

# Conceptualising Supply Chain Management: An Objective-Oriented Approach

## The Project

### Overview

- Confusion between SCM and Logistics management, no unified understanding, more than 173 unique definitions (2009)
- Unclear discipline boundaries, a call for theory building and Remodelling.

*"Refrain from using logistics and supply chain management as synonyms."*

Lambert, D. M., & Enz, M. G. (2015). We must find the courage to change. Journal of Business Logistics, 36(1), 9–17. <https://doi.org/10.1111/jbl.12078>

### Research Motive/Objectives

Without clear understanding of SCM essence, we won't be able to improve our society, improve our economy, and get the most of SCM benefits.



### Exploratory Research Findings

Most of research approaches toward defining SCM or theory building were Process-Oriented or business function-Oriented.



### The Gap

- No evidence that an Objective-Oriented Approach has been Investigated.
- SCM objectives were scattered in the literature.

### Research Focus/Question

Investigating the feasibility of the Objective-Oriented approach in conceptualising SCM, i.e.: How viable this approach is?

### Research Methodology

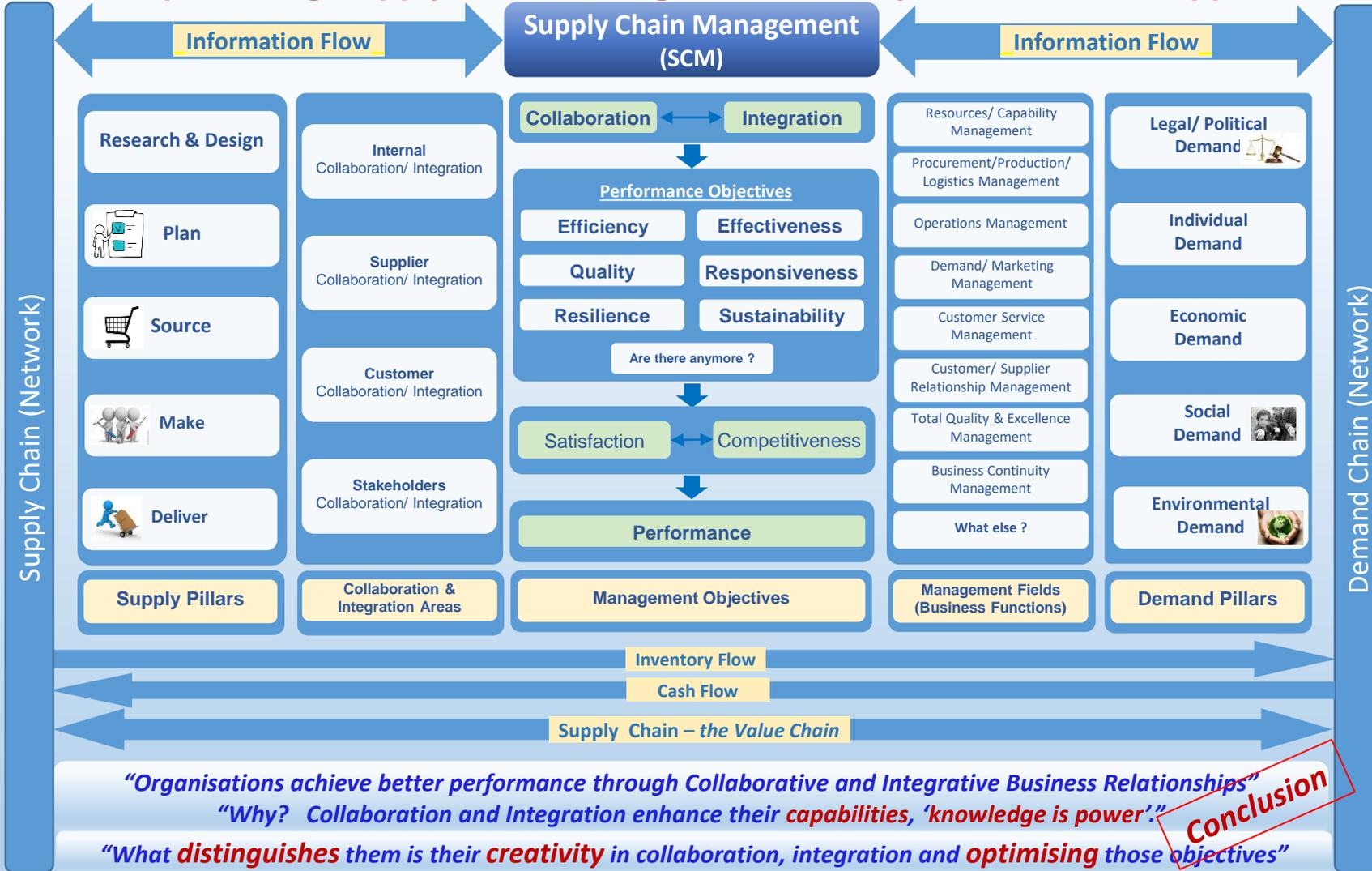
Qualitative Research/ Constructivist Grounded Theory Research Method  
**Data Collection**  
Literature, media, lectures, websites and few interviews.

### Initial Research Outcomes/ Findings/ Contribution

- SCM Conceptual Model (Theory), importance of Collaboration and Integration is highlighted, discipline boundaries are outlined, eliminating confusion and a **Consensus** on a **unified view** and definition is likely.
- The relation between SCM and the theory of Resources-Based View has been identified (The Extended Resource-Based View, (Mathew J., 2000)).

### Future Research

- Identify the sub-framework of each objective (unless it is their)
- Modify the framework to match each sector (omit what is not related).
- Examining the Objective-Oriented Approach in other Management fields
- Question: What would be the **Dark Side** of SCM?
- What about the **social values**? Aren't they important?



## (ISCEE) Framework

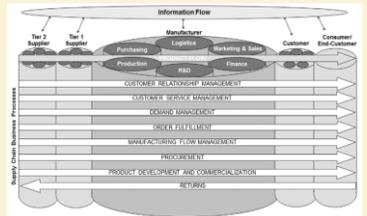
### About ISCEE

- The Proposed ISCEE framework is an outcome of the research project.
- Aims to **visualise** SCM for better understanding and Decision Making Processes.
- Combining top Existing Frameworks of SCM through SCM objectives (the research contribution), **supply pillars** (process-oriented), business functions and Stakeholders (customer-oriented).
- Illustrates the Collaboration and Integration Channels.

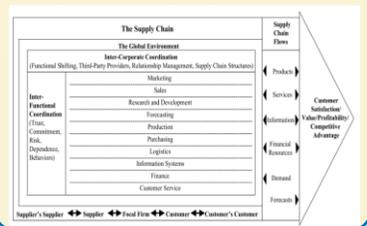
### Supply Chain Operations Reference (SCOR)



### Global Supply Chain Forum (GSCF)



### (Mentzer et al., 2001) Framework



Where is the Recycle Chain?

