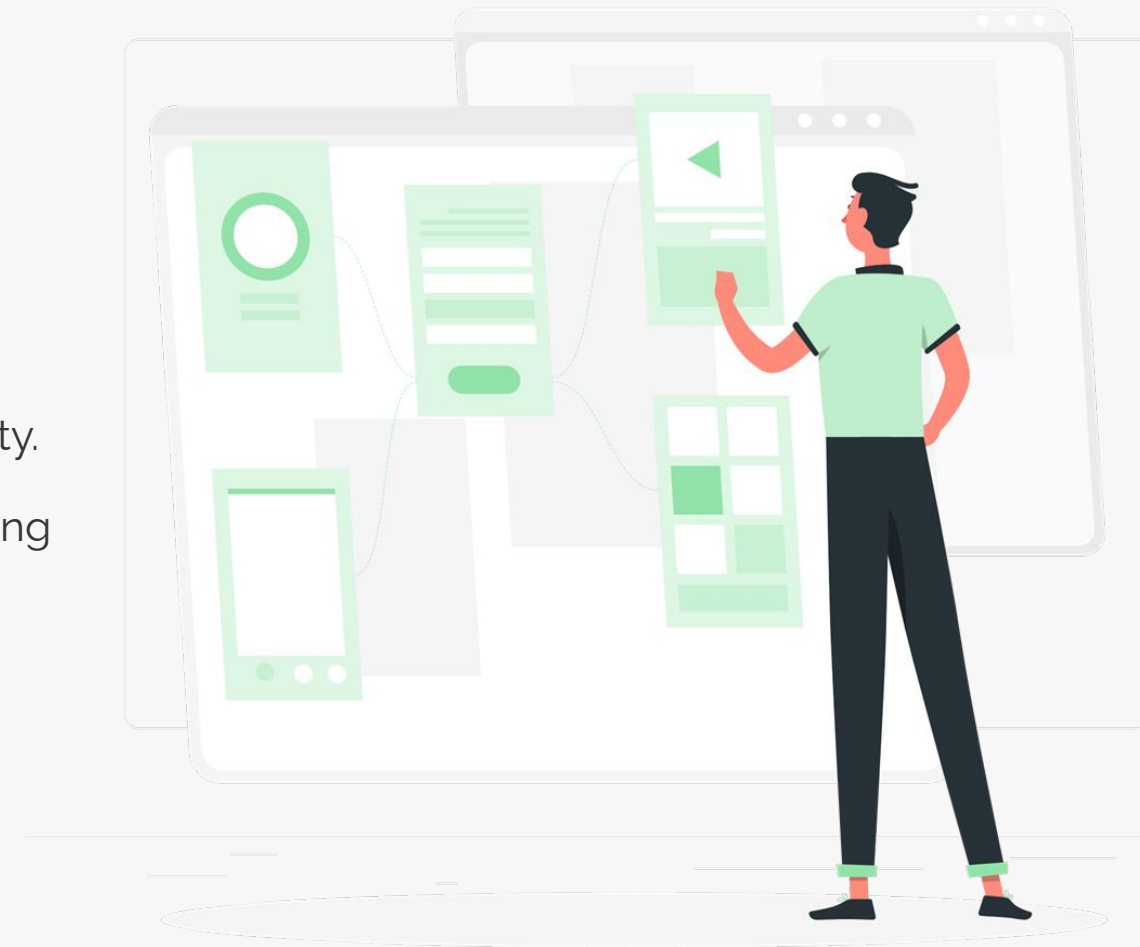
# Impact-Based Actions

The measures (actions) that a company can follow to reduce negative impact and avoid risk. Since they can be both internal and external, here are some examples of both:

## 1. TRAINING

The very first thing you can do is to have everyone in the organization periodically trained and updated on matters related to environmental responsibility and sustainability.

Similarly, you can provide sustainability training offers for your suppliers and sub-suppliers.





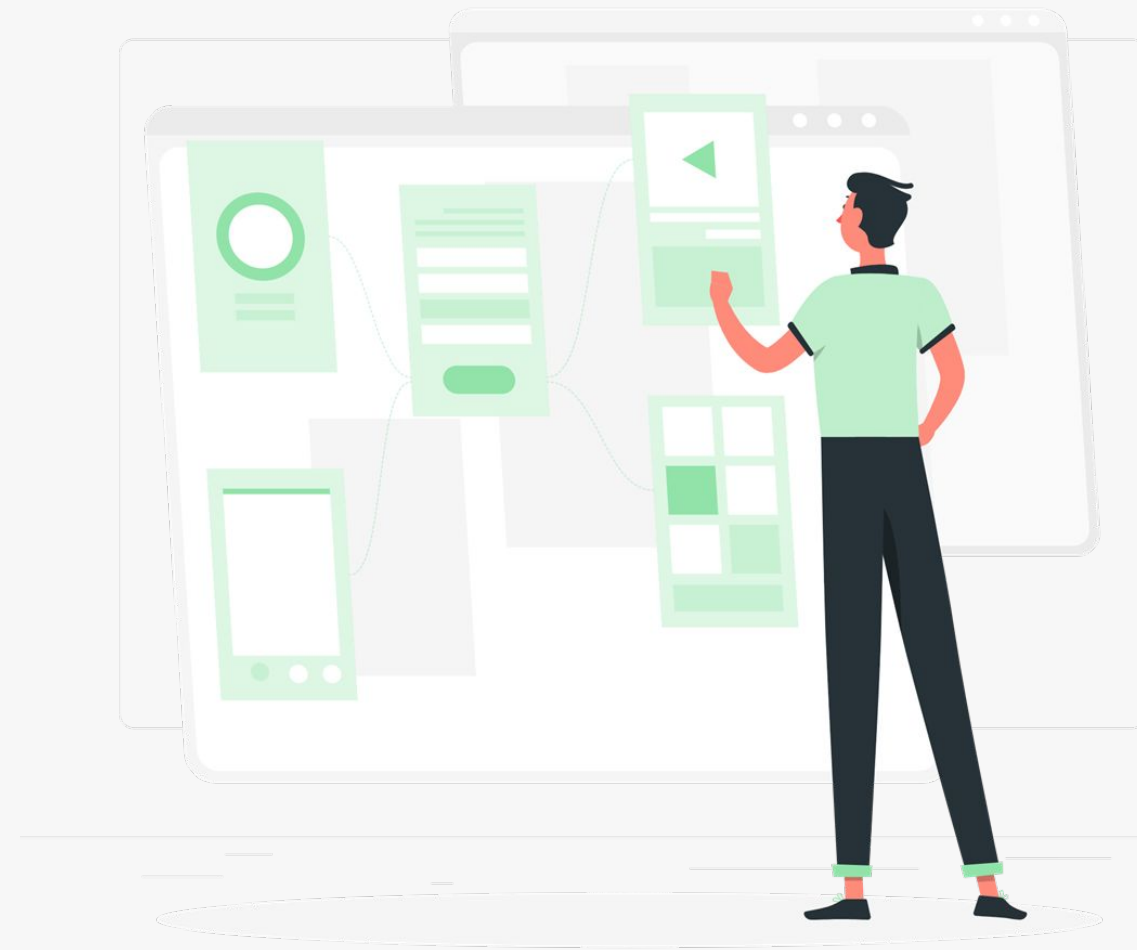
# Impact-Based Actions

The measures (actions) that a company can follow to reduce negative impact and avoid risk. Since they can be both internal and external, here are some examples of both:

## 2. STAY UPDATED

Stay updated on sustainability initiatives in your industry and join the ones you can.

Also, you can invite your suppliers and sub-suppliers to do the same and participate together.



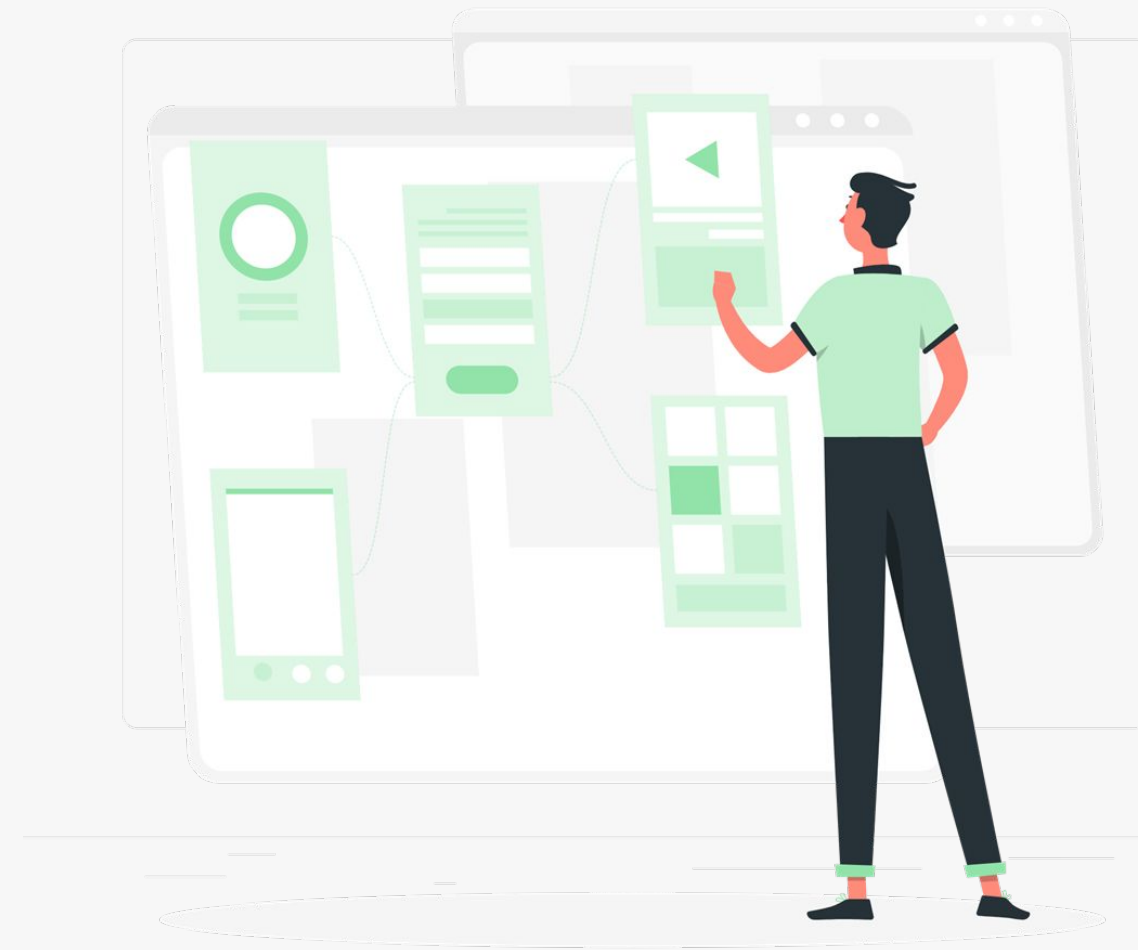


# Impact-Based Actions

The measures (actions) that a company can follow to reduce negative impact and avoid risk. Since they can be both internal and external, here are some examples of both:

## 3. AUDIT

Establish an auditing processes for direct suppliers and formulate a code of conduct that they need to comply to in their work with you





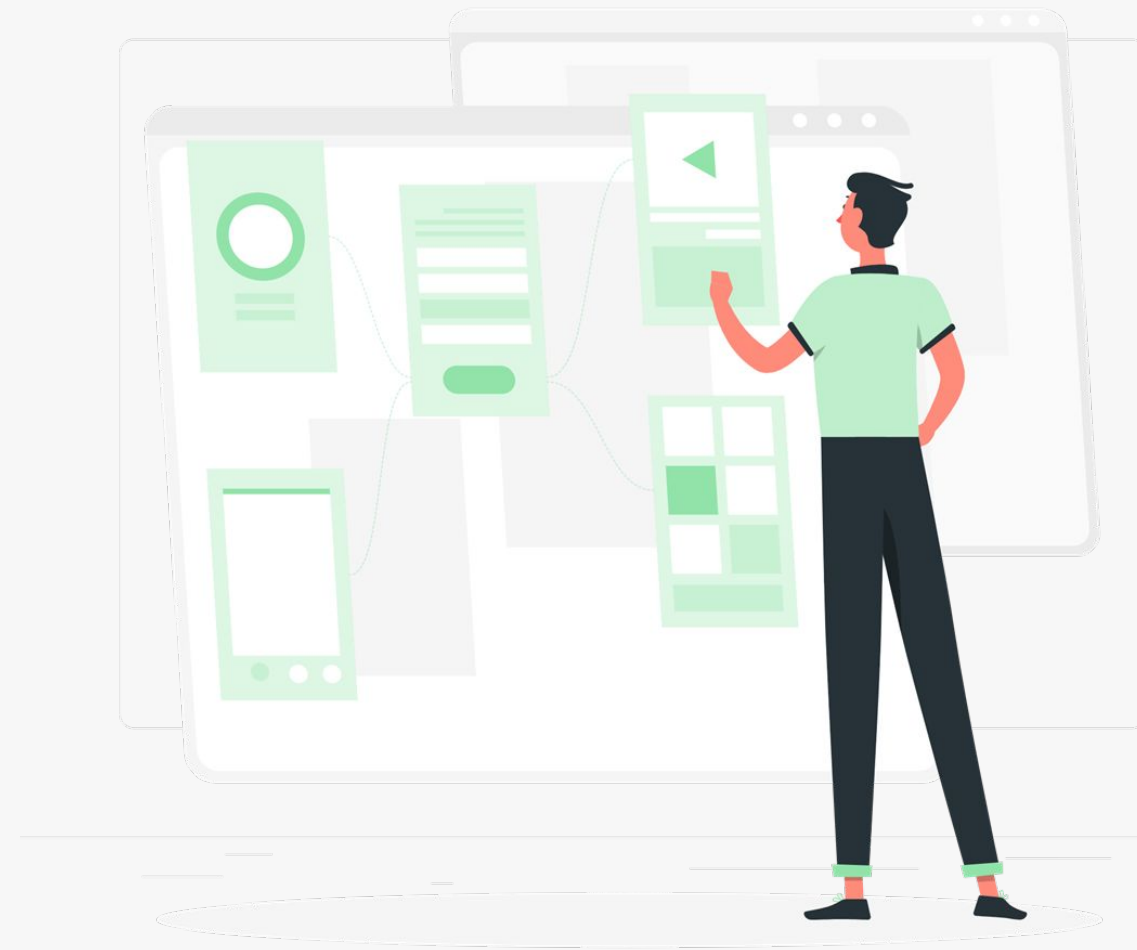


# Impact-Based Actions

The measures (actions) that a company can follow to reduce negative impact and avoid risk. Since they can be both internal and external, here are some examples of both:

## 3. REMAIN VIGILANT

Make sure to always have risk related information actualized and record all sustainability-related data.





# PRIORITIZING ACTIONS

Just as the popular saying goes “true change always starts from within”, if all this whole process is very new to you, then the same holds true for sustainability and performance.

If sustainability performance is something very new to you, then it is better to focus on your internal supply chain questions first.

# Prioritizing Actions

- Checking central business processes and setting up ongoing processes for sustainable supply chain management
- Informing suppliers, defining requirements, and seeking self-assessment
- Reviewing sustainability performance of suppliers
- Developing suppliers (e.g., providing training)
- Disclosing information on the state of sustainability in the supply chain



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## Step 4 | Analyzing Gaps and Deriving Measures

New and existing business processes within the company are set up or adjusted based on the results of the materiality analysis and the inventory.

It is also necessary to provide the financial, human, and technical resources required to lay the internal foundations for sustainable supply chain management.





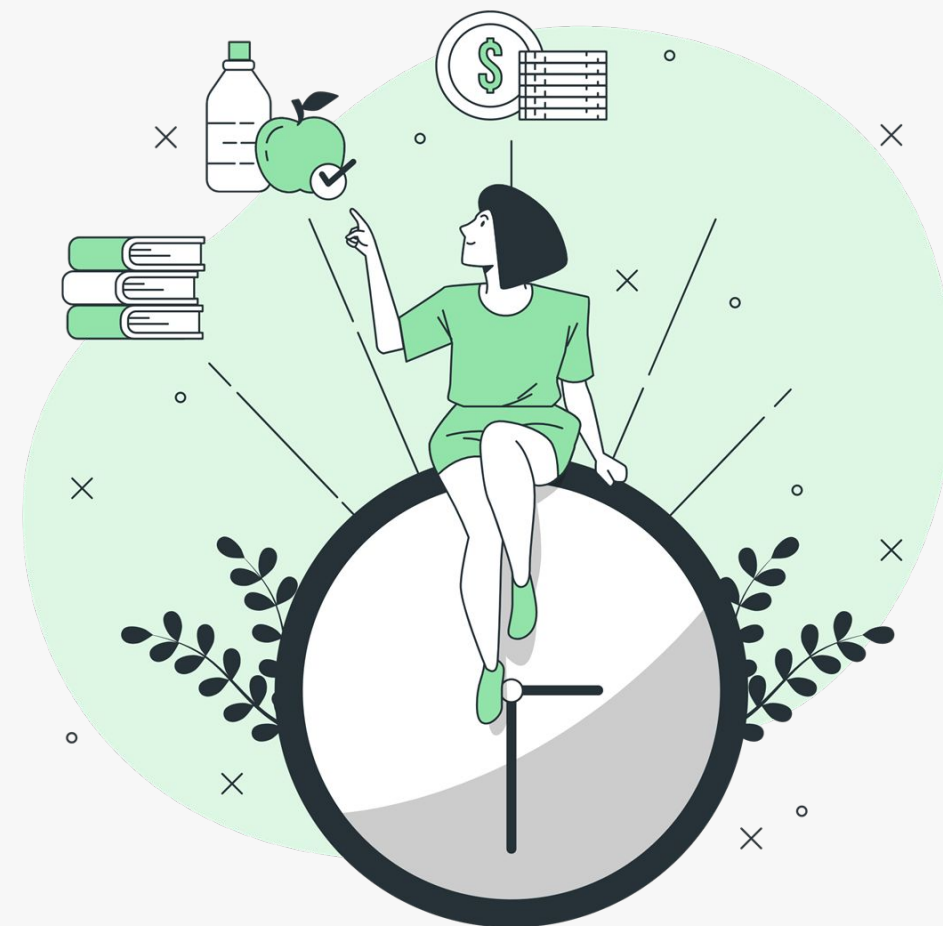
# Establishing Sustainable Supply Chain Management Changes

Have a clear responsible figure or to lead and ease the organization into learning and implementing new sustainability changes.

This could be an expert, a manager or team with extended knowledge in everything related to supply chain sustainability.

In addition, there could be people from other teams or departments that are not in charge of managing your new sustainable solutions, but they might be responsible for a specific part of its implementation.

For this reason, it is important for all people to establish strong relationships with those who are involved with the management of supply chain sustainability.





# Individual Drive and Motivation

Remember that every organization is a collective of individuals – as such, it is valuable to consider what drives people and motivate them to continuously implement the sustainability solutions you have:

## 1. USE WHAT YOU HAVE

Adding sustainability to the existing rewards and sanctions systems is one solution.





# Individual Drive and Motivation

Remember that every organization is a collective of individuals – as such, it is valuable to consider what drives people and motivate them to continuously implement the sustainability solutions you have:

## 2. GET COMPETITIVE

You can also go beyond that, by considering sustainability competitions where teams and individuals can participate



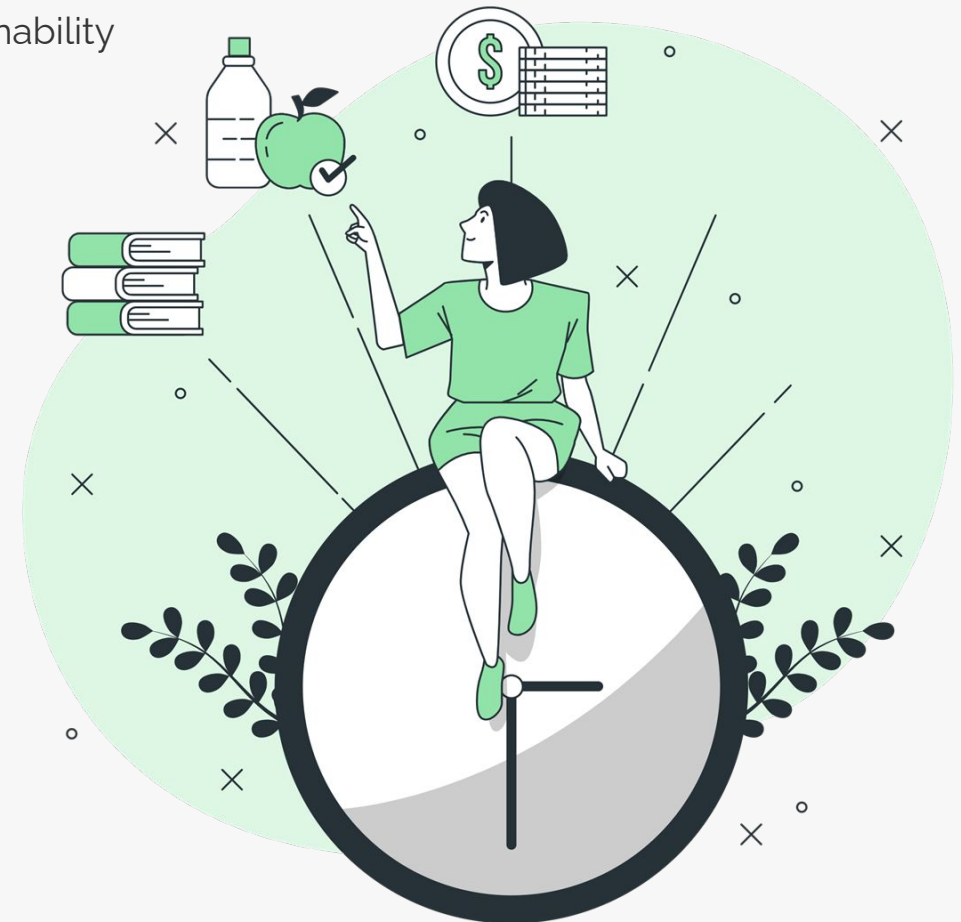


# Individual Drive and Motivation


Remember that every organization is a collective of individuals – as such, it is valuable to consider what drives people and motivate them to continuously implement the sustainability solutions you have:

## 3. AIM FOR THE HIGH-SCORE

Pursuing good sustainability ratings or passing on positive customer or stakeholder feedback





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## Step 5 | Formulating Supplier Requirements

Throughout this phase of the procedure, the organization develops a code of conduct. It outlines the process for creating and sending requirements to vendors.

So the main topics of discussion are the code of conduct and how it may be applied to the supplier relationship.



# Standards

International standards, especially in industry- and product-specific variants, simplify requirement formulation for suppliers.

Which standards you are going to refer to in your code will depend on your industry. Here are some of general ones to consider the following consider:

You can also go beyond that, by considering sustainability competitions where teams and individuals can participate



# Standards Examples

Here are some of general ones to consider the following consider:

- International Bill of Human Rights
- International Labour Organization (ILO) core labour standards
- UN Ten Principles of the Global Compact
- OECD Guidelines for Multinational Enterprises.
- ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
- ISO 26000: Guideline for social responsibility
- UN Guiding Principles on Business and Human Rights
- OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions/UN Convention against Corruption





# Code of Conduct Structure

Codes of conduct are all similar in structure.





# Code Structure

## INTRODUCTION

It summarizes the mission statement and references relevant international standards.

It may also specify the duties of the direct supplier, such as passing the code on to sub-suppliers and/or being willing to participate in audits.





# Code Structure

## SUPPLIER REQUIREMENTS

These are often broken down into sectors such as environment, social, and governance.

Any individual requirements can cross-reference valid standards (such as the ones previously listed).





# Code Structure

## SUPPLIER UNDERSTANDING AND CONSENT

Suppliers confirm with their name and the signature of a representative that they have read and accepted the code.





# Zero-Tolerance Range

Often standards present a range of actions or performances that the entity should aim not to exceed or fall under – that range is what we refer to as “tolerance”.

That said, there are also standards for which any form of deviation is unacceptable – hence being called “zero-tolerance”.

It is important to make sure that your suppliers are well-acquainted with these, as well as the consequences that come from their infringement.



# Zero-Tolerance Range Examples

- Child labor
- Human trafficking
- Deforestation of virgin forests



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# Making a Code of Conduct Binding

The company should make the requirements of the code of conduct a binding part of its relationship with direct suppliers.

# Code of Conduct

## Examples of Binding

- Require that your suppliers sign the code of conduct and commit to its implementation
- Integrating the code of conduct in the very contract of the supplier
- Consider making the supplier's contract binding in such a way that it requires sub-suppliers to comply to the code as well





# Code of Conduct


## Examples of Binding

Make the code accessible to all your employees and require the same from your suppliers:

- Language barriers can be overcome by translating the code
- Distribution can be overcome by making webinars or trainings that aim to familiarize everyone with the code's content
- Keeping a copy of the code available in your database for everyone to reference can further facilitate commitment





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## Step 6 | Evaluating the sustainability performance of suppliers and building competencies

Once the formal compliance with your code of conduct and sustainability compliance measures have been signed, it is important to ensure that all agreed-upon rules and standards are also followed in practice.

This is why it is quintessential to continuously evaluate the performance of your suppliers, support them in their supplying capabilities and further develop your criteria for supplier selection and confirmation.



# Evaluation Strategies

While supporting our suppliers in their sustainability endeavors, we should also keep our own development intact



# Evaluation Strategies

Evaluation strategies ensure that we are working with the right suppliers and we are holding both ourselves and our suppliers updated and accountable to the right standards.

Our own self-assessments and materiality analysis are what can tell us if we are working with the best suppliers for us – new and existing ones alike.

In addition to more standard supplier requirements like price, quality and time for delivery, you can add social and environmental standards that are aligned with your supply chain sustainability goals.





# Evaluation Strategies

## SUPPLIER SELF-ASSESSMENT

Companies can easily use the supplier self-assessment to acquire a general overview of the supplier's strengths and shortcomings.

By responding to a questionnaire, individuals may determine how much they satisfy the standards.





# Evaluation Strategies

## SELF-ASSESSMENT INQUIRIES

- Responsibility for sustainability management and compliance with certificates and standards
- Certification in environmental topics (such as EMAS, ISO 14001), labour standards (for example SA 8000)
- Adherence to non-certifiable standards (such as principles of the UN Global Compact or ISO 26000)
- Participation in multi-stakeholder and industry initiatives
- Internal sustainability-relevant measures and management processes that prevent negative impacts on the environment and society, for example by means of relevant indicators
- Results of the previous audits as well as information on the type, extent, and conductor of the audits
- Sub-supplier commitments, for example in the form of their own codes of conduct



# Evaluation Strategies

## AUDITS

Audits go a step beyond the supplier's self-audit and represent an on-sight evaluation and can be performed either by a representative of your own organization or by an external, third-party entity.

An audit is carried out on the basis of specific requirements recorded in audit reports. Naturally, these reports will be based on your code of conduct and/or other management system standards such as the EMAS.





# Evaluation Strategies

## AUDIT CORE COMPONENTS

### **Discussion with management**

Corporate policy and implementation, use of management systems, salaries, working hours, et cetera.





# Evaluation Strategies

## AUDIT CORE COMPONENTS

### **Discussion with employees**

Possible topics include working conditions, resource use, gender equality, etc.

Discussions should be carried out with a representative number of employees.







# Evaluation Strategies

## AUDIT CORE COMPONENTS

### **Site Inspections**

Visually assessing the locations for visible violations.

### **Document Evaluation**

Checking personnel files, documents on health and safety, information on working hours, data on emissions, material and energy consumption.





# Supplier Capability Development

The objectives and timeframe of corrective action plans should be precisely stated, and clear review indicators should be established.



# Supplier Development

Keep in mind that supplier development is only feasible if the supplier is open and willing to cooperate, and your business has the necessary influence.

Whether an audit or self-assessment revealed a violation or space for improvement, an action plan must be made.

In order to assure a longer-lasting effect, any short-term adjustments might be paired with medium- and long-term ones.





# Supplier Development

## EXAMPLE ADJUSTMENTS

- Supplier education (on relevant sustainability standards and requirements)
- Technical assistance with process improvement (for example for reducing emissions)
- Putting supplier pilot initiatives into action (for example introducing environmental management systems)
- Working with suppliers to conduct materiality evaluations







## Step 7 | Reporting

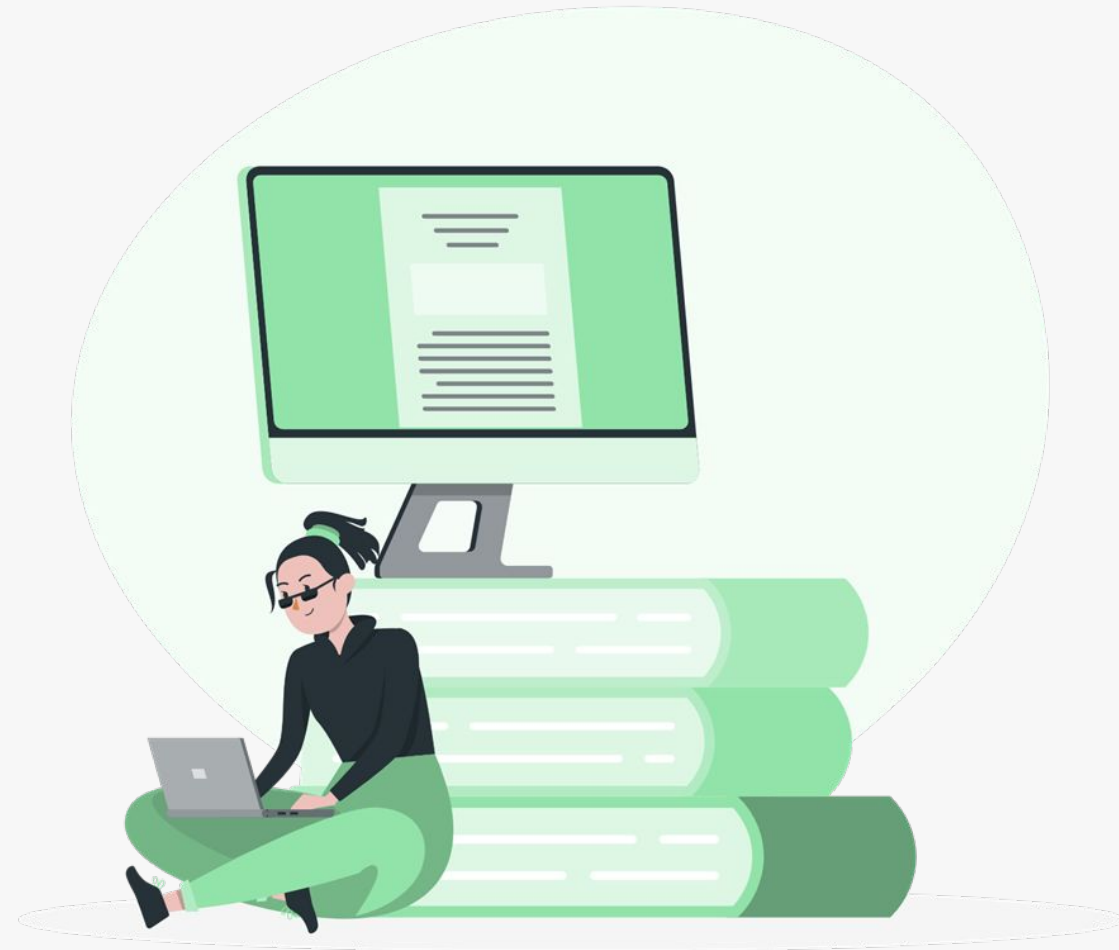
This step is all about sharing information about everything you learn, do and further unravel regarding your sustainable supply chain management activities.



# Reporting

Who do you communicate that information to?

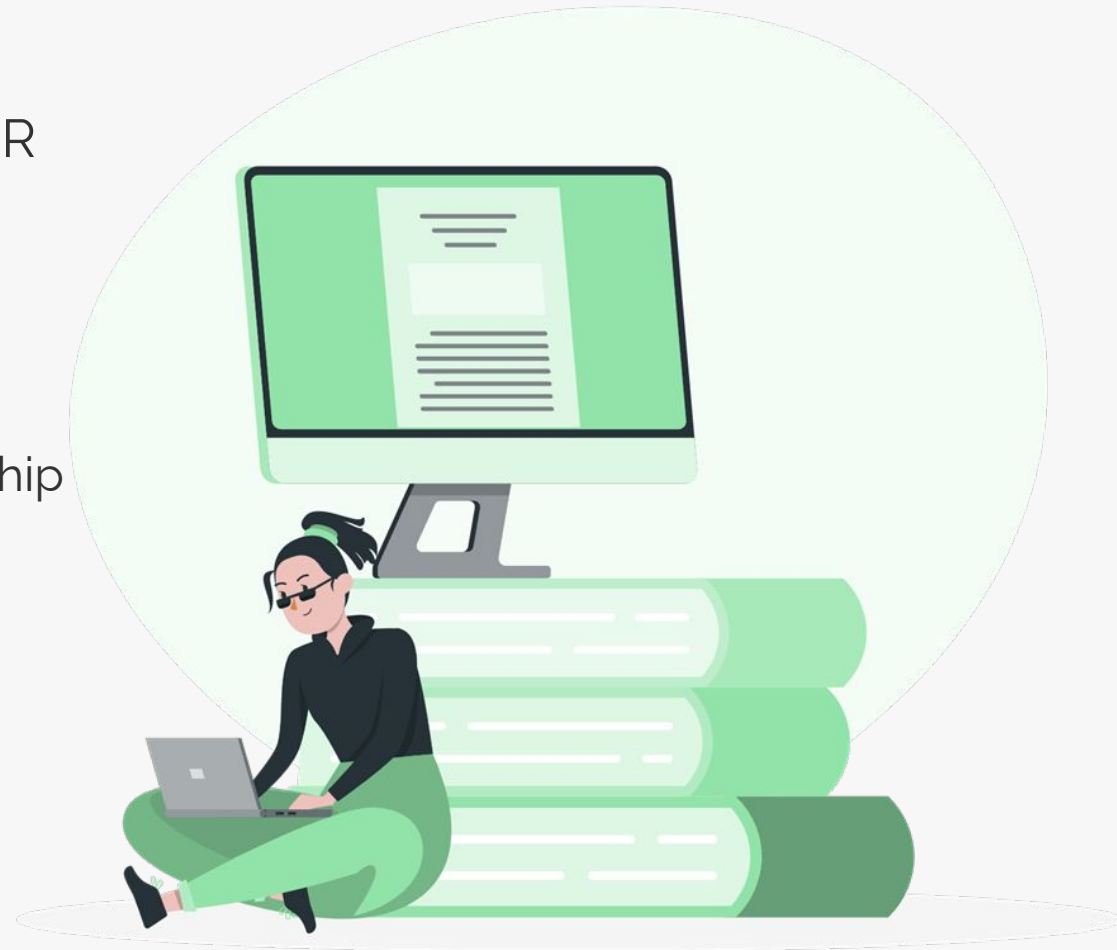
Well, this is where we bring the process full circle, as the very people who were involved in planning and putting your sustainability efforts into motion would be the first interested to learn more about your progress in success i.e., your stakeholders.



# Reporting

## EXISTING INDICATORS TO CONSIDER

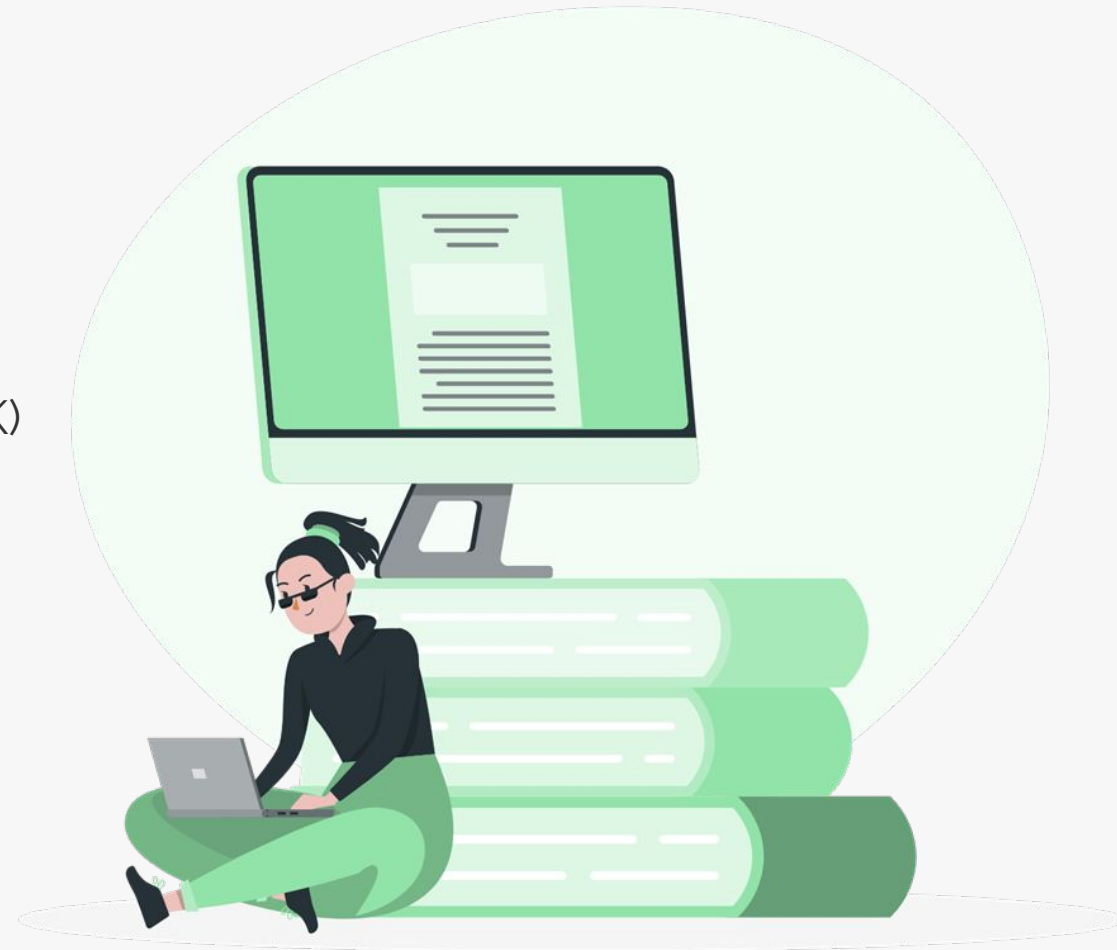
- Number of pollutant tests
- Proportion of rejected products
- Average duration of supplier relationship



# Reporting

## FUTHER INDICATOR RESOURCES

- The Global Reporting Initiative (GRI) Sustainability Reporting Standards
- The German Sustainability Code (DNK)
- The Environmental, Social, and Governance (ESG) KPI Catalogue of European Federation of Financial Analysts Society







# Sample Strategies for Agri Supply Chains

Depending on the local circumstances and requirements variations of three general strategies apply for organizing agri-supply chains:

- **Chain differentiation**
- **Integral chain quality assurance**
- **Chain process realignment**



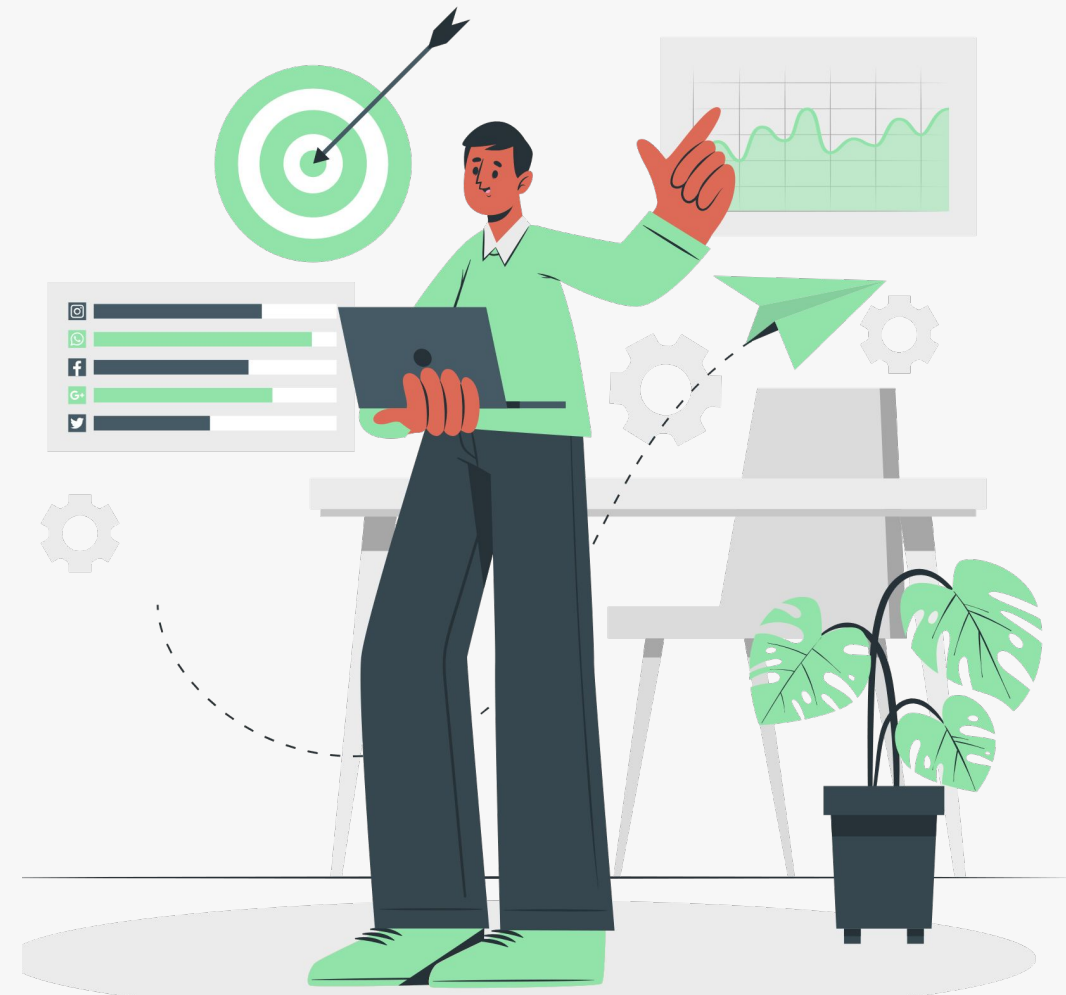
# Agri-Supply Chain Strategies

## CHAIN DIFFERENTIATION

Chain differentiation refers to setting up supply chains in order to respond to the demands of specific market segments.

Emerging markets are continuously making new demands on food products and service, thus setting new demands on the suppliers of these products.

Consequently, the chains of production must differentiate in order to satisfy consumer demands.





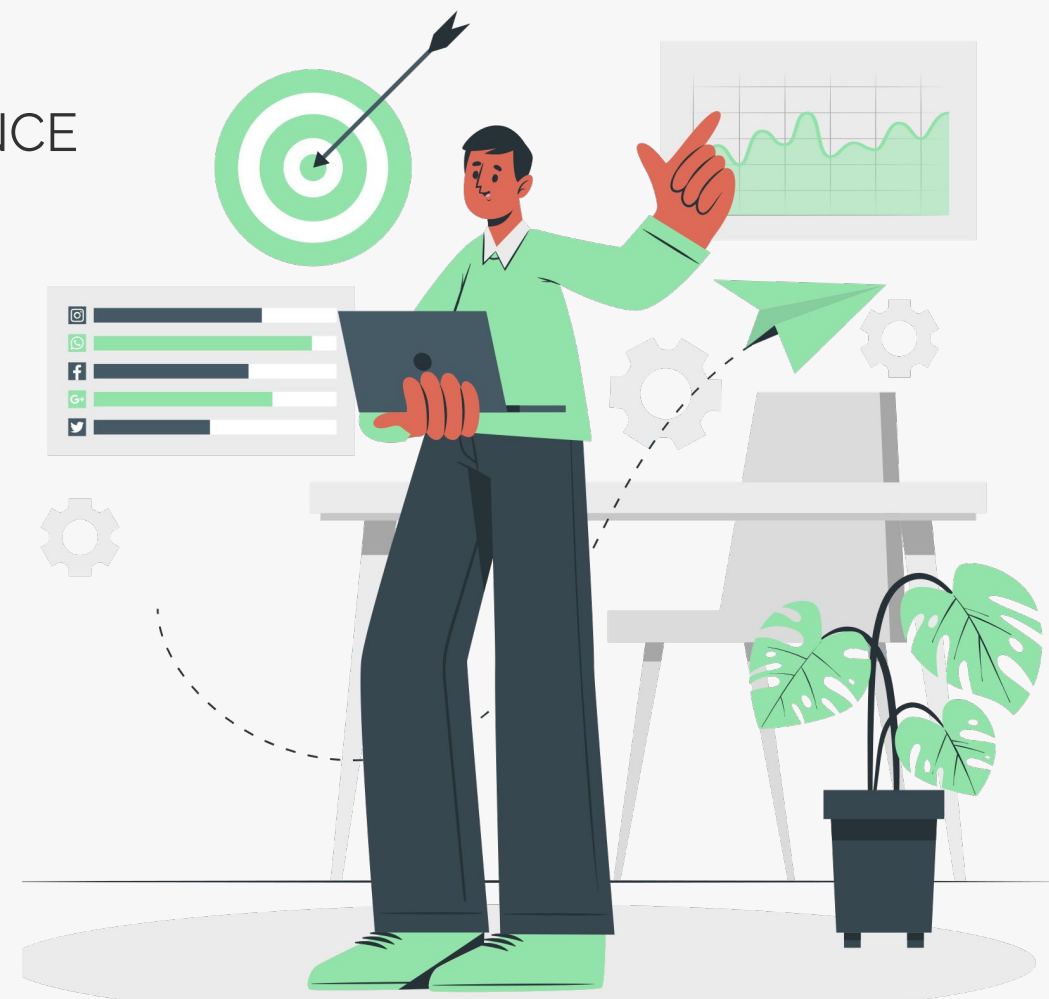
# Agri-Supply Chain Strategies

## INTEGRAL CHAIN QUALITY ASSURANCE

The quality and safety of food are becoming more and more important dictators of consumers' choice.

Good Agricultural Practices and Integrated Pest Management are examples of such new standards.

Things that enable agro-industrial companies and retailers to assure the quality and safety of food include **Integral chain quality assurance** concepts as well as setting up **tracking & tracing** systems.





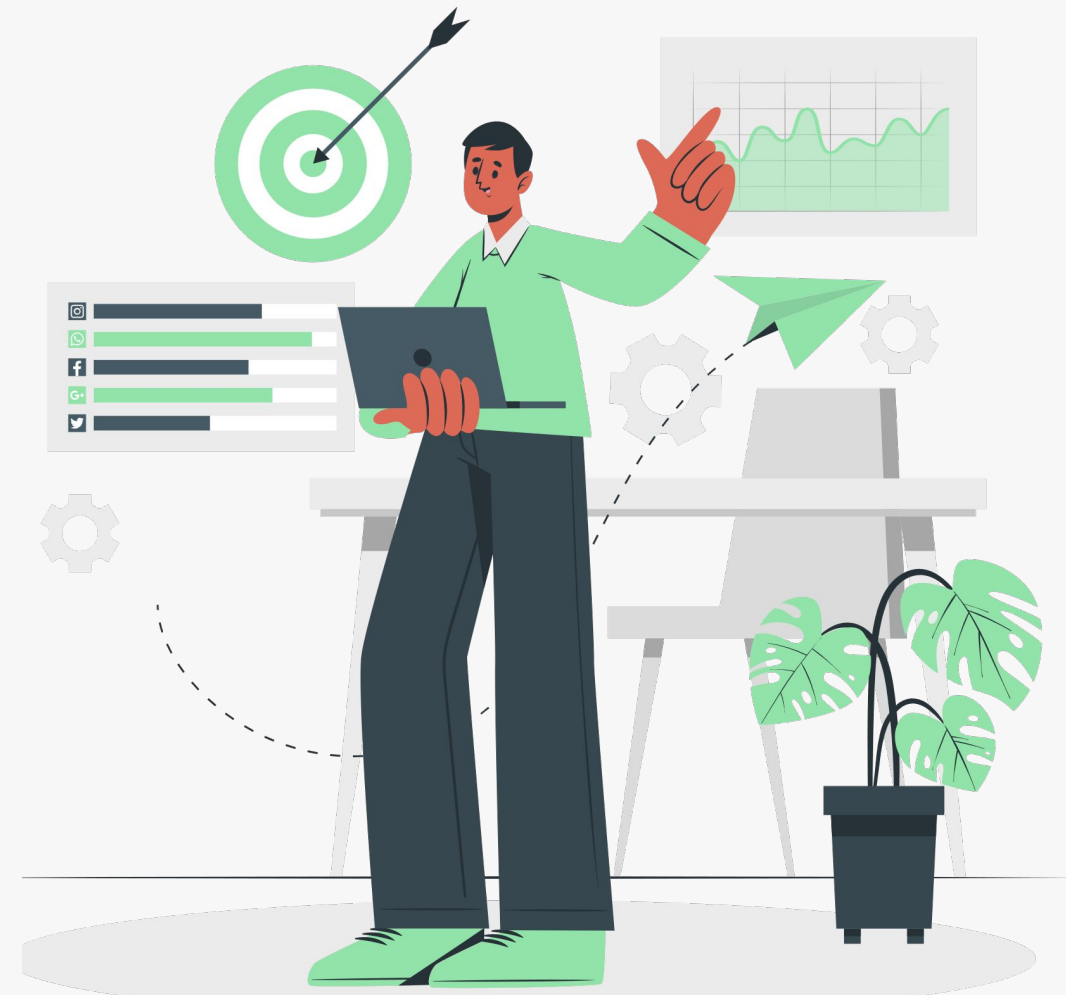
# Agri-Supply Chain Strategies

## CHAIN PROCESS REALIGNMENT

Markets are becoming increasingly competitive.

As a result, chain reconfiguration and process re-engineering.

It becomes necessary to seek sources of competitive advantage which are based upon cost reduction, cycle time improvement, postponement of value-added and asset productivity gains and customer value driven initiatives.







## 4 Steps for Setting Up Agri Supply Chain Projects

Efforts to improve supply chain development should be based upon pilot projects that serve to identify and refine the most practical methods. A typical pilot project consists of a project cycle made up of four phases:

- **Orientation/Analysis**
- **Definition**
- **Implementation**
- **Monitoring and Evaluation**



# Agri-Supply Chain Development

## 1. ORIENTATION/ANALYSIS

The first step in a typical supply chain development project consists of an analysis of the problems in the chain, the identification of the players and the ambitions of these players

Questions that should be answered in this phase include:

- Who are the players in the supply chain, what are their roles, competencies and relationships?
- Who will be the selected project partners?
- What are the stakeholder perceptions in terms of definitions and ambitions?
- What is the existing technology and what are the organizational drivers and needs?
- What are the quality categories and what are the existing quality monitoring systems?





# Agri-Supply Chain Development

## 2. DEFINITION

The insights gained in the orientation phase have to be translated into strategies and an action plan.

Questions that should be answered in this phase should be related to the project's:

- Goals
- Objectives
- Activities
- Risks
- Schedule and planning
- Budget and financial arrangements
- Partners specific contribution





# Agri-Supply Chain Development

## 3. IMPLEMENTATION

After mutual agreement upon the plan by all the stakeholders. The execution should take place in time and according schedule.

Special attention is needed for knowledge transfer and training. Within the supply chain partners have to become acquainted with new concepts like:

- Chain marketing
- Logistics
- Quality control
- Certification
- Tracking & Tracing







# Agri-Supply Chain Development

## 4. MONITORING & EVALUATION

In this phase the implemented adaptations are finished and have to be evaluated.

It involves the testing of the results of the project and the readjusting of phase 1 so that new challenges can be faced.





# Agri-Supply Chain Development

## 4. MONITORING & EVALUATION

### Monitoring

Ongoing monitoring also includes quantitative aspects and qualitative aspects. Quarterly financial reports can illustrate the economic progress of the program.

Questionnaires to be answered by the various stakeholders (project leader, research institutes, companies), can shed a light on matters like:

- positive experiences in the project
- reasons/factors that affected the project
- grading of stakeholders performance on aspects like: vision on project goal, commitment to the project, openness to other project participants
- most important lessons learned
- commitment to future participation





# Agri-Supply Chain Development

## 4. MONITORING & EVALUATION

### Evaluation

Agri supply chains function within dynamic environments and ought to be responsive to new challenges, thus agri supply chain development should be considered as an ongoing cyclical process.

The evaluation phase should cover questions like:

- Have the set objectives and targets been reached?
- Have the results been achieved in time?
- Have the activities been carried out within the proposed budget constraints?
- If not, what was the reason for the deviation?
- Will the supply chain strategy be the same in the next 5 to 10 years?
- What kind of new challenges and problems do we face?





## Resources

[Umwelt Bundesamt, Step-by-Step Guide to Sustainable Supply Chain Management](#)

[CHRON, The Definitions of "Upstream" and "Downstream" in Production Process](#)

[Midland College, Supply Chain Management, and Marketing Channels](#)

[Supply Chain 247, 7 Principles of SUPply Chain Management Explained](#)

[Book Boon, Fundamentals of Supply Chain Management](#)

[Building Agri Supply Chains: Issues and Guidelines](#)

[Applications of Big Data in Waste Management](#)

[IoT's in Food Manufacturing](#)

[www.kc-acc.org](#)

[www.unido.org](#)

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[www.usp.br](#)

[Images: Freepik](#)

[Images: StorySet](#)



# Discussion & Remarks



IDEAS



REMARKS

SUGGESTIONS



FURTHER  
QUESTIONS





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Thank you