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EXPLORING SYNERGIES BETWEEN SUPPLY CHAIN MANAGEMENT AND ITS CONTEMPORARY FIELDS

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ABSTRACT
Nowadays, organisations apply Supply chain management (SCM) along with Marketing, Logistics and Information technology to achieve benefits such as operational efficiency, competitive advantages and better firm performance. An integrative literature review is applied to explore synergies between SCM and its various contemporary fields, such as Logistics, Marketing, Purchase, Sustainability and Information technology. We concluded that SCM complements the goals of its contemporary fields and vice versa. The conceptual framework proposed in the study also highlights that alignment of SCM with its contemporary fields is also conducive to organisational objectives such as operational efficiency, firm performance and competitive advantage. However, the approach applied to develop this conceptual framework has its limitations. We recommend expanding this list in the future to include subjects such as operations management, and we stress the need for empirical verification of the framework.

Keywords: Supply chain management (SCM), Organisational objectives, Sustainability, Marketing

1. INTRODUCTION
As per the Global Supply Chain Forum, Supply chain management is the process of integrating significant business process, right from first suppliers to the product's end users, providing valuable outputs like information, products, and services for stakeholders and customers.
SCM emerged in discussions of the researchers and consultants in the 80s; it is a widely known fact that two consultants, Oliver and Weber, were the initiators of this discussion. SCM is a business philosophy with Systems theory at its core, it is believed that a collectively coordinated system produces more output than individually managed parts. A supply chain (SC) is a combination consisting more than two organizations which are directly linked with flows of information, finances and products and services between the source and customer, either upstream or downstream. **(Cooper and Ellram, 1993; Mentzer et al., 2001)**.

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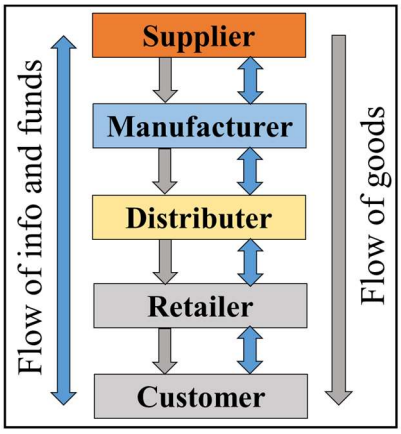

FIG. 1. The Basic Supply Chain (Source – Chopra and Meindl, 2001)

The 8 SC processes represented in Figure 2 are introduced by Global Supply Chain Forum, and run across whole SC and cross-functional silos within the firm as well as across the organization. **Croxton et al. (2001)** have identified activities that are found at the interaction points of SC processes and functional areas. For instance, in the SC process of Product Development and commercialization, marketing is responsible for the business plan, the research and development department handles product design, logistics manages movement requirements, production specifies the process, purchasing deals with material specifications, and finance oversees the costs associated with research and development.

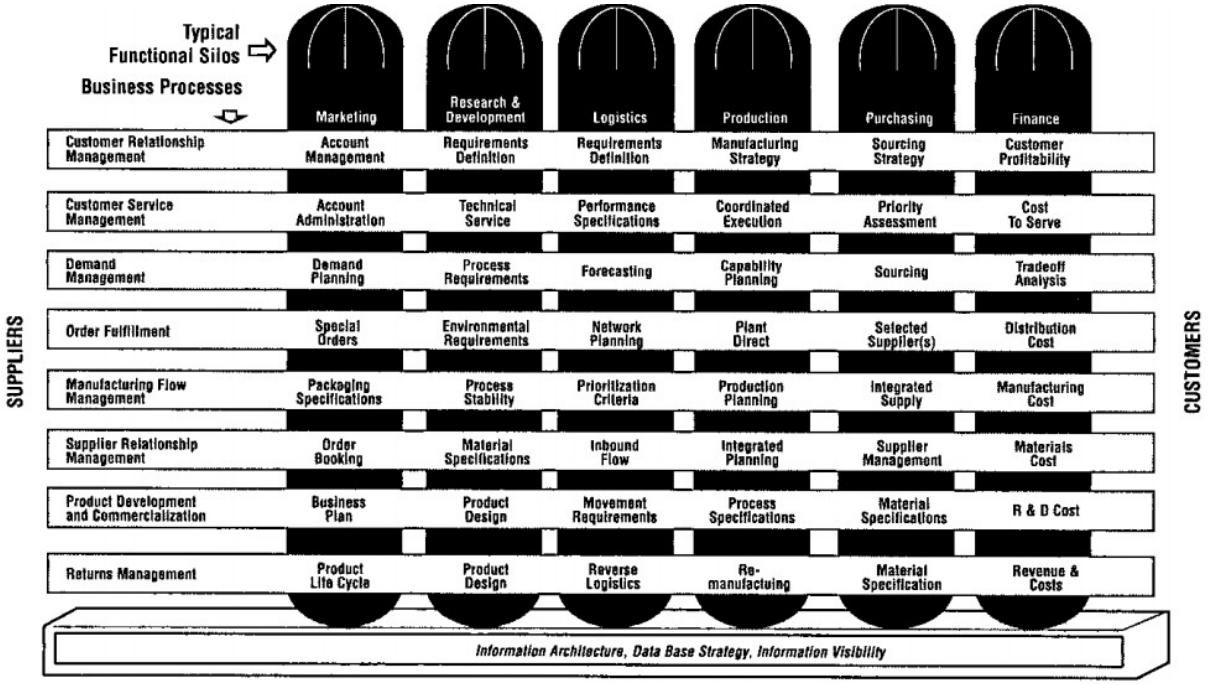

Fig. 2. Implementation of Supply Chain Management (Source- Croxton et al., 2001)

The Council of Logistics Management has most appropriately explained SCM as the process of strategic coordination and tactical alignment of functions within as well as outside organisational premises, for improving long term results of every organisation in the supply chain and also of eniter

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supply chain **(Goldsby & Stank, 2000; Cahyono et al., 2023)**.

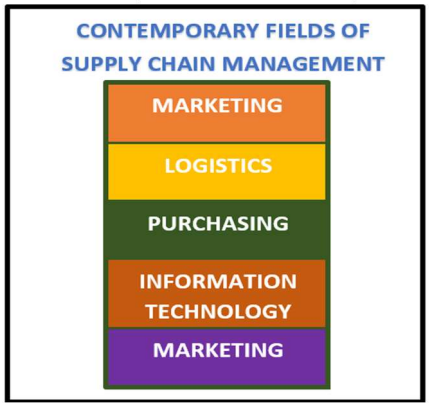

FIG. 3 Contemporary Fields of Supply Chain Management

The rise of global warming, declining biodiversity, and increasing awareness of environmental issues among various business stakeholders have pushed business firms to minimize their environmental impacts. SC network firms are causing the depletion of environment. GSCM, Green SCM, is an emerging theory that indicates SC activities or firms with environmental issues **(Tseng et al., 2018).** Blockchain technology is also an emerging concept in SC management Iansiti and Lakhani state that BCT facilitate peer-to-peer transactions in a decentralized manner, providing immutability to the parties with higher transparency and digitization to get across the source of information through the supply chain **(Iansiti & Lakhani, 2017; Batwa & Norrman, 2020).** SCM has an ever-evolving and interdisciplinary nature. **Parente (2008)** presented an interdisciplinary model of SCM research; in his model, he included four disciplines: marketing, logistics, operations, and information technology. Empirical proofs of positive relationship between sustainability and Information technology in the supply chain is also found in various studies **(Karause, 2009 and Fasanghri, 2008). Kozlenkova et al. (2015)** suggested that unique idiosyncrasies between various SCM processes, logistics, marketing channels, and operations have the potential to be leveraged as a strategic resource. Hence, synergies between SCM and its contemporary subjects, as well as the fulfilment of the objectives of the firm, are worth studying.

2. Research Questions

Following research questions have been enquired in this study,

1. Do SCM and Marketing complement each other and organisational objectives?
2. Do SCM and Logistics complement each other and organisational objectives?
3. Do SCM and Purchasing complement each other and organisational objectives?
4. Do SCM and Information technology complement each other and organisational objectives?
5. Do SCM and Sustainability complement each other and organisational objectives?

3. RESEARCH METHODOLOGY

In today's world, when information is produced and spread at a speed faster than the speed of light, literature reviews have gained importance in comprehending widely spread information. **Synder (2019)** has suggested three approaches for reviewing literature that are thorough, Systematic, Semi-Systematic and Integrative literature review. Considering the novelty in this topic, the Integrative literature review

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approach has been applied by following these steps:
The intention for a literature review was acknowledged, and we wanted to explore the potential synergies of supply chain management with its contemporary subjects.
Benchmarks for including or excluding papers were established. Emerald, Science Direct, Google Scholar and Wiley databases were chosen for the study. These databases have a huge collection of high-impact journals dealing with the concept. After that, keywords for searching research papers were selected. We used various combinations of keywords, "Supply Chain Management", "Marketing", "Logistics", "Purchasing", "Information Technology" and "Sustainability" with Boolean operator "AND". Papers published within the timeframe of 1990 - 2024 were taken for preliminary analysis. Based on the abstracts of these papers, 50 papers were selected.
Lastly, sorted papers were reviewed, and efforts were made to answer research questions raised in the study.

4. OBJECTIVE OF THE STUDY

This research is done in order, To identify synergies between supply chain management and its contemporary fields to fulfil the objectives of each other and the organisation.

5. PREPOSITIONS PROPOSED

We propose the following propositions in this study,
P1 SCM and Marketing complement each other and the organisation's objectives.
P2 SCM and Logistics complement each other and the organisation's objectives.
P3 SCM and Purchasing complement each other and the organisation's objectives.
P4 SCM and Information Technology complement each other and the organisation's objectives.
P5 SCM and sustainability complement each other and are the organisation's objectives.

6. FRAMEWORK PROPOSED

A framework, shown in Figure 1, is being proposed. It has been proposed that SCM and its contemporary fields of study, such as Marketing and Sustainability, complement each other's objectives and the objectives of the organization.

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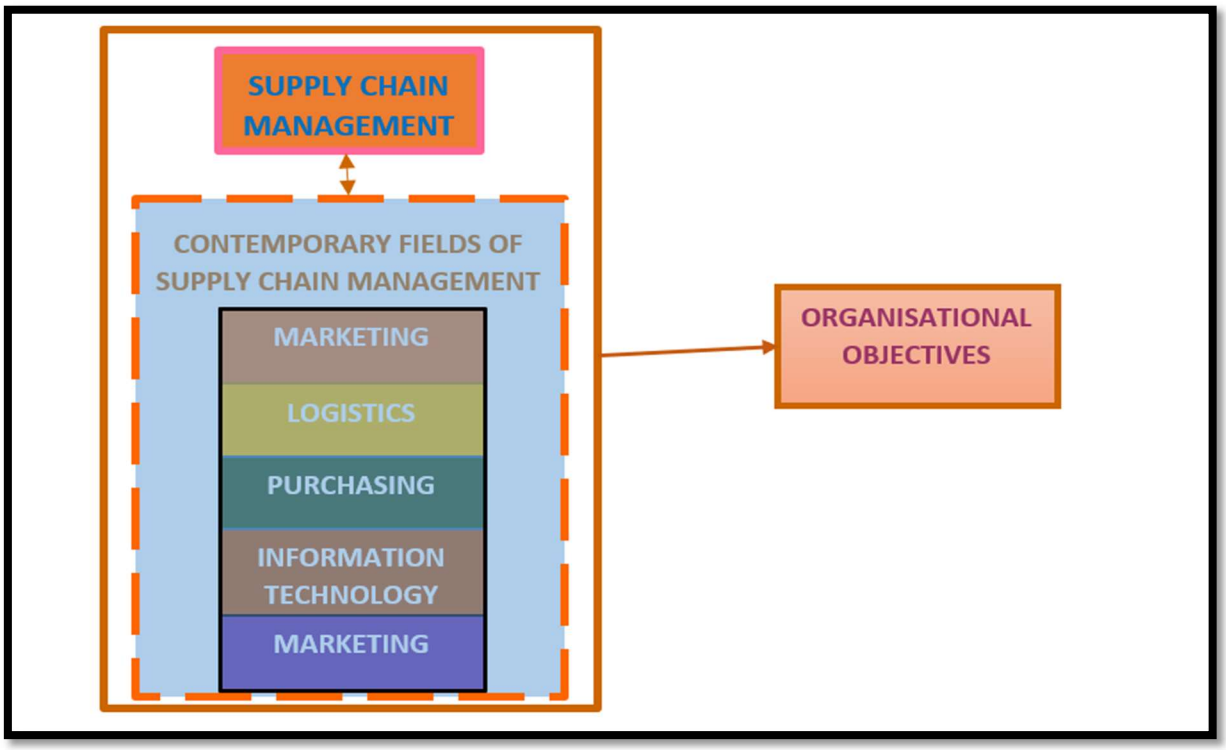

Figure 1. Framework Proposed for the Synergies between supply chain management and its contemporary fields

6.1 SYNERGIES OF SUPPLY CHAIN MANAGEMENT AND MARKETING

Aligning SC and marketing strengths helps create an organisation's CA (Madhani, 2012). Relationship marketing, an output of marketing orientation, is helpful in implementing SCM, as it supplements in management of relationship within SC **(Min & Mentzer, 2000).** The positive relationship of Market Orientation and SCM strategy has also been empirically established by **Green et al. 2006**. He also empirically proved that SCM strategy is positively reflecting relationship between marketing orientation and a firm's marketing performance. Choosing an appropriate Marketing channel is also of consideration for SCM as interdependencies exist among suppliers of supplier and customers of customer to achieve mutual goals along with individual goals, pushing firms to sync, cooperate and coordinate among themselves **(Svensson, 2002)**.

Hence, P1, SCM and Marketing complement each other and the organisation's objectives.

6.2 SYNERGIES OF SUPPLY CHAIN MANAGEMENT AND LOGISTICS

Superior logistics management is conducive for better performance of SCM. while, SCM brings the logistics function into the periphery of strategic decisions, integrating single entity concept for lesser uncertainty, shorter order cycle, lesser inventory cost and effective coordination, leading to better organisational performance **(Hale, 1999; Houlihan, 1988; Riley, 1987; Davis 1993 and Scott and Westbrook 1991; Tan, 2001). Sezhiyan's (2011)** empirical study proved that SCM facilitate logistics capability and SC efforts management in accomplishing firm performance. Another empirical study of **Tukamuhabwa et al. (2021)** proves existance of mediation link of Logistics integration for SCM Practices to get competitive advantage as well as for logistics capabilities and competitive advantage in SMEs of Uganda. Another interesting finding is that all these variables constitute 11% prediction power regarding competitive advantage. At the same time, a positive link of SCM practices with logistic performance, is mediated by competitive advantage, as seen in empirically study conducted in Kenya's

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Dairy industry by **Kankaew et al. (2021).**
Therefore, P2, SCM, and Logistics complement each other and the organization's objectives.

6.3 SYNERGIES OF SUPPLY CHAIN MANAGEMENT AND PURCHASING

Empirical proof has confirmed the theoretical findings of the positive effect of Purchasing practices and customer relations for effectiveness of SCM **(Tan & Kannan, 1998)**. Paulraj et al. (2006) concludes that strategic level of purchasing is an indicator of the performance of SC as it stimulates inter-organizational integration as well as collaboration and cooperation of firms with its suppliers. Relationship of IT investment and Operational efficiency is also influenced positively by the same **(Gonzalez-Benito, 2007)**.
Thus, P3, SCM and Purchasing are complementary to each other and objectives of the organization.

6.4 SYNERGIES OF SUPPLY CHAIN MANAGEMENT AND INFORMATION TECHNOLOGY

As per Dawe (1994), information technology is of utmost importance in logistics and SCM improvement. **(Dawe, 1994, Patterson et al., 2003)**. As per **Patterson et al., 2004**, Information technology has become the crux of modern SCM, he included functional area cost savings, Logistics matric improvement and SC integration as the major benefits of SC technologies apart from overall SC performance. On the other hand, benefits for suppliers are also being empirically proved by **Subramani (2004)**. **Fasanghri (2008)** empirically studied the effects of Information technology on SCM; he found that better Inter-organizational communication, shorter cycle times, collaboration, as well as improved teamwork and customer relationship management are some of the major benefits provided by Information technology in this context. **Ganbold et al., 2020**, have provided and empirically proved a conceptual model which shows that IT capabilities, along with SC integration, positively impact operational performance dimensions such as quality, production cost, product mix flexibility, inventory, delivery and customer service as well. **Wamba et al. (2015)** have divided the various types of business values that are reaped out by applying information technology in supply chains into three parts: transactional, strategic, and transformational. Apart from that the benefits from various Information technologies with respect to SCM have been emphasised by various authors for instance, the benefit from Blockchain Technology **(Goyat et al., 2019; Gurtu & Johnym, 2019; Rajeb et al., 2019; Kopyto et al., 2020; Sivula et al., 2021; Dursun et al., 2022)** 5G technology **(Taboada & Shee, 2021)**, RFID **(Liukkonen, 2015)**, Mobile Technology **(Car et al., 2014; Eng, 2006)**, Web technology **(Tarofder et al., 2013)** are already well known.
So, P4, SCM and Information Technology complement each other and the organisation's objectives.

6.5 SYNERGIES OF SUPPLY CHAIN MANAGEMENT AND SUSTAINABILITY

Authors such as **Bowen et al. (2001), Gold et al. (2010), Faisal (2010), and Bowen et al. (2001)** have confirmed the positive effect of Sustainable SCM on Competitive Advantage and the performance of the firm. **Bastian & Zentes (2013)** Highlighted that SC transparency is a crucial factor in increasing sustainable SCM. The empirical work of **Kusi-Sarpong et al., (2019)** highlighted the importance of sustainability innovation for the same. It has also been noticed that a firm's internal sustainability practices have a bearing on sustainable **(Gualandris & Kalchschmidt, 2014; Gavronski et al., 2011; Gong et al., 2019)**. Having suppliers that work as per social and environmental standards not only increases efficiency but also decreases the chances of disruption in supply and tarnishing the image of the enterprise (**Jayaraman et al., 2007; Carter & Roger, 2008; Seuring & Muller, 2008; Karause,**

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2009). Sustainability is referred to as the license to do business in the 21st century **(Carter, 2011)**. As per Krause (2009), Sustainability, just like quality, will be the threshold limit for the suppliers. He further adds that Sustainability may raise the costs in the short run, but it will decrease the costs in the long run, especially in terms of a wider view of the product life cycle. Further, in order to attain competitive advantage, firms must actively convey their sustainability efforts. Fundamental changes have been emphasized in the way SC are being managed as of now, with profit-making being the only aim (**Shukla et al., 2009; Govindan et al., 2011)**. Similar views are shared by **Carter and Rogers (2008)**, who call sustainable SCM a necessity rather than an option. He calls it essential for thriving in the long run. The profit should not be the only measure of the success of the SC. Rather, environmental and social dimensions should also be addressed (**Pagell & Wu, 2009; Ashby et al., 2012)**.
Henceforth, H05, SCM and Sustainability complement each other and the organisation's objectives.

7. CONCLUSION

Propositions established in the study

	Proposition
P1	Supply chain management and Marketing complement each other and the organisation's objectives.
P2	Supply chain management and Logistics complement each other and the organisation's objectives.
P3	Supply chain management and Purchasing complement each other and the organisation's objectives.
P4	Supply chain management and Information Technology complement each other and the organisation's objectives.
P5	Supply chain management and sustainability are complementary to each other and are the objectives of the organization.

It is rather difficult to point out one objective for SCM as subordinate objectives tend to be stated in overlapping and unrelated manner. However, a careful study of various objectives tends to reflect rather general objectives of management only **(Pearson, 1997)**. Contemporary subjects of SCM also share similar objectives. Hence, a scope of synergy between SCM and its contemporary subjects for fulfilling each other's objectives and for the organisation's ultimate objectives was suspected, for which a literature review with an integrative approach was conducted. We found that SCM complements the objectives of contemporary subjects and vice versa. Moreover, when applied to these subjects, SCM also complements the organisation's objectives. Better operational performance, competitive advantage, and improved firm performance were seen to be positively impacted as we aligned SCM with its contemporary fields of study.
The research adds to the literature by highlighting synergies between SCM and contemporary subjects such as Logistics, Marketing, Purchase, Information Technology, and Sustainability. These findings have practical implications for the management community's policy formulation regarding SC, marketing, sustainability, and so on.
Our study has a limited number of subjects taken for studying synergies with SCM; we feel that many other significant fields of study should be added to this framework; strategic management and operations management are a few of them. Empirical verification of the framework developed in the study is also sought to develop a more robust theory. This paper discusses synergies between SCM and

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its contemporary subjects.

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