Journal of Research Administration
Society of Research Administrators International

IMPACT OF SUPPLY CHAIN MANAGEMENT ON INDUSTRIAL PRODUCTION: A REFLECTIVE VIEW

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Abstract
Businesses are being forced to look outside of their four walls due to factors such as infrastructure bottlenecks, supply chain network uncertainty, product life cycle shortening, and increased product variety. The strategic issues surrounding supply management are becoming more and more important as businesses strive for greater global competitiveness. These issues include cost reduction, quality improvement, customer service improvement, and supply continuity, all of which greatly raise the status of supply management within organizations. The survival of world-class enterprises is increasingly dependent on the efficacy and significance of supply chain management. Value innovations are being used by organizations all over the world to manage their businesses both strategically and operationally in order to maintain and grow their competitive advantage. Supply chain management includes coordinating material and information flows within a procurement-production distribution network, as well as the organizational aspects of integrating legally separated firms. The main focus of this paper is to identify the supply chain issues that manufacturing firms typically encounter and how they affect pricing strategy throughout the supply chain. Numerous approaches are proposed to deal with these issues; additionally, each approach's applicability is largely determined by its social implications, which are methodically assessed.

Keywords: Supply Chain Management, Logistics, Industrial Production.

1. INTRODUCTION

Over the last 25 years, supply chain management (SCM), has gained popularity. Functional integration is a concept that supply chain management expands. It demonstrates how traditional business divisions, departments, and procedures are integrated into the supply chain outside of a company. As a result, each link in a supply chain supports the others in order to increase the chain's competitiveness. It will raise everyone's level of competitiveness in the supply chain. Survival depends on a proactive, strategic approach to supply chain management. The fact that SCM practices are now widely used is a clear indicator. These include forecasting, replenishment, collaborative planning, quick response, and efficient consumer response. These are undoubtedly proactive, collaborative efforts that call for coordinated information sharing, forecasting, planning, inventory management, and control. In order to give supply chain members and the chain as a whole a competitive edge, these practices reduce wastes at every stage of the supply chain and

improve customer services. Thus, Christopher (1992) postulated that supply chains compete with one another rather than companies against one another in the real competition. Though SCM literature has been widely disseminated, few studies have explored the efficacy of concepts related to SCM. Any scientific investigation should aim to establish the relationships that are necessary for the theory's construction, some of which need to be connected to observable data. Put another way, without operational concepts, neither the successful implementation of SCM practices nor the advancement of scientific knowledge are possible. As a result, empirical research is needed to evaluate the SCM structure. Within and throughout a specific company, the traditional business functions must be organized in terms of both strategy and tactics. It may be feasible for the SCM as a whole to improve long-term performance with the help of each member's astute work. The potential for productivity has a significant impact on an organization's performance. An organization's performance plays a significant role in changing the country's economy. Production is necessary for the organization to remain sustainable, and the organization binds supply. Understanding how changes in the supply chain affect overall costs or cash flow is a key component of effective supply chain management. In a similar vein, it maximizes supply chain efficiency to boost output. Large and small businesses alike are increasingly concerned with supply chain management (SCM) as they aim to improve quality and boost customer satisfaction.

A. From purchase & logistics to supply chain management

The industrial competitive environment's evolution in the second half of the 20th century significantly altered the supply-chain relationships' reference framework. The topic of supply relationships hasn't gotten much attention until the early 1970s. Strategic collaboration was given little consideration in the prevailing paradigm, which was centered on mass production. The benefits of vertical integration and bargaining power were prioritized over other considerations. The 1970s oil shock caused a sharp rise in the incidence of logistics and raw material costs breakdowns. This led to increased focus on the importance of purchase and logistical activities as well as the development of tools like the earlier Material Requirement Planning systems (MRP) that were intended to increase the efficiency of operation management. Efficiency remained the buzzword until the early 1980s, when concepts such as time-based competition, product life-cycle, value for customer, and others that were focused on innovation and customer satisfaction replaced it. Effectiveness and quality (as they are defined differently) began to raise the question of evaluating supply relationships in a way that goes beyond simple cost analysis. The evolution of production systems, specifically the move from the mass production paradigm to the "flexible" one, began in the 1980s and has resulted in a significant increase in the complexity of process and product architecture. Globalization of markets and the spread of lean philosophy during the 1990s drove theory and practice to continuously improve and expand the concept of supply chain management (SCM) (Cooper 1993). Within the shared focus on implementing the lean methodology both within and across companies, supply chain management (SCM) emerges as a logical progression of procedures leading to overall integration. Simultaneously, opportunities resulting from the technological hybridization of products—that is, opportunities derived from

integrating complementary technologies within products to enhance their performance and features—became increasingly important as a means of gaining a competitive edge. The policies of supply chain management (SCM) are so important and widespread in industries where products are complex and demand the convergence of technological expertise and advanced knowledge in multiple technical and scientific areas that they necessitate managerial coordination involving not only procurement and operations but also marketing, research and development, and finance. In a highly innovative market with highly fragmented and volatile demand, companies must constantly update their knowledge of emerging technologies and the competitive landscape. A tendency towards specialization is used to manage the increasing complexity of decision-making processes, which involve a large number of variables. In fact, the company may benefit from partners who can provide their knowledge to its production processes, as overseeing all the necessary expertise can be challenging (Handfield et al, 1999; Wagner & Hoegl, 2006). It is convenient to outsource the production of parts and components that require ongoing innovation to specialized providers due to the technological complexity of products and processes. After that, strategic suppliers are asked to offer their expertise to make the finished product more competitive. As a result, they take part, albeit indirectly, in the creation of the operational and strategic plans for the growth of the client company. One of the key factors in choosing suppliers is evaluating their potential to increase the network's competitive advantage.

The list of tasks assigned to SCM includes all the traditional purchasing & logistics, plus:

- The establishment of standards for choosing suppliers and assessing their effectiveness;
- The description of various policy supplies for various supply kinds;
- Bargaining and exchanging;
- The coordinating of intricate and varied tasks completed by outside parties, like co-engineering and co-designing particular components that the supplier will produce;
- The convergence of suppliers and customers on goals that may be entirely or partially at odds, like choosing which innovation trajectories to pursue;
- The collaborative creation and innovation of novel goods, procedures, and delivery systems;
- The administration of investments across borders,
- The creation of initiatives and collaborative projects to enhance end-user services
- The strategic evaluation of technological and market trends.

Rather than being abandoned, the conventional method of purchase management is blended with an emphasis on value creation. This viewpoint extends beyond the traditional PS criteria by introducing the following: i) guidelines for evaluating suppliers' strategic capability to add value for customers, as opposed to just their ability to complete tasks; ii) a propensity for a unified analysis and coordination of external processes; and iii) the extension of customer satisfaction

principles to every link in the supply chain. For simple, standardized, and low-value goods, the conventional supply strategy—which is primarily cost-oriented—is still in use.
Purchasing and Supply (PS) and Supply Chain Management (SCM) specifics determine which policy is best to implement based on the type of procurement. Simultaneously, these peculiarities characterize and elucidate the shift from one viewpoint to another as a result of the competitive environment's progressive complexity. The two ideal-typical approaches to supply relationships discussed here have similar origins, but because they must address distinct problems with varying degrees of complexity, they actually differ significantly (see table 1).

Description	**Traditional PS approach**	**SCM approach**
Key-drivers of vertical integration policies	Technological skills, relative efficiency of the involved processes	Technical skills, Know-how, coordination and relational capabilities (network management)
Variables discriminating make-or-buy decisions	Production costs compared to purchase & transaction costs	Present and future competitive capability
Main make-or-buy decision criterion	Breakeven analysis	Breakeven analysis, strategic constraints and opportunities
Key-drivers in supply policies	Cost of supply	Cost of supply, firm's strategic objective, long term competitiveness
Supply policy approach	Bargaining power, protection of firm's interests	Bargaining power, protection of firm's interests, product and process prerequisite, reciprocal benefits.
Main objectives of the negotiation	To maximize firm's share of value added (zero-sum game)	To maximize value for customer and for the supply chain (positive-sum game)
Relationship regulation and coordination	Contractual formalization of performance to fulfil	Contractual formalization and definition of common interests / objective
Criteria for supplier selection	Quality/cost ratio, negotiation power	Quality/cost ratio, negotiation power, innovation capabilities, technological and organizational knowledge

B. The supply relationship according to the SCM approach

By the start of the 1990s, the circumstances mentioned in the preceding paragraph—which resulted in the current arrangement of supply chain relationships—became more prevalent. Naturally, since then, knowledge supporting SCM policies has rapidly evolved in both theory and practice. Nonetheless, a number of the fundamental ideas behind the strategic management of supply chain relationships date back to the 1980s, and some of the earliest works include

significant points of reference. The shift in those years from a time of comparatively stable markets to one marked by swift changes has made it more important than ever to keep an eye on every aspect of the company and to invest in supply-related activities. This has forced businesses to pinpoint the key factors that can be used to differentiate between circumstances that call for a more sophisticated approach to supply relationships. The aforementioned modifications are the driving force behind the intricate collection of ideas, policies, and practical instruments known as supply chain management (SCM). From this vantage point, companies within the same value chain coordinate their strategies to maximize overall value instead of vying for the allocation of the available resources. In order to coordinate the value creation processes within the chain, a firm's network of suppliers and relational capabilities are essential. Because of this, businesses create new instruments to manage and coordinate the interactions between supply-chain contractors' production processes, fusing the strategic viewpoint with the antiquated, oversimplified make-or-buy assessments. SCM is a supplement to the conventional approach, not a replacement for it. Its ideal-typical key features contrast and complement the four main issues listed below:

A. The two primary factors that determine make-or-buy strategies are partnership opportunities and competitiveness. Decisions about vertical integration are also made in light of coordination and relational skills. In addition to technological proficiency and efficiency, relational and coordination skills play a significant role in determining the level of vertical integration and positioning along the value chain. In most dynamic sectors, for example, successful companies that operate downstream of the value chain can take advantage of their understanding of customer needs and demand to take the initiative and drive the chain as a whole toward innovation and improvement projects. With these capabilities, the company will then play a pivotal role in the supply chain, creating an environment where the company's leadership position enables it to oversee the crucial stages of the value chain without the need for internalization. On the other hand, a company that experiences supplier bargaining power for essential parts and components due to a variety of factors will be more inclined to pursue integration even if it comes at a cost disadvantage.

B. A long-term, strategy-based viewpoint. Evaluation of the medium- or long-term strategic perspective is a component of supply decisions. Supply policies consider opportunities typical of a medium to long term perspective (e.g., innovation, learning economies, flexibility), without ignoring the economic assessments. They then adopt choices that may also have sub-optimal effects in the near future, but against an impending better result or a strategic necessity. Not overlooked is the fundamental idea of guaranteeing long-term profitability. Instead, it is rejected based on a number of factors, including assessments of quality, competitiveness, technological leadership, customer satisfaction, and other factors that are not easily converted into monetary or financial terms.

C. A relationship that is win-win. Relationships within the supply chain are managed from the standpoint of aiming for a win-win solution or in accordance with overall optimization. Instead of dividing the chain, businesses want to increase its overall value in order to increase their portion of added value. It is believed that the pursuit of the individual optimum in research results in a

suboptimal systemic outcome. Coordination is usually encouraged by one or a small number of chain participants, usually downstream companies or those with the biggest potential markets and technological capabilities.

D. A commitment focused on goals. Rather than being governed by contractual provisions, the regulation of supplier-customer relationships is influenced by an orientation toward shared goals. Although the enforcement of contractual terms formally establishes the supplier-customer relationship, the adjustment of these relationships is actually largely determined by the orientation toward common goals, which could include developing a new product, opening a plant, entering a new market, and so forth. This does not mean that constraints disappear; rather, common contractual obligations are added to targets systems that transcend the boundaries of the firms and cannot be explicitly stated.

C. Previous Studies

The literature presents SCM and logistics techniques from a range of viewpoints with the ultimate objective of enhancing competitiveness and performance. Our analysis of the literature reveals that the following are the key issues with supply chain practices: 1. Collaboration and partnership within the supply chain with different stakeholders, including suppliers, product developers, channel partners, and end users. 2. Supply Chain Structure, which includes the design of the facilities network while accounting for relevant logistics and transportation. 3. Demand management and forecasting to address supply chain complexity in an economical and efficient manner. 4. Information and communication technologies (ICT) are used to make the aforementioned easier. Although a large body of published literature supports or explains supply chain management (SCM), empirical research that looks at logistics and SCM practices is rare. Ten UK organizations are studied by Galt and Dale (1991), who discover that the organizations are attempting to decrease their supplier base and enhance their supplier relations. Fernie (1995) compares SCM across national borders in the grocery retailing sector. He discovers notable variations in the inventory held in the supply chain between US and European grocery retailers, which may be attributed to varying levels of SCM adoption. SCM in the US and Europe is compared by Tan and Wisner (2000). Tan (2002) uses data from US companies to link SCM practices and concerns to the performance of the firm. He enumerates nine key issues related to the supply chain, including inadequate integration brought on by a lack of confidence and cooperation among supply chain participants, and consequently low efficacy and efficiency. While Sahay et al. (2006) talk about supply chain structures and strategies in India, Basnet et al. (2003) report on the state of SCM in New Zealand. These surveys use representative samples, mostly from the manufacturing industry, to rank the perceived importance of various SCM activities, types of hindrances, and management tools on the success of SCM. While Kemppainen and Vepsalainen (2003) investigated current supply chain management practices in Finnish industrial supply chains through interviews with managers in six supply chains, Quayle (2003) surveyed supply chain management practice in UK industrial SMEs (Small Manufacturing Enterprises). They examine how SCM has changed in terms of organizational capabilities as well as operational practices. A

survey conducted by Chin et al. (2004) looks at the elements that make supply chain management strategies for Hong Kong manufacturers successful to develop and implement. According to Moberg et al. (2002), there isn't much research on information exchange. Feldmann and Muller (2003) investigate the issue of how to set up a reward system for supply chain participants who provide accurate and trustworthy information. India has a dearth of literature on logistics and supply chain management. Existing research concentrates on re-engineering a company's internal operations (Kankal and Pund, 2004) or on best practices (Joshi and Chopra, 2004). Saxena and Sahay (2000) compare the information technology (IT) infrastructure and the manufacturing goal of being an agile manufacturer in terms of the integration of IT-based systems, scope, and extent of use. The majority of the more recent research is derived from secondary data sources and questionnaire surveys (Sahay and Mohan, 2003, Sahay et al., 2006). Vrat (2004) talks about the potential of SCM in India along with a few problems and difficulties. According to all of these studies, Indian businesses typically lag behind those in developed nations.

2. MATERIALS AND METHODS

The main purpose of this essay is to highlight supply chain management's benefits for manufacturing companies. Numerous approaches are proposed to deal with these issues; additionally, each approach's applicability is largely determined by its social implications, which are methodically assessed. The data presented in this entire paper is derived from a number of reliable sources, including reports based on surveys and a range of practitioner and scientific literature.

A. Tasks and Issues in SCM

- Comprehend the business justifications, such as legal compliance, marketing opportunities, supply security, costs and benefits; additionally, review and comprehend the environmental issues, including determining the need for substitute materials or suppliers.
- Recognize your supply chain: which suppliers can be grouped together, and which are connected to sensitive issues? –which have strategic significance?
- Create an action plan, guidelines, and assessment/ranking criteria for the primary suppliers. For example, for low concern, communicate the policy; for high concern, obtain information on hazardous materials; and train buyers on the necessary requirements and procedures.
- Find suppliers with whom a partnership style could be used, and work directly with them to resolve problems, offering assistance as needed. Integrate into the current procurement procedures, such as pre-selection supplier evaluation, tender specification, vendor rating, supplier auditing, and quality initiatives.
- Determine what extra data is required to support these procedures and achieve the goals; avoid sending suppliers indiscriminate requests for vast amounts of information; • Gather data using the proper channels, such as conferences, seminars, site visits, and questionnaires

- Establish timelines for performance improvement, including goals that are reachable by suppliers and acceptable to buyers, and validate suppliers' performance using the proper techniques, such as documentation review, site visits, and audits.

SCM must be tightly linked with production scheduling and product design in companies that engage in both manufacturing and design. For example, the purchasing department should be involved in the decision-making process for products. Along with SCM, an eco-design management process must be implemented. The marketing and purchasing departments, in collaboration with environmental specialists, are likely to play a comparatively larger role where it is at the end of the supply chain. The focus will probably be on specification, defining purchasing criteria, and SCM, particularly LCA. When customers require eco-design, a business must determine how to make adjustments. It's possible that these requirements are unclear, so asking for clarification might be the first step. It might just be a straightforward request for information that is easily available. The company may elect to enhance pertinent areas of its environmental management or adopt a comprehensive environmental management system if considerable improvements are needed and the customer/markets are significant enough. The supplier may choose to use its own eco-design procedures as a result.

3. DISCUSSION : POSITIVE IMPACT OF SUPPLY CHAIN MANAGEMENT

Successful supply chain integration results in lower inventory levels, faster cash flow cycles, lower logistics costs, lower material acquisition expenses, more productive labor forces, and better customer service. The supply chain management (SCM) encompasses various interconnected aspects and functions of an organization, including demand forecasting, inventory management, manufacturing, distribution, transportation, and customer service. The primary areas that supply chain management (SCM) addresses are inventory, technology and information sharing, transportation, warehousing, trust, partnership, and quality control, among other things.

1) Inventory Management: Due to its many benefits, including enhanced customer service, price fluctuation and contingency hedging, production, purchase, and transportation economies, lead time and demand uncertainty protection, and supply and demand balancing, inventory management has garnered a lot of attention over the years. Seasonal products should only be built up during periods of peak demand because they are perishable, slow-moving, critical, and have relatively predictable peaks. Fad products basically need to maintain high levels of stocks in order to allow for safety margins for delivery, lead times, and demand fluctuations. These products have highly unpredictable levels of demand, high criticality, and long lead times.
2) Information Sharing and Technology: Acquiring and processing information effectively is necessary to adapt to changing environmental conditions. Cross-functional teams can react creatively to the environment by utilizing the "qualitative" information gathered by SCM along with the hard data produced by contemporary information technology. Logisticians are in a good position to gather, act upon, and distribute information regarding customer needs throughout the

supply chain because modern information systems are predicated on material flows. Information is a catalyst whose significance has increased as businesses have utilized it to boost productivity, responsiveness, and profitability. It acts as a link between the different supply chain stages, enabling them to plan daily operations and coordinate their actions. The cost of information (a decrease in efficiency) and the responsiveness that information generates in the supply chain must be balanced when selecting an IT system, though.

3) Transportation Management: A lot of businesses discovered that without matching advancements in logistics and transportation systems, production gains in terms of quality, flexibility, and throughput time do not fully translate into the marketplace. Excellent inside-out logistics and transportation procedures are now essential for businesses to fulfill customer commitments and keep costs and inventory levels within reasonable bounds. Managing the flow of finished goods from the plant through distribution and delivery to the final customers is known as transportation. It involves moving goods (i.e., components, raw materials, supplies, and equipment) from the point of origin (the supplier) to the manufacturer (inbound transportation) by truck, air, rail, water, or some combination of these modes. All things considered, production schedules, distribution efficiency, and ultimately customer satisfaction and business performance are significantly impacted by transportation.

4) Warehousing Management: "The direct control of handling equipment producing movement and storage of loads without the need for operators or drivers" is the definition of warehousing management. It does not include technology that requires warehouse operators in situations where automated storage and retrieval systems (AS/RS), automated guided vehicles (AGVs), and conveyorized sortation systems are still required. As a vital component of the supply chain, warehousing beats rivals in terms of lead times, customer service, processing and inventory costs, and costs associated with facilitating the efficient flow of goods. With a shorter path philosophy and no need for needless waiting time, efficient and timely distribution of goods from the production line to the customers is the outcome of sound warehousing methodology in operations. The potential for increases in productivity, order accuracy, volume capacity, space requirements, inventory control, and customer service makes warehousing management in SC a contributing factor to overall sales growth. Warehouses play a crucial strategic role in accomplishing logistics goals like decreased cycle times, lower costs and inventories, and higher levels of customer service since supply chain management emerged.

5) Quality Management: Throughout the supply chain, quality plays a significant role in the value-adding processes of product delivery and production. Additionally, by integrating quality management into the supply chain, businesses can try to meet the needs of their supply chain customers more proactively rather than just reacting to them. By increasing customer satisfaction and loyalty, quality management in SC helps to forge stronger relationships with customers that lead to increases in profitability, serviceability, lower supply chain costs, and improved business performance.

6) Customer Satisfaction: Gaining a competitive edge through improving customer satisfaction with product quality is a worthwhile and profitable endeavor. Due to the elevated expectations of

consumers, marketers must now focus on establishing and maintaining long-term relationships with them. Businesses that manage their supply chains well concentrate on ways to increase revenue while lowering costs and raising customer satisfaction. The supply chain management fosters relationships amongst channel members with an emphasis on long-term retention while helping to meet the demand and location needs of its clients.

4. CONCLUSIONS

Conflicting pressures have caused firms to suffer as a result of the recent frenetic changes. In particular, the trend toward specialization runs counter to the growing demand for coordination; the requirement for direct control over the most crucial production stages is challenged by new and higher barriers to vertical integration. With the passage of time, both theory and practice have produced tools that help businesses effectively address environmental challenges. In an attempt to combine the benefits of integration with flexibility and specialization, businesses have expanded their strategic coordination outside of their walls and throughout the supply chain in response to the unprecedented complexity. As a result, a remarkably diverse spectrum of relationships develops. The relationship between businesses and their suppliers is typically far more intense and widespread in those industries with high rates of technology and innovation than it is in traditional market agreements. Because of this, the SCM perspective—which is predicated on the shared interest in flexibility—tends to place a higher value on the sharing of goals than on the contract itself. These connections facilitate long-term collaboration, which, if fruitful, raises each contractor's level of competition. In specific terms, the rivalry between businesses is changing to one between supply chains. The SCM approach is not risk-free, though, and it does require a lot of work. Therefore, in order to identify the situations in which SCM is appropriate, it is necessary to comprehend the conditions under which this perspective is effective. In fact, it is probably more crucial to determine whether a given supply can be essential to future strategies and competitiveness than it is to understand the contract's terms. A helpful component in comprehending the advantages and disadvantages of supply chain management (SCM) is the retrospective examination of the competitive environment that gave rise to the development of this methodology. SCM became apparent as an organizational and systemic response to complexity through an analysis of the key elements that shaped the development of supply issues. Its use makes sense in environments that are dynamic and unpredictable, but in other situations, the conventional PS alternative might be more advantageous.

In order to achieve a competitive edge, lower costs, higher quality, better customer service, etc., supply chain management, or SCM, focuses on sourcing, producing, and delivering goods and services to end users. Its adoption requires supply chain cooperation, open communication, the development of specialized skills, and the outsourcing of non-core competencies. SCM encompasses the following dimensions: inventory, transportation, warehousing, information sharing and technology, trust, partner commitment and cooperation, and customer satisfaction. Businesses that have successfully integrated their supply chains have lower inventory levels,

quicker cash flow cycle times, less expensive logistics, lower costs associated with purchasing materials, more productive workforces, and better customer service.

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