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CONFERENCE ON ENTREPRENEURSHIP  
(CU-ICE) 2023**

**Theme:**

**ENTREPRENEURSHIP  
AND SUSTAINABLE  
DEVELOPMENT IN THE  
21<sup>ST</sup> CENTURY**



**MARCH 22-24, 2023  
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**CONFERENCE PROCEEDINGS**

**EDITORS**

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## Preface

Covenant University International Conference on Entrepreneurship (CU-ICE) is currently in its sixth year, and 2023 is witnessing the sixth edition of this annual Conference. The remarkable impact of CU-ICE annually, primarily through the Conference's ability to harness inspiring, innovative and well-rooted intellectual ideas from policymakers, academic, industry experts and students, has positioned it as a leading entrepreneurship Conference in Africa. The main idea that gave birth to the Conference was to set it up as a platform that engages the various entrepreneurship stakeholders across Africa in meaningful discussions that consciously diagnose the situations surrounding entrepreneurship education and practice in Africa, proffer innovative solutions to these challenges and engage in strategic actions for an improved entrepreneurial ecosystem in the continent.

Therefore, the theme of each year's CU-ICE Conference is arrived at after think-tank sessions of carefully selected experts that form the yearly Conference Organizing Committee and their comprehensive consultations with industry and academic experts. This team of intellectuals and practitioners engage series of dialogues resulting in identifying a spectrum of issues, and out of which a contemporary theme is arrived at for each year's CU-ICE.

This year's theme followed the same pattern in its decision. The theme of CU-ICE 2023, "Entrepreneurship and Sustainable Development in the 21<sup>st</sup> Century", represent a continuation of the year 2021's focus on Sustainable Entrepreneurship and Development Goals. By discussing this theme, the Conference sought to make contributions towards actualising SDG Goals: 1 (No Poverty), 8 (Decent Work and Economic Growth) and 9 (Industry, Innovation and Infrastructure). In the global entrepreneurship space, sustainable entrepreneurship is in its nascent phase. The conceptualisation of strategic entrepreneurship is widely varied depending on whether it is viewed as a contributory factor to the core agenda of sustainable development (economic, social and environment) or as an effort of entrepreneurial actors to achieve the long-term existence of their firms. Additionally, it has been described as a resource maximising concept with a futurity orientation in which present resources are strategically utilised for economic purposes and preserve the future sustenance of both people and the economy. Whichever perspective applies, the goal of sustainable entrepreneurship should reflect its critical role for repositioning the African entrepreneurship ecosystem as one that should focus on productivity, engagement of human capital, serving as a springboard for cultivating dynamic and innovative ideas and transforming informal start-ups into well-nourished firms that can create jobs and breed new ideas.

At CU-ICE 2023, we have carefully selected papers that will make quality arguments about what African economies should do to achieve sustainable entrepreneurship and innovation, significantly contributing to the development of the continent. The papers presented at this year's Conference resolve three thematic areas: entrepreneurship education/practices and

sustainability, digital transformation and sustainable entrepreneurship and multidisciplinary practices and sustainable entrepreneurship. Consequently, the diversity of this year's Conference reflects in its

(i)relatedness to impacting the triple bottom line of economic, social and ecological goals; (ii)the pedagogical aspects of entrepreneurship, especially as it relates to improving the culture of entrepreneurship training and education; and (iii)the multidisciplinary nature of entrepreneurship to infuse entrepreneurial mind-set across all fields

The CU-ICE 2023 paper submission was premised on the objective of ensuring quality papers through a blind peer-review process. Therefore, the Conference Organising Committee would like to thank all reviewers for their valuable support of the CU-ICE 2023. We also appreciate all participants for their valuable contributions. The International Conference on Entrepreneurship 2023 proceedings are, therefore, a collection of highly resourceful academic papers that would aid research and development endeavours. The papers in this Conference Proceedings would serve as valuable materials to advance policy design and implementation related to entrepreneurship practices across African economies. Researchers will also find the papers as helpful guides in advancing new areas of entrepreneurship research across disciplines, while industrialists will be able to identify valuable recommendations that will help foster more sustainable practices.

**Dr. Taiye, T. Borishade**  
Chair, CU-ICE 2023 Organising Committee,  
Covenant University.

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## Green supply chain management: A systematic review

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### Abstract

The goal of the work is to systematically review the prevailing position of empirical research on Green supply chain management practises (GSCMP) published in high quality indexed journals over the past eleven years, from 2012 to 2022 (Scopus). Scopus was chosen for the literature search to increase openness and clarity, and stringent inclusion and exclusion criteria were used to filter all studies. Only the 25 most relevant papers were included in this review; those that weren't were discarded. PRISMA 2009 is used for the intergration and removal process. The empirical findings of the chosen articles are used to propose a conceptual model of GSCMP implementation. Based on the findings, it is clear that most of the literature is focused on manufacturing companies and that supply chain networks are largely ignored in favour of individual practises, techniques, procurement methods, and initiatives that aim to reduce environmental impact. The findings of this study also show that green initiatives have a significant impact on the environmental, social, financial, and operational results of businesses. This research concludes that contemporary businesses must think about how their activities affect the environment, and that to mitigate their negative effects, they must prioritise supply chain networks and adopt environmentally friendly business practices.

### 1.0 Introduction

One of the main causes of weather variance and global warming is the rapid development and diffusion of ecological concerns from one country to another, and then from one zone to another, and finally to the entire planet. Furthermore, the restricted availability of ecological assets and contamination of water and the atmosphere have a severe influence on wildlife and plants as well as mankind, creating a wide range of ailments including cardiovascular disease, lung disease, etc (Abdul Rehman Khan, 2019). In order to slow down the rate at which the environment deteriorates and to control air, water, and waste pollution, businesses are adopting green supply chain concepts.

Although the primary goal of the green idea is undoubtedly to improve planetary protection, many businesses view it as an opportunity to accomplish two goals at once. While it's true that a green supply chain can lessen the adverse effects on the environment and the bottom line, it can also boost the financial system, give an organisation an edge through increased end-user satisfaction, positive brand and impression, and better export opportunities to eco-friendly countries (Khan & Qianli, 2017). Social responsibility, green process innovation, waste minimization, reusing and reprocessing self-sustaining friendly supply chain, greening the supply chain, and other technological advances and methodologies to protect ecological sustainability are increasingly included in the expanding definition of "green."

The concept sustainable green supply chain describes the notion of incorporating environmentally friendly operations into existing supply chains (Abdul Rehman Khan, 2019). Activities such as supplier selection and materials handling, product engineering, product manufacture and assembly, distribution, and final management can all be included. Green supply chain management (GSCM) refers to the incorporation of environmental considerations into supply chain management strategies (Zhu, Sarkis & Lai, 2013).

Among the primary aims of modern corporations is to build sustaining corporations. To accomplish more sustainable goals, companies must play an important role and be conscious about the surrounding ecosystem, which is sometimes referred to as the 'becoming green' objective (Tseng, Islam, Karia, Fauzi & Afrin, 2019).

The supply chain is an integral part of operations management and has a sizable impact on pollution, community health risks, and other environmental factors. Companies are making efforts to lessen their environmental impact by factoring ecological considerations into their supply chain operations. While GSCM research has grown exponentially over the past two decades, more nuanced understanding is still required for deeper dives into the field.

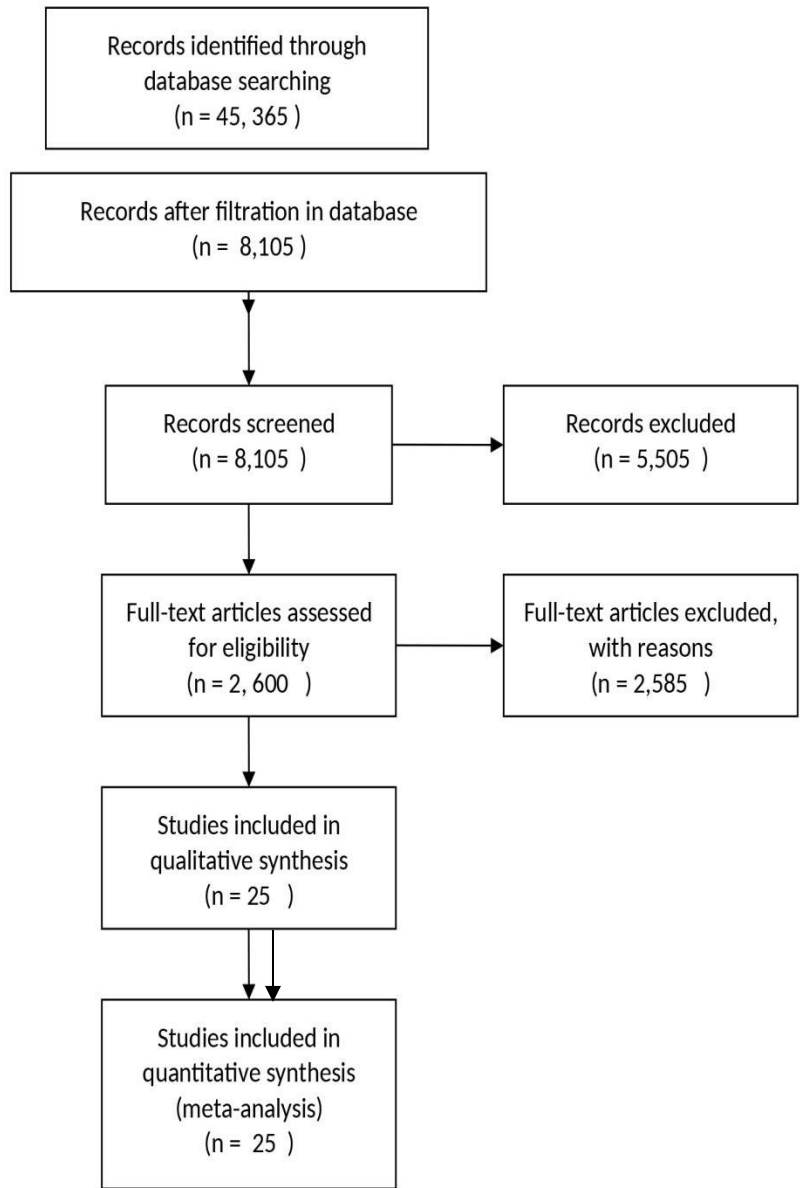
Previous academics have reviewed GSCM literature (Soda et al., 2016). Tseng, Islam, Karia, Fauzi, and Afrin (2019) and Soda et al. (2016) focus on the GSCM method, whereas others focus on specific aspects and practises (Islam et al., 2018). (2013). GSCM research seldom considers the intersection of "green" and "sustainable" supply chains.

Rapid growth in the GSCM literature has made it all the more important to share new perspectives and point the way for future study in light of these developments.

This research seeks to explore GSCM techniques, drivers and factors that influence firm outcomes in depth and also to assess the subject's behaviour during the previous ten years using a systematic literature review analysis of publications published between 2012 and 2022 in Scopus.

## **2.0 Methodology**

Previous research was analysed by a systematic literature review in this study (SLR). Included and excluded items in the green supply chain management assessment are explained using the PRISMA statement form. A researcher can strengthen their review paper's results with the use of the PRISMA statement. Only works that have previously been published are considered for this review. The full process is depicted in PRISMA 2009's Figure 1.



**PRISMA 2009 Flow Diagram**

## **2.1 Quality assessment**

The research publications relied on are purely review papers and empirical works; conference papers were not included. For the sake of ensuring that the review's integrity is not compromised, every possible form of repetition has been meticulously analysed. Publication abstracts and results are evaluated and filtered via many levels of review to guarantee the highest quality.

## **2.2 Selected articles in the systematic review**

The final 15 studies are utilised for the final step of determining the study's focus and study from 2012 to 2022. The subject-specific research is further explained in the graph, which shows how many publications are included and excluded from the review.

## **2.3 Yearly Publication**

Publications are segmented by year and the most-cited papers are highlighted. The first year chosen for analysis is 2012, and the most recent year chosen is 2022. Figure 2 shows the chronological distribution of publications; the most often represented year is 2022, with a total of 8, and the lowest is from 2012, with a total of 5. There are five papers chosen for the year 2021, making it the second most popular choice.

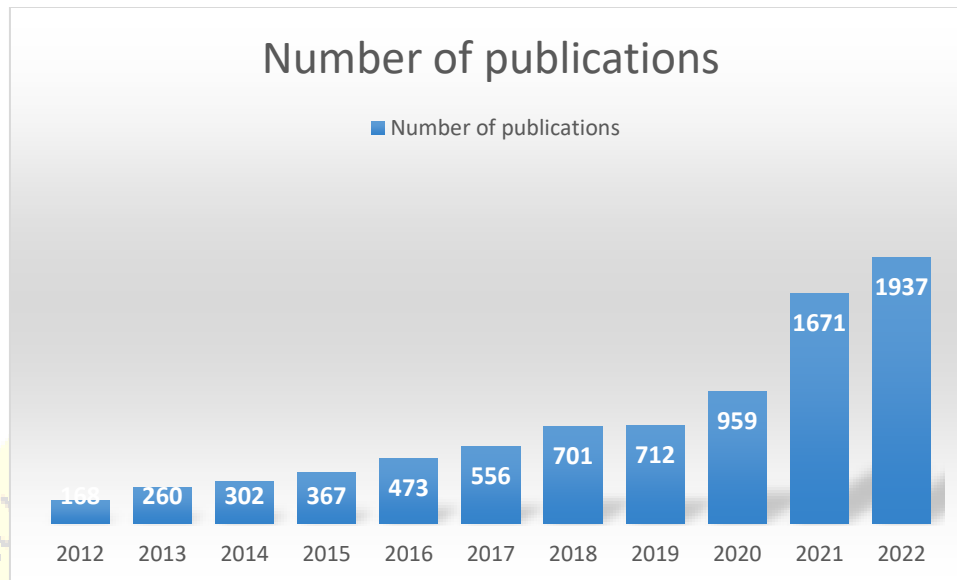


Figure 1: Number of publications

### 3.0 Literature research

#### 3.1 Green Supply Chain Management (GSCM) Practices

The term "green supply chain" (GSC) was coined by Kelle and Silver in 1989, when they examined the practical application of recycled materials in industry (Nekmahmud, Rahman, Sobhani, Olejniczak-Szuster & Fekete-Farkas, 2020). The concept of supply chains as part of environmentally friendly operations was first introduced in the GSCM literature by Kelle and Silver (1989) and Roy and Whelan (1992).

Global sustainability management (GSCM) encompasses not just the introduction and upkeep of environmental management programmes but also their expansion through the development and regulation of associated practises.

Both environmental management and supply chain management have contributed to the development of the idea of "Green Supply Chain Management." If you want to give your supply chain management a 'green' spin, you need to think about how your operations affect the environment and how your operations interact with the environment. Environmental issues should be integrated into product design, buying, production, materials management, distribution/marketing, product delivery, and remanufacture (Nekmahmud, Rahman, Sobhani, Olejniczak-Szuster & Fekete-Farkas, 2020).

GSCM, as defined by Malviya and Kant (2015), is an all-encompassing strategy that helps businesses become more sustainable by integrating consideration for the environment into the production process from start to finish. Organizational development technique GSCM may boost industrial eco-efficiency. Other sustainability goals are improved (Hassan et al., 2016).

Sustainable supply chain management first concentrated on green purchasing, production, distribution, and marketing to better the world around us and its inhabitants. The use of GSCM is on the rise across all economic sectors. There has been widespread implementation of the GSCM framework over the past two decades, with its focus on eco sustainability (Green et al., 2012; Hasan et al., 2019; Liu et al., 2020).

Different drivers can be classified as either proactive or reactive, and both types of drivers are important to consider when deciding to adopt GSCM practises (Sujatha, 2021). One way to stay ahead of the competition is to adopt eco-friendly practises throughout the entire value chain, like reverse logistics and eco-friendly product design. However, the goal of a reactive strategy is to meet customer and government environmental requirements.

It wasn't until the 1970s that the developed world took up the environmental movement (Berny & Rootes, 2018; Washington-Ottombre, Washington & Newman, 2018). The environmental repercussions of pollution from various production organisations and other industries prompted the rapid uptake (Wibowo, Handayani & Mustikasari, 2018). People's desire for sustainable products and practises can be traced back to the rise in public understanding of GSCM's societal benefits (Kulshreshtha, Bajpai, Tripathi & Sharma, 2019).

Several governments have passed green laws to encourage "green" activities and eco-friendly commodities (Khan, & Qianli, 2017; Wu & Tang, 2020).

Previous research has uncovered the barriers that keep manufacturing companies in developing countries from "going green" (Muduli, Govindan, Barve & Geng, 2013; Bakos, Siu, Orenge & Kasiri, 2020). It's worth noting that some businesses in emerging economies have joined the ranks of environmentally conscious groups (Ojo, Mbohwa & Akinlabi, 2014). Dangote corporations, for instance, is a Nigerian and African producing powerhouse that was recently honoured for its "green" business practises. This manufacturing behemoth's commitment to environmental responsibility is based on seven pillars of sustainability (Ojo, Adeniyi, Ogundimu & Alaba). If we are to reduce the environmental threat that has led to a degraded living ecosystem, it is essential that the establishment adopt a more sustainable point of view (Dong, Tan, Wang, Zheng & Hu, 2021). It's important to remember that if sustainable practises aren't adopted, they could endanger the workers' quality of life in the manufacturing sector. Cost considerations, as noted by Deng and Jiang (2019), are a key factor in whether or not a company decides to implement any GSCM practice.

The understanding and support of senior management has been linked to an organization's adoption of GSCM practices. Upper management's pro-environmental skills may shape a firm's operational perspective and objective. Visions for the environment help businesses come up with environmentally friendly and ground-breaking production techniques.

Since factories require inputs like raw materials, sourcing is a fundamental part of daily operations. It is critical for manufacturers and their supply chains to work together toward shared green goals. However, previous research has shown that most organisations struggle with supplier management. Supply chains that share the "green" values of their customers are essential to the success of any enterprise committed to the implementation of sustainable concepts. Design directives based on green principles can be recommended to suppliers as a means of helping manufacturing organisations achieve their green concept

goals. It is possible to use either cooperative strategies, like conducting research and training together and disseminating findings, or competitive strategies, like insisting that the supplier implement ISO14001 (Ososanmi, Ojo, Ogundimu & Oke, 2022).

The government's role in GSCM implementation is central. The interesting conclusion reached by Ososanmi et al. (2022) is that GSCM is a joint venture between citizens, businesses, and governments.

### 3.2 Green Supply Chain Management Techniques

Many consumers now consider sustainability, climate change, and other environmental factors when making purchases (Tachizawa, Gimenez & Sierra, 2015). Many businesses, as a result, are investigating greener ways to coordinate their supply chains and production methods.

In addition to helping the planet in the long run, businesses see going green as a way to boost their own bottom line and public standing. Many businesses now use these easily accessible procedures as they continue to computerise their supply chains.

It is possible to implement GSCM in nearly any manufacturing company. The first step in putting this idea into practise is to analyse the current supply chain and pinpoint areas where sustainable practises can be integrated.

#### Refined methods of raw material procurement -

This could mean working with manufacturers to develop new recyclable or biodegradable packaging for stores. Also, businesses have the option of buying from vendors who employ green practises in their material procurement.

#### Reduce pollution from vehicles -

One way to lessen the environmental impact of transporting and delivering materials is to do so from suppliers in close proximity. It's possible that some businesses will cut emissions by switching to cleaner transportation systems and fuels.

Through logistics optimization, businesses can lessen their impact on the environment by decreasing the number of miles their goods must travel and the number of empty miles their trucks must travel with.



Acceptance of Knowledge -

Certifications can help businesses avoid working with vendors who distribute illegal goods. A manufacturer, for instance, might prefer to work exclusively with LEED-approved vendors.

### **3.3 Green Supply Chain Management implementation drivers**

Greening a supply chain is influenced by both reactive and proactive drivers.

#### **3.3.1 Reactive Drivers**

Pressure from both inside and outside the company, as well as an understanding of the costs of not complying, has led to the widespread institutionalisation of environmentally responsible practises in modern businesses. As a result, the implementation of green behavior will be influenced by demands from government authorities and international regulators (Tachizawa, Gimenez & Sierra, 2015). If corporations care about the environment and have societal support, sustainability initiatives will spread faster along the supply chain. Institutional pressures from market and regulatory needs are driving adoption (Tachizawa, Gimenez & Sierra, 2015), (Mitra & Datta, 2014). (Fahimnia, Sarkis, Boland, Reisi & Goh, 2015). Carbon taxation and emission pricing policies are just two types of legislation that aim to regulate the cost of driving (Fahimnia, Sarkis, Boland, Reisi & Goh, 2015).

#### **3.3.2 Proactive Drivers**

Another motive is the "slack resource hypothesis," which claims that successful firms have more money and other resources to spend in environmental performance. Profitable companies may invest more in environmental performance. According to the "Good management theory," environmental performance strengthens connections with important stakeholders, which boosts financial success (Ortas, Moneva & Álvarez, 2014).

### **3.4 Green Supply Chain Management and firm outcomes**

Outcomes in the areas of the environment, finances, operations, and the organisation are all part of the GSCM performance tally (Vijayvargy, Thakkar & Agarwal, 2017; Zaid, Jaaron & Talib Bon, 2018). Intangible performance, such as branded product and customer trust, has been underrepresented in previous studies (Laosirihongthong, Adebajo & Choon Tan, 2013). Additionally, most studies focused on environmental and financial outcomes (Deng & Jiang, 2019; Feng, Yu, Wang, Wong, Xu & Xiao, 2018) due to the fact that businesses worry about the financial repercussions of taking a novel approach and the

importance of measuring environmental performance when gauging the effects of adopting "green" practises.

Green initiatives and firm outcomes have garnered scholarly interest in recent years due to their significance to company strategy, public policy, and financial viability (Ortas, Moneva, & lvarez, 2014).

Businesses that adopt green practises, as argued by Dues, see greater lean success. By eradicating commodity harm to the environment, for example, green practices aim to improve ecological efficiency and lessen the risks to and effects on external context. Green methods save money by conserving resources and reducing waste (Dües, Tan, & Lim, 2013). Mitra and Datta argue that a A sustainable supply chain helps the firm and its suppliers financially (Mitra & Datta, 2014). By recycling or reusing previously sold products, companies have reaped financial and ecological benefits.

In their review of the literature, Laosirihongthong, Adebajo, and Tan found contradictory findings regarding the relationship between GSCM procedures and the effectiveness of organisations (Laosirihongthong, Adebajo & Choon Tan, 2013). While some research has found a positive correlation between environmentally responsible practises and company success, other studies have found no such correlation.

### 3.5 Conceptual Model

According to the analysed literature, a manufacturing company cannot succeed in bettering its ecosystem or its bottom line without implementing sustainable practises throughout its supply chain. Executives in manufacturing companies may be inspired to take action in favour of environmental sustainability if they see the value of green practises for their companies' bottom lines, and employees at all levels of the organisation may be more willing to work together on logistics and consumption if they see the benefits of doing so (Abdel-Baset, Chang & Gamal, 2019;Geng, Mansouri & Aktas, 2017).Thus, GSCM may drive ecological and economical results (see Figure ). The study's findings are significant for understanding the links underlying Gscm and a dominating industrial giant in a growing government's another very extensively utilized outcome measures.

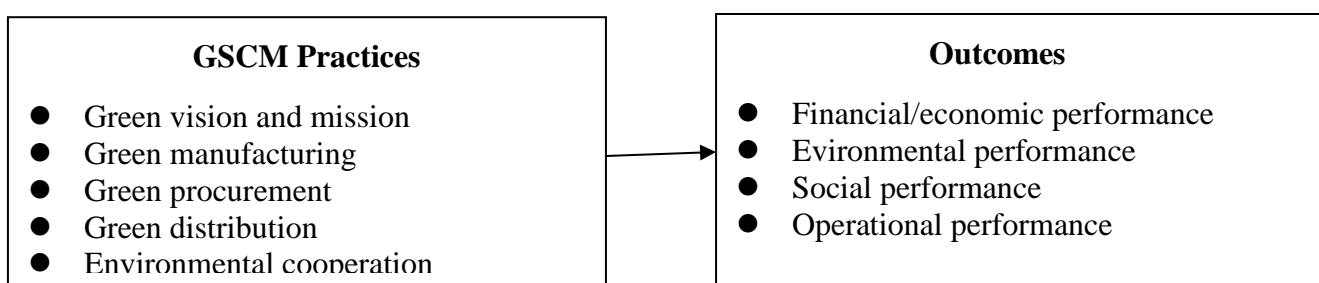


Figure 2: GSCM model and outcomes

#### 4.0 Reviews finding

In line with the reviewed literature, a company's dedication may come from the upper echelons of management, the middle management, or the frontline workers. GSCM enthusiasm will decide commitment at top level.

It's interesting to note that prior research has shown that the dedication of a company's top executives significantly affects the results that can be anticipated (Oladirin & Ojo, 2022). The company's environmental vision and mission can be implemented because of the dedication of top executives. Dangote Group of Companies' (DGEC) dedication to the GSCM mission has earned them a slew of awards in recent years (Ojo, Adeniyi, Ogundimu & Alaba, 2022). When top-level executives at an organisation aren't on board with the environmental vision, it's doomed to fail. The reviewed literature supports the conclusion of Sheopuri and Sheopuri (2015), that green management initiatives become an important factor of achieving optimum productivity for organisations that place green practices at the core of their vision and mission.

The reviewed literature confirms the perspective of (Karuppiah, Sankaranarayanan, Ali, Chowdhury & Paul, 2020) that Small and medium enterprises have a hard time implementing green manufacturing. These problems can be traced back to insufficient R&D, poor eco-design, and a lack of accreditation. The literature also shows that the lack of necessary skills and financial resources makes it difficult to implement green manufacturing practises. Findings from the reviewed literature also show that a SME's social and environmentally performance improves after adopting GM practises, and that the SME's economic performance improves in the long run thanks to lower raw material and energy costs, which is in line with these same findings (Karuppiah, Sankaranarayanan, Ali, Chowdhury & Paul, 2020: Sezen & Cankaya, 2013).

The findings of the literature review uncovered prospective drivers of green manufacturing, including workforce needs, safety and wellness employer brand, improvement, economic gain, climate change, legislation, and strategic edge.

Consistent with the findings of Mojumder, Singh, Kumar, and Liu (2022), which found that government agencies, purchasing agents, suppliers, and clients were crucial to the success of green procurement, this study found that the efficiency, probability, and success of green procurement were determined by the cooperation of stakeholders.

Effective green procurement practices by organisations results to efficient financial and economic performance.

According to a literature review based on previous research, the advantages of green distribution for businesses include gains in productivity, savings, cost management, risk mitigation, service, market penetration, revenue, and reputation. Most of the recent studies that were reviewed for this article, however, failed to state whether or not green distribution practises improved firm competitiveness or increased market share. Nonetheless, it is clear from the results, and consistent with the work of Rizki and Augustine, that the capacity to develop new products gives businesses an advantage in the marketplace (2022). According to a literature review based on previous research, enterprises' economic and financial performances may suffer if stakeholders (organisations, clients, community) do not work together to improve the environment in which they operate. The studied literature suggests that most businesses employ CSR as a sustainability practices to boost environmental collaboration, which has a consequential effect on the business' social performance.

## 5.0 Recommendation

Recent years have seen a rise in interest in greener initiatives as a solution to various ecological and societal problems. Managers need to incorporate environmental effort into the supply chain to solve these problems. GSCM, an organisational concept that reduces environmental hazards and increases profit, market share, and ecological efficiency, should be adopted by companies.

## 6.0 Conclusion

As a direct result of increasing temperatures and altering ecosystems, businesses are under greater pressure than ever to enhance their environmental performance. Stakeholders also have a greater awareness of environmental issues, which puts pressure on firms to reduce the environmental impact of their activities. A significant portion of environmental damage is caused through corporate supply networks. It is imperative, then, that efforts to reduce pollution begin with the supply chain system.

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## **GENDER, STUDENT ATTITUDE AND ENTREPRENEURSHIP TRAINING: A SYSTEMATIC REVIEW**

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