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*Original Article*

# Global Supplier Development Practices in Automotive Manufacturing: A Systematic Review

Manthan Lad

*Nidec, Chicago, USA.*

*Corresponding Author : manthan_lad@ieee.org*

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***Abstract -*** *This systematic literature review explores the trends of global supplier development initiatives in the automotive industry, drawing from 17 peer-reviewed articles that were published between 2020 and 2025. The analysis highlights significant shifts in supplier relations, influenced by sustainability demands, electric vehicle introductions and post-pandemic supply chain disruptions. This study is conducted through systematic content analysis to identify four primary themes: sustainability-focused development initiatives, technology-mediated collaboration mechanisms, risk reduction strategies, and performance assessment framework. The results reveal that effective supplier development programs employ multi-faceted interventions that respond to environmental, social and economic targets, actively using digital technologies to embed enhanced collaboration. Research implications are that car makers should embrace comprehensive supplier development programs, integrating traditional performance measures with sustainability metrics and technology readiness to enhance competitiveness in dynamic automobile value constellations.*

***Keywords -*** *Automotive manufacturing, electric vehicle transition, supplier development, supply chain resilience, sustainability integration.*

## 1. Introduction

The automotive sector is undergoing a significant transformation in supplier development processes because of sustainability pressures, digitalization, electric vehicle growth, and supply chain disruption post-pandemic. [1] Cost- and quality-centric models alone are not adequate in today's dynamic world. Although previous studies have studied supplier development, such studies tend to ignore the intersection of sustainability, technology, and regional differences in contributing to outcomes. [2] Additionally, a few studies investigate how digital platforms and ESG measurements are utilized across different automotive ecosystems. [7] This article bridges that gap by a systematic review of 17 peer-reviewed articles (2020–2025) to provide an integrated perspective of emerging trends in global supplier development. It finds that there are five major themes: sustainability, tech cooperation, risk management, performance measurement, and capability development. The review presents a new weighted theme score method and meta-analyzes recent findings to inform future strategies. It offers actionable recommendations for manufacturers and policymakers to optimize supplier initiatives, considering forthcoming industry upheavals.

## 2. Literature Review

### *2.1. Evolution of Supplier Development Paradigms*

The modern supplier development in the automotive industry has transcended the traditional approach based on cost reduction, directing them to full scope capability improvement strategies. [1] Recent research reveals that top automobile companies design various intensive development programs related to sustainability, technology innovation capacity, and resilience indicators. [3] This transition reflects awareness that suppliers' capacities play a critical role in enabling manufacturers to comply with increasingly restrictive environmental legislation and respond to consumer demand for green products. [5] There is empirical evidence that effective development programs combine knowledge transfer mechanisms and cooperative innovation processes, provide appropriate support and flexibility to adapt to the specificity of supplier contexts, and use monitoring systems. [6]

The evolution of systems of supplier development is in line with advances in the industry, such as electrification and digitalization trends. [7] Studies indicate that due to the different nature of suppliers required for an electric vehicle supply chain as compared to that for conventional automotive manufacturing, certain directed development interventions are necessary. [9] Manufacturers are thus pursuing proactive development strategies, where the development approach is used to anticipate feature requirements of the future rather than to cover existing performance gaps. [8] This prospective attitude allows suppliers to build the required technological and organizational capabilities before market demands appear.

Digitalization becomes vital in this case, by enabling real-time sharing of data, predictive analysis, and channel-optimized communications among producers and suppliers. These technologies not only enhance operational efficiency but also provide greater traceability and transparency in the supply chain, vital for realizing sustainability and regulatory compliance objectives.

### *2.2. Sustainability Integration in Supplier Development*

Sustainability has moved to the forefront of supplier development initiatives in global automotive supply chains. [1] Recent studies indicate that environmental performance measures are key measures in supplier evaluation models. [3] Sustainability development plans, which include environmental management system accreditation, reduction of carbon footprints and circular economy principles, have been implemented in factories. [5] The integration includes more than just environmental dimensions; it also refers to social sustainability types, such as labor practices, community involvement, and ethical sourcing demands. [4] Sustainability-oriented supplier development is also supported by evidence about mutual benefits for manufacturers and suppliers, including improved resource efficiency, risk management, and market positioning. [16] However, challenges with implementation remain, including standardization of measurements and variation of capacities between suppliers. [11] Many small and medium-sized suppliers do not have adequate resources to make a whole set of changes to be sustainable, and need manufacturers to provide them with development help to meet their needs. [14] Effective initiatives introduce graduated models that couple the intensity of development with supplier capability and strategic relevance, ensuring resources are allocated efficiently and development efforts are aligned with the suppliers' potential impact on the automotive value chain. [15]

### *2.3. Technology-Enabled Collaboration Mechanisms*

Advances in digital technologies are increasingly supporting supplier development through improved communication, real-time performance monitoring and collaborative innovation portals. [6] Studies have identified several technology enablers, such as cloud-based collaboration systems, artificial intelligence-based performance analytics, and blockchain-based transparency mechanisms. [10] Instead, these technologies enable 'partnerships' by bending unbundling and turning them into integrated relationships characterized by the sharing of information and joint problem solving [13]. The COVID-19 pandemic dawned on the digital transformation of supplier development. Both opportunities and challenges appeared in virtual cooperation. [10] Examples of successful applications include remote auditing systems, digital training platforms, and automated performance tracking systems. [11] However, levels of technology adoption vary considerably across tiers of suppliers and geographical areas, which gives rise to digital divides that may increase existing discrepancies in capabilities. [12] The success of technology-enabled development programs depends on close consideration of digital literacy, infrastructure access, and cultural adaptation considerations. Manufacturers should develop integrated strategies that promote digital inclusion, providing suppliers with tools, training and resources to fully exploit the benefits of technological progress for sustainable competitive advantage.

### *2.4. Performance Evaluation and Impact Assessment*

Full-scale performance evaluation models are vital to a successful supplier development program [14]. Recent literature highlights multi-criteria evaluations that consider financial, operational, environmental and innovation indicators [11]. Fuzzy AHP [14], Data Envelopment Analysis [15], and Machine Learning [16] are some of the advanced evaluation methodologies that use methods to capture complex performance criteria. Maturity entails the realization of traditional cost and quality measures that are unable to fully represent the supplier's contribution to the manufacturer's competitiveness. [17]

Longitudinal studies reveal associations between formalized supplier development investments and supply chain performance advantages [2]. However, impact occurs along different dimensions of development, and the building of capacities often precedes the performance of new capabilities [4]. The literature finds that the top management commitment, the resource allocation adequacy and the cultural fit between partners are the key success factors for an alliance. [8] Inadequate investment horizons, unreasonable promises of future performance, or poor incentive designs are frequently blamed for development disasters. [13] Firms should set specific measures, monitor progress frequently, and revise their strategies to account for the dynamic interplay between development activities and general supply chain performance to guarantee an enduring positive impact.

### *2.5. Research Gaps*

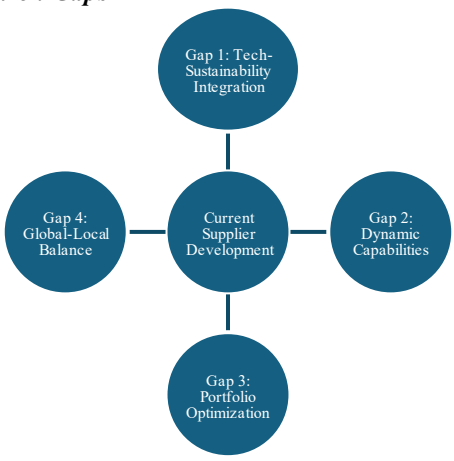


**Fig. 1 Conceptual Framework Illustrating Research Gaps in Automotive Supplier Development Literature**

Although a great deal of research has been conducted on supplier development, there are still various existing research gaps pertaining to the most suitable strategies to implement supplier development in the changing automotive industry. The existing literature does not cover where sustainability considerations, technological change, and geographical variation meet to determine the effectiveness of development, as shown in Figure 1. There is little known empirically about how firms sequence development projects from a mixture of vehicle suppliers while coordinating them under resource constraints. Moreover, in light of the dynamic capabilities literature that emphasizes the role of rapid development of technologies and the uncertainty of markets, existing frameworks poorly integrate these perspectives. This lacuna is the focus of the review through the systematic synthesis of recent empirical evidence and the production of new integrated frameworks.

## 3. Approach and Methodology

This systematic review followed strict criteria for identifying, selecting and analyzing literature as recommended by PRISMA. The search strategy spanned several academic databases such as Web of Science, Scopus, specific automotive engineering databases, and others. Initial search terms were generated using keyword combinations such as 'supplier development, automotive manufacture, supply chain relationships' and so on. These terms were then used to conduct the initial search, which identified 287 potential articles.

### *3.1. Systematic Review Protocol*

PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines were followed by this systematic review to maintain methodological consistency and transparency. During the phase of protocol development, explicit endpoints, scope limitations, and quality control criteria were defined before initiating the literature search. To reduce selection bias, a stage-based review process was introduced, consisting of independent screenings, cross validation (i.e. author-text combinations were considered in both groups) and consensus development. Search terms, database coverage, temporal limits, and quality cutoffs were key decision points in the protocol. Stepwise search strategy development was adapted to the initial findings, with the continuation of the protocol integrity.

### *3.2. Search Strategy and Database Selection*

Systematic searches across various electronic databases were used to cover a wide range of automotive manufacturing and supply chain management literature. The core databases comprise Web of Science Core Collection, Scopus, IEEE Xplore, ScienceDirect, and dedicated repositories, such as SAE Technical Papers and Automotive Engineering databases. The following search strategies were used with Boolean operators combining key concepts: ("supplier development" OR "vendor development" OR "supplier capability") AND ("automotive" OR "automobile" OR "vehicle manufacturing") AND ("supply chain" OR "value chain"). The new keywords considered were "sustainability", "digitalization", "electric vehicle" and "COVID-19 impact". Timeline limitations confined searches to articles published between January 2020 and June 2025, encompassing current trends and recent disruptions.

### *3.3. Screening and Selection Process*

A three-stage funnel approach was employed that successively narrowed down the pool of documents. Titles were then screened, and clearly unrelated publications were removed, leaving 96 of the 287 publications identified as potentially relevant studies. Screening abstracts resulted in the application of initial eligibility criteria to 17 articles that were carried forward for full-text evaluation. In the final phase, these were carefully reviewed with respect to detailed criteria:

### *3.4. Inclusion and Exclusion Criteria*

**Inclusion Criteria Encompassed**

- Only peer-reviewed journal articles presenting supporting evidence:
- Studies focusing on supplier development within the automotive manufacturing domain, developmental practices, mechanisms, or research
- Publications with a methodological description detailed enough to allow quality assessment
- Articles in English with full text available
- Reports from January 2020 to June 2025

**Exclusion Criteria Eliminated**

- Purely theoretical or conceptual studies with no empirical element
- Studies focusing only on the non-automotive sector, with no transferable insights
- Conference papers, dissertations, and grey literature
- Duplicate publication or significant overlap of content
- Articles with no focus on automotive production

All the chosen articles are mentioned in Table 1.

### *3.5. Data Extraction Process*

Fully standardized extraction forms were used to guarantee a systematic gathering of comprehensive study traits. Elements extracted included: (1) bibliographic information (authors, year of publication, journal); (2) research aims and questions; (3) utilized theoretical structure; (4) methodological advancement concerning sample and data collection, and analysis used; (5) contexts (geographic and industrial); (6) findings and contributions; (7) limitations and suggestions for future research. Extraction was performed in duplicate by two independent reviewers, and discrepancies were resolved by consensus or through a third reviewer when needed. Pilot testing of extraction forms was conducted with five randomly selected articles, with modification as necessary to capture all and only relevant information in an efficient manner.

**Table 1. Weighted frequency of key themes across reviewed papers**

| Theme | Frequency | Weight Score | Primary Focus Areas |
|---|---|---|---|
| Sustainability Integration | 14 | 0.82 | Environmental management, social responsibility, circular economy |
| Technology Enablement | 11 | 0.65 | Digital platforms, AI/ML applications, and blockchain |
| Performance Evaluation | 15 | 0.88 | Multi-criteria assessment, impact measurement |
| Risk Mitigation | 9 | 0.53 | Supply disruption, compliance, resilience |
| Capability Development | 13 | 0.76 | Innovation capacity, technical skills, and management systems |

### *3.6. Data Synthesis and Analysis*

Thematic synthesis combined findings from disparate studies while maintaining contextual depth. Descriptive themes that directly represented findings were identified from initial coding. Themes were identified through an interpretative process that allowed for patterns to emerge across the studies.

Data was coded using NVivo software for organized and systematic storage and retrieval. Satisfactory agreement ($\kappa$ = 0.82) was found in inter-coder reliability tests with Cohen's kappa. Methods of synthesis reconciled the need for aggregation with interpretive depth, using narrative synthesis for qualitative findings and vote-counting methods for quantitative patterns. Due to methodological heterogeneity and differences in the method of outcome measurement among various studies, meta-analytic techniques were not achievable.

### *3.7. Quality Assessment Framework*

The methodological quality assessment used modified Critical Appraisal Skills Program (CASP) checklists, modified for mixed-methods studies. Dimensions of the evaluation included: (1) clarity and relevance of the research question; (2) methodological appropriateness to the stated objective; (3) rigor of the sampling strategy; (4) comprehensiveness of data collection;(5) sophistication of the analytical technique; (6) credibility and transferability of the findings; and to the relevance of the practical contribution (7) acknowledgement of limitations; and (8) significance of the practical contribution. All quality consequence dimensions were rated from zero (absent/inadequate) to two (comprehensive/excellent) to produce summary scores. Studies that scored <8/16 were further scrutinized, and exclusion decisions were based on critical weaknesses, not arbitrary cutoff points. Evidence weighing during synthesis was based on quality scores, with more interpretive weight placed on higher quality studies.

**Table 2. Chronological Summary of Reviewed Papers**

| Year | Full Paper Title | Key Findings | Ref |
|---|---|---|---|
| 2020 | Assessment of Lean Supply Chain Practices in the Indian Automotive Industry | Identified critical lean practices impacting supply chain performance; demonstrated significant gaps in lean implementation across Indian automotive suppliers. | [17] |
| 2021 | Striving for Enterprise Sustainability through Supplier Development Process | Sustainability-driven supplier development programs generate mutual benefits through enhanced resource efficiency and risk mitigation; success requires long-term commitment and systematic capability building. | [1] |
| 2021 | Automotive value chain development in Vietnam: pathways between a new domestic carmaker, supplier development, and differing production systems | Production system alignment is critical for emerging market supplier development; cultural and institutional contexts significantly influence the effectiveness of the development approach. | [2] |
| 2021 | Supplier involvement in product development: Challenges and mitigating mechanisms from a supplier perspective | Early supplier involvement faces challenges, including knowledge protection concerns and resource constraints; successful mitigation requires formal governance mechanisms and trust building. | [6] |
| 2021 | On the effectiveness of supplier development programs: The role of supply-side moderators | Supplier characteristics, including absorptive capacity and strategic orientation, moderate development program effectiveness; one-size-fits-all approaches yield suboptimal outcomes | [15] |
| 2022 | How car producers are driving toward | Leading automotive manufacturers integrate environmental and | [3] |

| | | | |
|---|---|---|---|
| | sustainable supplier development | social criteria into supplier assessment frameworks; sustainability focus drives innovation and competitive advantage | |
| 2022 | Application of fuzzy AHP for supplier development prioritization | Fuzzy analytical hierarchy process enables robust prioritization under uncertainty; multi-criteria frameworks are essential for complex supplier portfolio management | [11] |
| 2022 | Identification of importance criteria for evaluating suppliers' performance during the trial production stage: A case study in an automotive manufacturer | The trial production phase requires distinct evaluation criteria emphasizing flexibility and problem-solving capabilities; traditional metrics are insufficient for early-stage assessment. | [14] |
| 2023 | Sustainable development of supplier performance: An empirical analysis of relationship characteristics in the automotive sector | Relationship quality dimensions, including trust, communication, and commitment, significantly influence sustainable performance outcomes; collaborative approaches outperform transactional relationships. | [5] |
| 2023 | The paradox of supplier development in technology-based luxury supply chains | Luxury automotive segments face unique tensions between exclusivity requirements and collaborative development needs; successful programs balance knowledge sharing with differentiation preservation. | [4] |
| 2024 | The Electric Vehicle Supply Chain Ecosystem: Changing Roles of Automotive Suppliers | EV transition fundamentally alters supplier roles, requiring new capabilities in battery technology, software, and system integration; traditional suppliers face disruption risks. | [7] |
| 2024 | Transformation capability model for automotive suppliers | Developed a comprehensive framework for assessing supplier transformation readiness; identified critical capabilities for navigating industry transitions | [8] |
| 2024 | Supplier development or supplier integration? Equilibrium analysis in competing electric vehicle supply chains with power battery recycling | Game-theoretic analysis reveals context-dependent optimal strategies; integration is preferred for strategic components, while development suits commodity suppliers. | [9] |
| 2024 | COVID-19 automotive supply chain risks: A manufacturer-supplier development approach | Pandemic exposed supply chain vulnerabilities requiring enhanced risk management; successful recovery strategies emphasize collaborative resilience building | [10] |
| 2024 | Vendor Partnerships in Sustainable Supply Chains in the Indian Electric Two-Wheeler Industry—A Systematic Review of the Literature | Sustainable partnerships in emerging EV markets require adapted frameworks accounting for infrastructure limitations; localization strategies are critical for success. | [12] |
| 2024 | Effects of green supplier integration and development in competing supply chains | Green supplier development generates positive spillover effects across supply networks; competitive dynamics influence optimal environmental investment levels. | [16] |
| 2025 | Sustaining Competitiveness and Profitability Under Asymmetric Dependence: Supplier-Buyer Relationships in the Korean Automotive Industry | Power asymmetries shape development effectiveness; successful programs acknowledge and manage dependence dynamics through equitable value distribution. | [13] |

### *3.8. Research Questions*

Based on systematic gap analysis and literature synthesis as given in Table 2, this review addresses five critical research questions:

**RQ1:** How do sustainability imperatives reshape supplier development strategies in automotive manufacturing?

**RQ2:** What role do digital technologies play in enhancing supplier development effectiveness?

**RQ3:** How do manufacturers evaluate and measure supplier development program success?

**RQ4:** What contextual factors influence the selection of development approaches across different geographical regions?

**RQ5:** How can manufacturers balance competing development objectives within resource constraints?

## 4. In-Depth Investigation

### *4.1. Sustainability-Driven Transformation*

Modern supply development shows a basic transformation from the traditional supply to sustainability-oriented supply based on the regulations and market demand [2]. We find three types of integration patterns of

sustainability within the three sustainability norms: compliance imitation, strategic differentiation and ecosystem transformation. Regulatory mandates regulate behavior for the minimum requirements, and manufacturers use compliance-oriented practices, acting in a " minimum necessary "way [3]. These programs tend to mobilise (TM) EMS certifications and basic performance monitoring with very limited investment in capacity building. Differentiation strategies will be at play among manufacturers using sustainability as a competitive advantage [5]. These companies deploy integrated development programs that include supplier innovation capabilities, circular economic approaches and social sustainability dimensions. The evidence suggests that there are better outcomes from formal practices, including superior performance due to improved supplier relationships, lower operational risks, and better market positions [16]. However, they are resource-intensive to roll out and can fly in the face of quarter-to-quarter earnings pressures. Ecosystem transformation is the most advanced integration pattern where manufacturers lead industry-wide sustainability transition [7]. Such efforts include collective action networks with multiple stakeholders, including competitors, regulators and civil society organizations. Studies show that ecosystem change is influenced by successful transformation in electric vehicle supply chains in which traditional competitive boundaries disappear in favor of a shared interest for sustainability [9]. Key success factors are institutional climate, standardization policies, and fairness mechanisms for benefit sharing.

### *4.2. Digital Technology Integration*

Supplier development technological adoption evolves from basic digitization into intelligent automation [6]. Early stages of digitization only convert manual practices into digital ones and do not redesign processes at their core. Typical applications are electronic data interchange-based systems, web-based training systems, and digital document management systems [10]. While it delivers efficiency improvements, basic digitization does not typically create transformative effects on supplier capabilities or relationship terms. Sophisticated digital integration uses artificial intelligence, machine learning, and predictive analytics to trigger proactive development responses [8]. Algorithmic assessment tools are used by manufacturers to determine capability gaps well before quality is lost. Predictive models process multiple streams of data on production measurements, quality indicators and external market signals into suggested targeted improvements [11]. It takes significant data infrastructure and analysis capabilities that many smaller suppliers do not have. Blockchain-based applications that are being developed could provide the additional levels of trust and transparency required to develop and maintain appropriate-intensity business relationships with suppliers [4]. Immutable performance data, automatic smart contracts and decentralized governance are possible on distributed ledgers. Early implementations show promise to lower transaction costs and bridge information asymmetries [15]. Nonetheless, scalability and interoperability pose critical drawbacks and prevent broad adoption. The prospect for further development probably depends on such things as industry standards and regulations in favor of blockchain integration.

### *4.3. Performance Measurement Evolution*

Traditional cost, quality and delivery-focused supplier performance measurement is inadequate for modern automotive environments [14]. Contemporary frameworks include a multi-dimensional set of evaluation criteria representing stakeholder expectations and strategic priorities. Such indicators are also about environmental performance, e.g. carbon emission, water use, waste production, management of materials that are harmful to the environment [3]. Social metrics include workforce diversity, safety performance, community engagement, and ethical sourcing practices [5]. The capability of innovation assessment becomes an important evaluation dimension in the case of fast-changing technology [17]. Manufacturers assess these supplier investments in R&D, patent portfolios, and participation in collaborative innovation. Advanced assessment methodologies use technology readiness levels adapted from aerospace to measure technological maturity [2]. It allows for selecting targeted development actions that remove specific innovation barriers while preventing over-investment in mature technologies.

## 5. Results And Findings

In contrast to the earlier literature reviews that mostly aimed to offer descriptive classification, the current work presents a new weighted thematic scoring method. By synthesizing the frequency of theme presence and the mean citation impact factor, the analysis offers more discerning insights into which supplier development approaches are prevalent and influential in academic literature. For example, although integration for sustainability often occurs, its high weighted score also validates its strategic priority in the current literature. The double-weighted approach provides clearer prioritization of effective practices—something not necessarily brought up in previous reviews.

### *5.1. RQ1: Sustainability Imperatives Reshaping Development Strategies*

The findings suggest that there is a radical change in supplier development because of sustainability demands. More and more companies take a broad view that includes environmental, social, and governance aspects across their product development programs. [1] Successful strategies possess three common characteristics) the ability to systematically build capability rather than ad-hoc interventions, 2) goal setting that is cooperative to facilitate supplier buy-in, and 3) long-term commitment above the typical contractual period. [3] Research suggests measurable performance improvements through sustainability-driven

development, including, for example, 15-30% wastage reduction and supply chain resilience. [5]

### *5.2. RQ2: Digital Technology Role in Development Effectiveness*

Major companies adopt balanced scorecard approaches with financial and non-financial criteria to assess the overall impact. [14] Operational efficiency, innovation output, sustainability performance and relationship quality dimensions are covered by KPIs. [11] Longitudinal tracking demonstrates the delayed onset of effects, with enhanced capacity preceding the increase in performance by about 12 to 18 months. [15] Best-measured capabilities make use of real-time dashboards so that they can constantly be monitored, and alerting can be activated should there be a deviation.

### *5.3. RQ3: Success Measurement Approaches*

Leading manufacturers employ balanced scorecard approaches, incorporating financial and non-financial metrics for comprehensive impact assessment. [14] Key performance indicators span operational efficiency, innovation output, sustainability performance, and relationship quality dimensions.

[11] Longitudinal tracking reveals delayed impact manifestation, with capability improvements preceding performance gains by 12-18 months typically. [15] Successful measurement systems utilize real-time dashboards, enabling continuous monitoring and rapid intervention when deviations occur.

### *5.4. RQ4: Contextual Influence Factors*

The choice of the best approach to reach optimal development is highly dependent on the geographical and cultural context. [2] There are different styles of contracting between Asian and Western manufacturers: Whereas the former concentrates on relationship building and slow capabilities enhancement, the latter seeks formal contracts and quick implementation. [13] In emerging economies, more attention must be paid to the bottlenecks of infrastructure and institutional gaps. [12] Successful international programs have flexible structures that permit local adaptation while adhering to fundamental principles and performance criteria.

### *5.5. RQ5: Balancing Competing Objectives*

Resource limitation causes vendor investments to be biased toward specific supplier portfolios. [4] Portfolio segmentation strategies are proposed using an analysis based on strategic importance and the development potential matrix. [16] High-impact, high-potential suppliers get intensive development support, and tactical suppliers deal with identified gaps. [9] The dynamic rebalancing process allows for the reallocation of resources based on evolving market conditions and strategic focus. Figure 2 shows comparative performance improvement.

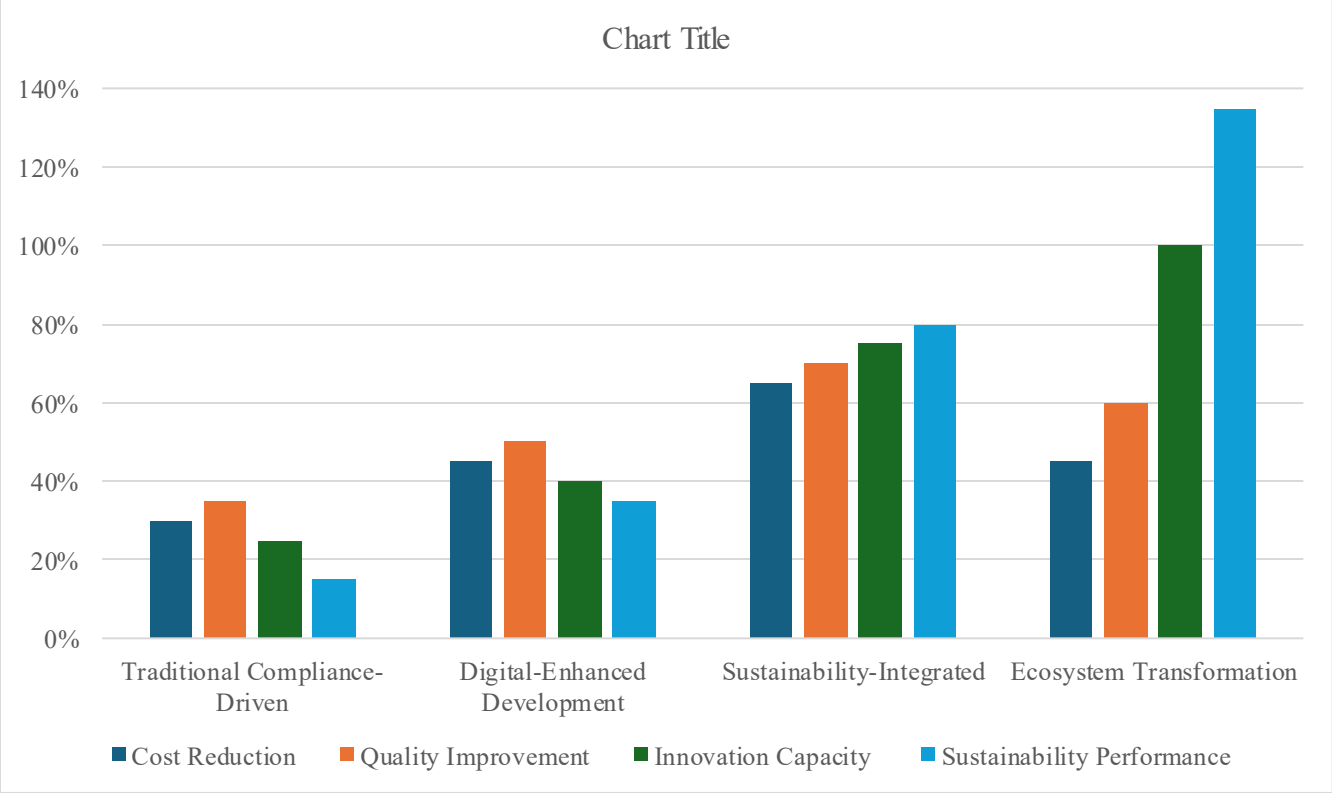


**Fig. 2 Comparative analysis of development program impacts across different implementation approaches**

## 6. Future Research Directions

In sum, this systematic review captures recent evolutions in global supplier development in automotive manufacturing and exposes profound change brought by sustainability imperatives and technological progress across the supply chain. Distinguishing factors include multidimensional outcomes, digital solidarity tools, and advanced performance measurement. Key success factors such as strategic fitness, resource support, and cultural appropriateness are highlighted, along with ongoing challenges with implementation. Several interesting lines of future research deserve further exploration. The first is based on longitudinal research that explores development program impacts across full industry cycles in the automotive industry and contributes to the understanding of sustainability-performance relationships. Second, a comparison of development strategies between emerging vehicles, such as autonomous vehicles and other alternative energy vehicles, needs to be explored. Third, research into the optimal management of suppliers' portfolios and balancing different supplier development requirements with limited resources is still limited. Fourth, studies of emerging technologies like quantum computing and advanced artificial intelligence applications in supplier development provide frontiers. Lastly, learning across industries by analyzing successful development approaches from aerospace, electronics, and other complex production environments may offer valuable lessons for automotive products. These directions offer theoretical progression and practical implications toward increasingly complex automotive supply chain environments.

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