Technical Report

Technical Report ID: NP_2023_112

Client: Ønsk Aps

Product: Corcasan, Mørk ristet

Product detail: Coffee from Corcasan cooperative in Nicaragua, roasted in Denmark

The following material constitutes a technical report in the format requested by the ISO 14040/14044 and Greenhouse Gas Protocol Product Life Cycle Accounting and Reporting Standard.

Product description

- *Corcasan coffee* (Arabica (Caturra, Pacamara, Maragohype)) was produced on 198 small-scale coffee farms in Nicaragua's northern highlands surrounding the town of San Juan del Río Coco.
- Harvested coffee was depulped, washed, and transported to *Peralta Coffee* to be dried, sorted, screened, and packaged in 69 kg bags.
- The coffee product was transported to Denmark via sea transport, stored and roasted weekly, followed by packaging into 5 kg barrel. The bulk package was then transported to Ønsk, and some portions were further packaged into 1 kg and 0.25 kg bags and stored at the Ønsk warehouse.

Introduction

Estimating the environmental impact of a product requires a careful assessment of the supply chains linked to the product. A supply chain is a system of interlinked activities that contribute to one or more specified and intrinsically linked products. A better understanding of supply chains is increasingly being used in relation to transparency, as customers wish to know the exact origin of a product.

Life cycle assessment (LCA) is an internationally standardized tool that can be used to perform a holistic product specific environmental assessment. LCA is used to assess the environmental impact associated with all activities and product flows in a supply chain. Therefore, LCA is not merely used to estimate and report the environmental impact of a product but to identify hotspots (i.e., activities that have a high contribution to the total environmental impact) along the supply chain. Identification of these hotspots allows manufacturers to address these activities and identify strategies to improve the environmental performance of the product. LCA is widely used in all agricultural and industrial sectors to assess, report, and improve the environmental performance of the products. An important step in LCA modelling is mapping the supply chain and collecting the data associated with the product flows from each activity linked in the supply chain.

Goal of the study

Environmental footprint of agriculture

The study was performed to assess the environmental footprint of **Coffee, Corcasan** produced in **Nicaragua** and processed in **Denmark** by **Ønsk ApS** from the **Farm** to the **Warehouse**.

Anthropogenic climate change such as agriculture has significant impact on the physical environment and the ecosystems both directly and indirectly. However, climate change is only a part of the environmental impacts associated with agriculture; Agriculture is also the main driver for antibiotic resistance, water scarcity, eutrophication, biodiversity loss from pesticide usage and habitat destruction. This also means that the environmental footprint may fluctuate depending on what farming practices have been performed. Therefore, the focus of the study is to assess the environmental footprint, especially carbon footprint (climate change or GWP (Global Warming Potential)). This focus is chosen without any ranking of the importance of climate change relative to any other of the negative externalities associated with agriculture.

Attributional life cycle assessment

The study is based on the attributional life cycle analysis (a-LCA). This means that all significant activities and their emissions in the production are considered, and their combined impact is attributed to the product. The attributional approach only accounts for emissions and removals of greenhouse gases (GHGs) generated during a product's life cycle and not avoided emissions or actions taken to mitigate released emissions such as agroforestry. This contrasts to the consequential approach (c-LCA), which is used to assess the climate impact from changing the level of output of a product and focuses on marginal effects linked to the production of a product.

Stakeholders

The study has been carried out by **Nature Preserve**. Target audience is the users of the **Nature Preserve** online web application tool and their customers and clients.

Scope of the study

Unit of analysis

The unit of the analysis in this study is **one kilogram (kg)** of **Coffee, Corcasan**.

System boundaries

The environmental footprint of **Coffee, Corcasan**, is assessed from the farm to the warehouse. This study includes all steps of the life cycle from the production of agricultural inputs, through agricultural processes, machine use, post-harvest activities, any subsequent processing, packaging, and transportation up until the warehouse. Hence, the calculated environmental footprint does not consider extra miles from the warehouse to clients or end consumers.

Mechanisms included

All mechanisms that are generally considered within the system boundary are listed in this section. However, only mechanisms relevant to **Coffee, Corcasan** are applicable in this study.

Transportation and distribution mechanisms

- CH₄ emissions from rice cultivation
- CO₂ emissions from deforestation
- CO₂ emissions from drying of cereals, pulses and other crops typically dried at the farm
- CO₂ emissions from energy production for irrigation
- CO₂ emissions from liming
- CO₂ emissions from organic soils
- CO₂ emissions from pesticide production
- CO₂ emissions from production of fertilizers
- CO₂ emissions from urea fertilization
- CO₂ emissions from use of farm equipment
- N₂O emissions from managed soils (direct and indirect)
- N₂O emissions from organic soils
- N₂O emissions from production of fertilizers

Transportation and distribution mechanisms

- Emissions from extraction, production, transportation, and combustion of fuels
- Fuel consumption for all transportation stages within the system boundary of the study, such as transportation and distribution:
 - o from farms to food processing factories
 - between factories
 - to warehouses
- The following aspects of transport are considered:
 - o **distance**
 - o temperature controlled transportation
 - o leakage of refrigerant for temperature-controlled transportation
 - o fuel consumption as a function of capacity utilization of the vehicles
 - o empty returns of vehicles during distribution

• The high-altitude climate effects of aviation

Food processing mechanisms

- Direct emissions of fossil carbon or other greenhouse gases from ingredient reactions
- Energy consumption for food processing
- Food waste during production
- Leakage of refrigerants
- Waste treatment

Packaging mechanisms

- Extraction of raw materials
- Production of raw materials
- Production of packaging from raw materials
- Recycling of packaging
- Transportation of packaging

Mechanisms excluded

Mechanisms explicitly excluded as out-of-scope:

- Maintenance of farm equipment
- Commute of personnel to and from the farms
- Housing of personnel working at the farms
- Albedo changes due to the production of crops
- Corporate activities and services (e.g., research and development, administrative functions, company sales and marketing)

Mechanisms excluded unless it is expected to have significant impact on the result of the study:

• Manufacture of capital goods (e.g., machinery, trucks, infrastructure)

Time period

The assessment reflects the production of **Coffee, Corcasan** in year **2023**. Agricultural production data averages the most recent 5-year period. For other agricultural input data, the latest available is used. Process data for the production of **Coffee, Corcasan**, is from the most recent full year, but older data can be used when deemed reasonably representative and newer data cannot be obtained.

Carbon storage in products

Biogenic uptake of carbon stored in agricultural products is not considered since the carbon is released again upon digestion, decomposition, or incineration. Delay of emissions has not been taken into consideration due to the short time scales involved.

Environmental footprint indicators

Impact category / Indicator	Unit	Description
Climate change – total, fossil, biogenic and land use	kg CO₂-eq	Indicator of potential global warming due to emissions of greenhouse gases to the air. Divided into 3 subcategories based on the emission source: (1) fossil resources, (2) bio-based resources and (3) land use change.
Ozone depletion	kg CFC-11-eq	Indicator of emissions to air that causes the destruction of the stratospheric ozone layer
Acidification	kg mol H+	Indicator of the potential acidification of soils and water due to the release of gases such as nitrogen oxides and sulfur oxides
Eutrophication – freshwater	kg PO₄-eq	indicator of the enrichment of the freshwater ecosystem with nutritional elements, due to the emission of nitrogen or phosphor-containing compounds
Eutrophication – marine	Kg N-eq	Indicator of the enrichment of the marine ecosystem with nutritional elements, due to the emission of nitrogen-containing compounds.
Eutrophication – terrestrial	mol N-eq	Indicator of the enrichment of the terrestrial ecosystem with nutritional elements, due to the emission of nitrogen- containing compounds.
Photochemical ozone formation	kg NMVOC-eq	Indicators of emissions of gases that affect the creation of photochemical ozone in the lower atmosphere (smog) catalyzed by sunlight.
Depletion of abiotic resources – minerals and metals	kg Sb-eq	Indicator of the depletion of natural non- fossil resources.
Depletion of abiotic resources – fossil fuels	MJ, net calorific value	Indicator of the depletion of natural fossil fuel resources.
Human toxicity – cancer, non- cancer	CTUh	Impact on humans of toxic substances emitted to the environment. Divided into non-cancer and cancer-related toxic substances.
Eco-toxicity (freshwater)	CTUe	Impact on freshwater organisms of toxic substances emitted to the environment.
Water use	m3 world eq. deprived	Indicator of the relative amount of water used, based on regionalized water scarcity factors.

Land use	Dimensionless	Measure of the changes in soil quality (Biotic production, Erosion resistance, Mechanical filtration).
Ionizing radiation, human health	kBq U-235	Damage to human health and ecosystems linked to the emissions of radionuclides.
Particulate matter emissions	Disease incidence	Indicator of the potential incidence of disease due to particulate matter emissions

Allocation

When an agricultural activity generates more than one product, the climate impact from the activity needs to be allocated between the products. Allocation (instead of system expansion) is part of the traditional attributional approach to life cycle assessment. Allocation can be based on physical characteristics of the co-products such as mass or energy content or based on their relative market values (economic allocation). As a general principle in this study, economic allocation is applied. This means that the environmental footprint from agriculture is allocated between the products in proportion to their economic value.

If the economic value of by-products is unknown, it is conservatively assumed that they have no economic value, so that the whole climate impact is allocated to the main product.

Models and data

The climate footprint of **Coffee, Corcasan** produced in **Nicaragua** is calculated with the Nature Preserve calculation model. This is a model of farm level emissions based on the IPCC guidelines for national greenhouse gas inventories (IPCC, 2019), complemented with estimates of emissions due to production of inputs.

Land use change

The land use change (LUC) calculation is based on the PAS2050 framework, on the most recent FAO country-level data on cropland, forest, and grassland expansion and contraction. The basic methodology of this framework is now widely referenced and applied. allocate it among products through a land-balance model based mainly on FAOSTAT data for expansion of cropland, pastures and forest plantations.

Activity data

The input to the agricultural model is taken from a combination of **User's input** and **database of activity estimates** established with representativeness as main goal. Estimates of fertilizer inputs are made from FAO and IFA database on total fertilizer use within a country and/or crop group and attributing that to different crops in proportion to their nitrogen needs (modeled by using a mix of allometric data and specific factors such as nitrogen fixating mechanisms combined with production data).

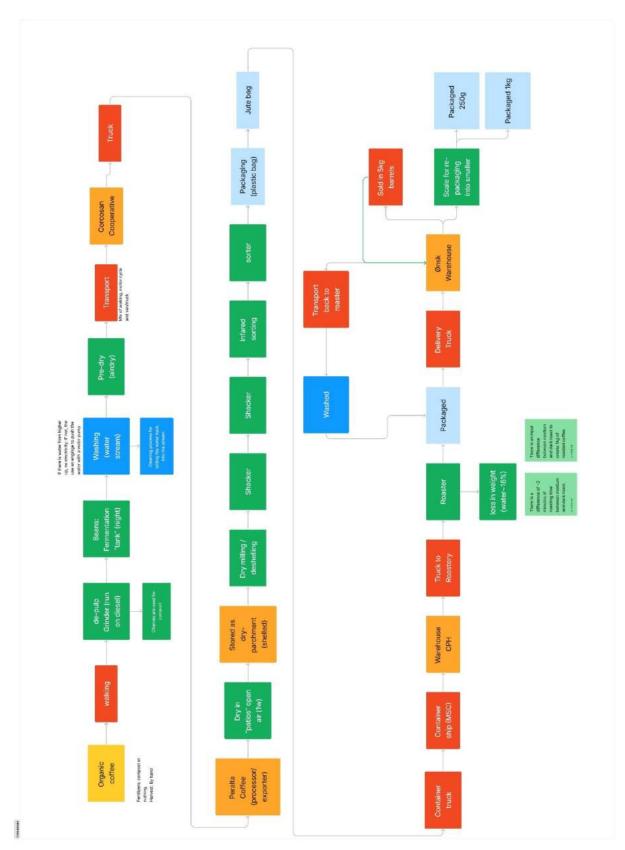


Figure 1. Supply chain diagram

Country of Origin	Nicaragua			Reference/comments
Cultivation	Coffee_modi			
Farming practice	Organic			Primary data from Ønsk
	Database yield	1,340.00	kg/ha	Process from Ecoinvent v3.9
X7-11	Total harvest	557.94	ton	
Yield	Cultivated area	617.92	ha	Primary data from Ønsk
	Yield	902.9324	kg/ha	
Land Use Change (LUC)	LUC within the last 20 years	None		Primary data from Ønsk
	Trellis system	Not in use		
Inputs	market for compost	3,023.00	kg/ha	Primary data from Ønsk
	Coffee Mucilage Foliar	42.00	L/ha	

Table 1: The inventory for the Coffee, Corcasan production

Activity (Product)				Reference/comments
	Manufacturer	Eterna Industries, Colombia		
	Processing time	N/A		
De-pulp Grinder	Capacity (wet Parchment Coffee)	295	kg/hr	Primary data from Ønsk
	Input (Cherry Coffee)	885	kg/hr	
	Output (wet Parchment Coffee)	295	kg/hr	
Manual Washing	Water consumption	11,250.00	L/ha	Primary data from Ønsk
Questions to calculate	Processed amount of coffee (parchment)	2,070.00	kg/ha	Primary data from Ønsk
the impact of their diesel consumption (Parchment Coffee)	Diesel consumption	17.54	L/ha	Primary data from Ønsk

Activity (Product)				Reference/comments
	Transport type	light commercial vehicle		
From Grower to	Proportion %	25%		Driverne data forme Quale
Corcasan	Fuel for transport	Gasoline		Primary data from Ønsk
	Travelled distance	8.00	km	
	Transport type	Van		
From Grower to	Proportion %	75%		
Corcasan	Fuel for transport	Gasoline and Diesel		Primary data from Ønsk
	Travelled distance	10.00	km	
	Transport type	16-32 metric t	on, EURO6	
	Adress From	San Juan d	el Rio Coco	
To Peralta Coffee	Adress To		Km 233, Carretera Ocotal - Jalapa, Mozonte, PERALTACOFFEES, S.A.	
	Fuel for transport		Diesel	
	Travelled distance	81.50	km	

Activity (Product)		Amount	Unit	Reference/comments
	Capacity	2,898.00	kg/hr	
Fosa Pergamino	Input	35,358.00	kg	Primary data from Ønsk
	Output	35,358.00	kg	
	Processing time	7.84	hr	
	Capacity	4,508.00	kg/hr	
	Input	35,358.00	kg	Primary data from Ønsk
98 QQ	Output	35,358.00	kg	
	Heat	0.0011	MJ per kg/hr	_
	Energy consumption	17.55	kWh	
	Processing time	5.00	3.73 kW	
	Processing time	7.84	hr	
	Capacity	4,508.00	kg/hr	
Prelimpiadora	Input	35,358.00	kg	Primary data from Ønsk
Pre-Cleaner	Output	35,101.00	kg	
	Yield	99.27%		
	Heat	0.0018	MJ per kg/hr	-
	Energy consumption	29.26	kWh	
	Processing time	7.79	hr	
	Capacity	4,508.00	kg/hr	-
	Input	35,101.00	kg	1
Elevator 2	Output	35,101.00	kg	Primary data from Ønsk
	Yield	100%		
	Heat	0.0018	MJ per kg/hr	-
	Energy consumption	29.04	kWh	
	Processing time	7.79	hr	
	Capacity	4,508.00	kg/hr	-
	Input	35,101.00	kg	-
Dry milling	Output	34,991.00	kg	Primary data from Ønsk
	Yield	99.69%		
	Heat	0.0018	MJ per kg/hr	-
	Energy consumption	29.04	kWh	1
	Processing time	7.76	hr	
	Capacity	4,508.00	kg/hr	1
	Input	34,991.00	kg	1
Elevator 3	Output	34,991.00	kg	Primary data from Ønsk
	Yield	100%		1
	Heat	0.0008	MJ per kg/hr	1
	Energy consumption	12.74	kWh	1
Trilo	Processing time	9.51	hr	Primary data from Ønsk

Activity (Product)		Amount	Unit	Reference/comments
	Capacity	3,680.00	kg/hr	
	Input	34,991.00	kg	
	Output	34,049.00	kg	
	Yield	97.31%		
	Heat	0.0268	MJ per kg/hr	
	Energy consumption	354.66	kWh	
	Processing time	82.24	hr	
	Capacity	414.00	kg/hr	
	Input	34,049.00	kg	_
Fosa Café Oro Bruto	Output	34,049.00	kg	Primary data from Ønsk
	Yield	100%		
	Heat	0.0041	MJ per kg/hr	_
	Energy consumption	6.14	kWh	
	Processing time	9.25	hr	
	Capacity	3,680.00	kg/hr	7
	Input	34,049.00	kg	_
Elevator 4	Output	34,049.00	kg	Primary data from Ønsk
	Yield	100%		
	Heat	0.0011	MJ per kg/hr	
	Energy consumption	15.19	kWh	
	Processing time	5.78	hr	_
	Capacity	5,890.00	kg/hr	
	Input	34,049.00	kg	-
Storage Hopper 1	Output	34,049.00	kg	Primary data from Ønsk
	Yield	100%		_
	Energy consumption	0.43	kWh	_
	Processing time	4.93	hr	
	Capacity	6,900.00	kg/hr	-
	Input	34,049.00	kg	7
Screener	Output	34,049.00	kg	Primary data from Ønsk
	Yield	100%		
	Heat	0.0004	MJ per kg/hr	-
	Energy consumption	11.04	kWh	1
	Processing time	1.00	hr	
	Capacity	34,049.00	kg/hr	7
	Input	34,049.00	kg	1
Elevator 5	Output	29,440.00	kg	Primary data from Ønsk
	Yield	86.46%	-	1
	Energy consumption	2.24	kWh	1
Densimètrica 1	Processing time	6.17	hr	Primary data from Ønsk

Activity (Product)		Amount	Unit	Reference/comments
Density sorter	Capacity	5,520.00	kg/hr	
	Input	34,049.00	kg	
	Output	33,987.00	kg	
	Yield	99.82%		
	Energy consumption	13.80	kWh	
	Manufacturer	2.20	1,64 kW	
	Processing time	6.17	hr	
	Capacity	5,520.00	kg/hr	
Elevator 6	Input	34,049.00	kg	Primary data from Ønsk
	Output	34,049.00	kg	
	Yield	100%		
	Energy consumption	10.12	kWh	_
	Processing time	7.40	hr	
	Capacity	4,600.00	kg/hr	1
	Input	34,049.00	kg	_
Densimètrica 2	Output	33,987.00	kg	Primary data from Ønsk
Density sorter	Yield	99.82%		
	Heat	0.0010	MJ per kg/hr	
	Energy consumption	16.57	kWh	
	Processing time	7.40	hr	_
	Capacity	4,600.00	kg/hr	
	Input	34,049.00	kg	
Elevator 7	Output	34,049.00	kg	Primary data from Ønsk
	Yield	100%		_
	Heat	0.0007	MJ per kg/hr	_
	Energy consumption	12.15	kWh	_
	Processing time	9.25	hr	
	Capacity	3,680.00	kg/hr	
	Input	34,049.00	kg	1
Densimètrica 3 Density sorter	Output	33,987.00	kg	Primary data from Ønsk
Sensity Solici	Yield	99.82%		7
	Heat	0.0026	MJ per kg/hr	7
	Energy consumption	34.51	kWh	7
	Processing time	9.24	hr	
	Capacity	3,680.00	kg/hr	1
	Input	33,987.00	kg	1
Elevator 8	Output	33,987.00	kg	Primary data from Ønsk
	Yield	100%		
	Heat	0.0011	MJ per kg/hr	1
	Energy consumption	15.16	kWh	1

Activity (Product)		Amount	Unit	Reference/comments
	Processing time	6.16	hr	
	Capacity	5,520.00	kg/hr	
	Input	33,987.00	kg	
Storage Hopper 2	Output	33,987.00	kg	Primary data from Ønsk
	Yield	100%		
	Energy consumption	0.46	kWh	
	Processing time	6.16	hr	
	Capacity	5,520.00	kg/hr	
	Input	33,987.00	kg	
Elevator 9	Output	33,987.00	kg	Primary data from Ønsk
	Yield	100%		
	Heat	0.0007	MJ per kg/hr	
	Energy consumption	13.78	kWh	
	Processing time	7.39	hr	_
	Capacity	4,600.00	kg/hr	
	Input	33,987.00	kg	
Delta (infared sorting)	Output	33,856.00	kg	Primary data from Ønsk
	Yield	99.61%		
	Heat	0.0004	MJ per kg/hr	
	Energy consumption	6.61	kWh	
	Manufacturer	25.00	18,65 kW	
	Processing time	10.22	hr	
	Capacity	3,312.00	kg/hr	_
Vacuum packer	Input	33,856.00	kg	Primary data from Ønsk
	Output	29,440.00	kg	
	Yield	87%		
	Energy consumption	190.60	kWh	
	Packaging material	Jute		
Packaging material 1	Content weight	69	kg	
	Packaging weight	0.429	kg/pk	
	Packaging material	Packaging film		Primary data from Ønsk
Packaging material 2	Content weight	69	kg	
	Packaging weight	0.161	kg/pk	1

Activity (Product)	Amount	Unit	Reference/comments
Kaffer from Nicaragua 275 sacks			
Peralta to Corinto (port)	1,037	kg	All transport with MSC
Sea freight Corinto - Cph	1,433	kg	https://www.msc.com/en/carbon -calculator
Questions Warehouse		unit	
Address	Skagerrakvej 8, 2150 K	øbenhavn	600 bags in 2023, 69kg pr bag + packaging
Time designated	4,382	hrs	
	21	°C	Summer
Storage temperature	7		Winter
Energy consumption	185	kWh	
Warehouse dimension	12,600	m3	

Activity (Product)		Amount	Unit	Reference/comments
	Transport type	Road		
	Truck size	EURO6, 16-32 MT		
Truck to Roastery	Fuel for transport	Diesel		Primary data from Ønsk
	Transport condition	ambient	ambient/chilled	
	Travelled distance	20.3	km	
	Manufacturer	Loring		
	Processing time	S70 Perigrine		-
	Capacity	276	kg/hr	
Machine: Roaster	Input	69	kg	Primary data from Ønsk
	Output	57.67	kg	-
	Yield	83.58%		-
	Heat	2.3	MJ per kg/hr	
	Packaging material	HDPE		
Packaging material	Content weight	5	kg	Primary data from Ønsk
	Packaging weight (drum, reused)	1.005	kg/pk	
	Water	1.10	L/barrel	
Barrel washing	Detergent type	liq. detergent		Primary data from Ønsk
	Detergent consumption	N/A	L/barrel	
	Transport type	Road		
m 11 1.	Truck size	EURO6, 16-32 MT		
<u>Truck back to</u> <u>Roastery (empty</u>	Fuel for transport	Diesel		Primary data from Ønsk
<u>barrels)</u>	Transport condition	ambient		
	Travelled distance	12.7	km	
	Transport type	Road		
	Truck size	EURO6, 16-32 MT		-
Truck to Ønsk Warehouse	Fuel for transport	Diesel		Primary data from Ønsk
warehouse	Transport condition	ambient		-
	Travelled distance	12.7	km	-
	Packaging material	PLA		
Packaging material (250 g bag)	Content weight	0.25	kg	Primary data from Ønsk
(230 g bag)	Packaging weight	0.0135	kg/pk	-
	Packaging material	PLA		
Packaging material	Content weight	1	kg	Primary data from Ønsk
(1 kg bag)	Packaging weight	0.031	kg/pk	
	Manufacturer	Kina		
	Processing time	HA-ACZ-C		4
Packaging machine	Capacity	654.5	pk/hr	Primary data from Ønsk
(250 g bag)	Energy	0.8	kWh	
	Energy consumption	0.001222222	kWh/pk	4
	Manufacturer	Kina	*	Primary data from Ønsk

Activity (Product)		Amount	Unit	Reference/comments
	Processing time	HA-ACZ-C		
Packaging machine	Capacity	411.4	pk/hr	
(for 1 kg bag)	Energy consumption	0.8	kWh	
	Energy consumption	0.001944444	kWh/pk	
	Manufacturer	N/A		
	Processing time	N/A		
Packaging machine loader	Capacity	514.2857143	kg/hr	Primary data from Ønsk
	Energy consumption	1.1	kWh	
	Energy consumption	0.00213889	kWh/kg	

Results

Given below are the primary results derived from the LCA performed for 250 g, 1 kg, and 5 kg of packaged coffee produced at for global warming potential calculated using the EF 3.0 method (which uses the IPCC methodology).

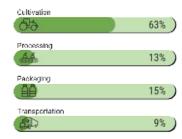
Product	Packaging size	kgCO2eq/kg	kgCO ₂ eq/unit
Ønsk coffee, Corcasan	0.25 kg	1.860	0.465
Ønsk coffee, Corcasan	1 kg	1.783	1.783
Ønsk coffee, Corcasan	5 kg	1.679	8.397

Table 2. Carbon footprint result of the products

Each 0.25 kg, 1 kg, and 5 kg package of Ønsk coffee contributes to approximately 0.465 kg, 1.783 kg, and 8.397 kg of CO_2eq , respectively, which is equivalent to 1.860 kg CO_2eq , 1.783 kg CO_2eq , and 1.679 kg CO_2eq per 1 kg of coffee.

When broken down into four groups, namely *Cultivation, Processing, Packaging*, and *Transportation*, the contribution from each group is shown in **Figure 2**. The step-by-step carbon footprint accumulation is shown in **Table 3**. The main difference among the products is from the packaging, since the smaller packaging unit requires more packaging materials.

Figure 2. Emission contribution% from the supply chain



64	66%
Processing	
AA	14%)
Packaging	
<u>A</u> A	11%
Iransportation	
AD.	9%



Ønsk coffee, Corcasan, 0.25 kg

Ønsk coffee, Corcasan, 1 kg

Ønsk coffee, Corcasan, 5 kg

Supply chain steps	0.25 kg	1 kg	5 kg
Cultivation	0.55896	0.55896	0.55896
Cultivation processing	0.11685	0.11685	0.11685
Transport	0.03388	0.03388	0.03388
Peralta	0.37250	0.37250	0.37250
Transport Ship	0.13000	0.13000	0.13000
Transport truck	0.00331	0.00331	0.00331
Roaster	0.39466	0.39466	0.39466
Barrel Washing	0.06647	0.06647	0.06647
Transport Empty barrels	0.00035	0.00035	0.00035
Transport to Ønsk	0.00248	0.00248	0.00248
Ønsk re-packaging	0.00200	0.00116	-
packaging material	0.17818	0.10229	-
Total	1.85964	1.78291	1.67947

Table 3. Carbon footprint aggregation along the supply chain