

## ZIMBABWE FOOD MANUFACTURING STRATEGY FORMULATION AND IMPLEMENTATION

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### ABSTRACT

*This document addresses the strategies and effects on competitive performance in the food-producing sector in Zimbabwe of policy development, strategy quality and implementation. So far as the author was able to determine by reviewing previous research, none of the previous studies simultaneously investigated in a single study policy development, organizational strategy and strategy execution. The goal of this study is to identify causes and remedies for the competitiveness of Zimbabwe's food production sector. Survey data on the competitiveness of the manufacturing sector, such as corruption, financing, technology, labour, uncompetitive exports, stable energy at high costs have been analysed. This analysis also takes into account the moderating impact of the environment in relation to the formulations of strategies and competitive success and strategy material. The paper also analyses the moderating impact of the structure of business level on the relation between the material and competitive output of strategy formulation. Within these studies, some methodological shortcomings of previous studies were also discussed by consistent description of Zimbabwe's food production market, use of a reasonable sample size and properly validated structures. This study surveys 150 CEOs in Harare, Bulawayo, Mutare, Gweru and Masvingo in Zimbabwe. The research paper is based on the following examples. The method used was the questionnaire that was handled by itself. Inferential and descriptive statistical tools have been used to analyse the collected data. In combination with policy development and strategic execution, a systemic model indicates that some of these bivariate relationships are negligible.*

**KEYWORDS:** *Competitive Advantage, Capacity Utilization, Differentiation Strategies, Food Manufacturing Industry In Zimbabwe, Strategy Formulation, Strategy Implementation*

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### INTRODUCTION

The market-level strategy analysis analyses the strategic factors influencing Zimbabwe's business activities and economic development from 2007 to 2013. The scope of the study covers manufacturing sector performance, analyses the sector 's competitiveness and factors that need to be addressed in order for the food industry to become increasingly competitive. The production sector 's efficiency is closely related to profitability. In the economic world in which industry operates, industry's competitive success is affected. The following topics are discussed in more detail: corporate processes and policy, technology and innovation, infrastructure, human and international exchange, employment and the financial climate. The food industry was characterized by a lack of working capital support, a decline in domestic market, high utility tariffs, higher levels than regional taxation, high salaries, credit and liquidity crashes and a number of fuels, electricity, imported inputs and skills bottlenecks. As a result of potential changes in consumption patterns in favour of cheaper imported goods, the demand for local products has also declined[1].

In a single study, the business-level strategies in the food production sector in Zimbabwe examine the impacts on organizational performance of the formulation of strategies and strategy content. In addition, this research explores the moderating impact of the environment on the relation between strategy formulation and implementation and the quality and performance of strategy. Economic performance at market level was assessed using two structures: objective performance and relative competitive performance. A differentiation approach helps to enhance relative competitive performance in highly hostile environments and in highly dynamic environments, as in the food production industry in Zimbabwe[2].

Grant (2005:14) says business policies are necessary for companies for the same reason that military strategies are necessary for military strategies, for the most effective use of resources and the co-ordination of decisions by various individuals. Company planning principles and ideas have their roots in military strategy. Military strategy and corporate strategy have many similar ideas and values. The distinction between strategy and strategies is the most important aspect. The formulation of the Strategy is a major plan or a general plan for the deployment of resources to establish a favourable position; the implementation of a strategy is a process of implementation or a strategy for a particular action. While tactics are about the manoeuvres needed for combat, strategy is about war victory[3].

Strategic management research is aimed at creating superior performance and sustaining it. For businesses to gain a competitive advantage, a well-articulated plan is extremely necessary. The analysis of the ties between innovation and strategic management has become more and more relevant. Innovation recently became one of the exciting fields of research to understand competitive gaps between companies. The question of limited capital makes it necessary that businesses make strategic decisions constantly to contribute to achieving and retaining competitive advantages. Researcher noted that strategic decision-making committed the organization, over an extended period, to specific resources, products, technologies and markets. The strategy development process enables a company to match internal resources in its external environment with opportunities and risks[4].

While it is difficult for any management team to formulate a coherent plan, making it much more difficult to execute the strategy in the organisation. The process in which strategic plans become organizational actions can potentially be affected by a host of factors. Contrary to strategic formulation, strategy execution is often viewed as a craft instead of a science, and its history of research was described as broken and eclectic While it is difficult for any management team to formulate a coherent plan, making it much more difficult to execute the strategy in the organisation[5].

The process in which strategic plans become organizational actions can potentially be affected by a host of factors. Contrary to strategic formulation, strategy execution is often viewed as a craft instead of a science, and its history of research was described as broken and eclectic .Results of several studies supported that view: an Economist report reported that, according to a survey by 277 senior management in 2004, 56 percent of businesses have struggled to conduct strategic strategies over the past three years .Since 2006, the strategy execution has become the "most important management problem facing all kinds of companies," according the White Paper of Strategy Implementation of Chinese Companies. The survey showed that 84% of the companies surveyed failed to implement their strategies smoothly, and only 16% felt they had a consistent implementation strategy[4].

Therefore, the execution of strategy is evident to today's companies as a core obstacle. The effectiveness of execution of the strategy is affected by many (soft, complicated, and mixed), from people who interact or execute the strategy to organizing and managing processes or mechanisms. Where can the problems and their relevance for effective strategy execution be better understood? In this article, they attempt to answer this question by analysing the factors influencing strategy implementation which already exist in research. In the most commonly used literature data bases, they have performed an analysis to identify key contributing factors in the process of implementation of the policy and to discuss existing areas of agreement and disagreement. The research also explores how the application of the strategy in the area of applied research methods and the strategic contexts explored has been studied so far. As a result, it will reveal unsuccessful methods or contexts[5].

Thus, the implementation of strategies is obvious to the organizations of today. There are several factors (soft, hard and mixed) that affect the effectiveness of the plan, from communicating or executing a plan to organizing or managing processes or structures in place. How can these issues and their significance for effective plan execution be better understood? This article analyses current research into the factors that affect strategic execution. This article aims to address this issue. Designers have analysed key drivers influencing the strategy implementation process, the current areas of consensus and disagreement, and the missing evidence and future research needs, in the most widely used literature databases. Their analysis explores how the execution of the policy has so far been studied in relation to the approaches used in applied research and the strategic contexts examined. As a consequence, it may show performed approaches or circumstances as well [6].

The implementation of the strategy has become a vital part of corporate strategies to remain globally successful. Only when successfully executed, will a formulated plan help the client. A variety of procedures need to be addressed to execute the plan successfully. A good execution of the plan starts of course with a strong strategic commitment. The management team must ensure that employees understand and understand the company's vision and mission. Employees will assist the plan in its implementation with smooth and efficient acceptance and a good understanding of company strategy. The implementation of the strategy only happens when a specific strategic action plan exists[5].

The strategy plan is who does what at what cost, when. The creation of a strategic action plan therefore assists in segregating activities, setting deadlines and estimating costs. Resource allocation for plan execution is another important task. The plan cannot be put into action easily without money. The distribution of resources for the execution of the policy will be consistent with the strategic action plan. The distribution of resources for strategic planning includes financial, physical and technical capital[7].

Employees are human and people don't want to get out of the comfort area. Usually workers refuse to make improvements in their job routine during initial strategic implementation. Training leads to the reduction of workplace reluctance to change and allows workers to respond to strategic action plan implementation. The involvement of workers in decision-making can also affect the effective execution of the strategy. An organizational structure helps to improve the engagement of employees in decision-making by ensuring that reports are low in formality and are included in decision-making with employees. The success of the plan execution is directly connected to the recompense. Rewards help to motivate and affect the actions of workers. Whether monetary or not, bonuses help to inspire workers to follow the policy of the organization[8].

Academics, practitioners, the military, politicians and even lay people have used the word "strategy" to transmit a different meaning. The origin of the term 'strategy' is thought to have been derived from the Greek word "strategies," meaning "general art" with military origins. Similar to the philosophy of Galbraith and Nathanson, concrete actions are intended to accomplish a strategic planning goal, usually but not always followed by resource creation.

They argue that strategy is more about action than planning, as highlighted by the definition. Although there are various strategic concepts, notions of "strategy language" and "strategy execution" are among the rest two main concepts[9].

Hofer and Schendel describe 'strategy formulation' as 'the framework for the decision-making phase of the corporation's basic mission, the goals the organization seeks to achieve and the main strategies and policies regulating the use of the company's resources to achieve its targets. 'In highlighting the process-based nature of implementation, strategic implementation is defined as "a process for manipulating indirectly the pattern of interaction an organization has with its environment to achieve its overall goal." At least two limitations exist in this description. One is to restrict strategic execution to the context of an enterprise and ignore essential causes of in organization [10].The second weakness is that the effects of strategic application on the pattern of interactions in an organization are secondary and 'indirect.' The implementation of the strategy is best described as the "action that motivates the organization along the way towards its objective-the accomplishment of its task, the achievement of its dream" so in a nutshell, "the implementation of the strategy is the accomplishing of purpose."

## RESEARCH QUESTIONS

- Question 1 - Identifying and analysing the influence of different factors in formulating and implementing marketing strategies that create a competitive advantage.
- Question 2 - Do the typologies of the Porter strategy explain the differences in organizational performance?
- Question 3 - Does the type of corporate structure and strategy have a relationship? If strategic types are related to structural types, does this association explain heterogeneity of performance?

## REVIEW OF LITERATURE

Katsioloudes (2002:16) suggested the need for organizations to lay the foundations for formulating and implementing realistic and achievable plans. Strategy Formulation and execution (Armstrong 2006) can be described as the process for the creation of a sense of direction in Zimbabwe's food production industry [11].

The identification of heterogeneous sources of production in terms of competitiveness of food companies in Zimbabwe is a core concern in strategic management as a field of research for competitive advantage. The key theories in the field of policy development and execution in Zimbabwe's food production sector are contingency theory, Porter 's positioning theory, Porter's resource-based view and its variations and environmental theories [12].

For the food manufacturing industry in Zimbabwe, market liberalization has become a reality as this entails incentives and risks. Zimbabwe's food industry faces growing competitive pressures and struggles to cope with its export demand and to compete against imports. "Unprecedented pressures on food companies to improve their operational efficiency for increased competitiveness and business performance," according to Karim (2009).Such strain includes competition from foreign goods (imports), innovative new technologies, rapid technical changes and shorter product life

cycles, sudden shifts in consumer and developments in manufacturing and IT. Zimbabwean food manufacturing firms have to be globally competitive by enhancing operating quality and management practices in order to face these challenges and take advantage of the opportunities associated with globalisation[13].

Furthermore, it is important to create an environment that enables local businesses to grow and to raise production superiority in order to achieve international competitiveness. Zimbabwe domestic policy. Zimbabwe 's economy is now at the crossroads of growth and regaining global competitiveness from more than a decade of shrinkage.

In the new economic climate of a liberal foreign and domestic setting, the competitiveness of the local manufacturing industry will be crucial for its long-term success and growth. A competitive international Zimbabwean manufacturing sector would create a more prosperous and stable economy, thereby attracting domestic and foreign investments.

Regardless of strategy type and level, managers "when it comes down to the basic task of doing things clearly" (Hrebiniac 2005a:57). Therefore, implementation of strategy focuses on the execution of strategy and can be defined as tactical execution so that the organization moves in the desired strategic direction (Giles 1991). Same as "relatively straightforward execution of a well formulated strategy" (Noble 1999:119) or "the complete number of activities and choices required to execute a strategic plan" (Wheelen & Hunger 2006:214). This is a very basic method of being introduced and executed by a strategic plan. Therefore, this paper considers strategy development as a structured process consisting of a comprehensive collection of interconnected activities that make it possible for an organization to develop a strategy[14].

The basis of the implementation of strategy research is described by Noble (1999:119) as "eclectic." The traditional strategy approach treated implementation of the Strategy as a post-formulation activity. As such, the concept was mainly treated as an organizational design question (Lorange (1982) was likely to be among the initials to stress this issue), where systems and structures must be aligned with strategic objectives (Bourgeois & Brodwin 1984). Recent studies appear more structured and focused on two different but closely related approaches to the implementation of strategies-the structural view and the interpersonal view of processes (Skivington & Daft 1991)[15].Whilst the former suggests that managers conform to the structured structural elements of the organization, the latter discusses a range of interpersonal and cognitive considerations that managers should also consider to understand and respond to a strategic initiative (Noble, 1999). Therefore, several scholars suggest more broad divisions of key policy areas such as the management, human resources, culture and control systems and instruments (Raps 2004).

## **METHODOLOGY**

The fundamental method taken in this analysis is analytical theory research. The characteristics of this study correlate closely with the characteristics of the post-positivism epistemological framework. This study has adopted a quantitative research strategy. Diverse aspects of research design such as study constructs, survey instrument creation, sample collection, survey execution, data analysis and procedure technics and sample homogeneity evaluation and non-response bias. The fundamental method taken in this analysis is analytical theory research. On the basis of theoretical principles and results from previous studies a number of testable hypotheses were formulated. The survey data were used for the testing of these hypotheses and the conclusions were drawn. The characteristics of this analysis are in close agreement with the post-positivist methodological framework. This analysis was accompanied by a quantitative research approach. The scales

for the calculation of structures used in this research have been modified and validated from previous studies. A sample was produced and the survey conducted according to specifications of manufacturing organizations belonging to the food manufacturing industry in Zimbabwe. All hypotheses were tested using analytical methods and data analysis procedures were clarified. The sample's homogeneity was assessed and the measurements between the groups did not discriminate significantly. The statistical tests showed that it is unlikely that the widespread variability problem with the system would skew the results (Table 1).

## Design

**Table 1: Presents the Structures used to Measure the Variables in this Study**

| Constructs Used   | Variable                   |
|---|----------------------------|
| Rationality of formulation of a plan                                  | Strategy Formulation       |
| Cost-related, Differentiation   | Business-level Strategy    |
| Degree of emphasis given to formulation while implementing strategies | Strategy Implementation    |
| Hostility, Dynamism,  | External Environment       |
| Mechanistic structure, Organic structure,                             | Organisational Structure   |
| Relative Competitive Performance, Objective fulfilment                | Organisational Performance |

Both these systems and measurements were derived from studies conducted in leading scientific journals. By using those scales, a draft of the questionnaire tool was created. In seeking expert opinions, the quality and the efficacy of the steps were checked. The draft study instrument has been transmitted and updated based on input to a panel of strategist scholars and to the Manufacturing Policy Adviser of the Confederation of Zimbabwe Industry (CZI). A small sample of CEOs belonging to the sample frame was used for the modified survey instrument. The instrument was also attached a feedback form, which was further updated on the basis of input from the CEOs.

## Sample

The survey included companies with a workforce of more than 51 from the food processing industry in Zimbabwe. A list of 302 companies was taken. In order to test the names of the CEOs and the addresses of the organisations, telephone calls were made to all 302 companies. A sample of 192 organizations was created after the inactive companies were removed and the ones not involved in participating in the survey. A list of 192 organizations was finally obtained in food production. The questionnaire was sent to 192 companies and the methods suggested by Salant & Dillman (1994) were used to improve their response rate. In addition, the questionnaires were sent to the Chief Economic Officers of these 192 organisations, covering letters and company answer packets. A total of 144 available answers and 11 questionnaires were received were undeliverable. The response rate estimated with the De Vaus (2002) formula was 22.25%.

## Instrument

Single stage cluster random sampling; a sampling probability technique was carried out in order to obtain a representative sample for the population sample collection. The population (190 C.E.O and Management) was split into 32 sub-populations, with clusters numbered between 1 and 32. In the next step, the sample size was determined by using the thumb rule found in the literature. Tabachnick and Fidell (2001) proposed model Sample size (N). The study of Tabachnik and Fidell (2001) was clarified by  $N > (\text{Questionnaire number} \times 8) + 50$ . Random numbers were created to choose the clusters using the Excel application RANDBETWEEN.) (Feature. The ascending sequence of random numbers were: 2, 3,4,5, 6; 7, 7; 8, 9, 10, 11, 11; 13, 14 , 15, 16, 17, 18, 19, 20, 21 , 22, 23, 24, 25, 26, 27,28,29,30, 31,32). If the random cluster sample has been chosen, all the cluster members (sampling elements) have been tested. Both C.E.Os and managers

in all production sectors have been randomly selected and surveyed for data collection and the sample size criteria were met for the analysis. The reliability of the measurements was assessed using the alpha of Cronbach. PLS has been used to determine the composite reliability, convergent validity and prejudice against the steps. The measures are valid if the validity and validity of the measures are both converging.

### Data Collection

To determine the homogeneity of the sample, the organisations, based on the sector of the industry to which they belong, were divided into four separate groups, and the methods used for the analysis were compared among those 4 groups using ANOVA. The findings showed that the means of measurements for the four classes did not vary significantly. A non-response assessment process was applied by Ghobadian and O'Regan (2006). Tests were used in the measurements used in the study between early and late respondents, and no major differences between the two groups were found. Several of the non-respondents were contacted and asked to answer a few questions about the implementation of plans, plans and strategies at business level. A statistical distinction was made between the results of these survey variables and that of 192 respondents who answered a limited number of questions. The means between these two groups were not significantly different.

**Table 2: Analytical Techniques Used**

| No. of Times used | Analytical Technique           |
|-------------------|--------------------------------|
| 24                | Correlation Analysis           |
| 1                 | Logistic Regression            |
| 14                | Regression Analysis            |
| 1                 | Moderated Regression Analysis  |
| 15                | Chi-Square test                |
| 23                | t-test                         |
| 8                 | Percentage Comparisons         |
| 13                | ANOVA                          |
| 4                 | Cross Tabulations              |
| 4                 | MANOVA                         |
| 1                 | ANCOVA                         |
| 6                 | Discriminant Analysis          |
| 2                 | Kendall Tau Rank Correlation   |
| 4                 | Canonical Correlation Analysis |
| 2                 | Structural Equation Modelling  |
| 1                 | Wilcoxon Test                  |

As shown in Table 2, correlation tests, regression analysis, t-test and Chi-Square testing, ANOVA, are the most commonly used empirical approaches for analysing the relationship between strategy design and execution. In order to assess the relationship between strategic formulations on implementation, regression and correlation analysis were used. The T-test, ANOVA and Chi-Square tests are used primarily to compare strategic formulators and non-formulators. Most studies have examined bivariate relations and this may be one of the key drawbacks of the studies. If more variables are studied together, relationships can change. The technique used to examine multivariate causal relationships has been employed in the modelling of structural equations only twice. For this analysis, multivariate relationships are investigated using a structural equation modelling technique called partial least squares (PLS).

### Data Analysis

All types of research methods widely used in science are quantitative and qualitative. In this analysis, hypotheses are extracted from existing theory and those conclusions are checked using primary data. The research also uses tangible constructions to build principles such as policy design, business strategy and plan execution. For this analysis, a simple random sample of 192 production organizations has been selected and the findings are generalized. A quantitative analysis approach is appropriate for this study because of the above factors. In order to determine and model relationships, the proposed relationships between variables are tests using suitable statistical techniques (Table 3).

**Table 3: Review Size of the 95 % Confidence Point**

| Sample Size | Population Size |
|-------------|-----------------|
| 48          | 10              |
| 71          | 26              |
| 82          | 51              |
| 84          | 76              |
| 87          | 101             |
| 94          | 251             |
| 93          | 500             |
| 95          | 1000            |
| 97          | 2500            |
| 97          | 5000            |
| 97          | 10,000          |
| 97          | 100,000         |

The food manufacturers for the survey were chosen from the Zimbabwe Industries Confederation (CZI commercial database). In total, 192 food processing companies were identified in the sampling process with more than 50 employees. In accordance with Salant & Dillman (1994), the minimum sample size needed for this studying has been determined. Of various population sizes, minimum sample sizes are shown in Table 1 of 95 % confidence and + /- 10% errors of samples. The sample size as seen in the table is based on the conservative assumption that there are fairly diverse populations (50/50 divisions).

## RESULTS & DISCUSSION

The results of this study are particularly valuable for CEOs and executives. This study emphasizes the need for systematic policy development in Zimbabwe's food production organisations. This will be achieved through the systematic search for possibilities and risks in the external world, strategic solutions and the use of resources and techniques. This study shows that strategic formulation and implementation helps both dynamic and hostile organizations. The findings of this analysis clearly show the significance of the execution of the strategy. Managers need to take care to prepare well and to implement approaches to boost the competitive efficiency of the company.

The results suggest that it is important for the management to have a strong strategic objective and to ensure that the business does not collapse in the middle. Integrated approaches help improve organizational performance, and so the viability of adoption of integrated policies in their organisations should be assessed by CEOs and senior managers. Integrated approaches must be applied in a thoughtful way and costs and benefits must be taken into account. In such a scenario it might be necessary to reconfigure the value chain. This study shows that an organic structure is useful for both integrated approaches and a strategy of differentiation.

Managers are highly helpful with the effects of the relationship between climate and strategy. Within a highly competitive or aggressive world a company operates with a differentiation strategy. Due to unfavourable environmental

conditions and the aggressive actions of rivals, a low-cost role in the food industry in Zimbabwe may be difficult to sustain. To retain and boost its profitability, the organization needs to deliver differentiated goods and services to its customers. However, a company can retain its low-cost position and increase its efficiency in a low hostility environment. In general, this study indicates that the formulation and execution of the strategy needs to be highly emphasized by organizations. A clearly defined performance management plan needs to be put in place.

## CONCLUSIONS

The Strategy typically describes any organization's plans to remain competitive. Over decades the strategic planning in academia and business has been studied. Nonetheless, it is clear that during the implementation process most of the approaches struggle to show comprehensive literature reviews. This article addressed the characteristics of the implementation of the strategy and the characteristics which cause it to fail. By defining seven strategic modes and assessing lacunae in literature through systematic analysis of literature, this research made a major contribution to established knowledge. The findings identify the links between strategy development, consistency in the strategy at business level and the execution of strategies and emphasize their importance in enhancing organizational efficiency. The findings show that the climate reduces to some degree the ties between strategy creation and success and strategy and performance at business level. The findings of this analysis. Measures considered were used in this analysis to assess the climate. In future research, to confirm the findings, the moderating effect must be evaluated using objective environmental measures. The study indicated a significant role in relation to a business strategy and competitive success of the organizational structure. An organic structure has been found to be closely connected with differentiation and integrated organizational performance enhancement approaches. By using a specific sample and measurement, the position of structure must be investigated in more detail. Good measurement scales for strategy development, strategy and execution at business level have to be developed.

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