

## REVIEWER'S COMMENTS

### Title of the article reviewed:

Supply chain capabilities to improve Sustainability Performance of Product–Service Systems

### Summary

This study aims to investigate the supply chain (SC) capabilities required for manufacturers, intermediaries and service partners to improve the Sustainability Performance of Product–Service Systems (SPOPSS). Semi-structured interviews were conducted with six senior managers from four motorcycle companies–manufacturers and intermediaries. Then, a conceptual framework using dynamic capabilities theory for investigating the relationship between SC capabilities and SPOPSS was validated using a thematic analysis. This study identified six SC capabilities: collaboration, partner development and knowledge transfer, innovative service delivery, reflexive control, re-conceptualisation and sustainable product–service capability to improve SPOPSS, also identified microfoundation of dynamic capabilities for each six SC capabilities. The findings proposed two significant contributions to the body of knowledge; first, by developing six identified SC capabilities to improve SPOPSS; and second, by presenting qualitative empirical evidence on how these SC capabilities' development is inseparable from the SC and could be interactively transferred from manufacturers through intermediaries to a network of service partners.

### Minor Issues

#### *ABSTRACT:*

- There are logic problems in the abstract of this paper. The abstract lacks introduction of research methods. The author should revise it.

#### *INTRODUCTION:*

- In the third line of the last paragraph, “two research questions as follows: 1) ..... and (2)”, the author is requested to use a uniform serial number format.

#### *METHOD:*

- In this section, in the first paragraph, how does the author introduce the term “dynamic capabilities”? Is there a source, and if so, it is suggested that the author make this clear.
- Table 1 has a blank line between the title and the table, which the author is advised to delete, and the author can refer to the format of Table 2.

#### *RESULTS AND DISCUSSION:*

- In Figure 1, the author is advised to represent two themes, product-service development and sustainable practices.
- In 3.1.1 Collaboration, paragraph 4, line 8, “our data”, what are the data? Just some interviews in this paper?
- The author used a qualitative approach, using interviews with a number of people. I think that the author should have looked for more people to interview, as the number of interviews and information listed is small. For example, in 3.1.1 the author only used the interviews of “Manufacturer A”, “Intermediary B”.

### ***CONCLUSIONS:***

- I think there is a problem with the subparagraphs, would the author consider combining the first and second paragraphs. And there is a problem with the logic of the conclusion.
- In this section, paragraph 1, line 6, “The findings from this study found”, line 10, “The findings show that” should not be used repeatedly or appear multiple times in the same paragraph. Suggest that the author revise it.

### ***Others:***

The following minor issues should be looked into by the author:

- There are problems with the format of the references. Reference 12, “[12] Authors. (2020)” is incomplete and there is a problem with the alignment of the references, which the author is advised to modify them.
- There are many problems with the formatting of this article, such as many unnecessary blank lines, and whether the text in the table is bolded or not, it is recommended that the author be uniform. It is suggested to enhance the academic quality.
- The form should be changed to international three line form.
- It is recommended that the author of the article title be placed within one line.

## **General Comments**

**Finally, I hereby recommend that the author to make major corrections.**

List of Changes

Manuscript:

**Supply chain capabilities to improve Sustainability Performance of Product–Service Systems**

Response and Revision made by Author(s)

Reviewer #1:

No	Comments	Revision/Changes
1	<b>ABSTRACT</b> There are logic problems in the abstract of this paper. The abstract lacks introduction of research methods. The author should revise it.	This has now been addressed with added text to the Abstract by adding the introduction of research method.
2	<b>INTRODUCTION</b> In the third line of the last paragraph, “two research questions as follows: 1) ..... and (2)”, the author is requested to use a uniform serial number format.	This has now been addressed with format revision to the Section Introduction:  (1) what SC capabilities are required to improve SPOPSS; and (2) how SC capabilities transfer from manufacturers through intermediaries to a network of service partners;
3	<b>METHOD</b>  • In this section, in the first paragraph, how does the author introduce the term “dynamic capabilities”? Is there a source, and if so, it is suggested that the author make this clear. • Table 1 has a blank line between the title and the table, which the author is advised to delete, and the author can refer to the format of Table 2.	<ul style="list-style-type: none"> <li>• This has now been addressed with adding reference [38] to the term dynamic capabilities in the first paragraph.</li> <li>• Table 1 format has now been addressed as the IJSDP template</li> </ul> Reference: [38] Teece, D., Pisano, G. & Shuen, A. (1997). Dynamic capabilities and strategic management. Strategic Management Journal, 18(7):509-533.
4	<b>RESULTS AND DISCUSSION</b>  • In Figure 1, the author is advised to represent two themes, product-service development and sustainable practices. • In 3.1.1 Collaboration, paragraph 4, line 8, “our datas”, what are the data? Just some interviews in this paper? • The author used a qualitative approach, using interviews with a number of people. I think that the author should have looked for more people to interview, as the number of interviews and information listed is small. For example, in 3.1.1 the author only used the interviews of “Manufacturer A”, “Intermediary B”.	<ul style="list-style-type: none"> <li>• Figure 1 has now been addressed with adding two themes in Figure 1.</li> <li>• In section 3.1.1, the data are from 6 participants. Why the number of participants are few? I will explain this by describing the situation for the Indonesian motorcycle industry. The Indonesian motorcycle industry is consisting of only five brands (with the market share): Honda (75.70%), Yamaha (22.11%), Suzuki (1.11%), Kawasaki (1.07%) and TVS (0.01%) (Muslim, 2020). I interviewed just a number of people who have the highest position in their companies in technical service department. The term head of technical service department is used in this industry but in fact, the head of technical service department is the highest position and so can be categorised as Chief Executive Officer (CEO). As this study has covered four brand interviews from five brands in population, excluding TVS who has only 0.01%, so this research has covered 99.99% of the Indonesian motorcycle</li> </ul>

		<p>market share. In summary, the justification of small number interviewees because of the small number of the motorcycle brands in Indonesia and the interviewees are the CEO positions at their companies.</p> <ul style="list-style-type: none"> <li>• The issue in 3.1.1 has now been addressed with the adding text that the interviews were coming from six participants while Manufacturer A and Intermediary B were just examples.</li> <li>• Furthermore, to justify the small number of interviewees, the text has been added in section 2. Method, as below:</li> </ul> <p>As such, all population have been included in the interviews (99.99 %). The Head of Technical Service Development is the highest position in the company, so their position can be categorized as the Chief Executive Officer (CEO). Considering the sampling has covered almost all population with the CEO position, then six interviews have been justified.</p> <p>Reference:          [33] Muslim, M. (2020), Data Penjualan Motor 2019 Dari AISI Untuk Semua Merek, viewed 20 January, &lt;<a href="https://bmspeed7.com/data-penjualan-motor-2019/">https://bmspeed7.com/data-penjualan-motor-2019/</a>&gt;</p>
	<p><b>CONCLUSIONS</b></p> <ul style="list-style-type: none"> <li>• I think there is a problem with the subparagraphs, would the author consider combining the first and second paragraphs. And there is a problem with the logic of the conclusion.</li> <li>• In this section, paragraph 1, line 6, “The findings from this study found”, line 10, “The findings show that” should not be used repeatedly or appear multiple times in the same paragraph. Suggest that the author revise it.</li> </ul>	<ul style="list-style-type: none"> <li>• The problem with the logic of conclusion has now been addressed. Also, I have combined the first and second paragraphs.</li> <li>• I have erased the line that used repeatedly in line 6 and 10</li> </ul>
	<p><b>Others</b></p> <p>The following minor issues should be looked into by the author:</p> <ul style="list-style-type: none"> <li>• There are problems with the format of the references. Reference 12, “[12] Authors. (2020)” is incomplete and there is a problem with the alignment of the references, which the author is advised to modify them.</li> <li>• There are many problems with the formatting of this article, such as many unnecessary blank lines, and whether the text in the table is bolded or not, it is recommended that the author be uniform. It is suggested to enhance the academic quality.</li> <li>• The form should be changed to international three line form.</li> <li>• It is recommended that the author of the article title be placed within one line.</li> </ul>	<ul style="list-style-type: none"> <li>• The reference 12 has now been completed.</li> <li>• The problems with formatting of this article has been resolved according to the template provided. Unnecessary blank lines has been erased and the text in the Table has been bolded uniformly.</li> <li>• The article title can’t be within one line because there is no space in the template</li> <li>• Sorry, I do not understand the international three line form because I adopt the template from IISDP which is two line form. Please advise with three line form. Thank you.</li> </ul>





D.N. Dian Retno Sari Dewi P. , ST., MT. <dianretnosd@ukwms.ac.id>

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**FW: Important suggestion on your paper submitted to IJSDP (ID: 16938)**

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vivienne.liu iieta.org <vivienne.liu@iieta.org>

Thu, Sep 29, 2022 at 6:26 PM

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Mon, Oct 24, 2022 at 10:42 AM

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To ensure fast publication of your paper, please return your revised manuscript and answers to all queries to this email before **15 November, 2022**. Thus, we have enough time to process your manuscript in the next step. For further assistance, please do not hesitate to contact us via this email.

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Wed, Nov 2, 2022 at 2:30 PM

Dear Editor,

Please allow me to ask one question from the reviewer which I did not understand about the international three line form as below:

- The form should be changed to an **international** three line form.

I have followed the template from IJSDP which has two columns. Please advise me with the three line form. I really have difficulty addressing this issue. Thank you.

Best regards,

Dian Dewi

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Sat, Dec 3, 2022 at 7:27 PM

Dear author,

We have reached a decision regarding your submission to *International Journal of Sustainable Development and Planning*,

Manuscript Title: Supply Chain Capabilities to Improve Sustainability Performance of Product-Service Systems

Manuscript ID: 16938

Our decision is to: Accept Submission

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