

6,755 Views | 379 CrossRef citations to date | 3 Altmetric

Original Articles

# Understanding supply chain management: critical research and a theoretical framework

I. J. Chen & A. Paulraj

Pages 131-163 | Published online: 21 Feb 2007

Cite this article <https://doi.org/10.1080/00207540310001602865>

Sample our  
Economics, Finance,  
Business & Industry Journals

>> [Sign in here](#) to start your access to the latest two volumes for 14 days

Full Article | Figures & data | References | Citations | Metrics

Reprints

## We Care About Your Privacy

We and our 854 partners store and access personal data, like browsing data or unique identifiers, on your device. Selecting "I Accept" enables tracking technologies to support the purposes shown under "we and our partners process data to provide," whereas selecting "Reject All" or withdrawing your consent will disable them. If trackers are disabled, some content and ads you see may not be as relevant to you. You can resurface this menu to change your choices or withdraw consent at any time by clicking the ["privacy preferences"] link on the bottom of the webpage [or the floating icon on the bottom-left of the webpage, if applicable]. Your choices will have effect within our Website. For more details, refer to our Privacy Policy. [Here](#)

We and our partners process data to provide:

I Accept

Reject All

Show Purpose



activities have  
egic  
upply chain,  
ever since  
rs, the  
agement  
search  
ain  
ematic  
he purpose  
ng of SCM

and stimulates and facilitates researchers to undertake both theoretical and empirical

investigation on the critical constructs of SCM, and the exploration of their impacts on supply chain performance. To this end, we analyse over 400 articles and synthesize the large, fragmented body of work dispersed across many disciplines such as purchasing and supply, logistics and transportation, marketing, organizational dynamics, information management, strategic management, and operations management literature.

### Related Research Data

Accelerating Adaptive Processes: Product Innovation in the Global Computer Industry

Source: JSTOR

CHARACTERISTICS OF SUPPLY CHAIN MANAGEMENT AND THE IMPLICATIONS FOR PURCHASING AND LOGISTICS STRATEGY.

Source: Emerald

Relational governance as an interorganizational strategy: An empirical test of the role of trust in economic exchange

Source: Wiley

Supply Chain Power Configurations and Their Relationship with Performance

Source:

Single- versus multi-tier supply chain configurations

Source:

Linking

comp

Source:

A FRA

SYST

S

Manu

Source:

Perfo

Source:

Firm I

Source:

Resea

impro



Source: Informa UK Limited

Vendor selection criteria and methods

Source: Elsevier BV

AN ANALYSIS OF VENDOR SELECTION SYSTEMS AND DECISIONS

Source: Wiley

SUPPLIER INTEGRATION AND TIME-BASED CAPABILITIES: AN EMPIRICAL STUDY

Source: Informa UK Limited

Effective Integration Strategies in the Global Context

Source: IGI Global

Environmental Uncertainty and Strategic Supply Management: A Resource Dependence Perspective and Performance Implications

Source: Wiley

Corporate turnaround through effective supply chain management: the case of a leading jewellery manufacturer in India

Source: Emerald

Firm Resources and Sustained Competitive Advantage

Source: SAGE Publications

An Analytical Approach to Supplier Selection

Source: Wiley

Customer Contributions to Quality: A Different View of the Customer-Oriented Firm

Source: Academy of Management

Coordinated supply chain management

Source

Supp

Source

PARA

INDU

Source

A stu

Source

S

S

Lean

Source

Strat

Source

Coord

Source

Extern

oriented flexibility and organisational awareness



BILE

k-

Source: Informa UK Limited

A critical review of lean supply chain management frameworks: proposed framework

Source: Informa UK Limited

Networks: Between Markets and Hierarchies

Source: Wiley

A survey of Italian grocery firms

Source: Emerald

Optimization models for the dynamic facility location and allocation problem

Source: HAL CCSD

The antecedents of buying firms' efforts to improve suppliers

Source: Wiley

The impact of purchasing and supplier involvement on strategic purchasing and its impact on firm's performance

Source: Emerald

The leveraging of interfirm relationships as a distinctive organizational capability: a longitudinal study

Source: Wiley

Does Trust Matter? Exploring the Effects of Interorganizational and Interpersonal Trust on Performance

Source: Institute for Operations Research and the Management Sciences (INFORMS)

A social network-based organizational model for improving knowledge management in supply chains

Source

Extern

Source

Colla

Source

Conc

Source

Vend

S

Te

Source

Rede

Source

The I

Purch

Source

Gene

potential distribution centers in a fuzzy environment



lity of

Source: Springer Science and Business Media LLC

The Role of Materials Management in Developing Time-Based Competition

Source: Wiley

Strategic Purchasing Planning

Source: Wiley

Performance implications of ties to large-scale state-owned enterprises and banks in an emerging economy

Source: Springer Science and Business Media LLC

The Changing Role of Purchasing - Reconsidering three strategic issues

Source: IMP

Corruption and supply chain management toward the sustainable development goals era

Source: Emerald

May you live in interesting times...the emergence of theory-driven empirical research

Source: Wiley

Strategically managed buyer-supplier relationships and performance outcomes

Source: Wiley

Improving Marketing/Logistics Cross-Functional Collaboration in the Supply Chain

Source: Elsevier BV

Building operations management theory through case and field research

Source: Wiley

A model for enterprise resource planning in emergency humanitarian logistics

Source

Study

Source

Exam

chain

Source

Source

Furnit

S

Th

Source

An ex

devel

Source

A con

inten

Source



Using a multi-agent system to optimise resource utilisation in multi-site manufacturing facilities

Source: Informa UK Limited

The antecedents of successful buyer-supplier relationships in strategic networks of the Hong Kong clothing industry

Source: Informa UK Limited

Logistics and interdepartmental integration

Source: Emerald

The dyadic capabilities concept: examining the processes of key supplier involvement in collaborative product development

Source: Elsevier BV

Revisiting Trust toward E-Retailers among Indian Online Consumers

Source: Informa UK Limited

Manufacturing and Service Supply Chain Performance: A Comparative Analysis

Source: Wiley

A conceptual framework

Source: Emerald

Fitting Purchasing to the Strategic Firm: Frameworks, Processes, and Values

Source: Wiley

Empirical research on supply chain management: A critical review and recommendations

Source: Informa UK Limited

Buyer-supplier relationships in the Japanese market of the

Japan

Source

Supp

Source

The in

mana

Source

R

So

The c

interf

Source

The in

Source

A Cor

Source



The impact of power and relationship commitment on the integration between manufacturers and customers in a supply chain

Source: Wiley

An empirical study

Source: Emerald

A Model of Distributor Firm and Manufacturer Firm Working Partnerships

Source: SAGE Publications

Integrating R&D and marketing: A review and analysis of the literature

Source: Wiley

Antecedents for the adoption and execution of supply chain management

Source: Emerald

Uses of Process Capability Indices in the Supplier Certification Process

Source: Informa UK Limited

Requirements for forming an 'e-supply chain'

Source: Informa UK Limited

A research framework

Source: Emerald

Development, measurement and validation of supply chain performance measurement (SCPM) scale in Indian retail sector

Source: Emerald

Supplier Development Programs: An Empirical Analysis

Source: Wiley

A Mo

Source

The p

Source

Logis

Source

The c

Source

Q

So

Interp

Source

Théor

clés

Source

A lite

Source



ensions

A longitudinal literature network review of contributions made to the academy over the past 55 years of the IJPR

Source: Informa UK Limited

A portfolio model for component purchasing strategy and the case study of two South Korean elevator manufacturers

Source: Informa UK Limited

Customer relationship management and innovation capability: an empirical study

Source: Emerald

Enterprise logistics and supply chain structure: the role of fit

Source: Wiley

Critical success factors in relationship management for services outsourcing

Source: Springer Science and Business Media LLC

Electronic commerce usage in business-to-business purchasing

Source: Emerald

Implementing early supplier involvement: a conceptual framework

Source: Emerald

The relationship of strategic purchasing to supply chain management

Source: Elsevier BV

Strategic purchasing, supply management practices and buyer performance improvement: an empirical study of UK manufacturing organisations

Source: HAL CCSD

Halal supply chain critical success factors: a literature review

Source

Supp

Source

Deve

Source

An as

Source

Supp

S

En

Chair

Source

Supp

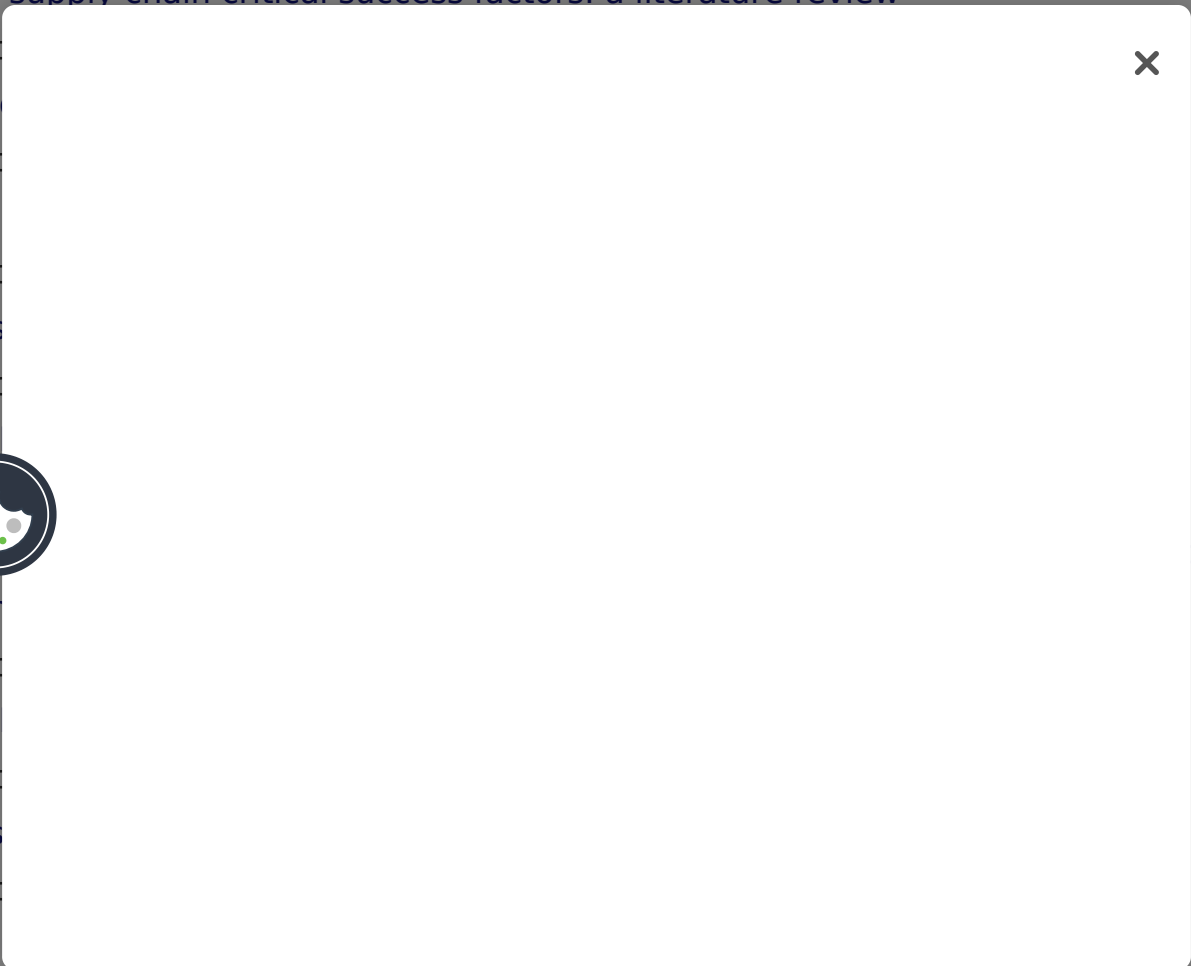
Source

The s

Source

Integ

Source: Elsevier BV





Furthering the integration of marketing and logistics through customer service in the channel

Source: Springer Science and Business Media LLC

A framework for analysing supply chain improvement

Source: Emerald

Using Teams to Manage Collaborative Relationships in Business Markets

Source: Informa UK Limited

Marketing/Logistics Integration and Firm Performance

Source: Emerald

An Evolving Definition of Collaboration and Some Implications for the World of Work

Source: SAGE Publications

Learning and protection of proprietary assets in strategic alliances: building relational capital

Source: Wiley

Relational competence and strategic procurement management Towards an entrepreneurial and contractual theory of the firm

Source: Elsevier BV

Healthcare supply chain management: literature review and some issues

Source: Emerald

A Cross Case Comparative Analysis

Source: IGI Global

Benefits associated with supplier integration into new product development under

condi

Source

The e

mana

Source

Gettin

Source

The p

S

Cr

Source

Coop

Source

Boun

produ

Source

New

Source: Elsevier BV



Complementary theories to supply chain management

Source: Emerald Group Publishing

Motivating and Monitoring JIT Supplier Performance

Source: Wiley

Strategic interactions in service supply chain with horizontal competition

Source: Springer Science and Business Media LLC

Assessing the contingent effects of collaboration on agility performance in buyer-supplier relationships

Source: Wiley

Stages of global sourcing strategy evolution: an exploratory study

Source: Wiley

The buyer-supplier relationship in total quality management

Source: Wiley

Single Source Qualification

Source: Wiley

Supply chain design and analysis:: Models and methods

Source: Elsevier BV

Current purchasing practices and JIT: some of the effects on inbound logistics

Source: Emerald

An empirical investigation into supply chain management

Source: Emerald

Is Time a Competitive Weapon among Manufacturing Firms

Source:

Flow ... ns, and

Direct

Source:

Single

Source:

"A JO ... ENT\*

Source:

"

So

Supp

Source:

Trans

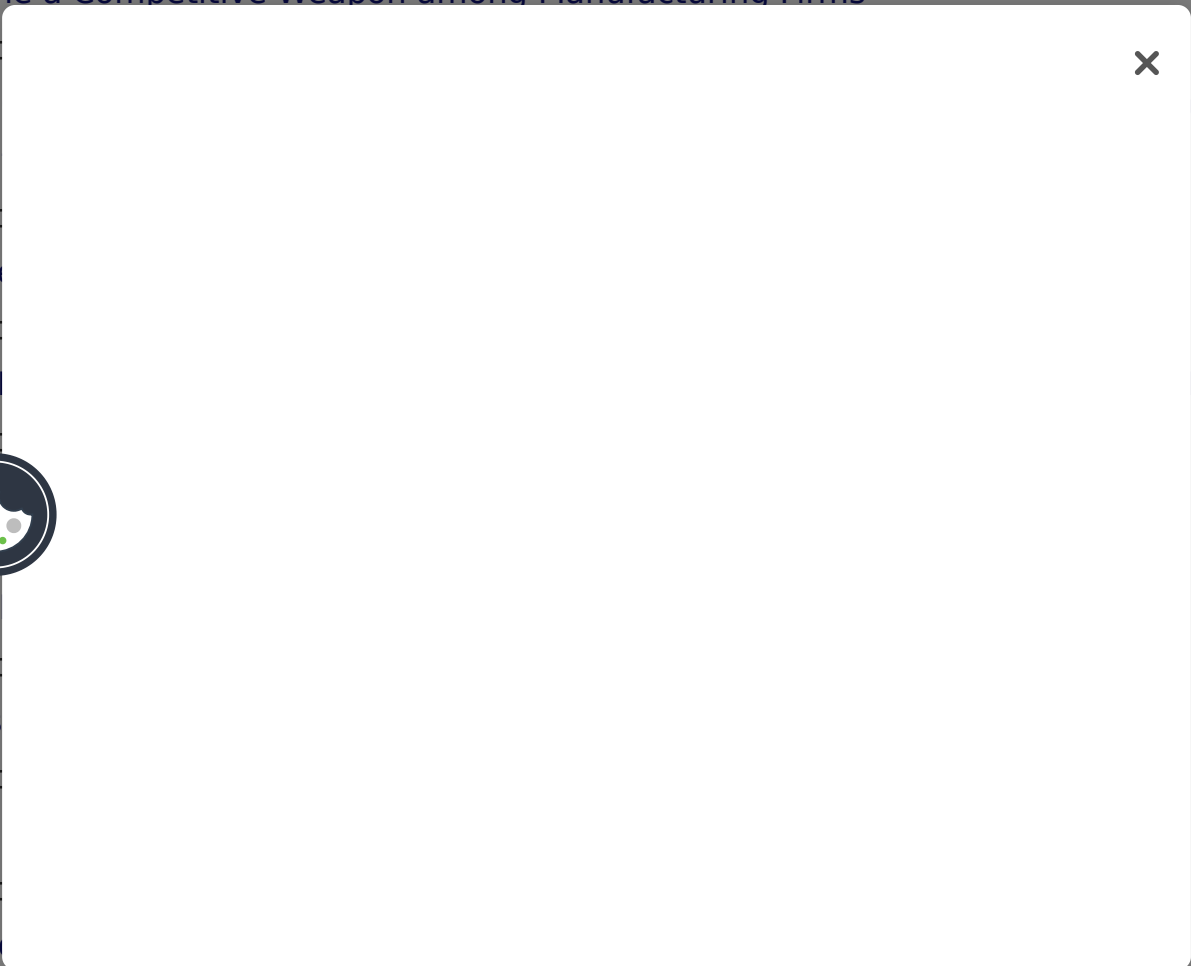
Source:

A Sm

Source:

Vend

Source: Emerald



The impact of external integration on halal food integrity

Source: Emerald

The Impact of Supply Chain Integration on Operating Performance

Source: Emerald

A General Theory of Network Governance: Exchange Conditions and Social Mechanisms

Source: Academy of Management

Getting the Message Across? Supplier Quality Improvement Programmes: Some Issues in Practice

Source: Emerald

Integrating purchasing into strategic management

Source: Elsevier BV

Toward a measure of competitive priorities for purchasing

Source: Wiley

Disintegration and Re-Integration: Logistics of the Twenty-First Century

Source: Emerald

Logistics Information Systems: The Importance of an Enterprise Perspective

Source: Emerald

An empirical study of time-based competition in the North American automotive supplier industry

Source: Emerald

JIT Implementation: A Growth Opportunity for Purchasing

Source:

Integ

Source:

Lead-

Source:

Linkin

Perfo

Source:

A

So

Const

Source:

The P

Comp

Source:

Strate

Meas

Source: Institute for Operations Research and the Management Sciences (INFORMS)



Performance Outcomes of Purchasing Arrangements in Industrial Buyer-Vendor Relationships

Source: SAGE Publications

Enterprise Logistics in the Information Era

Source: SAGE Publications

Historical Evolution of the Purchasing Function

Source: Wiley

An Empirical Study of Delivery Speed and Reliability

Source: Emerald

SUPPLY CHAIN MANAGEMENT -- MORE THAN A NEW NAME FOR LOGISTICS

Source: Emerald

A Survey-Based Investigation of Food Banks

Source: Wiley

The Relational View: Cooperative Strategy and Sources of Interorganizational Competitive Advantage

Source: Academy of Management

The impact of supply chain integration on performance: A contingency and configuration approach

Source: Wiley

Operating decisions, supplier availability and quality: An empirical study

Source: Wiley

Accounting Measures of Business Performance and Tobin's q Theory

Source

Optim

Source

Statu

Source

Effect

trans

Source

P

Or

Source

The F

Source

Drivin

Source

Top M

Source

DYNAMIC CAPABILITIES AND STRATEGIC MANAGEMENT



Source: Wiley

Vendor Selection Using Interpretive Structural Modelling (ISM)

Source: Emerald

Empirical Taxonomy of SCM Practices

Source: Wiley

Cooperative Exchange: Rewards and Risks

Source: Wiley

Information Intensity: A Paradigm for Understanding Web Site Design

Source: Informa UK Limited

An evolutionary process

Source: Emerald

Managing 21st century network organizations

Source: Elsevier BV

An archival search and content analysis

Source: Emerald

COMPETITION, COOPERATION, AND THE SEARCH FOR ECONOMIC RENTS: A SYNCRETIC MODEL

Source: Academy of Management

A review of coordination studies in the context of supply chain dynamics

Source: HAL CCSD

How internal integration, information sharing, and training affect supply chain risk management capabilities

Source

Effect

Source

Relat

appro

Source

Integ

Source

T

S

Towa

Source

The S

Source

Simu

suppl

Source

At last purchasing is becoming strategic



n-linear

nts

's

Source: Elsevier BV

Antecedents of leadtime competitiveness in make-to-order manufacturing firms

Source: Informa UK Limited

The impact of supply chain integration on company performance: an organizational capability perspective

Source: Emerald

Squaring lean supply with supply chain management

Source: Emerald

Influence of supplier trust and relationship commitment on green supplier integration

Source: Wiley

Research opportunities in purchasing and supply management

Source: Informa UK Limited

DESIGNER-BUYER-SUPPLIER INTERFACE: THEORY VERSUS PRACTICE

Source: Elsevier BV

Customer or profit focus: an alternative perspective

Source: Emerald

transformation through organizational learning

Source: Emerald

A Buyer's Bases of Power

Source: Wiley

Design of sustainable outsourcing services for facilities management : critical success factors

Source

Strate

Source

Hybrid

Comb

Source

An ex

Source

R

So

Coord

Source

Healt

Source

Single

Source

Small

Source: Wiley



An empirically based operational definition of strategic purchasing

Source: Elsevier BV

An investigation of moderated mediation model

Source: Emerald

Threats to new product manufacturability and the effects of development team integration processes

Source: Wiley

Becoming a "World Class" Company With Logistics Service Quality

Source: Emerald

Coordinating two suppliers with offsetting lead time and price performance

Source: Wiley

Dynamic Capability Building in Service Value Networks for Achieving Service Innovation

Source: Wiley

Uncertainty, flexibility and buffers in the management of the firm operating system

Source: Informa UK Limited

Measuring Supply Chain Performance: Current Research and Future Directions

Source: Emerald

Micro-Foundations of Supply Chain Integration: An Activity-Based Analysis

Source: Multidisciplinary Digital Publishing Institute

Measurement of Business Economic Performance: An Examination of Method Convergence

Source

Coop

Theor

Source

Buyer

of an

Source

The n

S

Th

Perfo

Source

Relat

techn

Source

Optim

Source



Cost

Results

ness

el



Development of automobile distribution networks on the basis of multi-criteria evaluation of distribution channels

Source: Transport

Measuring supply chain performance


Source: Emerald

Prioritizing the factors for coordinated supply chain using analytic hierarchy process (AHP)

Source: Emerald

Characteristics of partnership success: Partnership attributes, communication behavior, and conflict resolution techniques

Source: Wiley

Linking provided by  ScholarSplorer

## Related research

People also read

Recommended articles

Cited by  
379





Information for

- Authors
- R&D professionals
- Editors
- Librarians
- Societies

Opportunities

- Reprints and e-prints
- Advertising solutions
- Accelerated publication
- Corporate access solutions

Keep up to date

Register to receive personalised research and resources by email

 Sign me up

- 
- 
- 
- 
- 

Open access

- Overview
- Open journals
- Open Select
- Dove Medical Press
- F1000Research

Help and information

- Help and contact
- Newsroom
- All journals
- Books

Copyright

Accessib

Registered  
5 Howick Pl

or & Francis Group  
orma business

