

# Conceptual Framework for Optimizing Service Delivery: Aligning Hospitality and Logistics Operations for Sustainable Excellence

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## Abstract

*This paper presents a conceptual framework for optimizing service delivery by aligning the operations of the hospitality and logistics industries to achieve sustainable excellence. The proposed framework emphasizes the integration of processes, resource optimization, stakeholder collaboration, and technological enablement as key components to enhance operational efficiency, customer satisfaction, and long-term sustainability. Drawing on foundational theories and principles of service delivery optimization, the framework explores the interplay between hospitality and logistics, highlighting its potential to address contemporary challenges such as market volatility, resource constraints, and environmental concerns. Strategic implications underscore the framework's capacity to drive innovation, reduce waste, and strengthen economic resilience while meeting the evolving expectations of sustainability-conscious consumers. Practical recommendations are provided to facilitate stakeholders' adoption, focusing on fostering partnerships, leveraging technology, and promoting sustainability. This alignment benefits individual industries and contributes to broader societal and environmental objectives, positioning businesses for sustained success in a dynamic global landscape.*

**Keywords:** Service Delivery Optimization, Hospitality Operations, Logistics Integration, Sustainable Practices, Stakeholder Collaboration, Operational Efficiency

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## I. Introduction

Service delivery stands at the heart of both hospitality and logistics, two industries that thrive on efficiency, customer satisfaction, and innovation. In hospitality, delivering impeccable service enhances guest experiences, fosters customer loyalty, and drives competitive advantage (Wilson, Zeithaml, Bitner, & Gremler, 2020). Logistics, on the other hand, ensures the seamless flow of goods, services, and information, which is fundamental to operational efficiency (Raja Santhi & Muthuswamy, 2022). Optimizing service delivery in these fields involves streamlining processes, enhancing communication, and adopting sustainable practices to meet the ever-evolving expectations of customers and stakeholders alike (Yavas & Ozkan-Ozen, 2020).

The alignment of operations between these two sectors is increasingly critical as industries face mounting pressures to deliver sustainable excellence. Hospitality businesses rely heavily on logistics for supply chain management, inventory control, and distribution of services, while logistics entities depend on end-user feedback and satisfaction to refine their offerings (Gattorna, 2017). For example, a hotel's success in providing a memorable guest experience may hinge on the timeliness and quality of supplies delivered through its logistical network. Misalignment between these operations can result in inefficiencies, higher costs, and diminished service quality, jeopardizing sustainability goals (Tien, Anh, & Thuc, 2019).

The significance of this alignment extends beyond operational efficiency to encompass broader economic, environmental, and social dimensions. In the era of climate change and heightened resource management awareness, businesses are expected to adopt practices that minimize waste, reduce carbon footprints, and promote long-term value creation (Dahlmann, Branicki, & Brammer, 2019). Aligning hospitality and logistics operations offers a pathway to achieve these objectives by fostering resource optimization, innovative problem-solving, and synergies that amplify positive outcomes across the value chain.

This paper aims to explore a conceptual framework for optimizing service delivery by bridging the operational gap between hospitality and logistics. The framework seeks to integrate critical components such as process synchronization, resource utilization, and collaborative innovation to deliver exceptional service while adhering to sustainability principles. Key areas of focus include identifying bottlenecks, fostering communication between stakeholders, and leveraging technological advancements to achieve continuous improvement.

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## **II. Theoretical Foundations**

### **2.1 Key Theories and Principles Underlying Service Delivery Optimization**

Service delivery optimization is grounded in several theoretical constructs that provide insights into how organizations can maximize efficiency, meet customer expectations, and sustain competitive advantage. One foundational theory is the Service-Dominant Logic (SDL), which emphasizes the co-creation of value between providers and consumers (Visnjic, Neely, & Jovanovic, 2018). This perspective shifts the focus from tangible goods to intangible services, highlighting the importance of customer experiences, feedback, and interactions in shaping service excellence. SDL encourages hospitality and logistics enterprises to work collaboratively with clients to identify pain points, design tailored solutions, and foster long-term relationships (Anker, Sparks, Moutinho, & Grönroos, 2015).

Another significant principle is Lean Management, which is widely applied to eliminate waste, improve workflow, and ensure value delivery to end users. In the logistics context, lean practices might involve route optimization, inventory management, and reduction of overproduction. In hospitality, lean techniques could include streamlining housekeeping operations or enhancing front-desk efficiency. The emphasis on removing non-value-adding activities supports cost-effective and timely service delivery (Pinho & Lobo, 2019).

Additionally, Systems Theory plays a crucial role in understanding how the interdependence of various components impacts service outcomes. Viewing hospitality and logistics operations as interconnected systems allows businesses to identify inefficiencies, anticipate bottlenecks, and implement holistic improvements. Systems Theory is particularly relevant for designing frameworks that harmonize disparate processes, ensuring a seamless flow of goods, services, and information (Van Riel et al., 2019).

### **2.2 Interplay Between Hospitality Operations and Logistics Systems**

The relationship between hospitality and logistics is characterized by mutual dependence and shared objectives. Hospitality operations, such as hotels, resorts, and restaurants, rely on logistics to manage the timely procurement and delivery of supplies, whether food products, cleaning materials, or luxury goods (Bancroft & Li, 2021). Conversely, logistics providers benefit from the detailed requirements of hospitality clients, which drive precision and innovation in transportation, warehousing, and supply chain management (Winkelhaus & Grosse, 2020).

A critical interplay area lies in supply chain integration, where collaboration ensures that resources are sourced, stored, and distributed efficiently to meet fluctuating demands. For instance, seasonal variations in tourism require agile logistics systems capable of scaling operations up or down without compromising quality or incurring unnecessary costs. Meanwhile, hospitality organizations must provide accurate forecasting and maintain open communication channels to support logistical agility (Wang, Wu, Chen, & Evans, 2020).

Another important intersection is found in service quality assurance. Hospitality businesses must maintain consistent standards, such as fresh produce in restaurants or high-quality linens in hotels, which hinges on the reliability of logistical processes. Delays or errors in the supply chain can undermine guest satisfaction, emphasizing the need for synchronized operations (Gardetti & Torres, 2017). Moreover, the integration of digital technologies is transforming the synergy between these industries. Tools such as inventory management software, real-time tracking, and predictive analytics enable both sectors to optimize decision-making and anticipate challenges. For example, a hotel utilizing automated systems can align its room service needs with logistical delivery schedules, ensuring smooth operations (Tiwari, 2021).

### **2.3 Relevant Sustainability Paradigms Influencing Service Industries**

Sustainability has become a pivotal consideration for both hospitality and logistics, driven by rising consumer awareness, regulatory requirements, and the global push toward reducing environmental impacts. Several paradigms guide the adoption of sustainable practices in service industries. The Triple Bottom Line (TBL) framework emphasizes the balance of economic, environmental, and social objectives. In logistics, this might involve adopting greener transportation modes or optimizing fuel consumption to reduce carbon emissions (Mejías, Paz, & Pardo, 2016). In hospitality, TBL encourages practices such as energy-efficient building designs, waste reduction programs, and community engagement initiatives. By integrating TBL into their operations, businesses in these sectors contribute to long-term sustainability while meeting stakeholder expectations (Singh & Srivastava, 2022).

The Circular Economy model offers another valuable paradigm that minimizes waste and maximizes resource efficiency. This involves implementing reverse logistics systems to handle returns, recyclables, or reusable materials. In hospitality, circular principles can be applied through initiatives like composting food waste, reusing water, or sourcing products from sustainable suppliers. The circular approach fosters industry collaboration, aligning logistical supply chains with eco-friendly hospitality practices (Julianelli, Caiado, Scavarda, & Cruz, 2020).

Additionally, Corporate Social Responsibility (CSR) serves as a guiding principle for integrating ethical and sustainable practices. In logistics, CSR might include ensuring fair labor practices in the supply chain or

partnering with environmentally conscious vendors. In hospitality, CSR could involve supporting local communities by sourcing goods locally or promoting cultural heritage through tourism initiatives. CSR-driven strategies not only enhance brand reputation but also contribute to societal well-being (Tekin, Ertürk, & Tozan, 2015). These paradigms highlight the shared responsibility of hospitality and logistics sectors in driving sustainable development. By embedding these principles into their operations, businesses can reduce environmental impact, enhance efficiency, and foster goodwill among customers and communities.

### **III. Conceptual Framework Design**

#### **3.1 Proposed Framework for Aligning Hospitality Services with Logistics**

The proposed framework for aligning hospitality services with logistics is designed to integrate their operational intricacies into a unified system that prioritizes efficiency, responsiveness, and sustainability. At its core, the framework envisions a synchronized ecosystem where hospitality operations leverage logistical capabilities to enhance service delivery, while logistics systems benefit from the unique demands and insights of hospitality services. This alignment creates a seamless flow of resources, information, and processes that collectively enhance customer satisfaction and operational excellence.

The framework is structured around three primary dimensions: strategic alignment, operational integration, and technological enablement. Strategic alignment focuses on ensuring that the goals and objectives of both industries are congruent, emphasizing mutual benefits such as cost reduction, resource efficiency, and superior customer experiences. Operational integration seeks to harmonize inventory management, supply chain coordination, and service delivery processes. Technological enablement is critical in facilitating real-time communication, predictive analytics, and process automation, all of which are essential for a dynamic and responsive operational environment.

#### **a. Key Components of the Framework**

- a) **Process Integration:** Integration of processes is a fundamental component of the framework. It involves the alignment of workflows and operational schedules to ensure seamless coordination between hospitality and logistics functions. For example, hotels and resorts can synchronize procurement and delivery schedules with logistical partners to minimize inventory discrepancies and reduce wastage. Similarly, real-time monitoring of supply chain activities allows logistics providers to adjust operations dynamically, ensuring that hospitality businesses receive timely and accurate deliveries (Dash, McMurtrey, Rebman, & Kar, 2019).
- b) **Resource Optimization:** Effective resource utilization is crucial for achieving sustainability and cost efficiency. The framework emphasizes shared resource management to reduce redundancies, such as centralized warehousing or pooling transportation assets. For instance, a hospitality chain operating in multiple locations can collaborate with logistics providers to consolidate shipments, thereby lowering transportation costs and environmental impact. Resource optimization also includes efficient workforce deployment, ensuring that staff in both industries are adequately trained and utilized for maximum productivity (Mahapatro, 2021).
- c) **Stakeholder Collaboration:** Building strong partnerships among stakeholders is essential for the success of this framework. Hospitality businesses, logistics providers, suppliers, and technology developers must establish open lines of communication and foster a culture of collaboration. This includes joint planning sessions, shared performance metrics, and regular feedback loops to address operational challenges. Fostering trust and transparency allows stakeholders to align their objectives and work toward shared success (Jalilvand, Khazaei Pool, Khodadadi, & Sharifi, 2019).
- d) **Sustainability Integration:** The framework integrates sustainability principles into every aspect of operations. This includes adopting energy-efficient transportation methods, reducing packaging waste, and sourcing eco-friendly products. Hospitality services can work closely with logistics partners to prioritize suppliers that adhere to green practices, thereby promoting sustainability across the supply chain (Legrand, Chen, & Laeis, 2022).
- e) **Technology Utilization:** Technology is the backbone of the proposed framework, enabling enhanced communication, data-driven decision-making, and process automation. Tools such as real-time tracking systems, predictive analytics, and inventory management software provide both industries with actionable insights to optimize operations. Advanced technologies like blockchain can further enhance transparency by ensuring traceability of goods, while artificial intelligence can automate routine tasks, allowing businesses to focus on strategic initiatives (Khan, Parvaiz, Dedahanov, Abdurazzakov, & Rakhmonov, 2022).

#### **b. Potential Barriers and Enablers for Implementing the Framework**

One significant challenge is the lack of standardization and integration across the technological platforms used by hospitality and logistics sectors. Disparate systems hinder seamless communication and data sharing, making collaboration difficult. Organizational inertia and reluctance to adopt new practices can impede the implementation of the framework. Both industries may face internal resistance from employees and managers accustomed to traditional working methods (Maier & Edwards, 2020).

The initial investment required for technology adoption, infrastructure development, and training programs can be a deterrent, especially for smaller businesses with limited resources. Aligning multiple stakeholders with diverse objectives and priorities adds layers of complexity to implementation. Misaligned expectations or inadequate communication can lead to operational inefficiencies.

The rapid evolution of digital tools and platforms facilitates easier integration and collaboration. Cloud-based systems, for example, allow for real-time data sharing and joint decision-making across geographical boundaries. Strong leadership commitment from both industries can drive cultural change and secure the resources needed for implementation. Leaders who prioritize alignment and sustainability can inspire teams to embrace the framework (Yang, Lan, Wang, Shen, & Huang, 2020).

Favorable government policies and incentives that promote sustainable practices can act as a catalyst for adoption. For instance, tax benefits for adopting green logistics solutions can encourage businesses to invest in aligned operations. Increasing consumer awareness and demand for sustainable and efficient services create a compelling business case for implementing the framework. Businesses that align with these expectations gain a competitive edge in the market (Sommer, 2017).

The conceptual framework for aligning hospitality services with logistics provides a structured approach to achieving service delivery excellence through process integration, resource optimization, stakeholder collaboration, and technological utilization. Businesses can successfully implement this framework by addressing barriers such as system fragmentation and cost constraints while leveraging enablers like technological advancements and market demands. The alignment of these two industries enhances operational efficiency and promotes sustainability and innovation, ensuring long-term growth and resilience in an increasingly interconnected global economy.

#### **IV. Strategic Implications**

##### **4.1 Impact on Operational Efficiency**

The proposed framework for aligning hospitality services with logistics has profound implications for operational efficiency. Businesses can streamline workflows, reduce redundancies, and enhance productivity by integrating processes and fostering collaboration between these two industries. A well-coordinated alignment ensures that human, material, or technological resources are optimally utilized. For instance, real-time data sharing between hospitality providers and logistics partners allows for precise inventory management and minimizes disruptions caused by supply shortages or overstocking.

Additionally, synchronized operations reduce downtime and improve response times to dynamic market conditions. For example, in the hospitality industry, demand often fluctuates based on seasons or events. A framework that integrates logistics enables proactive adjustments to supply chains, ensuring timely delivery of goods without excess inventory costs. This responsiveness enhances operational efficiency and positions businesses to adapt quickly to changing customer expectations and market trends (Battleson, West, Kim, Ramesh, & Robinson, 2016).

Automated technologies, such as predictive analytics and machine learning, further enhance efficiency by offering actionable insights. These tools can anticipate demand patterns, optimize delivery routes, and flag potential disruptions, allowing businesses to implement preventive measures. This reduces waste, lowers operational costs, and ensures a seamless flow of goods and services, creating a robust foundation for sustained efficiency (Hassan & Mhmood, 2021).

##### **4.2 Impact on Customer Satisfaction**

A well-aligned framework significantly enhances customer satisfaction by ensuring consistent and high-quality service delivery. In the hospitality sector, customer experiences are heavily influenced by timely access to essential supplies and services. For example, the availability of fresh ingredients in a restaurant or well-maintained amenities in a hotel directly impacts guest perceptions. Logistics partners play a crucial role in meeting these expectations, and their alignment with hospitality operations ensures that quality standards are always upheld (Kandampully, Zhang, & Jaakkola, 2018).

Moreover, the integration of advanced technologies allows businesses to provide greater transparency to customers. For instance, real-time tracking of shipments or detailed updates about service delivery schedules enhance trust and reliability. When customers feel assured of a business's ability to deliver on promises, their loyalty increases, contributing to long-term retention and advocacy.

Personalization is another area where this framework drives satisfaction. By leveraging shared data between hospitality and logistics systems, businesses can offer tailored experiences that cater to individual preferences. For example, a hotel could ensure that a guest's preferred beverages are available upon arrival, while logistics partners ensure that these items are delivered efficiently and sustainably. Such attention to detail differentiates businesses in a competitive market, fostering deeper customer connections (Manhas & Tukamushaba, 2015).

### **4.3 Impact on Long-Term Sustainability**

The alignment of hospitality services with logistics operations also addresses the pressing need for sustainability. Businesses in both industries face growing scrutiny to reduce their environmental footprint and contribute to sustainable development goals. The framework encourages practices such as optimizing transportation routes, reducing packaging waste, and prioritizing renewable energy sources, all of which contribute to a greener supply chain.

In the hospitality industry, sustainable practices may include sourcing eco-friendly products or implementing waste reduction initiatives, such as composting food waste or reusing linens. On the other hand, logistics providers can adopt electric or hybrid vehicles, optimize delivery schedules to reduce emissions, and use biodegradable materials in packaging. These industries can amplify their efforts by working together within the framework, creating a larger cumulative impact (Ramirez & George, 2019).

Furthermore, sustainability extends to social and economic dimensions. By supporting local suppliers and communities, businesses can contribute to regional economic growth while reducing the environmental costs associated with long-distance transportation. This approach enhances brand reputation and aligns with the values of increasingly conscious consumers who prioritize ethical and sustainable businesses (Ağan, Kuzey, Acar, & Açıkgöz, 2016).

### **4.4 Cross-Industry Benefits**

The framework's implications extend beyond individual sectors to foster cross-industry benefits, creating a ripple effect of positive outcomes. Collaborative efforts between hospitality and logistics drive innovation by encouraging the exchange of ideas and best practices. For instance, logistics providers can adopt customer-centric strategies inspired by hospitality services, while the latter can integrate advanced logistical tools to enhance operational performance. This cross-pollination of expertise fuels the development of innovative solutions, such as smart inventory systems, autonomous delivery methods, and enhanced customer interaction platforms.

Both industries can reduce waste through joint efforts to optimize resource use and implement circular economy principles. For example, hospitality businesses can partner with logistics providers to repurpose excess inventory or unsold goods, transforming waste into valuable resources. Similarly, efficient packaging and transportation methods minimize material waste, contributing to broader environmental goals.

The alignment of operations strengthens economic resilience by enabling businesses to adapt to disruptions caused by market fluctuations, supply chain interruptions, or global crises. The COVID-19 pandemic underscored the importance of agile and collaborative operations, as businesses that successfully navigated the crisis often did so through innovative partnerships and adaptive supply chain strategies. A unified framework ensures that hospitality and logistics entities can weather future uncertainties while maintaining continuity and competitiveness.

## **V. Conclusion and Recommendations**

### **5.1 Conclusion**

Aligning hospitality and logistics operations represents a transformative approach to optimizing service delivery while addressing the demands of an increasingly competitive and sustainability-conscious market. The integration of these two sectors enhances operational efficiency, ensures consistent quality, and provides a pathway to sustainable excellence. Hospitality, focusing on customer experience, relies heavily on logistical precision for the timely and reliable delivery of goods and services. Conversely, logistics benefits from the dynamic demands of hospitality operations, driving innovation and operational refinement.

The alignment fosters seamless workflows, reduces inefficiencies, and promotes proactive responses to market changes. It also enables businesses to meet customer expectations more effectively by ensuring the right resources are available at the right time. Beyond operational advantages, this integration addresses broader environmental and societal goals. Sustainable practices such as waste reduction, optimized resource utilization, and eco-friendly supply chain management are natural extensions of this collaboration. These efforts contribute to environmental stewardship and build trust and loyalty among consumers who increasingly value ethical and sustainable businesses.

Ultimately, the proposed framework offers a structured pathway for achieving these outcomes, emphasizing the importance of process integration, resource optimization, stakeholder collaboration, and technological enablement. Its implementation has the potential to create a ripple effect of benefits across industries, contributing to innovation, economic resilience, and a more sustainable future.

### **5.2 Recommendations**

To adopt the proposed framework and realize its benefits effectively, stakeholders in the hospitality and logistics sectors must take deliberate and collaborative actions. Below are actionable recommendations for stakeholders to implement the framework successfully:

- Hospitality providers and logistics companies should establish strong, mutually beneficial partnerships. These relationships should be built on open communication, shared goals, and aligned incentives. Regular joint planning sessions can help synchronize operations, while collaborative performance metrics ensure accountability.
- Technology is a critical enabler of the framework, and stakeholders should prioritize investments in advanced digital tools such as real-time tracking systems, predictive analytics, and inventory management software. Equally important is training employees to use these technologies effectively. Businesses should also foster a culture of innovation, encouraging staff to explore new ways of enhancing operations through technology.
- Both industries should integrate sustainability principles into their operations, focusing on reducing waste, minimizing carbon emissions, and prioritizing eco-friendly suppliers. For instance, logistics providers can optimize transportation routes to reduce fuel consumption, while hospitality businesses can implement green procurement practices. Collaboration on sustainability initiatives, such as joint efforts to achieve net-zero emissions, can amplify these efforts.
- A cornerstone of the framework is the seamless exchange of information. Stakeholders must establish robust data-sharing protocols to facilitate real-time communication and decision-making. Transparency in supply chain operations, such as traceability of goods and clear communication of delivery timelines, builds trust among all parties involved, including end customers.

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