



## The Impact Of Green Innovation Strategy On Green Product Development Performance

Thi Cuc Nguyen<sup>1\*</sup>, Anh Hong Nguyen<sup>2</sup>, Thi Thu Trang Tran<sup>3</sup>,  
Thi Thuy Nguyen<sup>4</sup>

### Abstract:

The objective of the study is to build a research model to assess the influence of enterprises' innovation strategies on the performance of green product development and competitive advantages of dairy processing enterprises in Vietnam. The study is based on previous studies and theories of innovation, thereby building a research model to evaluate the influence of innovation strategy on competitive advantage and green performance of enterprises. At the same time, the study has built a scale for the research variables. Therefore, future studies can build surveys and test research hypotheses.

**Keywords:** Green Innovation Strategy, Green Product Development Performance

---

<sup>1\*,2,4</sup>University of Economics – Technology for Industries

<sup>3</sup>Foreign Trade University

University of Economics – Technology for Industries

**\*Corresponding Author:** Thi Cuc Nguyen

\*University of Economics – Technology for Industries. Email: [ntcuc@uneti.edu.vn](mailto:ntcuc@uneti.edu.vn)

## I. Introduction

Environmental issues have become a serious problem of the world today; hence, there is a need to give these issues a special attention. These issues have been affecting both economic development and firms' performance. As environmental issues such as pollution, energy consumption, the greenhouse effect and haze become increasingly prominent in Vietnam, they have become important factors hindering social and economic development and enterprise performance. Achieving a "win-win" situation between economic growth and environmental protection has become a problem that enterprise managers must immediately consider. An increasing number of enterprises regard green innovation as an effective means for gaining a competitive advantage. Green innovation, as a new innovation mode, can effectively deal with pollution prevention and control, energy conservation, green technology upgrading and corporate green management, and it is conducive to improving the green image of enterprises, promoting enterprises' sustainable development and obtaining economic benefits

The relationship between innovation strategy and green product development performance is essential, particularly in today's ever-increasing concern for environmental sustainability. The implementation of a green innovation strategy implies incorporating sustainability in all aspects of product design and development, influencing the green product development performance. A significant aspect of a green innovation strategy is investing in research and development (R&D) to design and manufacture products that meet environmental standards. R&D efforts enable companies to optimize production processes, reduce the carbon footprint of the production stages, and produce environmentally friendly products. This approach influences the green product development performance and encourages companies to embrace carbon-neutral and circular production models.

Green innovation strategies and green product development performance are both basic

components in making a more feasible commerce show. These practices, when executed together, offer a powerful combination for companies looking to decrease their natural affect and move forward their competitive advantage. Drain generation is one industry that might benefit essentially from these practices, particularly given the developing request for natural and ecologically neighborly drain items. The drain generation industry has confronted weight from buyers and partners to decrease its natural impression and advance supportability. The industry is known for its tall water utilization, nursery gas emanations, and critical squander generation. Green development methodologies can offer a pathway for companies within the drain generation industry to decrease their natural affect and move forward their products' supportability. One potential procedure for green innovation in drain generation may be actualizing modern innovations and forms to optimize generation forms. Companies might investigate utilizing renewable vitality sources to control their operations and diminish their carbon impression. Moreover, companies may contribute in progressed squander administration frameworks to diminish squander and contamination related with drain generation. Green item improvement execution too plays a vital part in making naturally maintainable drain items. Companies can center on making natural and environmentally-friendly drain items that adjust with customer values and requests. This may incorporate creating drain with lower nursery gas outflows, utilizing maintainable packaging, sourcing milk from organic farms, and diminishing water utilization. Companies that embrace these practices can separate themselves from competitors and pick up a competitive advantage within the showcase. Moreover, the integration of green advancement techniques with green item improvement execution can lead to cost savings and enhanced reputation. Companies that embrace feasible trade models can reduce their working costs by optimizing generation forms and reducing waste production, driving to cost investment funds within the long run. Furthermore, companies that prioritize natural maintainability can upgrade their notoriety and

pick up a competitive advantage by illustrating their commitment to ecologically cognizant practices. In terms of the effect that green advancement technique has on green item advancement execution in drain generation, the benefits are various. By actualizing optimized generation forms, companies can progress their natural supportability and decrease their carbon impression. By prioritizing green item advancement execution, companies can make eco-friendly drain items that adjust with buyer values, advance maintainability, and create client devotion. In addition, the integration of these two practices can lead to cost investment funds, improved reputation, and a competitive advantage.

In conclusion, the relationship between innovation strategy and green product development performance in the dairy industry is crucial for improving sustainability practices and meeting the evolving demands of environmentally conscious consumers. By prioritizing green innovation strategies, companies can create effective green product development practices that promote sustainability and improve overall milk production. This not only benefits the industry as a whole but also sets a standard for other industries to follow in creating more eco-friendly practices.

## II. Literature review

### 2.1. Resource Dependence Theory

According to RDT, organizational generation depends on the securing and support of key assets, which leads to the unavoidable reliance of an organization on the outside environment, reliance that will inevitably lead to forbid organizational behavior and questionable behavior . RDT empowers researchers to clearly identify the method of an organization receiving different techniques to alter its claim component, select its environment and adjust to the environment. It requires an organization to successfully oversee the requests of outside assets, so as to decrease instability and reliance. A supply chain organization is a successful means for organizations to get outside assets. There are past considerations that utilize RDT to clarify the supply chain. A proposed multi-dimensional system to

consider the appropriation of electronic data interchange (EDI) in provider administration and its effect on data and relationship organizations together, indicating that supply chain individuals endeavor to diminish instability and reliance by building up agreeable connections with exchanging accomplices. Subsequently, RDT gives a fundamental hypothetical system for clarifying that inter-firm behavior can offer assistance firms pick up competitive advantage and accomplish their objectives. This is about sets that RDT is profitable for clarifying how green advancement techniques advance the realization of green advancement through the inside and outside integration of the supply chain, but the experimental proof on this relationship is constrained at display. In this paper, we endeavor to utilize RDT to clarify the supply chain variables that advance fruitful green development by fabricating firms. Agreeing to RDT, inter-organization connections are resource-dependent connections that can be diminished through asset substitution or shared participation. RDT states that endeavors cannot subjectively choose their favored way to realize their results. Instead, an endeavor must depend on other entities within the environment to get the assets required to attain its objectives. Hence, the enterprise' key arranging and its interdependency with accomplices together shape the ensuing organization. RDT proposes that ventures ought to reinforce inner and outside trades and participation, hence empowering the endeavor to get the basic assets required for improvement in order to decrease hazard and instability . RDT too contends that the foundation of agreeable connections by ventures (such as GSCI) constitutes a bridge between organization strategy (such as GIS) and the comparing organizational approach (such as being able to use both hands green development) . In this manner, he thinks about employing RDT to clarify the interrelationships between GIS, GSCI and being able to use both hands for green development.

### 2.2. Green supply chain integration (GSCI)

Green supply chain integration (GSCI) refers to the degree to which producers and supply

chain accomplices carry out key participation and arrange the administration of inner and inter-organizational forms to decrease natural effect. Based on the existing studies on GSCI, researchers generally agree that GSCI is isolated into green internal integration (GII), green supplier integration (GSI) and green customer integration (GCI) . GII refers to the degree of shared communication, data asset sharing and coordination among cross-functional offices within the home of undertaking natural administration. GSI alludes to the exercises of natural collaboration, data sharing and joint arrangement of natural issues with major providers that give assets required for green homes. GCI alludes to exercises such as natural participation, data sharing and joint arrangement of natural issues with key clients who give undertakings with assets required for green homes . As a structure, GSCI makes a difference undertakings to apportion, arrange and actualize the key assets required for natural methodology. When an enterprise's natural technique is coordinated with the GSCI instrument, it'll offer assistance the undertaking to attain its vital goals and make strides its natural execution

### 2.3. Green Innovation Strategy

GIS refers to the procedure by which endeavors embrace green innovation or green administration to move forward their generation and operation exercises to diminish the negative natural effect as well as proactively consolidate natural obligation into their key arranging with the objective of accomplishing coordination between the outside environment and organizational conditions. Existing considers have found that a vital introduction advances undertaking advancement, and empowers endeavors to reply rapidly to advertise changes and meet client needs. Kortmann and Sebastian examined the impact of technique execution on being able to use both hands advancement, and demonstrated that the usage of a key introduction advances exploitative and exploratory development behaviors by endeavors. Exploitative green advancement is aimed at assembling the requirements of existing markets and clients, which

advancement prepared through existing information, assets and aptitudes primarily brings short-term financial execution to endeavors. Exploratory green advancement is pointed at adjusting to the potential advertised environment, is related to the long-term key execution of the company, and brings a late-mover advantage to the company. At the same time conducting exploratory and exploitative green advancements can empower undertakings to investigate unused openings for green change and improvement whereas creating existing capabilities and realizing effective use of assets. Hence, this idea accepts that GIS includes a positive effect on being able to use both hands for green development. To begin with, GIS encourages the compelling utilization of crude materials to decrease costs and squander . This requires endeavors vitality preservation and clean generation by repairing existing advances (moving forward effectiveness) and presenting unused advances (specialized advance), such as embracing resource-saving and environmentally-friendly hardware, disobedient and advances to realize asset reusing and diminish poison outflows. Actualizing and progressing green innovation, kills the instability caused by green advancement, realizes small continuous development in capacities or innovation to move forward existing or create unused items, forms and administrations, to realize the point of assembly natural necessities, moves forward corporate natural execution, advances the development of green economy, and at last gives financial benefits. Besides, when endeavors embrace GIS, it reflects their proactive behavior towards natural issues within the administration of their financial exercises. In any case, undertakings will be influenced by expendable assets within the determination of green administration behavior. This kind of social duty thought processes endeavors to extend green ventures. In specific, exploratory green development requires breakthroughs in existing information and abilities. There are higher asset, capacity, and auxiliary necessities, which hide tremendous dangers and require higher fetched input. Hence, within the handle of green administration, an enterprise's inner partners will increment the input of compelling assets

for green items, forms and administrations, arrange the desired heterogeneous assets and reinforce their natural eagerness, which is conducive to the integration of organizational assets and diminishes the hazard of handle and yield on natural impact Green supply chain integration (GSCI) alludes to the degree to which producers and supply chain accomplices carry out key participation and facilitate the administration of inner and inter-organizational forms to decrease natural effect.

#### **2.4. Green product development performance**

To create inventive arrangements, organizations need to create organizational inventiveness which is the essential impulse of advancement. Earlier writing contends that one of the key determinants of unused item victory is group imagination that might encourage the advancement of modern items characterized by oddity and value. Inventiveness amassed as organizational thoughts can result in predominant item advancement execution. Other than that, an imaginative item improvement team with interesting creativity can successfully react to the buyer ought to result within the amazing item advancement execution. Hence, imagination could be a key determinant of modern item improvement execution. From the client perspective, an inventive thought is evaluated by the degree to which the thought is valuable and original to the target clients. A modern item thought would altogether impact the victory of modern item improvement. Pirola-Merlo and Mann set that group imagination may be characterized as group-level inventiveness created by intelligence of group individuals. Group imagination emphatically influences group execution. For firms, group imagination is seen as a fundamental source of development. Thus, earlier investigation demonstrates that the imagination of item advancement groups emphatically influences the item improvement execution. We propose a novel idea, 'green item improvement performance', and characterize it as "the improvement execution of items that have less of an affect on the environment, are less hindering to human wellbeing, are shaped or part-formed from

reused components, are fabricated in a more energy-conservative way, or are provided to the showcase with less packaging".

#### **2.5. Green internal integration (GII)**

Green internal integration (GII) refers to the degree of common communication, data asset sharing and coordination among cross-functional divisions within the home of undertaking natural management. Internal green integration could be a sort of vital integration in which firms coordinate environment-related goals into their claim methodologies and administration frameworks and successfully designate and utilize inner natural assets. The objective is to empower firms to perform, track, and screen natural administration over different capacities. Inner green integration comprises of three parts: Joining natural objectives and obligations into trade techniques and beat administration rewards, as well as endeavoring to adjust commercial and natural objectives to attain economic development; building a single coordinates administration framework that consolidates natural objectives, execution, and obligations into its code of conduct, utilitarian commercial choices, and human asset choices for diverse capacities; and cross-functional communication, coordination, and collaboration to decrease natural impacts and to collectively accomplish natural objectives. Provider green integration concerns actualizing green administration with providers so that they can contribute to a firm's natural objectives. Green internal integration (GII) could be a key approach that centers on consolidating ecologically economical practices all through the inside operations of an organization. This approach includes actualizing measures that advance eco-friendliness, diminish squander and emanations, optimize vitality utilization, and advance by and large natural maintainability. GII is basic for companies looking to advance ecologically economical practices whilst accomplishing trade goals. One of the basic components of GII is joining maintainability into the organizational culture. This includes making mindfulness among workers on ways to advance natural supportability, such as diminishing vitality utilization, lessening paper

utilization, and reusing squander. Representatives ought to get prepared on ecologically maintainable practices, and there ought to be clear objectives and motivating forces to advance green initiatives. This will guarantee that everybody within the organization plays a dynamic part in advancing GII. Another key component of GII is optimizing generation forms to diminish squander and emanations. This will be accomplished by executing incline fabricating standards, optimizing vitality utilization, sourcing crude materials from economical sources, and lessening bundling squander. By joining these measures into generation forms, companies can essentially diminish their carbon impression and advance natural maintainability.

GII too includes making eco-friendly items and administrations. This could be accomplished by joining eco-friendly materials into item plan, advancing item lifecycle administration, and receiving feasible bundling practices. Companies can use eco-friendly item advancement to adjust with shopper values and meet the expanding request for naturally economical items.

Moreover, companies can advance GII through supply chain integration by collaborating with providers and partners that prioritize natural maintainability. This includes sourcing crude materials and components from providers that utilize ecologically inviting generation strategies, advancing the adoption of maintainable calculated practices, and optimizing transportation and dissemination strategies. Supply chain integration advances the selection of naturally inviting practices all through the whole esteem chain and bolsters feasible development. GII is pivotal for advancing natural supportability and accomplishing trade targets. By advancing inside maintainability practices, optimizing generation forms, and making eco-friendly items, companies can essentially diminish their carbon impression and advance natural supportability. Other than that, GII promotes a positive organizational culture, adjusts with consumers' values, and underpins feasible trade development. Companies that prioritize

GII will progress their attractiveness, advance maintainability, and accomplish economical development within the long term.

## 2.6. Hypothesis

### 2.6.1.

A strategy alludes to the heading and scope of an organization over the long term to meet wants of markets and to fulfill partner desires. In the interim, green advancement alludes to an advancement that puts accentuation on the decrease of squander, contamination anticipation and natural administration framework usage. Thus, a green innovation strategy may be a sort of methodology that a firm has carried out in order to actualize green advancement so that they accomplish competitive advantage, meet the requirements of markets and fulfill stakeholders' desires. firms ought to create green advancement methodology to invigorate green development.

Therefore, the taking after moment speculation is proposed:

**H1: Green innovation strategy positively affects green innovation.**

### 2.6.2.

Green development is a vital means of a firm in winning the competition in a period of natural concern. Numerous components have been distinguished by researchers as the drivers of green developments. Most later thoughts about uncovering the drivers of green advancements incorporate societal desires , assets and capabilities, trade concentrated, ladies pioneers, absorptive capacity, and official stipend. Firms require procedures to bargain with natural issues, to win the markets with naturally neighborly items and to proceed in trade for the predictable future, and thus, the green innovation strategy is considered as the foremost vital methodology within the period of natural mindfulness. A few researchers have moreover centered their thoughts on how firms create and execute natural methodologies, improve and deliver green items in order to pick up distant better;a much better;a higher;a stronger;an improved" a stronger execution and made strides competitive advantage. The substance of technique is choosing to perform exercises in an unexpected way than rivals do

and the core of the procedure is cross-functional or cross-activity integration. When a firm creates a technique with the point to spare the environment, it should define and actualize a green development procedure. Green development procedure shapes a firm's natural mindfulness of contamination avoidance, item stewardship and clean innovation . A green development technique will drive firms' beat, center, lower administration and inner partners to coordinate the organizational assets and coordinate employees' behavior to moderate the risks of the awful impacts of fabricating forms and yields on the environment. In this way, this kind of behavior will reinforce the organizational personality . In case a firm features a solid natural commitment, the administration will not overlook the negative effect of the firm's working exercises on the environment. This sort of natural concern may be a portion of the organizational character, which as of late has been named as the green organizational personality.

Therefore, the following second hypothesis is proposed:

**H2. Green advancement technique emphatically influences green organizational personality**

### 2.6.3.

To begin with, a company that receives green advancement procedures can optimize its generation forms and make eco-friendly items that adjust with customer values. This could offer assistance the company could accomplish, fetch reserve funds, decrease its natural effect, and create items that offer to ecologically cognizant shoppers. This seems to lead to an increment in deals and long-term client dependability. Green supply chain integration can offer assistance companies source crude materials from maintainable sources and advance in general natural supportability. This could permit a company to diminish its carbon impression, spare costs, and upgrade its brand picture. In expansion, a well-integrated and optimized supply chain can make strides the productivity of generation forms, decrease squander, and progress client fulfillment. When these two practices are

combined, companies can benefit from the synergy made by joining supportability into their operations and supply chain. This may lead to decreased fetch, expanded proficiency, and made strides notoriety. Furthermore, a company that can illustrate a commitment to ecologically economical practices can move forward its attractiveness and pick up a competitive advantage over other companies that don't prioritize maintainability. The integration of green development procedures with green supply chain integration offers various benefits for a company. The combination of these practices can offer assistance for a company to accomplish long-term supportability, decrease fetch, increment effectiveness, move forward notoriety, and pick up a competitive advantage. By receiving an economical business model, companies can advance natural preservation, decrease their carbon impression, and contribute to the broader objective of building a maintainable future.

**H3: The implementation of green innovation strategy paired with green supply chain integration has a positive impact on environmental sustainability and competitive advantage for a company.**

### 2.6.4.

Embracing a green development technique and coordination of client input and engagement can have a positive effect on a company's natural supportability and shopper behavior. The integration of green development procedure and client integration permits a company to form items and administrations that adjust with buyer values, thereby advancing eco-friendliness and contributing to a sustainable future. By adopting a green development methodology, companies can decrease their natural effect, optimize generation forms, and make eco-friendly items and administrations. By joining client input, companies can distinguish openings to make strides in the eco-friendliness of their items and administrations, pick up experiences on buyer behavior, and make techniques that advance maintainable utilization designs. Moreover, locks in with clients and effectively looking for input can progress client fulfillment and

dependability as clients feel esteemed and listened. By joining client input and engagement, companies can construct a steadfast client base, increment deals, and make a positive brand picture. It is anticipated that the integration of green development methodology with client integration can improve the natural supportability of a company, make eco-friendly items and administrations, progress client fulfillment and dependability, and increment showcase share. Enabling clients to take part within the advancement of eco-friendly items and administrations can adjust with their values and make a stronger passionate association with the brand.

**H4: The implementation of green innovation strategy paired with customer integration can enhance a company's environmental sustainability and improve customer loyalty and satisfaction.**

**2.6.5.**

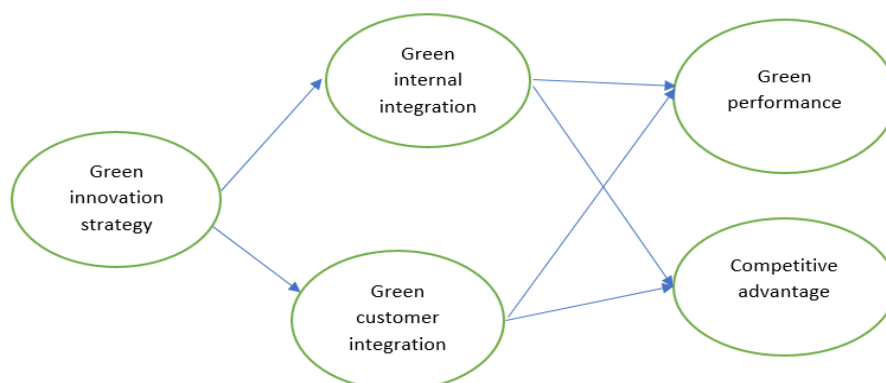
Green innovation helps to lessen harm to the environment and makes businesses work better. The resource-based view theory is helpful in understanding how being environmentally friendly can help a company do well. When companies plan ahead to take care of the environment, it can help them stand out from other companies. Being proactive about the environment can help businesses align their plans with the ever-changing and complicated world of business. These things help businesses be better than their rivals and have an advantage over them. Previous research shows that companies that take action to help the environment are more likely to

create eco-friendly innovations. These innovations can also help the companies succeed and do better overall. Taking care of the environment can improve a company's success by using new and better ways of doing things. When companies want to do well, they try to come up with plans to protect the environment so they can keep doing well in the future. Making environmental strategies helps make a company more successful and competitive. Taking action to protect the environment can help us save money, make less of an impact on the environment, and improve our economy. Many researchers have looked at how companies that take care of the environment do in the business world, and they have found that doing so makes them do better. Taking proactive steps to protect the environment can improve a company's performance and increase its abilities. Every company wants to do well, so the bosses use different ways to make sure they do. One way is by caring about the environment. Several studies suggest that businesses that take action to protect the environment tend to do better overall. In addition, if a company has a plan to protect the environment, it can help them plan better for the future. How well a company does usually relies on planning ahead with a strategy.

**Hypothesis 5 (H5). There is a positive association between firm performance and green innovation.**

**Hypothesis 6 (H6). Proactive environmental strategies and green innovation are positively connected with the moderating role of firm performance.**

The theoretical model of this study is illustrated in Figure 1.





### 3. Research methods and measures

#### 3.1. Sample and Data Collection

This paper uses a survey overview to gather the data from manufacturing within the two most created locales of Vietnam's economy to confirm the theory. For a long time, Vietnam has confronted genuine natural issues, which the Vietnamese government connects with extraordinary significance to.

The administrative specialists have defined strict natural laws and directions on the generation and operation of undertakings, such as the "Law of Environment Protection" and the "Prevention Law of Water Contamination Prevention". In expansion, Vietnam moreover has many fabricating businesses that trade items overseas additionally confront strict natural controls in sending out nations. Beneath the solid pressure of household and remote natural framework, Vietnamese fabricating endeavors directly got to reconfigure their vital heading and capabilities, optimize the existing supply chain handle, give items and administrations to meet client needs, and realize economical competitive advantage. We arbitrarily chose fabricating businesses in three financial locales: the Red River Delta and the Mekong Delta as investigation tests. These two districts are the quickest financial development in Vietnam and are the most constraint driving Vietnam's advancement. These two financial zones have certain contrasts in geographic area, degree of opening

to the exterior world, and mechanical structure. Hence, the manufacturing enterprises in these three districts speak to diverse degrees of green advancement endeavors. They have certain normal characteristics and can give a reference for the long run improvement of Vietnamese fabricating companies. On the premise of the distributed industry catalog, we haphazardly chose fabricating endeavors within the three districts. We reached the chosen companies by phone to look for their participation, clarified the reason for our overview and guaranteed the confidentiality of the survey, and at the same time decided whether the company is engaged in green development. After building up their expectation to coordinate, we issued 215 surveys through electronic surveys. To make strides the precision of the information, we once once more expressed within the survey that companies which really implement green advancement exercises to fill out this survey and required those who filled out the surveys to have a clear understanding of their companies' green development and GSCI, we focused on representatives such as supply chain directors, common directors and other center and senior directors. After barring invalid surveys with genuine data lost, conflicting answers and standard answers, 166 surveys were collected with a recuperation rate of 77.2%, of which 70% were center and senior directors and 30% were grassroots managers.

	Category	Number	Percent
Industries	Food and beverage	19	11.4%
	Textile and apparel	20	12.7%
	Chemical and related products	16	7.2%
	Pharmaceutical and medical	7	4.2%
	Rubber and plastics	8	4.8%
	Nonmetallic mineral products	3	1.8%
	Smelting and pressing	1	0.6%
	Metal products	12	7.2%
	Machinery and engineering	48	28.9%
	Electrical machinery and equipment	29	17.5%
	Instruments and related products	3	1.8%
	Others	3	1.8%
Firm size	Less than 100 employees	12	7.2%
	100–499 employees	65	39.2%
	500–999 employees	47	28.3%
	1000–2000 employees	21	12.7%
	More than 2000 employees	21	12.7%

Firm age	No more than 5 years	6	3.6%
	6–9 years	26	15.7%
	10–20 years	94	56.6%
	More than 20 years	40	24.1%
Ownership structure	State-owned and collective enterprises	26	15.7%
	Private enterprises	102	61.4%
	Foreign-invested enterprises	17	10.2%
	Joint venture enterprises	21	12.7%
Location	The Red River Delta	87	55.4%
	The Mekong Delta	79	44.6%

## REFERENCES

- Reitz, H.J. The External Control of Organizations: A Resource Dependence Perspective. *Acad. Manag. Rev.* 1979, 4, 309–310.
- Choon Tan, K.; Kannan, V.R.; Hsu, C.C.; Keong Leong, G. Supply chain information and relational alignments: Mediators of EDI on firm performance. *Int. J. Phys. Distrib. Logist. Manag.* 2010, 40, 377–394.
- Shah, S.A.A.; Jajja, M.S.S.; Chatha, K.A.; Farooq, S. Servitization and supply chain integration: An empirical analysis. *Int. J. Prod.Econ.* 2020, 229, 107765.
- Carter, C.R.; Rogers, D.S. A framework of sustainable supply chain management: Moving toward new theory. *Int. J. Phys. Distrib. Logist. Manag.* 2008, 38, 360–387.
- Chen, Y.S. The Driver of Green Innovation and Green Image—Green Core Competence. *J. Bus. Ethics* 2008, 81, 531–543.
- Chen, Y.S.; Chang, C.H. Towards green trust: The influences of green perceived quality, green perceived risk, and green satisfaction. *Manag. Decis.* 2013, 51, 63–82.
- Chen, Y.S.; Lai, S.B.; Wen, C.T. The Influence of Green Innovation Performance on Corporate Advantage in Taiwan. *J. Bus. Ethics* 2006, 67, 331–339.
- Lin, H.; Zeng, S.X.; Ma, H.Y.; Qi, G.Y.; Tam, V.W.Y. Can political capital drive corporate green innovation? Lessons from China. *J.Clean. Prod.* 2014, 64, 63–72.
- Zhou, C.; Xia, W.; Feng, T.; Jiang, J.; He, Q. How environmental orientation influences firm performance: The missing link of green supply chain integration. *Sustain. Dev.* 2019, 28, 685–696.
- Defee, C.C.; Stank, T.P. Applying the strategy-structure-performance paradigm to the supply chain environment. *Int. J. Logist.Manag.* 2005, 16, 28–50.
10. Chen, H.; Daugherty, P.J.; Landry, T.D. Supply Chain Process Integration: A Theoretical Framework. *J. Bus. Logist.* 2009, 30, 27–46.
- Danese, P.; Lion, A.; Vinelli, A. Drivers and enablers of supplier sustainability practices: A survey-based analysis. *Int J. Prod. Res.* 2019, 57, 2034–2056.
- Khurshid, F.; Park, W.Y.; Chan, F.T.S. Innovation shock, outsourcing strategy, and environmental performance: The roles of prior green innovation experience and knowledge inheritance. *Bus. Strategy Environ.* 2019, 28, 1572–1582.
- Chen, J.-S.; Tai Tsou, H.; Huang, A.Y.-H. Service Delivery Innovation: Antecedents and Impact on Firm Performance. *J. Serv. Res.* 2009, 12, 36–55.
- Kraus, S.; Rehman, S.U.; García, F.J.S. Corporate social responsibility and environmental performance: The mediating role of environmental strategy and green innovation. *Technol. Forecast. Soc. Chang.* 2020, 160, 120262.
- Schmidt, C.G.; Foerstl, K.; Schaltenbrand, B. The Supply Chain Position Paradox: Green Practices and Firm Performance. *J. Supply Chain Manag.* 2017, 53, 3–25.
- Chan, R.Y.K. Does the Natural-Resource-Based View of the Firm Apply in an Emerging Economy? A Survey of

- Foreign Invested Enterprises in China. *J. Manag. Stud.* 2005, 42, 625–672.
- Vachon, S.; Klassen, R.D. Environmental management and manufacturing performance: The role of collaboration in the supply chain. *Int. J. Prod. Econ.* 2008, 111, 299–315.
- He, Z.-L.; Wong, P.-K. Exploration vs. Exploitation: An Empirical Test of the Ambidexterity Hypothesis. *Organ. Sci.* 2004, 15, 481–494.