



Supply Chain Management (SCM) Perspectives, Practices, and Strategies: A Private and Public Sector Comparative Study

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ARTICLE INFO	ABSTRACT
<p>Article History: Received: January 07, 2025 Revised: February 20, 2025 Accepted: February 22, 2025 Available Online: February 24, 2025</p> <hr/> <p>Keywords: Supply Chain Management, Public Sector, Private Sector, Perspectives</p> <hr/> <p>Corresponding Author: Hafiza Al Haya Sarfaraz Email: Sarfarazhafizaalhaya@gmail.com</p>	<p><i>This examination explores the variations in perceptions of supply chain management (SCM) techniques, topics, tools, and strategies among procurement professionals in public and private sector businesses. To achieve this, a survey was performed among procurement experts from a Fortune 100 company and a municipal employer in Pakistan. The accrued statistics were analyzed to evaluate differences in SCM perceptions in the sample and whether these variations correlated with formal schooling stages. Key findings screen that public sector procurement specialists generally tend to understand SCM as a constrained characteristic centered on shopping, while their sector opposite numbers view it as a strategic manner requiring move-purposeful coordination. Public sector respondents suggested lower stages of formal education compared to those inside the private sector. The study additionally found that SCM-associated subjects, equipment, and strategies maintain greater importance for private-sector experts than for the ones inside the public sector. However, respondents from both sectors acknowledged the important role of ethics and moral behaviour in powerful SCM practices.</i></p>



Introduction

This study explores the variations in how procurement experts in the public and private sectors perceive supply chain management (SCM) practices, subjects, tools, and strategies. A survey was carried out amongst procurement professionals from a Fortune 100 organization and a municipal business enterprise in Pakistan. The gathered statistics were analyzed to understand versions in SCM perceptions and decide whether or not these differences have been motivated with the aid of

formal training stages. In a worldwide economy, wherein private establishments face excessive competition and public businesses operate below more and more restrained budgets, procurement techniques have emerged as greater crucial than ever. In Pakistan, public sector economic sports are predicted to account for about 10–30% of the Gross National Product (GNP), while in Europe, they make contributions around 14–20% of the Gross Domestic Product (GDP), with costs on items and offerings comprising over 60% of general fees (Singh & Soni, 2019). Consequently, the choice and successful implementation of sourcing method can cause, amongst other things, decreased budgetary pressure, extended value for cash, significant value savings, and the general extra effective management of public funds.

Public procurement is widely discussed in public today. At the same time, procurement decisions are generally evaluated by the financiers, i.e. taxpayers. Public procurement is carried out with public money, i.e. tax funds, so the operations must be transparent and open. The current economic situation also requires public procurers to more closely assess the real need for the procurement and what they are willing to pay for. According to Meehan & Bryde, (2011), the value of public procurement in Pakistan is approximately 30 billion euros, which is almost a fifth of the gross domestic product. The figures described prove the significance of the researched topic from the perspective of the Pakistani economy. The role and impact of procurement are now better recognized than before, so procurement is receiving increasing attention as a function. It is generally believed that the public sector is not at the same level as the private sector in terms of procurement expertise, which means that new practices and ideas are adopted slightly later than the private sector (Hassan et al., 2018).

A well-described approach is critical for public corporations to gain fulfilment. Supply Chain Management (SCM) to start with emerged as a sourcing technique however quickly won a reputation in each academic research and actual global packages. Over time, it has advanced right into a comprehensive enterprise subject, just like management, advertising, and operations. Today, SCM is so broadly mentioned that it is commonplace to find articles on the subject in courses related to manufacturing, distribution, advertising, patron control, and transportation. SCM represents a huge shift within the way that businesses characteristics, along with adjustments inside the integration and coordination of demand, supply, and relationships on the way to fulfil clients effectively and profitably in private and public organizations (Iranmanesh et al., 2012).

Background of the Study

The idea of procurement inside the private area has evolved into supply chain management (SCM), a strategic technique that integrates providers and clients to decorate organizational responsiveness and adaptability. For this discussion, SCM in both public and private sectors is viewed as the green management of forecasting, procurement, and shipping of goods and offerings in the supply chain in a fee-powerful way (Visser & Kymal, 2014; Sibte-Ali et al., 2024; Ma et al., 2022). SCM has ended up a powerful supply of aggressive advantage for Private sector businesses. SCM is grounded on a paradigm of strategic management that emphasizes the development of collaborative relationships to benefit aggressive advantage. Collaboration allows a mixture of perspectives, abilities, and assets between public businesses to beautify strategic differentiation and aggressive benefit. Collaborations can also fluctuate in shape or form, objective, or scope in partnership, they all percentage a commonplace motivation; the appreciation that in these days' environment, many targets associated with SCM collaboration aren't conceivable without a collaborative method (Choi & Li, 2015).

In the private sector, SCM complements basic efficiency by leveraging each inner and external ability to set up a coordinated supply network. Within a collaborative framework, the overall

performance of all stakeholders inside the supply chain directly affects its average achievement or failure. This interdependent network is advanced through strategic partnerships, fostering mutual advantages (Siegrist & Chambaz, 2012). While procurement is a fundamental governmental characteristic, it has frequently been omitted in instructional studies. Governments at city, state, county, and neighbourhood levels use procurement to undertake public infrastructure tasks, consisting of road construction, in addition to offering essential offerings in healthcare, training, public protection, and governance. Additionally, public sector procurement serves as a strategic tool for advancing monetary, political, and social goals. This includes supplying low-fee or unfastened public items and offerings, assisting local contractors and manufacturers using incorporating choices for nearby suppliers, and promoting social fairness through market rules (Hübner et al., 2016).

The presence of additional layers of scope and restricted flexibility in negotiations frequently leads to inefficiencies in procurement. These inefficiencies manifest in increased fees because of heightened administrative necessities, additional oversight, fragmented work across multiple carriers, and delays because of criminal and legislative duties. Consequently, the transport of goods and offerings turns into less powerful (Luke & Walters, 2013). Although SCM has now not been widely followed in the public sector, there's an opportunity for public groups to combine its principles. The middle goal of SCM to efficiently production, procurement, and distribution of services or goods stays regular throughout sectors. However, earlier than enforcing SCM techniques within the public sector, it's miles critical to not forget the specific environmental and contextual factors that affect its operations (Rialti et al., 2019).

Research Questions

This research aim is to assess the fundamental differences that exist in SCM strategy perceptions, topics, techniques and tools, between procurement professionals in the both private and public sectors. These issues can be addressed and combined by answering the following three research questions.

- Do procurement professionals in the private and public sectors perceive their agencies' supply chain management (SCM) techniques?
- How do public and private procurement experts view the tactical and strategic aspects of their roles?
- Are there variations in the formal training backgrounds of public and private procurement experts?
- Does formal schooling affect how procurement experts perceive the tactical and strategic scope of their roles?
- Do public and private procurement experts prioritize unique subjects, tools, and strategies in SCM?
- Are there differences in how public and private procurement experts perceive ethical practices in procurement?

Significance of the Study

This study results hold vast significance for various reasons and have broad relevance across more than one industry. SCM performs a vital position in economies at the neighbourhood, worldwide, and worldwide levels. Over the beyond decade, governments worldwide have confronted economically demanding situations, making the green control of public expenses a key political and administrative priority. As a result, there's increasing attention no longer only on the quantity of cash spent but additionally on how it is allocated. Public region procurement specialists are

steadily adopting first-class practices in SCM. Kamal et al., (2020) highlighted that procurement specialists in Canada are optimizing offerings by thinking about common prices beyond buy charges, comparing order cycle times for efficiency profits, and leveraging virtual gear to enhance negotiations via lowering waste. The insights from this research will contribute to identifying the important talents required for SCM Collaborative Strategy Model professionals to design efficiency in public procurement.

This study aims to assist specialists in advancing from conventional buying roles to more strategic SCM functions. However, for this transition to be successful, procurement professionals must develop and practice the essential gear, strategies, and methodologies aligned with SCM strategies. As an exploratory study, the findings will provide fresh insights by assessing the practicality of existing information inside the discipline and identifying areas for future research. Additionally, this research will highlight the variations in procurement perceptions between private and public sector specialists, shedding light on key concerns springing up from those differences. Ultimately, the study will manually further exploration into the competencies and techniques used in private sector procurement that can be adapted for public sector use, assisting the shift from tactical shopping to strategic SCM within public administration (Chen et al., 2014).

Literature Review

Strategy

A key mission for public directors in Pakistan has long been hanging a balance between performance and fairness in governance. This trouble is especially obvious in public procurement, in which administrators ought to navigate the dual targets of reaching social improvement dreams and making sure of monetary obligations. The effectiveness of procurement practices and public carrier shipping plays a significant role in this stability, as government expenditure represents a significant portion of tax sales. In recent years, the general public region has confronted growing pressure to optimize using assets. Factors that include rising prices, heightened public attention, evolving citizen and business expectations, and globalization have contributed to this demand. Taxpayers assume the authority of directors to maximise the value derived from the public budget, making sure of extra efficiency and effect with confined resources (Osyk et al., 2012).

Logistics serves as a strategic making plans gadget that helps the seamless motion of products and facts within a business enterprise. SCM builds upon this framework, aiming to decorate coordination between providers, customers, and the organisation itself. One of its primary goals is to minimize or take away excess stock by fostering statistics sharing on demand and inventory degrees (Benstead et al., 2018). SCM is extensively described as the coordination of stop-to-give-up relationships, encompassing provider and client interactions to supply maximum fees at minimal cost. Its core goal is to enhance collaboration across the supply chain for at the same time useful consequences. However, this method offers challenges, in particular, when a man or woman's organizational pursuits want to be balanced in opposition to the overall supply chain performance.

Supply Chain Management (SCM)

Supply chain management (SCM) is the increasing number of famous terminology used to describe the buying function within the private sector. The period of SCM was at the start added by using specialists in the early Nineteen Eighties. Since then SCM principle has gained vast attention in educational literature and private region corporations. SCM has gained importance as a production paradigm for improving organizational competitiveness and has emerged as a

contemporary business situation within the instructional international and as a valid supply of competitive gain within the worldwide market. SCM idea and research is rooted in some fields along with buying and supply, operations management, logistics and transportation, advertising, organizational principles, management facts systems, and strategic management (Principato et al., 2018). Supply chain management refers to the integrated planning, coordination, control and operation of business processes so that a company or organization can provide the best possible customer experience and meets the requirements of other supply chain stakeholders. The term SCM is often used to cover other different terms such as demand chain and value chain management or value network, although organizations and companies have begun to use these other terms more as an advanced version of SCM (Abasi et al., 2015).

Supply Chain Management (SCM) and Collaborative Advantage

Supply Chain Management (SCM) is primarily based on a strategic method that prioritizes "collaborative benefit" over "competitive benefit." This attitude emphasizes the formation of interdependent relationships via strategic partnerships, aiming for mutual advantages. A key factor of SCM is the purchaser-supplier relationship, which plays an important role in making sure an efficient supply chain. Critical factors of this relationship consist of reducing the provider base, fostering long-time period partnerships, retaining open communiqué, utilising move-functional teams, and involving providers in choice-making (Dos Santos et al., 2013). Establishing sturdy, lasting relationships among buyers and suppliers can be challenging but is critical for fulfillment. Various elements influence this dynamic, together with managing competing priorities, imposing strategic tasks, securing senior control assist, executing supply chain techniques efficaciously, and aligning with organizational systems (Handfield et al., 2019)

Digitalization transforms logistics by allowing actual-time operations, improving supply chain transparency, and improving the performance of shipping networks and logistics hubs. It simplifies the analysis of enormous records units and helps remote facts get the right of entry through cloud-based answers, fostering seamless collaboration via a superior software program (Mitrega et al., 2012). Additionally, automation complements interactions between people and machines, minimizing mistakes in complicated workflows and improving the general customer enjoy. Digital logistics empower businesses to respond hastily to supply chain disruptions and optimize logistics techniques. Predictive analytics useful resource in chance management, even as the entire digitalization system hurries up delivery instances and promotes a more sustainable, green economy (Emmanuel & Joe, 2015).

Supply Chain Management (SCM) and Public Procurement

Public procurement refers to the purchase of goods and offerings to be used within the public region. It serves as a fundamental mechanism permitting governments at all levels to function efficiently. Through public procurement, governments help with infrastructure tasks, preserve roads, provide healthcare and training, and uphold public order. Additionally, it plays a important function in fostering a dependable supply chain, encouraging innovation through virtual tendering and open markets, and promoting transparency, fair opposition, and environmental duty. A key principle guiding public procurement is ensuring performance and maximizing cost for money (Larke et al., 2018). Effective cooperation with suppliers is important for successful procurement. Procurement is increasingly about relationship management, cooperation and networking. The procurement function plays a significant role in the organization in cooperation with suppliers, as cooperation has a crucial impact on the profitability and success of the organization. Managing supplier markets is a very important part of a company's procurement function, and in order to manage increasingly complex supply chains and supplier networks, companies must develop new

ways of cooperating with suppliers (Chen et al., 2014). Many companies have realized that by looking beyond organizational boundaries, suppliers can be helped, guided, encouraged, motivated or even led. For this type of cooperation to be successful, the companies' goals should be aligned and the partners should be important to each other.

Public Procurement Importance

The role of procurement in authorities has grown considerably due to the increasing share of public sector expenditure inside the worldwide economic system. Research suggests that public sector monetary sports can represent about 10-30% of Pakistan's Gross National Product (GNP) and around 14-20% of Europe's Gross Domestic Product (GDP). As a result, adopting green procurement techniques can cause large value discounts. According to Gimenez & Tachizawa, (2012), public procurement performs an important role in governance for numerous motives. The extensive scale of procurement prices has a right-away effect on the financial system, making effective control vital. Although it's miles hard to determine the exact scope, research suggests that public sector monetary sports account for roughly 10-30% of GNP. Ensuring the green coping with this expenditure stays a key coverage and managerial subject, posing an ongoing assignment for procurement specialists (Burnes & Anastasiadis, 2003). The importance of procurement expertise is also significant from a public finance perspective, because the value of public procurement is high. A professionally and well-managed public procurement operation saves resources, which ultimately saves taxpayers' money. Procurement expertise is more than just purchasing. In purchasing, only price is usually emphasized, while purchasing includes, in addition to the purchase price, materials management, delivery time, delivery reliability and quality. When purchasing is viewed in this sense, successful procurement is a much broader and more diverse entity than purchasing (Zhao et al., 2011).

The public sector refers to the part of the national economy that is owned by the state and municipalities. The size of the public sector is often described by the ratio of public expenditure to gross domestic product. According to Statistics Pakistan (2014), the ratio of public expenditure to gross domestic product had risen to 56.7% in 2012. In 2011, the ratio was 55.1%. The figure therefore describes how much money flows through the public sector. In 2012, that amount of money was exactly \$109,071 million (Benstead et al., 2018). How much does the public sector procure in value each year? According to statistics published by the Pakistan Commission in 2010, the value of Pakistan public procurement in 2008 was approximately 31 billion dollars, an increase of approximately 2 billion euros compared to 2007. The value of public procurement in terms of gross domestic product was approximately 17%. Public procurement can therefore be considered a fairly significant area when calculating gross domestic product (Principato et al., 2018).

According to statistics published by the Confederation of Pakistani Industries, the value of public procurement in Pakistan is almost 30 billion dollars, which is almost a fifth of the gross domestic product. The value of public procurement can also be monitored based on procurement notices submitted to NGOs. The NGOs system is a notification channel for public procurement, through which requests for tenders prepared by clients are made available to all interested parties for the purpose of preparing a possible offer. Based on the procurement notices published in NGOs, it can be seen that the total value of procurement in 2013 was approximately \$24.5 billion (Handfield et al., 2019). However, it must be remembered that procurement legislation requires contracting entities to report only a part of their procurements in NGOs, so NGOs statistics cannot provide a complete picture of all public procurements. Contracting entities report procurement notices exceeding certain thresholds in NGOs.

Public Procurement Evolution

Public procurement keeps to conform both in concept and structure. Over the beyond many years, governments in any respect degrees have faced enormous strain to achieve extra with fewer resources. Municipal and countrywide governments, regardless of their monetary status, need to navigate growing finances constraints, workforce reductions, heightened demands for transparency in procurement sports, and rising issues approximately performance, fairness, and equity within the procurement process (Schoenherr & Speier-Pero, 2015). Increasing cooperation and effective operational coordination mechanisms reduce the bullwhip effect problems in the supply chain. The way to reduce the bullwhip effect is as clear and direct as possible an information sharing in different parts of the supply chain. Effective cooperation with suppliers is important for successful procurement. Procurement is increasingly about relationship management, cooperation and networking. The procurement function plays a significant role in the organization in cooperation with suppliers, as cooperation has a significant impact on the profitability and success of the organization (Christopher & Holweg, 2011).

Public procurement professionals attempt to maximize the efficiency in their procurement sports even as additionally fostering the boom of small groups in their sector. They regularly stumble upon demanding situations in balancing competing priorities related to public spending. Ensuring transparency and accountability to taxpayers, who are trying to find the best cost for his or her contributions, remains an essential issue of public procurement. Additionally, in dealer collaborations, the perceived reliability and enchantment of partners play a vital function in determining the general first-class cooperation. As in a relationship, so in the business world, a relationship will not work unless both parties feel that it is in line with their goals. The benefit of the relationship must be felt by both parties. One party must offer the other sufficiently attractive opportunities for the cooperation to arise (Sajjad et al., 2015).

Supply Chain Management (SCM) and the Private Sector

The procurement system in the private sector has evolved past in reality acquiring items and offerings into a comprehensive and strategic technique called Supply Chain Management (SCM). SCM involves overseeing all factors of the supply chain, from sourcing raw materials to delivering final services or products. It encompasses sports related to the goods transformation from the initial manufacturing level to the quit customer, together with the corresponding waft of facts. Both substances and records pass both guidelines within the supply chain. SCM makes a specialty of integrating these techniques through enhanced collaboration and coordination to reap a lasting competitive gain. Scholars and industry experts have explored SCM as an extension of logistics, equal to logistics, or as a holistic approach to enterprise integration (Bowerson et al., 2013).

The Procurement Act for Special Sectors refers more specifically to the law on procurement by units operating in the fields of water and energy supply, transport and postal services. The law is applied based on the units' sector of activity and the nature of their operations, not on the goods or services to be procured. The Procurement Act for Special Sectors only applies to procurements exceeding the Pakistan procurement thresholds, so no national thresholds have been defined. The Pakistan thresholds are defined in the Procurement Act itself. In general terms, the Procurement Act for Special Sectors is based on the Procurement Act itself, but there are of course some key differences (Dos Santos et al., 2013). The Procurement Act for Special Sectors allows operators to use the negotiated procedure in their operations under the same conditions as the open and restricted procedure.

Table 1: Thresholds, Section 12 of the Procurement Act in Special Sectors

Procurement Type	Threshold Value (Dollars)
Procurement of goods and services	422000
Construction contracts	5278000
Design competitions	422000

Public and Private Supply Chain Management (SCM) Topics, Tools and Techniques

The adoption of procurement techniques and practices from the private sector using public companies is increasingly being explored in modern-day studies. However, some pupils argue that, despite developing attention to procurement challenges, existing literature has not thoroughly prominent the key differences among public and private area companies. Specifically, they point out a lack of research that examines procurement strategies and practices across each sector (Saeed et al., 2017). While private sector supply chain management (SCM) strategies offer valuable insights for public procurement, it's miles vital to first recognize the differences in their application earlier than implementation. Public region procurement is ruled through legislative bodies, laws, and rules, whereas private sector businesses perform below corporate forums and business goals. Additionally, public sector investment more often than not comes from taxes and provider prices, that are used to provide public services, while private agencies are profit-driven and generate revenue via the sale of goods and services. Wang et al., (2013) advise that private area procurement has evolved right into a more strategic SCM approach. However, due to regulatory constraints, the general public region faces challenges in absolutely adopting such strategies.

The function of procurement professionals is evolving rapidly in reaction to fashionable commercial enterprise demands. Traditionally, their number one obligation turned to process buy orders successfully. However, in today's dynamic market, procurement has multiplied to embody the entire buying technique, requiring a strategic approach. Success in this evolving environment necessitates no longer the simplest area but additionally adaptability, strategic thinking, and technological proficiency. Procurement specialists must analyze market traits, count on destiny organizational wishes, and expand strategies that align with transferring enterprise dynamics (Lengnick-Hall et al., 2013). Effective procurement entails sound commercial enterprise practices that beautify organizational value. The fundamental principle is making sure the well-timed shipping of the proper substances is within the right quantity, place, and price. A structured procurement method enables groups to optimize supply chain control through genuinely defined strategies (Beske & Seuring, 2014).

Profit Versus Public Good

Public procurement differs significantly from private procurement in terms of scope. In the private sector, procurement is large driven by company revenue and profit targets, that specialize in cost performance. In comparison, the government not handiest acts as a marketplace regulator either fostering competition via guidelines or implementing regulations such as minimal wage legal guidelines but also actively participates inside the marketplace by buying public works, goods, and offerings (Vatovec, 2011). In the general public sector, procurement serves as a strategic tool for achieving social, economic, and coverage objectives. These objectives consist of offering less expensive or unfastened public items and offerings, helping neighbourhood agencies by

incorporating preferences for neighbourhood contractors and producers and promoting social justice through regulatory measures. Additionally, public sector procurement includes a much wider range of stakeholders, prioritizes duty and transparency, and permits constrained flexibility in negotiations (Supply Chain Council, 2012). However, the delivered complexity and regulatory constraints regularly result in procurement inefficiencies. These inefficiencies can lead to higher prices because of elevated administrative oversight, fragmented procurement throughout multiple suppliers, and delays because of criminal and legislative necessities all of which contribute to the much less efficient transport of services and products.

Transparency

Transparency is a fundamental principle in public procurement, emphasizing openness to promote responsibility and decrease corruption. Yu et al., (2016) an effective procurement gadget operates within a well-described felony framework that upholds transparency, performance, and enforcement mechanisms. A strong institutional structure guarantees consistency in coverage implementation. A procurement process that prioritizes transparency is governed with the aid of clean rules and duty measures, making sure of compliance with mounted procurement recommendations. Companies are undergoing rapid internal and external organizational changes as a result of increasing globalization, outsourcing and e-commerce. As a result, the future of purchasing and procurement management as an internal function of the company raises significant concerns for both the company and the purchasing professionals. Today, there is more focus on how purchasing fits into the company organization and how it can add strategic value and contribute to the company success. Automation and the increasing outsourcing of purchasing functions place their own demands on planning. It is also necessary to consider the changed functional roles and responsibilities and their impact on the purchasing power of the company (Huo et al., 2014).

Supply Chain Management (SCM) Approach

Supply chain management refers to the integrated coordination, planning, control and operation of business processes so that a company or organization can provide the best possible customer experience and meets the requirements of other supply chain stakeholders. The term SCM, is often used to cover other different terms such as demand chain and value chain management or value network, although organizations and companies have begun to use these other terms more as an advanced version of SCM. MacCarthy et al., (2016) found that at the same time as procurement policy is frequently associated with federal procurement, its centralized framework in most cases publications decentralized procurement practices. As a result, procurement professionals implement these guidelines at a local or unit level rather than completely utilising the federal authorities's collective buying strength. This localized technique of using procurement dealers has hindered the public sector's adoption of strategic sourcing methods.

Methodology

This section's purpose is to outline the method used to generate records for addressing the research questions. Since the observation makes a specialty of versions in character perceptions of SCM perceptions, tools, topics, and techniques based totally on members' employment in either the public or private sector, it follows an empirical comparative research design. The segment starts by discussing measurement strategies, along with the scales used to evaluate organizational SCM perceptions and verify the significance of various SCM tools, topics, and techniques. It then explores the comparative examination layout, the composition of public and private sector members, and the statistical evaluation applied to the behaviour of the comparisons.

Measurement

Sector and education have been integrated into this examined research. As the primary purpose of this study became to recognise the perceived differences in organizational methods of SCM, and differences in the belief of the significance of SCM tools, topics, and techniques by using section, individuals within each sector are the point of interest for this study research. The comparison variables that degree belief can also be used to suggest the extent to which SCM concepts are included and relied upon as crucial factors in each day's work hobby by using public and private procurement specialists. The importance score assigned with the aid of every participant may additionally imply the degree to which the SCM tools, topics, and techniques are incorporated into their work (Ambe & Badenhorst-Weiss, 2010).

Study Design

Quantitative research is widely used in social and technological studies, normally for explanatory and descriptive purposes. It is an effective approach for studying social developments and can provide specific insights into huge populations. A numerous organization of participants is selected to represent the goal populace. Dependent questionnaires are administered, ensuring that members respond to predetermined questions in a regular manner, which allows for enhanced information reliability. The collected responses are analyzed using the JMP statistical software program to derive meaningful conclusions.

Participants

This observation examines the significance of procurement specialists in each public and private sector on diverse SCM tools, topics, and strategies. Given the restrained availability of records from a small pattern, this research takes an exploratory approach, counting on anecdotal insights. The primary focus is theoretical, aiming to deal with the research questions outlined in advance. As with many survey-primarily based research, the individuals had decided on the use of a nonprobability sampling method, meaning the findings cannot be statistically generalized to a broader population. In the study, the effects are precise to the individuals who participated. This research particularly explores variations in how public and private sector procurement professionals understand the significance of SCM practices and techniques (Paik, 2011). Survey invitations have been disbursed through e-mail to key organizational contacts, who then shared them with procurement professionals inside their respective businesses. In municipal settings, access factors have been mounted on the assistant or deputy city manager level, with the expectancy that invitations from senior management would inspire participation. To facilitate responses, a link to the web questionnaire became embedded in the invitation, and participants were assured that every survey response might continue to be strictly exclusive.

Data Collection Instrument

The data collection instrument incorporated a mixture of questions. This study included two independent variables, sector affiliation and education stage. The sector affiliation, recognized whether or not they laboured for a business enterprise within the private or public sector. The educational degree, required contributors to indicate their maximum completed level of schooling by deciding on one of the response classes: high school diploma, associate, bachelor's, master's or doctoral degree. As the primary objective of this examination changed into recognising variations in perception between sectors, four research questions integrated section association as the independent variable. The last question assessed differences in job scope perceptions based totally on the second independent variable, the education stage. Participants were also asked to pick those features within their corporations that might be concerned in SCM within the first segment of the

survey (Kshetri, 2018). The numerous practical sections along with logistics, shopping, advertising, accounting, finance, human sources and management information structures. Results have been dispatched to a Google Spreadsheet housed at the identical server.

Statistical Analyses

Research question one via 6 study variations in reaction units for positive variables. The initial evaluation for every question is conducted using setting up 95% self-assurance periods for each response category in the participation sector. If the calculated percentage of a particular response falls inside the self-assurance interval of the identical class in extraordinary sectors, it's far decided that no massive statistical difference exists among them. However, if the calculated percentage of a response does not fall within the confidence language for the corresponding category in some other sector, a statistically full-sized difference is diagnosed. Additional analysis is then carried out to similarly inspect and benefit deeper information of these sizable statistical findings.

Result

This section reports on participants' characteristics in the research. This presentation is followed using the analyses related to every of the research questions inside the order offered inside the previous segment. The objective is to record the findings and results will acquire similar elaboration and tremendous explanation in this section.

Table 2: Supply chain management (SCM) or Purchasing Activity of Participant Years

Experience (Years)	Public Sector (n=66)	Private Sector (n=58)
Less than 5	25 (37.9)	23 (39.7)
5-10	25 (37.9)	15 (25.9)
11-15	10 (15.2)	9 (15.5)
16-25	4 (6.1)	10 (17.2)
More than 25	2 (3.1)	1 (1.7)

About half of the examine participants (n=60, 48%) reported conserving a bachelor's degree as their highest level of formal schooling. Among them, people from the general public sector accounted for a large component (n=41, 68%). Additionally, 51 participants (40%) indicated they would complete both a master's or doctoral degree. The majority of those with graduate-level schooling had been hired inside the private sector (n=37, 72%). Only private sector personnel reported having less than a bachelor's degree, without any declaring that excessive college changed into their highest stage of training. In the assessment, 11 individuals (16%) from the public region suggested having much less than a bachelor's diploma, with 8 of them (72%) figuring out an associate diploma as their highest level of formal schooling. Furthermore, a big share of contributors (n=93, 74%) indicated that at a minimum 1/2 of their task obligations, selection-making techniques, and tasks have been tactical. This distribution turned into incredibly balanced among the private sector (n=44, 47%) and the general public quarter (n=49, 52%). A comprehensive review of schooling stages and process roles is supplied in Table 2 below.

Table 3: Formal Education Participant and Job Scope Perception

	Public Sector (n=66)	Private Sector (n=58)
Education		
• High School Diploma	(4.5)	(0)
• Associate's Degree	(12.1)	(3.4)
• Bachelor's Degree	(62.1)	(32.8)
• Master's Degree	(19.6)	(51.7)
• Doctoral Degree	(1.5)	(12.1)
Scope of Job		
• 100% Tactical	(4.5)	(3.4)
• 75% Tactical	(31.8) (37.8)	(32.7) (39.6)
• 50% Tactical	(24.2)	(20.6)
• 25% Tactical	(1.5)	(3.4)
• 100% Strategic		

Generally, the sample size is college students and has less than 10 years in Supply chain management (SCM) or purchasing activities in their organizations and record that their job roles and duties are in general tactical.

Table 4: Supply chain management (SCM) Approach by Sector

Perspective	Public Sector		Private Sector	
	(n=66)	95% CI	(n=58)	95% CI
Intersectionist	24 (.36)*	[.25 - .28]	48 (.82)	[.71 - .90]
Re-labeling	5 (.07)	[.03 - .16]	2 (.03)	[.009 - .11]
Traditionalist	14 (.21)*	[.13 - .32]	1 (.01)	[.003 - .09]
Unionist	23 (.34)*	[.24 - .46]	7 (.12)	[.05 - .22]

*denotes statistical significance at p=.05.

Research Question Two examined whether private and public sector individuals understand the scope of their work each tactical and strategic otherwise. This blanketed their views on the issues they address, the responsibilities they satisfy, and the selections they make in their day-to-day roles. The expectation becomes that public region contributors could describe their paintings as being greater tactical, whereas private sector members might characterize theirs as extra strategic. However, analysis of the facts found no statistically big differences between the 2 sectors, because the 95% confidence durations confirmed no significant distinction in the scope of labour at any reaction degree.

Table 5: Daily Work Scope by Sector

Work Scope	Public Sector		Private Sector	
	(n=66)	95% CI	(n=58)	95% CI
100% Tactical	1 (.04)	[.01 - .12]	2 (.03)	[.009 - .11]
75% Tactical 50%	21 (.31)	[.21 - .49]	19 (.32)	[.22 - .45]
Tactical 25% Tactical	25 (.37)	[.27 - .49]	23 (.39)	[.28 - .52]
100% Strategic	16 (.24)	[.15 - .35]	12 (.20)	[.12 - .32]
	3 (.01)	[.002 - .08]	2 (.03)	[.009 - .11]

Statistical significance at $p=.05$.

Differences in formal training among private and public sector individuals have been examined in research question 3: “Are there variations in formal schooling among public and private procurement experts?” Public sector members were predicted to document decreased tiers of formal training, and statistically giant differences were observed across all reaction classes. However, Bachelor's and Master's degrees accounted for over half of the responses in each sector (public: $n=54$, private: $n=49$), leaving small self-assurance periods for High School, Associate, and Doctoral degrees. This will increase the chance of Type 1 error, making verifying massive variations for those ranges difficult.

Table 6: Formal Education by Sector

Formal Education	Public Sector		Private Sector	
	(n=66)	95% CI	(n=58)	95% CI
High School*	3 (.04)	[.01 - .16]	0 (.00)	[.00 - .00]
Associate*	8 (.12)	[.05 - .26]	2 (.03)	[.01 - .11]
Bachelor*	41 (.62)	[.46 - .75]	19 (.32)	[.22 - .45]
Master*	13 (.19)	[.10 - .34]	30 (.51)	[.39 - .64]
Doctoral*	1 (.01)	[.001 - .11]	7 (.12)	[.05 - .22]

*denotes statistical difference at $p < .0001$.

Table 7: Job Scope by Degree

Job Scope	Graduate Degree		No Graduate Degree	
	(n=51)	95% CI	(n=73)	95% CI
Strategic	20 (.39)	[.39 - .27]	11 (.15)	[.08 - .25]
Split	16 (.31)	[.20 - .45]	32 (.43)	[.33 - .55]
Tactical	15 (.29)	[.46 - .75]	30 (.41)	[.30 - .52]

Fisher’s Exact Test tested schooling variations between sectors. Education stages were grouped as "No Graduate Degree" (excessive college, partner, bachelor’s) and "Graduate Degree" (Master’s, PhD). More private sector contributors (67.7%) held graduate tiers than public-region contributors (21.2%), $p < .0001$. The 4th research question is compared to training with process scope (n = 124). Job scope changed into classified as Strategic, Split (50% strategic/50% tactical), or Tactical. At a 95% confidence level (Table 6), 39% of graduate degree holders considered their paintings as strategic, versus eleven% of non-graduates. Meanwhile, 41 of those without a graduate diploma noticed their work as tactical, compared to 15% of graduate degree holders. Lastly, 43% of non-graduates described their paintings as broken up, versus 29% of graduates.

Table 8: Top Ten Lists of Supply chain management (SCM) Topics, Tools, and Techniques by Sector

Private Sector		Public Sector	
Topic, Tools & Techniques	Mean	Topic, Tools & Techniques	Mean
Ethical Issues	4.48	Ethical Issues	4.41
Legal Considerations	4.47	Legal Considerations	4.26
Supplier Selection / Evaluation	4.33	Price and Cost Analysis	4.22
Purchasing & Supply Management	4.29	Relationship Building	4.11
Risk Management	4.24	Contract Management	4.03
Contract Management	4.21	Transparency	4.00
Relationship Building	4.16	Risk Management	3.98
Price and Cost Analysis	4.03	Purchasing and Supply Management	3.98
Supply Chain Mapping	4.00	Supply Chain Mapping	3.98
Cycle Time Reduction	3.98	Request for Quote	3.88

Table 9: T-test Statistical Results for Supply chain management (SCM) Tools, Topics, and Techniques

	t-statistic	P-value
Request for Quote	6.96	<.0001
Procurement Cards	7.73	.000
Supplier Selection / Evaluation	6.38	<.0001
Forecasting	4.07	<.0001
Negotiation	7.45	<.0001

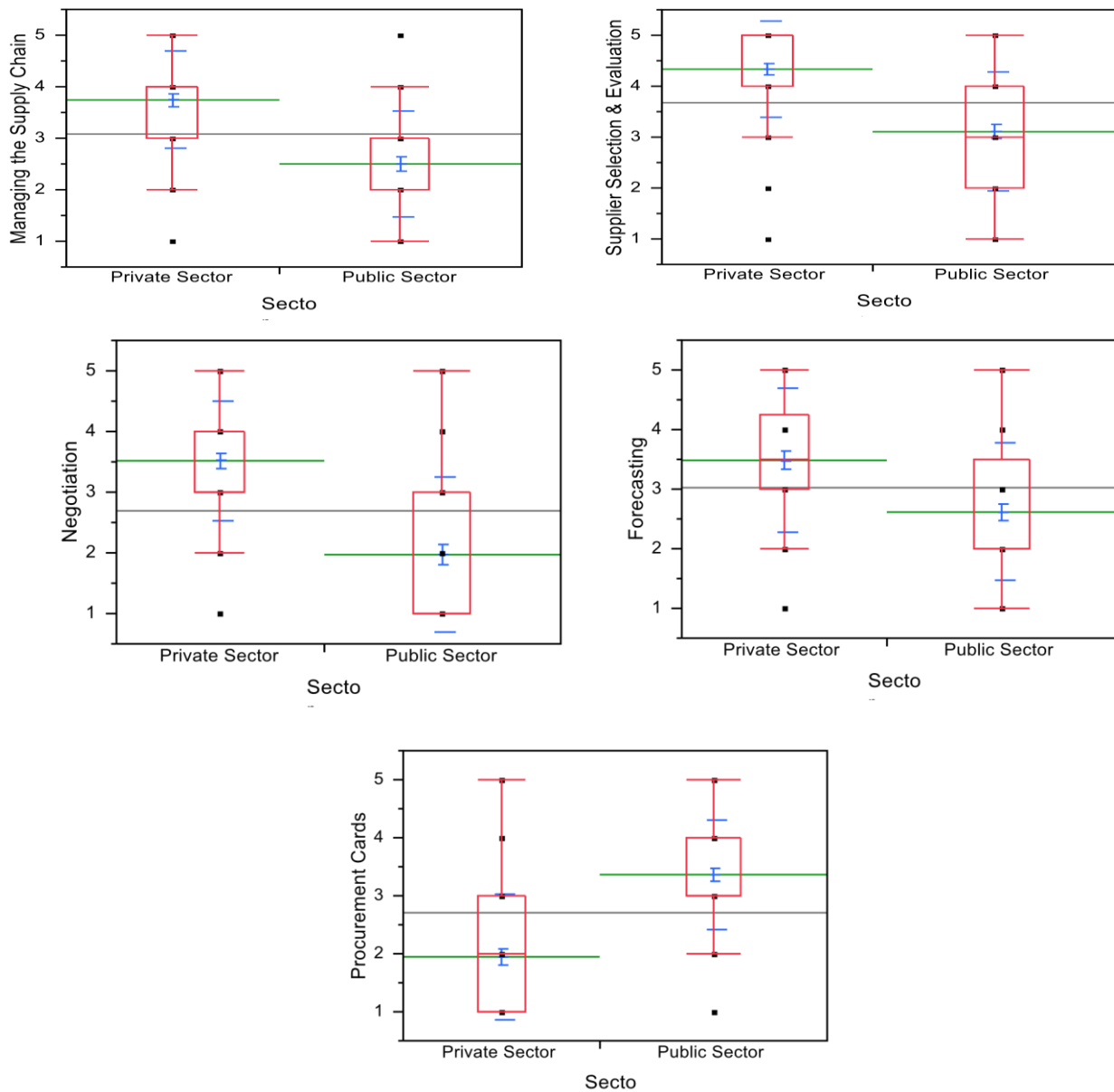


Figure 1: T-test Box Plots for Statistically Significant Tools, Topics, and Techniques

Table 10: T-test Results of Non-Significant for Tools, Topics, and Techniques

	t-statistic	P-value
Request for Quote	.307	.375
Transparency	.213	.584
Legal Considerations	1.30	.096
Ethical Issues	.470	.319
Inventory Management	.596	.276

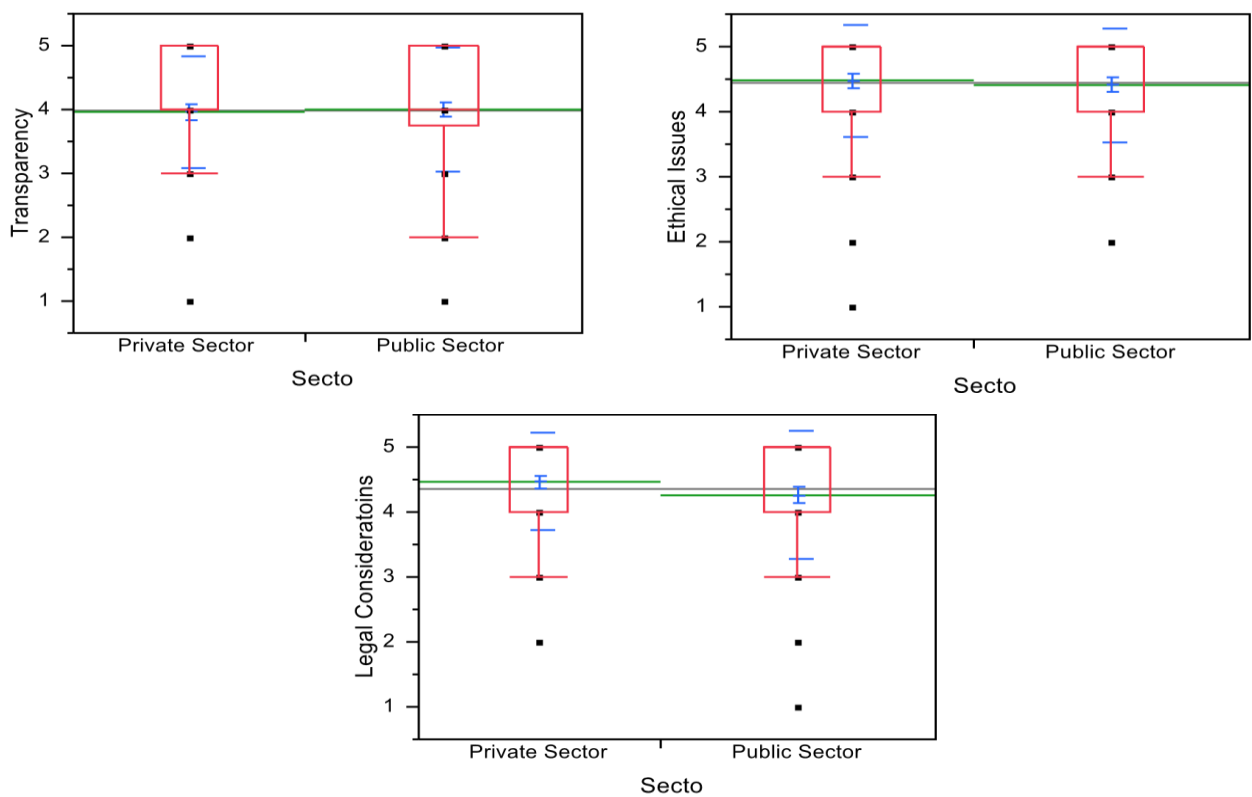


Figure 2: T-test Box Plots for Ethics Related Tools, Topics, and Techniques

The research question concerning differences within the notion of ethical practices among public and private procurement specialists is examined using 3 key topics: Ethical Issues, Transparency, and Social Responsibility. Transparency became rated as greater critical within the public sector ($t=.213$), even as Social Responsibility ($-.170$) and Ethical Issues ($-.470$) have been deemed greater large inside the non-public area; but, none of those differences had been statistically sizeable. Box plots, depicted in Figure four, illustrate reaction patterns, showing excessive inside-institution agreement and relative consistency between the private and public sectors. In evaluation, Figure three highlights statistically significant variations for Supplier Selection and Negotiation, Evaluation, and Procurement Cards, where discrepancies among sectors are obvious. Negotiation, for instance, showed strong confrontation among public sector respondents and sectors.

Conclusion

Public procurement is a multifaceted thing of presidency operations, encompassing a vast variety of methods and variables. Due to its complexity, dealing with public procurement may be particularly hard, making it one of the much less understood and more inclined areas of public administration. Efficient public procurement requires a deep understanding of SCM ideas and the strategic version of private sector procurement practices. To attain this, public procurement managers need to effectively analyze and deal with the different factors that impact the mixing of private sector techniques into government procurement structures.

Supply Chain Management (SCM) has won prominence because of its software in procurement techniques inside the private sector. Some experts advocate that public sector procurement should benefit from adopting established methods and techniques utilized in SCM private sector. However, at the same time as private sector strategies and practices provide treasured insights for public procurement, certain key factors need to be carefully addressed to ensure the powerful improvement and implementation of a public procurement framework. This study reviews the current literature on public procurement, highlighting the differences between public and private procurement in phrases of method and implementation considerations (Simangunsong et al., 2016). The study also revealed that the development of the supply chain requires the participation of all involved parties. The activities related to the development of the supply chain require, above all, commitment from both parties, and the activities should be developed together in order to find solutions that make the operation more efficient. The study also confirmed the point presented in the theory that openness and trust are key factors in buyer-supplier cooperation. Open interaction further contributes to the building of mutual trust. The procurement function could more boldly utilize the expertise of suppliers in those matters in which suppliers have more expertise.

Limitations

This study has boundaries concerning how its effects can be interpreted and applied. Many of these constraints arise from the research layout and the characteristics of the player organization. Comparative studies regularly face demanding situations as they should represent the frequency and distribution of phenomena across large populations. In this example, the findings cannot be statistically generalized beyond the people protected within the study. However, there's a sturdy probability that the outcomes may be relevant to individuals with similar occupations, stories, and backgrounds (Kassim & Habib, 2020).

Key Findings and Implications

The key finding addresses the respondents' perceptions of the strategic scope of their organization's method of SCM. In this exam, respondents were requested to discover one of four SCM views that described the method of their organisation. Within those 4 perspectives, Intersectionist, and unionist are taken into consideration in software as they contain more than one characteristic (Hoejmose et al., 2014). The traditionalist and re-labelling perspectives are taken into consideration as slim in utility as both align SCM inside a single purchasing feature. Within this context, the key finding is:

- Public procurement respondents viewed their groups' method of SCM as a slender feature inside buying even as private sector respondents regarded their organisation's method of SCM as a strategic buying attitude that calls for the coordination of cross-functional areas.

- Public procurement respondents suggested consistent and statistically tremendous decrease ranges of formal schooling across all educational variable levels and within the recorded Graduate and variable of no Graduate degree (Linnander et al., 2017).
- Respondents in each sector understand the significance of ethics and moral conduct as a crucial part of SCM (Stevenson & Cole, 2018).

Future Research

Purchasing and procurement control is a critical function within a corporation, at once influencing its performance and average operations. Investing time and resources in improving this sector can result in tremendous advantages. The extra green, adaptable, and dependable the procurement manner, the quicker and extra value-effective product shipping will become for the stop person. Professionals in this discipline ought to be able to multitask even while retaining a strategic approach to handling procurement sports. A based and systematic working style is crucial, as well as the capability to adapt processes when vital (Tiemann et al., 2012). While private sector procurement typically appears pretty strategic and open to innovation and entrepreneurship, public quarter procurement tends to choose a decentralized technique. In assessment, non-public companies frequently perform with a centralized procurement structure. Analyzing the effects of those one-of-a-kind methods in public and private sectors could provide treasured insights for public procurement managers. By adopting great practices from the private sector, public procurement departments may also decorate their efficiency and doubtlessly transition towards a more centralized gadget, lowering some of the challenges related to decentralized procurement and its strict regulatory requirements (Blome & Schoenherr, 2011).

In the procurement process, actors have different information systems, which wastes resources, increases the possibility of errors and increases the workload of people. In order to improve the problems caused by information systems in the future, this would require more information, redesign of operational functions and, as already called for, increased cooperation at different levels of the process (Fender, 2012). There is much to be developed in healthcare logistics operations, and in collaboration between different actors, the researcher believes there is always an opportunity to learn and find new solutions for developing operations. The sponsor believes that the research met its objectives well in that, with its own small contribution, it created a basis for change thinking, which the sponsor believes should be applied more in today's healthcare (Wareewanich et al., 2019).

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