



**A STUDY OF EVOLUTION AND FUTURE OF SUPPLY CHAIN
MANAGEMENT**

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Abstract

Supply Chain Management (SCM) has acquired critical significance because of the opening up of homegrown economies because of globalization. Supply Chain Management is an approach to improving the business measures, making them stronger, more nimble, and therefore, more competitive. This paper is an undertaking to consider, comprehend and decipher the development of SCM executives. Based on an orderly writing survey, we have endeavored to investigate the eventual fate of the Supply Chain and have caught different meanings of SCM given by specialists from the underlying to ongoing period alongside significant old-style definitions. Different components of the Supply chain are a necessary piece of this investigation. The paper examines SCM and its measurements; and attempts to depict SCM from related regions like Logistics Management, Value Chain Management, and Operations Management. The paper likewise expounds on different speculations of SCM. On completion of a thorough literature review, the paper closes with an end and future extent of work.

Keywords: *SCM, Supply Chain Evolution, Supply Chain Theories, Future Dimensions of SCM*

Introduction

Supply Chain Management can be characterized as the administration of a stream of items and administrations, which starts from the beginning of items and closures at the item's utilization. It additionally includes the development and capacity of crude materials that are associated with work in progress, stock, and completely outfitted merchandise. Supply chain management (SCM), the administration of the progression of labor and products, among organizations and areas, and incorporates the development and capacity of crude materials, work-in-measure stock, and completed. The primary target of the Supply Chain Management board is to screen and relate the creation, dissemination, and shipment of items and administrations. This should be possible by organizations with an excellent and tight hold over interior inventories, creation, dispersion, inward creations, and deals. An inventory network manages the change of crude materials into completed merchandise and the opportune conveyance of the items to end clients (Mabert and Venkataramanan, 1998).

Research Questions :RQ1: To decide the evolution of SCM and its dimensions.

RQ2: To outline SCM from other related regions like Logistics Management, Value Chain Management, and Operations Management.

RQ3: To identify various contributions in the field of SCM theories.SCM connects different departments, from demand management, sourcing, procurement management, and manufacturing management to logistics management. SCM measure is comprised of various gatherings for example retailer, producer, and provider engaged with giving items and administrations to the clients, and the sole intention is to add esteem to their items, both upstream and downstream, through some channel with the appropriate progression of data and assets. In this quick-moving business, it is basic to have appropriate progression of data inside this actual organization which can be completely utilized through business incorporation.

Evolution and Definitions of SCM

The degree and meaning of SCM the executives have been truly evolving. The meaning of the word supply chain management in industry parlance is not the same as it was 30 years ago and is ceaselessly developing and expanding its extension. Here, we have attempted to recognize

the pattern in the development of SCM by auditing papers in sequential orders. Looking into papers in the sequential requests will show the pattern in the development of the meaning of SCM.

Research Methodology

In order to answer the research questions, the literature review method is used or an exploration paper attempts to recognize the patterns in the development of SCM. There are different definitions and speculations of SCM which have changed quickly with time. We have reviewed many research papers and have made an attempt to study the various definitions of SCM. Different exploration papers from data sets like Emerald, Science Direct and EBSCO were recognized and alluded to. Within these databases, various International journals such as Logistics Management, Information Management, Physical Distribution, Logistics Management, Operations Management, Supply Chain Management etc. were referred to by us.

The following technique for the literature review process has been embraced

1.ID of Areas: Based on the exploration questions, we had the option to recognize the specific regions where we should track down writing.

2 Look in Various Databases: After concluding the regions for writing the survey, we used different information bases, for example, Ebsco, Emerald, and so on to find the pertinent exploration papers.

3.Arranging the Literature for Review: Once the exploration papers were accessible, the papers in light of the significance of those papers regarding the examination questions were figured out.

4.Performing Review: The arranged papers were then investigated trying to address the exploration questions.

Aspects of Supply Chain Management After studying various papers, we were able to identify major supply chain aspects:

Long Term Relationship

The importance of long-term relationships in supply chain management is trust and communication (Heidi and John-1990). Long term relationships have been identified as a very important dimension of Supply Chain Management in various literatures (Min and Mentzer-2004). The main idea behind maintaining a long term relationship in a supply chain is to complement each other's strengths and to develop synergies to improve the total gains (Carr and Pearson, 1999). Organisations ought to be constantly mindful of the drawn-out

connections among them and different firms. Long-term relationship truly assists an organization by imparting insight to other people and gaining from others' experience and information (Griffith, Harvey, and Lusch-2006).

Concurrent Engineering

The importance of collaboration of all the stakeholders of a supply chain i.e. suppliers, and customers at an early stage (Celtek and Kaynak, 1999).SCM measure is comprised of various gatherings for example retailer, producer, and provider engaged with giving items and administrations to the clients, and the sole intention is to add esteem in their items, both upstream and downstream, through some channel with the appropriate progression of data and assets. In this quick-moving business, it is basic to have appropriate progression of data inside this actual organization which can be completely utilized through business incorporation.

Strategic Purchasing

In the present time, buying is supplanted by essential buying. The benefits are produced not from the clients but rather from the sellers or providers. Consequently buying is turning out to be increasingly more essential at this point. Distinguishing the seller is likewise a piece of vital buying. Key buying consistently takes a drawn out see at the top of the priority list while taking any choice. The buying system ought to be very much lined up with the company's essential objectives.

Organizational Theories in Supply Chain Management

There is a need to comprehend these theories that go about as mainstays of establishment in SC. There has been researching with respect to these fundamental components (Ketchen Jr. & Giunipero-2004 and Ketchen & Hult - 2006). These theories will be utilized in understanding the conventional viewpoint of SCM and how it has advanced after some time.

Resource-Based View

Resource-based View (RBV) is considered the most predominant aspect of SCM. These resources are uncommon, important, and hard to buy. Such asset gives the upper hand over the contenders who need such assets (Barney, 1991). The upper hand is for the most part thought to be as the execution of procedures not as of now being carried out by different firms that work with a decrease of expenses, taking advantage of market valuable open doors, and balance of cutthroat dangers. Fitting sending of assets brings about the upper hand.

Knowledge-Based Theory

Information based view gives understanding as far as coordination of supply chains. A conventional association to a great extent depends on the chain of importance for coordination. Typical way of thinking of inventory network needs the proper chain of importance. They mostly depend on knowledge to facilitate for concerted actions. Generally, most of the SC in formal mechanisms are for storing vital knowledge information in an organisation (Grant-1996).

Agency Theory

The idea given by the theory is that the firm can be seen as approximately characterized by resource holders. An office connection emerges when various people recruit others (specialists) to play out certain assignments and approve them with navigation. Both the gatherings get totally different targets, regularly the specialist has a higher objective than that the head (Eisenhardt - 1989). Organization costs are caused to enlist specialists to support a successful office relationship.

Institutional Theory

The institutional theory generally relies on the outside tensions or powers for molding hierarchical decisions. It accentuates distinct production network practices in certain organizations. It gives direction to managers and employees to grasp the progress of different associations and to apply proper potential activities (DiMaggio and Powell, 1983).

Transaction Cost Analysis

This theory provides a standard approach to ascertain the limits within which a firm should operate efficiently (Williamson - 1975, 1985 and 1996). TCA can be utilized to give an impetus to the organizations to go into cooperation with different associations. By utilizing this theory, we can learn what capacities are to be performed inside the association and what capacities are to be reevaluated. Whenever a firm rethinks a capacity, the firm to which it has re-appropriated turns into the accomplice of the parent firm. Subsequently the exchange costs likewise rely on the way of behaving of the accomplice whenever it finds some a potential open door. The method for diminishing these dangers because of unsure way of behaving of the accomplice is by entering in long haul contracts with the accomplice, having punishment provisions and making joint speculations. This theory is by and large utilized in taking the vital choice for example whether to fabricate an item or to rethink its assembling (Maltz, 1993; Andersson, 1997; Halldorsson,

2002). Accordingly basically TCA helps in concluding whether a specific activity ought to be acted in-house (inside as far as possible) or to be reevaluated (outside as far as possible).

The Network Theory

In the present cutthroat time, the presentation of a firm doesn't rely just upon its immediate accomplices and backhanded accomplices. Henceforth, the manner by which a firm connects with other firm turns out to be fundamentally significant in this time. The manner in which the firm connects with different firms chooses the development of another asset. In this way the two firms consolidate together to foster collaborations and to gain from one another's qualities. The organization hypothesis gives a comprehension of the significance of connection between two associations, regardless of whether it is develop of trust or long haul connections or utilizing of one another's frameworks and cycles. The connection between two firms in an organization is upgraded by two sorts of cycles i.e the exchange process wherein the two firms exchange information, goods, services etc. while the other is transformation process where the two firms learn and adjust to one another's cycles, for example, legitimate, managerial operations and so on. (Johanson and Mattsson, 1987).

Delineating SCM from other Related Areas

Supply Chain has been characterized in different manners which is portrayed in the plain configuration embraced previously. Commonly terms, for example, Coordination's, Worth Chain in explicit setting and Tasks The board are utilized conversely. This is truth be told the motivation to abide upon these terms where the discussion and similitude's just as dissimilarities are examined and talked about further.

Resolving Debate between SCM and Logistics

Coordination's the executives is tied in with arranging, carrying out the forward-invert stream and capacity of merchandise with related data among source and objective. A definitive point is satisfy clients' needs. Coordination's The board include inbound and outbound coordination's, warehousing, materials dealing with, request satisfaction, network plan and stock administration. Coordination's The board exemplifies exercises with different capacities including showcasing, activities, account and data innovation." Production network The executives, then again is about mix of market interest the board inside and across all capacities in any association. Coordination's can be called as a particular piece of SCM. In SCM, there exist five significant key capacities: get, make, move,

store and administration. Coordination's is seen as the development of items from source to objective. It is included at different phases of an inventory network; from provider to plants, from plants to circulation focuses, from dispersions focuses to stores, from stores to clients, or any of these mixes. Considering worldwide seriousness, coordination's the board may incorporate bundling, outsider combination and acquirement, innovation and client assistance.

Resolving Debate between Value Chain (VC) and Supply Chain Management SCM

Value chain and SCM have been discussed consistently. We definitely realize that SCM alludes to dealing with the change of unrefined substances into items, additionally called as completed products. It monitors all those activities which involve various supply chain partners right from supplier to end user. We are also aware of value chain, which as a concept was promoted by Michael Porter, in his seminal work on "Competitive Advantage". Porter characterized value as the sum purchasers will pay for what a firm gives, and he considered the "Value Chain" as the blend of nine nonexclusive worth-added exercises working inside a firm - exercises that cooperate to offer some value to clients (Porter-1985). Value chain and supply chain can be viewed as integral to one another. On one hand, supply chain looks after the flow of products and services, whereas on the next thing, VC looks after meeting customer need and cash flows of the customer. Both the chains involve the same elements and partners. These supply chain accomplices are reliant on one another. One of the important differences between them is that the focal point is not the same for the two. SC focuses on upstream activities starting from supplier to manufacturer to distributor and finally to end customer. It majorly looks after the processes at manufacturer's end, waste reduction, improvement of productivity and efficiency, and other related activities. Value chain focuses on downstream activities, which creates value to the customers. It significantly takes care of consumer loyalty, on time conveyance, request satisfaction and other related exercises. This distinction is to some degree obscured in different examination works. Throughout the long term, the idea of significant worth chain has developed, and presently one might say that a worth chain works in both the headings. It adds esteem according to both provider as well as client. The former derives value from payments whereas the latter derives value from quality in products and services that are

delivered. one more contrast between value chain and production network can be that supply chain around decrease in expenses and accomplishment of key objectives, though value chain zeros in more on research, advancement, promoting, after sales services, profit from speculations, return on resources and profitability. Overall, it can be said that value chain is for a firm and supply chain is for an industry. Current scenario demands that supply chain and value chain shouldn't be considered as different entities. In the present cutthroat world, it is expected that all components of production network ought to be completely incorporated and data stream ought to be momentary. To continue a debate between these two concepts may create a lacuna in our existing system. All organizations ought to pursue their joining to accomplish business greatness.

Resolving Debate between SCM and Operations Management (OM)

In many organizations, production network the board is considered as a piece of activities the executives. Yet, there is one contrast between the two. The previous is outside just as inside while the last is just inward. The assignments under activities the executives include making of items as per the details, legitimate bundling, offering to the right retailers and advertising effectively. The activities the executives takes care of determining deals, improvement of efficiency, expanded responsiveness, request satisfaction and keeping up quality norms. Tasks the board incorporates a bigger arrangement of exercises that incorporates SCM and is locked in with controlling each period of the cycles used to fabricate the items. SCM gets material all through the production line while OM alludes to how you manage the material inside the plant.

Similarities and Dissimilarities between SCM, OM and VC

Supply chain management the board and Activities the executives are two terms which are firmly identified with one another. In associations, these are frequently confounded by supervisors. Both the ideas have a few similitude's and covering of idea, however there are contrasts that different two of them. Extensively, we can say that Inventory network the board is the administration of things outside the organization though Activities the executives bargains inside the organization. Be that as it may, both the terms are truly close and ward. For the most part SCM is viewed as a subset of OM. SCM manages controlling and checking of buying of crude material supplies that are needed

for assembling of items. OM manages the greater arrangement of exercises including SCM. Comparable relationship is divided among coordination's and store network the executives. Store network the executives is a general administration of material which incorporates acquirement of crude material to conveyance of final result to the end client. Production network the executives can be characterized as configuration, arranging execution, control and checking of store network exercises. Unexpectedly, coordination's manage the progression of merchandise from point of creation to point of utilization. In the event that we contrast store network the board and the complete quality administration, we can say that extreme objective of the two of them is to accomplish consumer loyalty. Despite the fact that beginning mark of the two of them is extraordinary yet they are developing along comparable ways. The two of them come into the image to satisfy the need of strategic systems for activities. TQM is the management philosophy, "that encourages cost reduction, the creation of high quality goods and services, customer satisfaction, employee empowerment, and the measurement of results" (Gunasekaran and McGaughey-2003). Whereas, SCM is the management philosophy which manages total flow of material through various channels from producer to the ultimate customer.

Conclusion, unique contribution and further research directions

The goal of the paper was to concentrate on scm, its development and aspects. This paper depended on three exploration questions which were:

Rq1: to figure out development of scm and its aspects.

Rq2: to depict scm from other related regions like logistics management, value chain management, and operations management.

Rq3: to recognize different commitments in the field of scm hypotheses. In the wake of evaluating papers relating to scm and operations management, we had the option to plan the development of supply chain management as an idea and the outcomes are addressed in a plain structure. We had the option to distinguish the main components of scm to be specific long term relationship, concurrent engineering and strategic purchasing. We had the option to distinguish a meager line that isolates different phrasings, for example, scm, value chain, operations management and logistics management. After reviewing several papers on

these topics, we were able to delineate scm from other related areas. During the progression of time, different theories of scm have developed and were broadly acknowledged in the business. We have read up different papers for the hypotheses and expounded these theories in the paper.

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