

Sustainable Operations under Disruption

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Abstract

This review examines sustainable operations under disruption. The organizing question is how firms can balance continuity, emissions, worker welfare, inventory, and supplier viability during shocks. Ten related scholarly sources are synthesized through a decision-centered framework spanning problem definition, mechanism, measurement, evaluation, implementation, and governance. The review does not invent experiments, pooled estimates, or unreported quantitative results. It instead evaluates the strength and transferability of the available evidence, with particular attention to improving short-term continuity by transferring environmental or social costs. The resulting framework links technical or empirical performance to explicit use conditions and identifies tests that should precede wider adoption in resilient and responsible operations management.

Keywords: sustainable operations, disruption, resilience, supply chains, responsible business

Synthesis lens	Principal question
Mechanism	the chain connecting evidence inputs, sustainable operations under disruption, intermediate outputs, and downstream decisions
Evaluation	construct validity, comparative performance, uncertainty, transfer across settings, and decision utility
Primary risk	improving short-term continuity by transferring environmental or social costs

1. Introduction

Research on sustainable operations under disruption sits at the boundary between a promising component and a consequential decision. The core question is how firms can balance continuity, emissions, worker welfare, inventory, and supplier viability during shocks. Answering it requires more than assembling favorable results. It requires a chain of evidence that makes the problem boundary, mechanism, measurement, comparator, uncertainty, and accountable decision visible to the reader.

This article presents a structured narrative review of ten related publications. Sources were selected for topical relevance, traceable publication metadata, and complementary coverage of technical, empirical, and governance questions. No meta-analytic pooling is attempted because the included studies differ in designs, populations, system boundaries, and outcomes. The purpose is decision-oriented synthesis: to identify what each source can support, where transfer remains uncertain, and which evidence would justify the next stage of use.

The central risk is improving short-term continuity by transferring environmental or social costs. A top-line metric or broad policy label can appear decisive while concealing the conditions that produced it. Accordingly, the synthesis separates observation from interpretation and implementation from validation. This separation is especially important when the same system creates benefits for one user or institution while transferring cost, risk, or administrative burden to another.

2. Evidence Base and Problem Boundary

A defensible review begins by defining the unit of analysis. For the present topic, the relevant boundary includes inputs, institutional or technical context, the mechanism producing an output, the person or system acting on that output, and the downstream outcome. Evidence falls outside the boundary when it measures only an intermediate proxy yet is used to claim an end-to-end benefit.

Saberi et al. (2018) addresses "Blockchain technology and its relationships to sustainable supply chain management." In this synthesis, that work is used as a source on problem definition within sustainable operations under disruption. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for resilient and responsible operations management. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

Jabbarzadeh et al. (2018) addresses "Resilient and sustainable supply chain design: sustainability analysis under disruption risks." In this synthesis, that work is used as a source on conceptual boundary within sustainable operations under disruption. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for resilient and responsible operations management. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

Bui et al. (2020) addresses "Sustainable supply chain management towards disruption and organizational ambidexterity: A data driven analysis." In this synthesis, that work is used as a source on measurement within sustainable operations under disruption. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for resilient and responsible operations management. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

Together, these works provide complementary entry points, but their conclusions should not be flattened into a single ranking. Differences in data generation, setting, temporal horizon, and outcome definition may be substantively meaningful. A review should therefore preserve those differences and state where analogy, rather than direct replication, connects one domain to another.

3. Mechanism and System Design

The operative mechanism is the chain connecting evidence inputs, sustainable operations under disruption, intermediate outputs, and downstream decisions. This formulation discourages component-only reasoning. A model, platform, policy, assay, or infrastructure service acquires practical meaning only when its interfaces and use conditions are specified. The evidence chain should describe what information is available, what transformation occurs, which assumptions make that transformation credible, and who is authorized to act.

Ivanov (2020) addresses "Viable supply chain model: integrating agility, resilience and sustainability perspectives—lessons from and thinking beyond the COVID-19 pandemic." In this synthesis, that work is used as a source on system mechanism within sustainable operations under disruption. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for resilient and responsible operations management. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

Fattahi and Govindan (2018) addresses "A multi-stage stochastic program for the sustainable design of biofuel supply chain networks under biomass supply uncertainty and disruption risk: A real-life case study." In this synthesis, that work is used as a source on representation choice within sustainable operations under disruption. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for resilient and responsible operations management. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

Hosseini-Motlagh et al. (2019) addresses "Reverse supply chain systems optimization with dual channel and demand disruptions: Sustainability, CSR investment and pricing coordination." In this synthesis, that work is used as a source on failure analysis within sustainable operations under disruption. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for resilient and responsible operations management. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

These studies also show why modular claims require interface tests. A component may perform well while the complete pathway fails because inputs drift, users interpret outputs differently, recovery semantics are ambiguous, or institutional incentives change. Design documentation should therefore include not only the intended pathway but also foreseeable deviations, degraded modes, and conditions under which the system should stop or defer.

4. Evaluation and Uncertainty

Evaluation should center on construct validity, comparative performance, uncertainty, transfer across settings, and decision utility. Average performance remains useful, but it should be accompanied by distributions, error categories, relevant subgroups or operating regimes, and uncertainty at the point where a decision changes. Comparators must isolate the value of the proposed addition rather than compare a mature intervention with an intentionally weak baseline.

Sarkar et al. (2021) addresses "A flexible biofuel and bioenergy production system with transportation disruption under a sustainable supply chain network." In this synthesis, that work is used as a source on comparative evaluation within sustainable operations under disruption. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for resilient and responsible operations management. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

Sundarakani et al. (2020) addresses "Robust facility location decisions for resilient sustainable supply chain performance in the face of disruptions." In this synthesis, that work is used as a source on uncertainty within sustainable operations under disruption. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for resilient and responsible operations management. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

External validation should introduce meaningful shifts in setting, time, population, workload, market structure, or environmental conditions. A nominally independent sample can still be too similar to test transfer. Conversely, a failed transfer is scientifically informative when the changed conditions are measured and the mechanism of failure is examined rather than hidden in an aggregate score.

5. Translation and Governance

Translation to resilient and responsible operations management depends on more than technical readiness. Decision rights, documentation, maintenance, monitoring, appeal, and recovery are part of the intervention. The governance requirement is traceable evidence, named responsibility, version control, monitoring, appeal, and explicit revalidation. Each control should be connected to a named failure mode and should identify an owner, evidence source, review interval, and escalation path.

Vali-Siar and Roghanian (2021) addresses "Sustainable, resilient and responsive mixed supply chain network design under hybrid uncertainty with considering COVID-19 pandemic disruption." In this synthesis, that work is used as a source on implementation within sustainable operations under disruption. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for resilient and responsible operations management. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

Salehi et al. (2022) addresses "Designing a resilient and sustainable biomass supply chain network through the optimization approach under uncertainty and the disruption." In this synthesis, that work is used as a source on governance within sustainable operations under disruption. The connection is deliberately bounded: the cited study informs the evidence map, but it does not by itself establish readiness for resilient and responsible operations management. That distinction keeps the review close to the published record and prevents an adjacent result from being converted into a broader causal claim.

A credible implementation plan also defines sunset and revalidation conditions. New data, software updates, institutional restructuring, population change, or shifts in incentives can invalidate previously reasonable assumptions. Monitoring should therefore test the validity of the evidence chain, not merely whether a service remains online or a headline metric remains stable.

6. Research Agenda

Future studies should preregister or otherwise predefine the intended decision, principal outcomes, exclusions, and analysis plan when feasible. They should report missingness, sensitivity analyses, negative or null findings, and the cost of errors to differently situated stakeholders. Reproducible artifacts should include sufficient metadata to reconstruct data provenance, model or analytical versions, parameter choices, and the sequence from evidence to conclusion.

Cross-disciplinary work needs a shared object of explanation rather than a collection of adjacent vocabularies. For sustainable operations under disruption, that shared object is the complete decision pathway. Technical, clinical, social, environmental, or economic expertise should each change the design or interpretation of the study. When evidence remains incomplete, the useful output is a bounded hypothesis, a transparent uncertainty statement, or a request for additional measurement.

7. Conclusion

The literature supports a disciplined approach to sustainable operations under disruption: define the decision, preserve system boundaries, test consequential failure modes, connect uncertainty to action, and assign accountable control. The strongest conclusion is not that one method is universally superior. It is that credible use in resilient and responsible operations management requires an auditable link from source evidence to design choice, evaluation result, and governed decision.

Declarations

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