

A SUPPLY CHAIN MANAGEMENT PRACTICES IN TEXTILE INDUSTRY OF SURAT DISTRICT

Dr. Nilesh Patel
Assistant Professor
Prof. V.B.shah Institute of
Management,Amroli

Dr. Swati Mehta
Assistant Professor
Prof. V.B.shah Institute of
Management,Amroli

Abstract

As global competition increases, businesses should be more involved in how their suppliers and customers do business. They need to focus on process that has an impact on enhancing Supply Chain Management performance such as where materials come from, how their suppliers' products are designed and assembled, how products are transported and stored and what consumers really wants. This study is done to emphasize the Supply Chain Management Practice and its effect on Organisational Performance in Textile Industry of Surat District. Total 567 manufacturing Organizations of textile units located in Surat district were covered in the survey. The outcomes of the analysis will reveal whether the comprehensive set of supply chain management practices exist among firms in the Textile manufacturing industry in Surat District. Statistical technique such as Factor analysis, Structural Equation Model used for analysis. Result indicated that SCMP and Organisational performance have significant effect.

Keywords: Supply Chain Management Practices, SCMP, Textile Industry, Organisational Performance.

1.1 Introduction:

A supply chain is characterized by the flow of goods, services, money, and information both within and among business entities including suppliers, manufacturers, and customers. It also includes all types of organizations engaged in transportation, warehousing, information processing, and materials handling. Sourcing, procurement, production scheduling, manufacturing, order processing, inventory management, warehousing, and, finally, customer service are the functions performed throughout the supply chain. The ultimate goal of SCM is to meet customers' demand more efficiently by providing the right product, in the right quantity, at the right location, at the right time, and in the right condition.

The council of Supply chain Management defines SCM as "Managing supply and demand, sourcing raw materials and parts, manufacturing and assembly, warehousing and inventory tracking, order entry and order management, distribution across all channels, and delivery to the customer"

One more formal definition given by institute for supply Management "The design and management of seamless, value-added process across organizational boundaries to meet the real needs of the end customer"

Supply chain management is more and more recognized as a strategic weapon, since globalization forces companies reduce costs and increase efficiency. The strategic choices include; the selection of goals and objectives; the choice of products and services to offer; the design and configuration of policies determining how the firm positions itself to compete in the product markets (Anand,2015). Indian textile Industry is also largest employer (after agriculture) of workers directly and indirectly. Due to ethnic diversity and cultural multiplicity besides racial traces in India's hinterland, several designs and variety of costumes and apparels are used that enrich Indian textile garments design possibilities. Indian textile Industry had been plagued by obsolescence (Agrwal, 2002) , labor problems, raw material vagaries and lack of modernization including that of spindles(Armistead,1993). The post fabric stage processing technology has also been lagging but is now coming up fast with infusion of textile processing technology. SSI firms perform the majority of weaving and processing operations. The level of weaving technology is of lower order and knitting units don't possess capacity to perform dyeing, processing and finishing to international standards(Turner,2005)

Dell Company, Wal-Mart, Digital Equipment Corporation, Hewlett Packard, Allied Signal, and Siemens are examples of organizations that have attempted to implement SCM strategy with varying degrees of success in their respective industries (Narasimhan and Jayaram, 1998; Alvarado and Kotzad, 2001).

1.2 Review of Literature:

Lamber and Cooper (2000) propose a SCM framework that consists of three closely interrelated elements: the supply chain network structure, the supply chain business processes and supply chain management. The supply chain structure element tells who the members of a particular supply chain are, how many tiers are involved in the chain and how many members are in each tier. A supply chain looks rather more like an uprooted tree than a pipeline, which suggests that supply chains are very complicated to manage. Within such complex network structure, the key to successful SCM is to identify the key processes, which need the coordination of all the tiers in one supply chain, and manage these processes in an integrated fashion.

Lancioni et al. (2000) defined seven substantive supply chain decision areas, which include purchasing/procurement, inventory management, transportation, order processing, customer service, production scheduling and relations with vendors. These seven areas do not include any process that relates to demand forecasting while joint forecasting or demand management is one of the processes that are critical for a successful supply chain to be able to compete in the market

It is recognized that a basic enabler for SCM is information sharing. Many researchers have emphasized the importance of information sharing in SCM practice. Lalonde (1998) considers sharing of information as one of five building blocks that characterize solid supply chain relationship. According to Stein and Sweat (1998), supply chain partners that exchange the information on a regular basis are able to work as a single entity. Together, they have a greater understanding of the end consumers and are better able to respond to change in the marketplace. Moreover, Yu et al. (2001) point out that the negative impact of the bullwhip effect on a supply chain can be reduced or eliminated by sharing information with trading partners.

Tompkins and Ang (1999) suggest that the key competitive and distinguishing factor for the 20th century is

the proficient use of relevant and timely information by all functional elements within the supply chain to meet organizational objectives. For example, sharing information with suppliers gives Dell Company the benefits of faster cycle times, reduced inventory, and improved forecasts. At the same time, the customers get a higher-quality product at a lower price (Stein and Sweat, 1998).

Rhonda, R. and Lummus, R. J. (1999). This paper defined the concepts of supply chain and Supply Chain Management and discussed why managers are increasingly interested in the concept. The historical evolution of the supply chain movement from its early days of quick response and efficient consumer response was discussed.

Basnet et al. (2003) reported in their survey of SCM practices in New Zealand in which 25 commonly cited SCM practices were identified. These included practices related to supply and materials management issues, Operations, IT and sharing, and customer service. They found that on – time delivery of own firm’s products directly to the consumers’ points of use has the most important rating (Average important rating 4.75) and requiring suppliers to locate closer to the firm had least important rating (Average important rating 1.91).

IIMM (2003) carried out a survey to measure the Benchmarking practices in supply chain management. In their survey they studied the Supply Chain Management practices of Automobile Industry, Electronics Industry, Engineering Industry, White goods Industry, FMCG Industry & Process Industry. They have also suggested criteria to measure the performance of supply chain.

Srivastava (2006). The author conducted a research on at least one major facility among 25 Indian manufacturing firms of various industries. The findings indicate that logistics and SCM practices are influenced by contextual factors such as the type of industry, firm size, its position in the supply chain, supply chain length and the type of supply chain. They are also influenced by regulatory and economic environment, available infrastructure and competition with other supply chains. He identified the logistics and SCM practices of these firms and discern various emerging trends as well as areas of concern. He also suggested opportunities for improvements. Indian firms need to act fast to capitalize on these opportunities to be competitive with the world market.

Zhou, H. & Benton, W. (2007). “Supply chain practice and information sharing”. The purpose of this study was to investigate the integration of information sharing and supply chain practice in supply chain management. Data from 125 North American manufacturing firms were collected. The results showed that (1) effective information sharing significantly enhances effective supply chain practice; (2) supply chain dynamism has significant positive influence on effective information sharing as well as effective supply chain practice. Supply chain dynamism has more influence on information sharing than supply chain practice; (3) and effective supply chain practice becomes more important when the level of information sharing increases. The findings show that both effective information sharing and effective supply chain practice are critical in achieving good supply chain performance. This study suggests that firms do not have

to excel in all dimensions of supply chain processes in order to achieve superior delivery performance. The regression analysis shows that only delivery practices (not the supply chain planning or JIT production) have significant positive influence on delivery performance.

1.3 Objectives:

1. To Identify the Supply Chain Management practices followed by Textile industry located in Surat.
2. To explore relationship between Supply chain practices and Organisational Performance.

1.4 Hypotheses:

1. Textile Industries located in Surat District are significantly influenced by Supply Chain Management practices.
2. There is significant relationship between Supply chain practices and Organisational Performance

1.5 Design and Development of Set of Questions:

The whole set of questions were divided into three parts. Part–I consisted of Company Profile / Background information in which basic information regarding the organization like scale of business, form of business, product characteristics, process characteristics, etc., were asked. Part–II consisted of 28 statements related Supply Chain Management practices which were measured in 5 point scale, where 1 indicated very low and 5 indicated very high. Part–III consisted of 17 statements which measure Organisational performance. They are also measured in 5 point scale. Table 1 below shows the major references for SCM Practices.

Table 1 Major references for SCM

Constructs	Definitions	Literature
Strategic supplier partnership	Long-term relationships designed to leverage the strategic and operational capabilities of individual participating organizations to achieve significant ongoing benefits to each party	Monczka et al., 1998; Sheridan, 1998; Stuart, 1997; Balsmeier and Voisin, 1996; Tompkins, 1998; Lamming, 1993; Gunasekaran et al., 2001.
Customer Relationship	The practices to manage customer complaints, build long-term relationships with customers, and improve customer satisfaction.	Tan et al., 1998; Claycomb et al., 1999; Aggarwal, 1997; Bommeret al., 2001; Magretta, 1998a; 1998b; Noble, 1997; Wines, 1996.
Information Sharing	The extent to which critical and proprietary information is communicated to one's trading partners.	Monczka et al., 1998; Mentzer, 2000; Towill, 1997; Balsmeier and Voisin, 1996; Novack et al., 1995; Jones, 1998; Lalonde, 1998; Stein and Sweat, 1998; Yu et al., 2001; Vokurka & Lummus, 2000; Lancioni et al., 2000; Ballou et al. 2000.
Information Quality	The extent to which information exchanged is accurate, timely, complete, adequate, and credible.	Monczka et al., 1998; Chizzo, 1998; Holmberg, 2000; Jarrel, 1998; McAdam and McCormack, 2001; Metters, 1997; Lee et al., 1997; Mason-Jones and Towill, 1997; Berryet al., 1994; Alvarez, 1994.
Lean System	The practice of driving out the unnecessary cost, time, and other wastes from the entire supply chain.	McIvor, 2001; Taylor, 1999; Womack and Jones, 1996; Mason-Jones and Towill, 1997; Handfield and Nichols, 1999; Burgess, 1998.
ICT	The use of the various information technologies such as Internet, E-commerce, CRM, SCM and ERP, EDI, Expert system, Enterprise resource planning (ERP), supply chain planning (SCP) systems etc. to enhance the information and communication with suppliers, customer, within the organization, distribution center, retailer, whole seller etc.	Modrik et al., 2005; R.Mishara, 2004.
JIT	JIT means pull system i.e. production only when the demand arises. This system is referred to as the Kanban system.	Claycomb et al., 1999; Ganeshkumar et al., 2001.
Outsourcing	Outsourcing is the practice of transferring internal business activities / operations of a firm to third parties	Thatte, 2007; Verstraete, 2004.

Practices:

1.6 Sampling:

The Textile manufacturing units are located in different area of Surat district. The data were obtained from District Industries Centre, Surat. This Paper identifies the Supply Chain Management practices of textile industries including Yarn, Embroidery, weaving and Dying and printing located in Surat district. Total 567 manufacturing Organizations of textile industry located in Surat district were covered in the survey.

1.7 Data analysis tools used:

The raw data collected through questionnaire were suitably coded and tabulated to make statistical inference. The data were coded and analysed using SPSS and AMOS , Factor Analysis and Structural Equation Model ware used..

1.8 Result of Study:

1.8.1 Factor Analysis

Objective – 1 Identifying the supply chain management practices in Textile Industry in Surat.

For the purpose to study first hypothesis (**H1**) to explore the Supply chain practices in Textile Industry in surat. factor analysis is conducted. One of the most widely used techniques for data reduction is factor analysis. According to Luck and Rubin (2003), factor analysis seeks to identify a set of dimensions that is not readily observed in a large set of variables. The analysis summarizes a majority of the information in the data set in terms of relatively new few categories, known as *factors*. Two basic reasons for using factor analysis are (i) to simplify a set of data by reducing a large number of measures for a set of respondents to a smaller manageable number of factors and (ii) to identify the underlying structure of the data in which a large number of variables may really be measuring a small number of basic characteristics of the sample. For this study, factor analysis is used to reduce the number of variables that are used to measure the influence level of respondents. Respondents were asked to rate 28 statements on their influence level ranging from level 1 (strongly agree) to level 5 (strongly disagree) . The requirements of factor analysis are satisfied to reduce the variables. After some rounds of removing the unsuitable variables, the analysis results that the remaining variables are grouped into seven factors.

1.8.1.1 Bartlett's test of Sphericity

Bartlett's test of sphericity is a test statistic used to examine the hypothesis that the variables are uncorrelated in the population.

Table 2 **KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.773
Bartlett's Test of Sphericity	Approx. Chi-Square	2.240E3
	Df	378
	Sig.	.000

As shown in above **Table : 2 KMO and Bartlett's Test**, the significance value of Bartlett's Test is 0.000, this leads to rejection of the idea that the correlation matrix is identity matrix.

The Kaiser-Meyer-Olkin (KMO) measure for sampling adequacy is an index used to examine the appropriateness of factor analysis. The KMO value varies from 0 to 1. High value (0.5 and 1.0) indicates factor analysis is appropriate. As **shown Table:2**, The KMO value found for this study is 0.773, which is nearer to 1. Hence, this value is acceptable and justifies the appropriateness of factor analysis.

1.8.1.2 Variance explained

It is required that the scale constructed and the components extracted should be able to explain maximum variance in the data. For this, an analysis of the Eigen values is required. Eigen value represents the total variance explained by each factor. **Table:3 Total Variance Explained**. It shows the Eigen values of all the variables that can be extracted. Ideally only those factors are extracted for which the Eigen values are greater than one, but for the present study, factors having Eigen value greater than 1.10 are considered. Thus, the factors extracted in the study are seven in number and together contribute 62.38% of total variance. This is a fair percentage of variance to be explained and assumes of the appropriateness of the factor analysis.

Table 3 : Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.573	19.904	19.904	5.573	19.904	19.904	3.046	10.878	10.878
2	3.333	11.905	31.809	3.333	11.905	31.809	2.644	9.441	20.319
3	2.526	9.023	40.831	2.526	9.023	40.831	2.574	9.194	29.513
4	2.130	7.607	48.439	2.130	7.607	48.439	2.419	8.638	38.151
5	1.592	5.687	54.125	1.592	5.687	54.125	2.286	8.163	46.314
6	1.204	4.299	58.424	1.204	4.299	58.424	2.272	8.114	54.428
7	1.108	3.957	62.381	1.108	3.957	62.381	2.227	7.953	62.381

1.8.1.3 Rotation Matrix

In such a complex matrix, it is difficult to interpret the factors. Therefore, through rotation, the factor matrix is transformed into a simpler one that is easier to interpret. The method of rotation used for this study is VARIMAX, which is the most commonly used rotation method. The variance explained by each component before and after the rotation method. It was found that some variables are not clubbed under any of the factor and they are considered as independent variables. Remaining variables have the factor loading more than 0.5; therefore they are considered for loading on extracted six factors

1.8.1.4 Measurement of reliability test using Cronbach's alpha

In this part, Cronbach's Alpha is used to test the reliability of items included in the factors, which are identified in the factor analysis. This test is done to make sure that the measurements are reliable for further uses. The results of Cronbach's alpha test are shown in the **Table 4**. It presents that Cronbach's Alpha indexes of all factors are greater 0.6, and the corrected item-total correlation of all items are more than 0.30. Besides, Cronbach's alpha of each factor if its any item is deleted is less than the factor's Cronbach's Alpha, as well as the significant of F test for each factor, a kind of test to make sure the suitability of using Cronbach's Alpha technique for the data, is less than 0.05. These indexes show that items included in the factors: Strategic supplier partnership, customer relationship, information sharing,

Table 4 Measurement of reliability test using Cronbach's alpha

SCM Practises	Cronbach's alpha
Strategic supplier partnership	0.626 (0.000)
Customer relation practices	0.785 (0.006)
Information sharing	0.820 (0.000)
Lean system	0.729 (0.000)
Information communication technology (ICT)	0.702 (0.000)
JIT manufacturing	0.746 (0.000)
outsourcing	0.773 (0.001)

1.8.3 Impact of SCM practices on Organisational performance by using Structure Equation Model (Using AMOS)

Objective 2 : to explore relationship between Supply chain practices and Organisational Performance

In this study Structure Equation Modeling (SEM) was used to estimate and test how latent variables and their dimensions are related with each other. After extensive literature review, a hypothetical structure equation model was anticipated and analyzed with the software AMOS 20 version respectively. The research investigated the relationship among Supply Chain Management Practices and Organisational Performance. Factors were confirmed applying the factor confirmatory analysis on AMOS 20, all factors were confirmed.

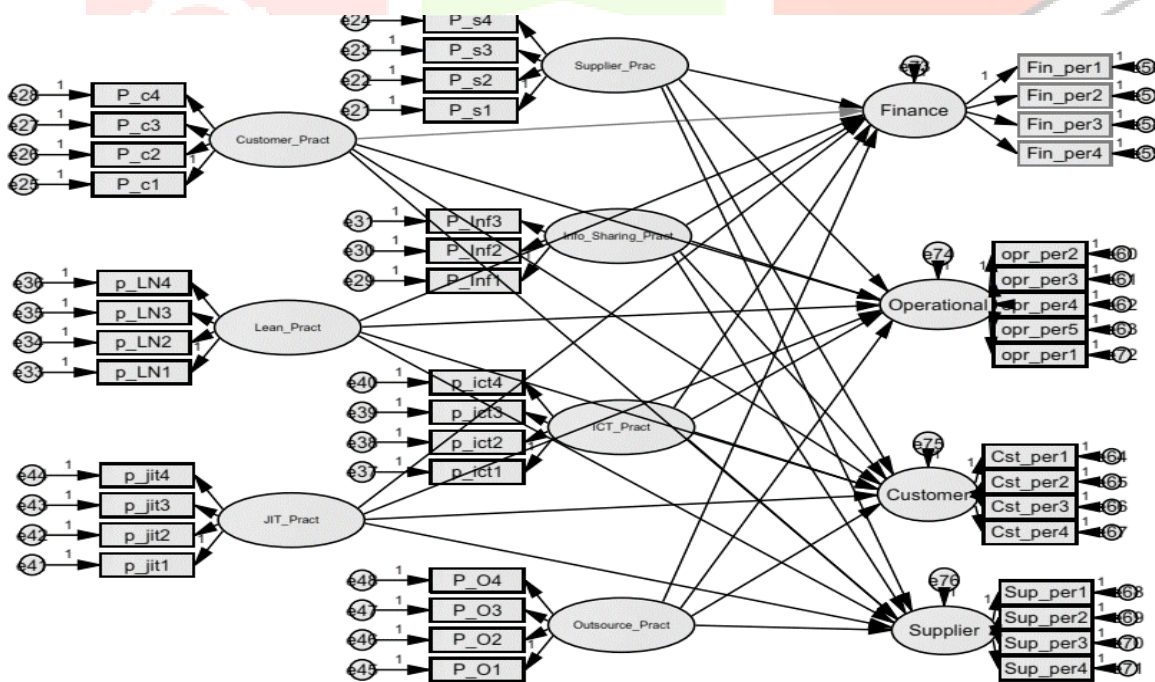


Table 7.2) Model fitness criteria of the Relationship among Supply Chain Management Practices and Organisational Performance.

Sr. No.	Fitness Criteria	General rule acceptable fit – According to Criteria for an accepted SEM (Source: Schreiber, et al., 2006, p.330)	Result of Present study
1	CMIN/df	<= 2 or 3	2.86
2	GFI	>= 0.95	0.90

3	CFI	≥ 0.95	0.937
4	RMSEA	< 0.06	0.056

Regression Weights: (Group number 1 - Default model)

Organisational performance		Supply chain practices	Estimate	S.E.	C.R.	P	result
Finance	<---	Strategic Supplier partnership	.290	.079	3.650	***	Significant relationship
Finance	<---	Customer relationship	-.084	.053	-1.571	.116	
Finance	<---	Information sharing	.001	.044	.024	.981	
Finance	<---	Lean practices	.250	.074	3.372	***	Significant relationship
Finance	<---	Information and communication technology	.126	.048	2.647	.008	Significant relationship
Finance	<---	JIT manufacturing	.034	.072	.470	.639	
Finance	<---	outsourcing	.150	.042	3.614	***	Significant relationship
Operational	<---	Strategic Supplier partnership	.079	.059	1.330	.183	
Operational	<---	Customer relationship	.030	.041	.722	.470	
Operational	<---	Information sharing	.059	.034	1.728	.084	
Operational	<---	Lean practices	.116	.056	2.058	.040	Significant relationship
Operational	<---	Information and communication technology	.072	.037	1.966	.049	Significant relationship
Operational	<---	JIT manufacturing	.106	.057	1.870	.061	Significant relationship
Operational	<---	outsourcing	.113	.033	3.464	***	Significant relationship
Supplier	<---	Strategic Supplier partnership	.217	.071	3.065	.002	Significant relationship
Supplier	<---	Customer relationship	-.058	.048	-1.211	.226	
Supplier	<---	Information sharing	-.064	.040	-1.611	.107	
Supplier	<---	Lean practices	.059	.064	.913	.361	
Supplier	<---	Information and communication technology	.123	.043	2.846	.004	Significant relationship
Supplier	<---	JIT manufacturing	.379	.074	5.114	***	Significant relationship
Supplier	<---	outsourcing	.210	.039	5.326	***	Significant relationship

Organisational performance		Supply chain practices	Estimate	S.E.	C.R.	P	result
Customer	<---	Strategic Supplier partnership	.125	.044	2.847	.004	Significant relationship
Customer	<---	Customer relationship	.123	.043	2.846	.004	Significant relationship
Customer	<---	Information sharing	-.068	.031	-2.166	.030	Significant relationship
Customer	<---	Lean practices	.195	.055	3.563	***	Significant relationship
Customer	<---	Information and communication technology	.049	.033	1.477	.140	
Customer	<---	JIT manufacturing	.258	.060	4.311	***	Significant relationship
Customer	<---	outsourcing	.021	.028	.738	.461	

1.9. Conclusion:

Results of factor Analysis Reveals that Textile industries including Yarn, embroidery, weaving, dyeing and printing located in Surat districts are giving more emphasis on supply chain practices of strategic supplier partnership, customer relationships, Information sharing among partners, lean system, Information communication Technology (ICT) activities, JIT Manufacturing as well as Outsourcing activities also.

Research paper also explores the impacts of Supply Chain Management practices on Organisational performance by using Amos. The results indicate that supply chain practices of strategic supplier partnership, customer relationships, Information sharing among partners, lean system, Information communication Technology (ICT) activities as well as Outsourcing activities are significantly influencing Organisational performance. Results also reveal that strategic supplier partnership, lean system, Information communication Technology (ICT) activities as well as Outsourcing activities are highly influencing on financial performance because they help to organisation for reducing cost either by outsourcing some activities or by keeping partnership with raw material suppliers and availing immediate services as and when required so reduce inventory cost as well as getting benefit of discount in price. Study indicates that of lean system, Information communication Technology (ICT) activities, JIT Manufacturing as well as Outsourcing activities are influencing on operational Performance. Strategic supplier partnership, customer relationships, Information sharing among partners, lean system, JIT Manufacturing are influencing on customer related performance. Information communication Technology (ICT) activities, JIT Manufacturing as well as Outsourcing activities are also impacting on supplier related Performance. In short, major supply chain practices are highly as well as positively influencing the organisational Performance. Majority of the respondents believe that they are managing their supply chain successfully; however they are facing some serious problems regarding the late delivery by the suppliers, missing of the goods in the warehouse, loading goods in the wrong truck, receiving in correct goods. Hence they need to adopt the better Supply Chain Management practices to overcome the frequently problems faced by them and improve organisational performance as well.

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