

Article

Not peer-reviewed version

Understanding the Impact of Digital Transformation on Supply Chain Collaboration

[Samantha Reynolds](#)*

Posted Date: 11 June 2024

doi: 10.20944/preprints202406.0635.v1

Keywords: digital transformation; supply chain collaboration; connectivity; visibility; agility; innovation; trust; transparency



Preprints.org is a free multidiscipline platform providing preprint service that is dedicated to making early versions of research outputs permanently available and citable. Preprints posted at Preprints.org appear in Web of Science, Crossref, Google Scholar, Scilit, Europe PMC.

Copyright: This is an open access article distributed under the Creative Commons Attribution License which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Article

Understanding the Impact of Digital Transformation on Supply Chain Collaboration

Samantha Reynolds

Kellogg School of Management; Email: samantha@kellogg.northwestern.edu

Abstract: This qualitative research explores the impact of digital transformation on supply chain collaboration, delving into its implications for organizational dynamics, processes, and outcomes. Through in-depth interviews with key stakeholders in diverse industries, insights are gathered into how digital technologies reshape collaboration within supply chains. Findings reveal a shift towards greater connectivity, visibility, and agility enabled by digital platforms and ecosystems, fostering innovation and value creation. However, challenges such as data security, organizational silos, and trust issues hinder the realization of collaborative potential. The study underscores the importance of embracing digital technologies, fostering a collaborative culture, and prioritizing trust and transparency to unlock the full benefits of digital collaboration. Moving forward, future research should focus on exploring evolving dynamics, identifying best practices, and developing frameworks for effective implementation in diverse organizational contexts. By leveraging digital transformation, organizations can enhance their supply chain capabilities, strengthen competitiveness, and drive sustainable growth in an interconnected, digitalized world.

Keywords: digital transformation; supply chain collaboration; connectivity; visibility; agility; innovation; trust; transparency

1. Introduction

The contemporary business landscape is undergoing a profound transformation, catalyzed by the pervasive influence of digital technologies. In recent years, the digitalization wave has swept across industries, reshaping traditional practices, processes, and paradigms. One domain profoundly impacted by this technological revolution is supply chain management. Supply chains, once considered linear and fragmented, are now evolving into dynamic, interconnected networks enabled by digital tools and platforms. This paradigm shift not only redefines the way organizations manage their operations but also fundamentally transforms the nature of collaboration within supply chains. Digital transformation, broadly defined as the integration of digital technologies into all aspects of business operations, has become a strategic imperative for organizations seeking to stay competitive in today's fast-paced environment. The proliferation of technologies such as artificial intelligence (AI), blockchain, Internet of Things (IoT), and cloud computing has paved the way for unprecedented levels of connectivity, visibility, and agility in supply chain management. These technologies empower organizations to collect, analyze, and leverage vast amounts of data, thereby enabling real-time decision-making and proactive risk management. As organizations embrace digital transformation initiatives, the dynamics of collaboration within supply chains are undergoing a profound reconfiguration. Collaboration, traditionally confined within organizational boundaries, is now expanding to encompass a broader ecosystem of partners, suppliers, customers, and even competitors. This expanded scope of collaboration necessitates new models, tools, and strategies to effectively harness the collective intelligence and resources of all stakeholders involved. The significance of supply chain collaboration cannot be overstated in today's hyper-connected, globalized marketplace. Collaboration enables organizations to pool resources, share risks, and leverage complementary capabilities to achieve common goals. Whether it's coordinating production schedules, optimizing inventory levels, or orchestrating logistics operations, effective collaboration

is essential for enhancing operational efficiency, reducing costs, and delivering superior customer value. However, the journey towards effective supply chain collaboration is fraught with challenges, particularly in the context of digital transformation. While digital technologies offer immense potential for enhancing collaboration, they also introduce complexities and uncertainties that must be navigated effectively. Issues such as data security, interoperability, and trust emerge as critical considerations in the digital collaboration landscape. Moreover, cultural barriers, organizational silos, and resistance to change can impede collaboration efforts, hindering the realization of its full potential. In light of these challenges and opportunities, there is a growing imperative to understand the impact of digital transformation on supply chain collaboration. By delving into the nuances of this complex interplay, organizations can glean valuable insights to inform their strategic decision-making and enhance their collaborative capabilities. This qualitative research endeavors to explore the multifaceted implications of digitalization on supply chain collaboration, shedding light on the evolving dynamics, emerging trends, and best practices in this rapidly evolving domain. In recent years, scholars and practitioners alike have increasingly recognized the pivotal role of collaboration in driving supply chain performance and competitiveness. Numerous studies have explored various aspects of supply chain collaboration, ranging from its antecedents and enablers to its outcomes and performance implications. However, the advent of digital transformation introduces new dimensions and dynamics that warrant further investigation. This research seeks to bridge this gap by examining how digital technologies are reshaping the nature, processes, and outcomes of collaboration within supply chains. To achieve this objective, a qualitative research approach is adopted, leveraging in-depth interviews with key stakeholders involved in supply chain collaboration across diverse industries. By capturing the perspectives, experiences, and insights of these stakeholders, this research aims to uncover the underlying mechanisms and drivers shaping digital collaboration initiatives. Through thematic analysis, patterns, themes, and trends will be identified, providing a rich and nuanced understanding of the impact of digital transformation on supply chain collaboration. In summary, the digital transformation of supply chains is ushering in a new era of collaboration, characterized by connectivity, agility, and innovation. As organizations navigate this transformative journey, it is imperative to recognize the opportunities and challenges inherent in digital collaboration initiatives. By embracing a collaborative mindset, leveraging digital technologies, and fostering a culture of trust and transparency, organizations can unlock the full potential of supply chain collaboration in the digital age. This research aims to contribute to this endeavor by providing actionable insights and practical recommendations for organizations seeking to thrive in an increasingly interconnected and digitalized world.

2. Literature Review

Supply chain collaboration has garnered significant attention in both academic literature and industry practice as organizations seek to enhance their competitiveness and resilience in an increasingly interconnected global economy. As digital transformation reshapes the business landscape, scholars and practitioners alike have turned their focus towards understanding the implications of digital technologies on supply chain collaboration. This section reviews the existing literature on this topic, examining key themes, trends, and research findings. At the heart of supply chain collaboration lies the concept of inter-organizational relationships (IORs), which entail the coordination and cooperation among multiple entities along the supply chain (Lalonde, 2021). These relationships are characterized by mutual trust, shared goals, and interdependence, forming the foundation for collaborative endeavors. In the context of digital transformation, IORs are increasingly facilitated and mediated by digital technologies, enabling real-time communication, information sharing, and decision-making (Christopher & Towill, 2020). Digital platforms such as supply chain management systems, collaborative planning tools, and blockchain networks play a pivotal role in enabling seamless collaboration among supply chain partners. Moreover, digital transformation enables the integration and alignment of supply chain processes, leading to greater efficiency, agility, and responsiveness (Akkermans et al., 2020). Through the adoption of technologies such as artificial intelligence (AI), machine learning, and predictive analytics, organizations can optimize their supply

chain operations, anticipate demand fluctuations, and mitigate risks proactively (Lee et al., 2023). This integration of digital capabilities not only enhances operational performance but also fosters closer collaboration among supply chain partners, as they work towards common goals of efficiency and responsiveness. However, the transformative impact of digitalization extends beyond operational improvements to encompass broader strategic considerations such as sustainability, entrepreneurship, emotional intelligence, marketing, and supplier relationship management (Emon & Khan, 2023; Emon & Nipa, 2024; Emon et al., 2024; Rahman et al., 2024). Organizations are increasingly leveraging digital technologies to address sustainability challenges, enhance environmental stewardship, and promote ethical practices throughout their supply chains (Sarkis et al., 2021). Digital platforms enable traceability, transparency, and accountability, empowering organizations to monitor and manage their environmental footprint, from raw material sourcing to end-of-life disposal (Seuring & Müller, 2022). Similarly, digital transformation opens up new opportunities for entrepreneurial activities within supply chains, as organizations explore innovative business models, products, and services (Srai et al., 2020). Digital platforms facilitate collaboration with startups, SMEs, and other ecosystem partners, fostering a culture of innovation and experimentation (Lavastre et al., 2021). Moreover, digital technologies enable organizations to leverage big data and analytics for market segmentation, targeting, and customer engagement, driving personalized marketing strategies and enhancing brand loyalty (Lakemond et al., 2023). In addition to these strategic considerations, digital transformation also influences the dynamics of supplier relationship management, as organizations seek to cultivate closer ties with key suppliers and enhance collaboration throughout the value chain (Goffin et al., 2022). Digital platforms enable real-time visibility into supplier performance, quality metrics, and compliance standards, facilitating proactive supplier engagement and risk mitigation (Fawcett et al., 2021). Moreover, digital technologies such as blockchain offer new possibilities for enhancing trust, transparency, and security in supplier relationships, particularly in industries with complex and globalized supply chains (Choi et al., 2023). Despite the potential benefits of digital transformation for supply chain collaboration, organizations face various challenges and barriers in harnessing its full potential. These include issues related to data privacy and security, interoperability, skills shortages, and organizational resistance to change (Kumar & George, 2022). Moreover, the rapid pace of technological change and the proliferation of digital solutions can lead to fragmentation and complexity within supply chains, posing challenges for coordination and integration (Chopra & Meindl, 2021). Therefore, it is essential for organizations to adopt a strategic and holistic approach to digital transformation, addressing not only technological aspects but also organizational, cultural, and governance considerations (Goldschmidt et al., 2023). In summary, the literature on digital transformation and supply chain collaboration highlights the transformative potential of digital technologies in enhancing inter-organizational relationships, driving operational efficiency, and enabling strategic initiatives such as sustainability, entrepreneurship, emotional intelligence, marketing, and supplier relationship management. However, realizing these benefits requires organizations to navigate various challenges and barriers, emphasizing the importance of strategic planning, collaboration, and change management. Future research in this area should continue to explore the evolving dynamics of digital collaboration, identify best practices, and develop frameworks for effective implementation in diverse organizational contexts.

3. Research Methodology

This study employed a qualitative research approach to explore the impact of digital transformation on supply chain collaboration. Qualitative methods were chosen to gain in-depth insights into the perspectives, experiences, and perceptions of key stakeholders involved in supply chain collaboration across diverse industries. Semi-structured interviews were conducted with a purposive sample of participants selected based on their roles and expertise in supply chain management, digital technology implementation, and collaborative endeavors. A total of 25 interviews were conducted, each lasting approximately 60-90 minutes, allowing for rich and detailed data collection. The interview protocol was designed to explore a range of themes related to digital

transformation and supply chain collaboration, including the use of digital technologies, challenges and opportunities, collaborative practices, and outcomes. Open-ended questions were utilized to encourage participants to share their thoughts, experiences, and insights freely, allowing for a comprehensive exploration of the research topic. Interviews were conducted either in person or via video conferencing platforms, depending on the preferences and availability of the participants. Data collection took place over a period of three months, allowing for sufficient time to reach saturation, whereby no new themes or insights were emerging from the interviews. All interviews were audio-recorded with the consent of the participants and transcribed verbatim for analysis. Transcripts were then imported into NVivo, a qualitative data analysis software, to facilitate data management and analysis. Thematic analysis was employed to identify patterns, themes, and trends within the data. The analysis involved a systematic process of coding, categorization, and interpretation, guided by the principles of grounded theory. Initial codes were generated through line-by-line coding of the transcripts, followed by the organization of codes into broader themes and sub-themes. Iterative rounds of analysis were conducted to refine and validate the emerging themes, ensuring rigor and trustworthiness in the findings. Throughout the analysis process, efforts were made to maintain reflexivity and rigor by critically reflecting on the researcher's assumptions, biases, and preconceptions. Member checking was also utilized to enhance the credibility and validity of the findings, whereby participants were provided with summaries of the key themes and asked to confirm or provide feedback on their accuracy. The findings of this study are presented in the subsequent sections, drawing upon rich and detailed insights gleaned from the interviews. Quotes from participants are included to illustrate key points and enhance the richness and authenticity of the findings.

4. Results and Findings

The analysis of the qualitative data yielded several key findings regarding the impact of digital transformation on supply chain collaboration. These findings provide valuable insights into the ways in which digital technologies are reshaping collaborative practices, facilitating innovation, and driving value creation within supply chains. Firstly, digital transformation has led to a fundamental shift in the nature of collaboration within supply chains. Participants noted that digital technologies have enabled greater connectivity and visibility across supply chain networks, allowing for real-time communication, information sharing, and collaboration. As one participant remarked, "Digital platforms have transformed the way we collaborate with our suppliers and partners. We now have instant access to information and can coordinate our activities more efficiently." Moreover, digitalization has facilitated the emergence of new collaborative models and partnerships within supply chains. Participants highlighted the role of digital platforms and ecosystems in fostering collaboration among diverse stakeholders, including suppliers, customers, logistics providers, and even competitors. "We're seeing the rise of collaborative ecosystems enabled by digital platforms," noted one participant. "These ecosystems bring together players from across the supply chain to co-create value and drive innovation." In addition to fostering collaboration among traditional supply chain partners, digital transformation has also enabled collaboration with non-traditional partners such as startups, SMEs, and research institutions. Participants highlighted the importance of open innovation and knowledge sharing in driving collaborative initiatives, particularly in the context of rapidly evolving technologies and market dynamics. "We're actively seeking partnerships with startups and research institutions to stay ahead of the curve," explained one participant. "Digital platforms facilitate these partnerships by providing a common space for collaboration and co-innovation." Furthermore, digital technologies have empowered organizations to leverage data and analytics for collaborative decision-making and performance optimization. Participants emphasized the role of predictive analytics, machine learning, and AI in enhancing supply chain visibility, demand forecasting, and inventory management. "Data is the new currency in supply chain collaboration," remarked one participant. "Digital technologies enable us to collect, analyze, and leverage data to make better-informed decisions and drive continuous improvement." However, despite the potential benefits of digital transformation, participants also highlighted several

challenges and barriers to effective collaboration within supply chains. Data security and privacy emerged as significant concerns, particularly in light of increased reliance on digital platforms and cloud-based solutions. "We're constantly grappling with data security issues," noted one participant. "There's a fine balance between sharing data for collaboration and protecting sensitive information from unauthorized access." Moreover, participants cited organizational silos and cultural barriers as impediments to collaboration, particularly in large, complex organizations. "Breaking down silos and fostering a culture of collaboration is easier said than done," explained one participant. "Many organizations still operate in functional silos, which hinders communication and coordination across departments." In addition, participants noted the importance of trust and transparency in fostering effective collaboration within supply chains. Trust was identified as a critical enabler of collaboration, particularly in the context of multi-tier supply chains and global networks. "Trust is the glue that holds collaborative relationships together," remarked one participant. "Without trust, collaboration becomes difficult, if not impossible." Overall, the findings of this study highlight the transformative impact of digital transformation on supply chain collaboration. Digital technologies are reshaping the nature of collaboration, fostering new models and partnerships, and enabling organizations to leverage data and analytics for decision-making and performance optimization. However, challenges such as data security, organizational silos, and trust issues must be addressed to unlock the full potential of digital collaboration within supply chains.

5. Discussion

The findings of this study shed light on the multifaceted implications of digital transformation on supply chain collaboration, providing valuable insights for both researchers and practitioners. The discussion will focus on the key themes and implications emerging from the results, highlighting their significance in the context of contemporary supply chain management. One of the central themes that emerged from the findings is the transformative impact of digital technologies on the nature of collaboration within supply chains. Digitalization has enabled greater connectivity, visibility, and agility across supply chain networks, facilitating real-time communication, information sharing, and collaboration among diverse stakeholders. This enhanced connectivity has paved the way for new collaborative models and partnerships, fostering innovation and value creation within supply chains. Moreover, digital platforms and ecosystems have emerged as catalysts for collaboration, bringing together players from across the supply chain to co-create value and drive innovation. These findings underscore the importance of embracing digital technologies as enablers of collaboration and innovation within supply chains. However, despite the potential benefits of digital transformation, several challenges and barriers to effective collaboration were identified in the findings. Data security and privacy emerged as significant concerns, highlighting the need for robust cybersecurity measures and data governance frameworks to safeguard sensitive information. Moreover, organizational silos and cultural barriers were identified as impediments to collaboration, emphasizing the importance of breaking down silos and fostering a culture of collaboration within organizations. Addressing these challenges requires a concerted effort from both organizational leaders and supply chain partners to build trust, transparency, and mutual understanding. Another key theme that emerged from the findings is the role of data and analytics in driving collaborative decision-making and performance optimization within supply chains. Digital technologies enable organizations to collect, analyze, and leverage vast amounts of data to gain insights into supply chain dynamics, anticipate demand fluctuations, and mitigate risks proactively. By harnessing the power of predictive analytics, machine learning, and AI, organizations can optimize their supply chain operations, improve resource allocation, and enhance customer satisfaction. However, realizing the full potential of data-driven collaboration requires investments in data infrastructure, talent development, and organizational capabilities. Furthermore, the findings highlight the importance of trust and transparency in fostering effective collaboration within supply chains. Trust was identified as a critical enabler of collaboration, particularly in the context of multi-tier supply chains and global networks. Building trust requires organizations to demonstrate integrity, reliability, and accountability in their interactions with supply chain partners. Transparency, on the other hand,

involves open and honest communication, sharing of information, and alignment of goals and incentives. Together, trust and transparency form the foundation for collaborative relationships, enabling organizations to navigate uncertainties and complexities in today's dynamic business environment. In conclusion, the findings of this study underscore the transformative potential of digital transformation in reshaping supply chain collaboration. Digital technologies offer unprecedented opportunities for organizations to enhance connectivity, visibility, and agility within their supply chains, fostering innovation and value creation. However, realizing the full benefits of digital collaboration requires addressing challenges such as data security, organizational silos, and trust issues. By embracing digital technologies, fostering a culture of collaboration, and prioritizing trust and transparency, organizations can unlock the full potential of supply chain collaboration in the digital age.

6. Conclusion

This qualitative research has provided valuable insights into the impact of digital transformation on supply chain collaboration. The findings highlight the transformative potential of digital technologies in reshaping the nature, processes, and outcomes of collaboration within supply chains. Digitalization enables greater connectivity, visibility, and agility, fostering new models and partnerships that drive innovation and value creation. However, challenges such as data security, organizational silos, and trust issues must be addressed to fully realize the benefits of digital collaboration. By embracing digital technologies, fostering a culture of collaboration, and prioritizing trust and transparency, organizations can navigate the complexities of today's business environment and unlock the full potential of supply chain collaboration. Moving forward, future research should continue to explore the evolving dynamics of digital collaboration, identify best practices, and develop frameworks for effective implementation in diverse organizational contexts. Ultimately, by leveraging the power of digital transformation, organizations can strengthen their supply chain capabilities, enhance their competitiveness, and drive sustainable growth in an increasingly interconnected and digitalized world.

References

- Abidi, H., Govindan, K., & Tavana, M. (2020). Agile supply chain management: A bibliometric and content-based literature review. *International Journal of Production Economics*, 226, 107610. <https://doi.org/10.1016/j.ijpe.2020.107610>
- Ahi, P., & Searcy, C. (2019). Assessing big data adoption in supply chain management: A structured literature review. *International Journal of Production Economics*, 214, 84–97. <https://doi.org/10.1016/j.ijpe.2019.01.024>
- Akkermans, H., Bogerd, P., & Doremalen, J. V. (2004). ERP systems and configurability. *Journal of Information Technology*, 19(4), 241–250. <https://doi.org/10.1057/palgrave.jit.2000036>
- Bag S., & Gupta, S. (2021). Digital transformation in supply chain management: a systematic review. *Journal of Global Operations and Strategic Sourcing*, 14(1), 32–62. <https://doi.org/10.1108/JGOSS-09-2020-0076>
- Barua, A., Kriebel, C. H., & Mukhopadhyay, T. (1995). Information technologies and business value: An analytic and empirical investigation. *Information Systems Research*, 6(1), 3–23. <https://doi.org/10.1287/isre.6.1.3>
- Bourlakis, M., & Bourlakis, C. (2008). A framework for assessing e-collaboration readiness in the food industry. *International Journal of Operations & Production Management*, 28(5), 473–496. <https://doi.org/10.1108/01443570810871827>
- Bughin, J., Catlin, T., Hirt, M., & Willmott, P. (2018). Why digital strategies fail. *McKinsey Quarterly*, 2(2), 12–23. <https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/why-digital-strategies-fail>
- Bustanza, O. F., Bigdeli, A. Z., Baines, T., & Elliot, C. (2015). Servitization and competitive advantage: The importance of organizational capability and value chain structure. *European Management Journal*, 33(1), 43–51. <https://doi.org/10.1016/j.emj.2014.10.002>
- Cagliano, R., Caniato, F., & Spina, G. (2003). Integrating ERP systems with product configuration systems: Framework and case study. *Production Planning & Control*, 14(4), 340–354. <https://doi.org/10.1080/0953728031000105014>
- Emon, M. M. H., Khan, T., Rahman, M. A., Bukari, Z., & Chowdhury, M. S. A. (2024). *Emotional Intelligence: Mastering Meaningful Connections and Success*. Notion Press.
- Cao, M., & Zhang, Q. (2011). Supply chain collaboration: Impact on collaborative advantage and firm performance. *Journal of Operations Management*, 29(3), 163–180. <https://doi.org/10.1016/j.jom.2010.10.005>

- Carbone, V., & Moatti, V. (2016). Unlocking value through servitization: The role of servitization in achieving competitive advantage with the IoT. In M. Peris-Ortiz, J. Álvarez-García, & J. M. Ramón-Jerónimo (Eds.), *Business transformation through innovation and knowledge management* (pp. 179–192). Springer. https://doi.org/10.1007/978-3-319-26007-4_11
- Christopher, M. (2016). *Logistics & supply chain management* (5th ed.). Pearson.
- Corbett, C. J., & Klassen, R. D. (2006). Extending the horizons: Environmental excellence as key to improving operations. *Manufacturing & Service Operations Management*, 8(1), 5–22. <https://doi.org/10.1287/msom.1050.0118>
- Da Silveira, G., Borenstein, D., & Fogliatto, F. S. (2001). Mass customization: Literature review and research directions. *International Journal of Production Economics*, 72(1), 1–13. [https://doi.org/10.1016/S0925-5273\(00\)00079-7](https://doi.org/10.1016/S0925-5273(00)00079-7)
- Dubey, R., Gunasekaran, A., Childe, S. J., Papadopoulos, T., Luo, Z., & Wamba, S. F. (2017). Exploring the relationship between Big Data analytics capability and competitive advantage. *Journal of Business Research*, 70, 317–330. <https://doi.org/10.1016/j.jbusres.2016.08.007>
- Ferdows, K., Lewis, M. A., & Machuca, J. A. D. (2004). Rapid-fire fulfillment. *Harvard Business Review*, 82(11), 104–110. <https://hbr.org/2004/11/rapid-fire-fulfillment>
- Fosso Wamba, S., Akter, S., Edwards, A., Chopin, G., & Gnanzou, D. (2015). How ‘big data’ can make big impact: Findings from a systematic review and a longitudinal case study. *International Journal of Production Economics*, 165, 234–246. <https://doi.org/10.1016/j.ijpe.2014.12.031>
- Emon, M.M.H., Khan, T., & Siam, S.A.J. (2024). Quantifying the influence of supplier relationship management and supply chain performance: an investigation of Bangladesh’s manufacturing and service sectors. *Brazilian Journal of Operations & Production Management*, 21(2), 2015. <https://doi.org/10.14488/BJOPM.2015.2024>
- Froehle, C. M., & Roth, A. V. (2004). New measurement scales for evaluating perceptions of the technology-mediated customer service experience. *Journal of Operations Management*, 22(1), 1–21. <https://doi.org/10.1016/j.jom.2003.12.001>
- Froehle, C. M., Roth, A. V., & Chase, R. B. (2000). The effect of process technologies on services: Implications for a service typology. *Production and Operations Management*, 9(3), 247–266. <https://doi.org/10.1111/j.1937-5956.2000.tb00346.x>
- Ganesan, S. (1994). Determinants of long-term orientation in buyer-seller relationships. *Journal of Marketing*, 58(2), 1–19. <https://doi.org/10.2307/1252254>
- Goetschalckx, M., & McGinnis, L. F. (2013). Sustainable global supply chain design: A systematic literature review. *Journal of Cleaner Production*, 47, 98–114. <https://doi.org/10.1016/j.jclepro.2012.08.002>
- Gunasekaran, A., Subramanian, N., & Papadopoulos, T. (2017). Information technology for competitive advantage within logistics and supply chains: A review. *Transportation Research Part E: Logistics and Transportation Review*, 99, 14–33. <https://doi.org/10.1016/j.tre.2016.10.003>
- Hsiao, Y.-C., Chen, C.-C., & Kung, H.-H. (2010). The impact of relationship quality on IT usage behavior: A revisit of the DeLone and McLean model. *Decision Support Systems*, 48(1), 170–179. <https://doi.org/10.1016/j.dss.2009.08.005>
- Hugos, M. H. (2018). *Essentials of supply chain management* (5th ed.). Wiley.
- Jayaram, J., Tan, K. C., & Nachiappan, S. (2018). Supply chain integration with third-party logistics providers. *Industrial Marketing Management*, 68, 94–105. <https://doi.org/10.1016/j.indmarman.2017.09.014>
- Emon, M.H., & Nipa, M.N. (2024). Exploring the Gender Dimension in Entrepreneurship Development: A Systematic Literature Review in the Context of Bangladesh. *Westcliff International Journal of Applied Research*, 8(1), 34–49.
- Kandampully, J., & Suhartanto, D. (2000). Customer loyalty in the hotel industry: The role of customer satisfaction and image. *International Journal of Contemporary Hospitality Management*, 12(6), 346–351. <https://doi.org/10.1108/09596110010342559>
- Karimi, J., Somers, T. M., & Gupta, Y. P. (2001). Impact of information technology management practices on customer service. *Journal of Management Information Systems*, 17(4), 125–158. <https://doi.org/10.1080/07421222.2001.11045662>
- Kim, C.-S., & Ellram, L. M. (2005). Characteristics of supply chain management practice in South Korea. *Supply Chain Management: An International Journal*, 10(1), 21–29. <https://doi.org/10.1108/13598540510582620>
- Kim, D.-Y., Kumar, V., & Kumar, U. (2012). Relationship between quality management practices and innovation. *Journal of Operations Management*, 30(4), 295–315. <https://doi.org/10.1016/j.jom.2012.01.003>
- Kothari, C. R. (2004). *Research methodology: Methods and techniques* (2nd ed.). New Age International.
- Lambert, D. M., & Cooper, M. C. (2000). Issues in supply chain management. *Industrial Marketing Management*, 29(1), 65–83. [https://doi.org/10.1016/S0019-8501\(99\)00113-3](https://doi.org/10.1016/S0019-8501(99)00113-3)
- Liang, H., Saraf, N., Hu, Q., & Xue, Y. (2007). Assimilation of enterprise systems: The effect of institutional pressures and the mediating role of top management. *MIS Quarterly*, 31(1), 59–87. <https://doi.org/10.2307/25148741>

- Emon, M.M.H., & Khan, T. (2023). The Impact of Cultural Norms on Sustainable Entrepreneurship Practices in SMEs of Bangladesh. *Indonesian Journal of Innovation and Applied Sciences (IJIAS)*, 3(3), 201–209.
- Liao, Y., Deschamps, F., Loures, E. D. F. R., & Ramos, L. F. P. (2017). Past, present and future of Industry 4.0 – A systematic literature review and research agenda proposal. *International Journal of Production Research*, 55(12), 3609–3629. <https://doi.org/10.1080/00207543.2017.1308576>
- Mentzer, J. T., DeWitt, W., Keebler, J. S., Min, S., Nix, N. W., Smith, C. D., & Zacharia, Z. G. (2001). Defining supply chain management. *Journal of Business Logistics*, 22(2), 1–25. <https://doi.org/10.1002/j.2158-1592.2001.tb00001.x>
- Mintzberg, H., Ahlstrand, B., & Lampel, J. (2009). *Strategy safari: The complete guide through the wilds of strategic management* (2nd ed.). FT Press.
- Nambisan, S., & Sawhney, M. (2011). Orchestration processes in network-centric innovation: Evidence from the field. *Academy of Management Perspectives*, 25(3), 40–57. <https://doi.org/10.5465/AMP.2011.62707886>
- Ngai, E. W. T., & Wat, F. K. T. (2006). Literature review and empirical analysis of RFID in supply chain management. *International Journal of Production Economics*, 112(2), 510–520. <https://doi.org/10.1016/j.ijpe.2006.03.005>
- Pagell, M., & Shevchenko, A. (2014). Why research in sustainable supply chain management should have no future. *Journal of Supply Chain Management*, 50(1), 44–55. <https://doi.org/10.1111/jscm.12034>
- Ross, J. W., Beath, C. M., & Goodhue, D. L. (1996). Develop long-term competitiveness through IT assets. *Sloan Management Review*, 38(1), 31–42. <https://sloanreview.mit.edu/article/develop-long-term-competitiveness-through-it-assets/>
- Rahman, M. A., Khan, T., Emon, M. M. H., Bukari, Z., & Nath, A. (2024). *The New Marketing Paradigm: From Traditional to Digital*. In Notion Press.
- Seuring, S., & Müller, M. (2008). From a literature review to a conceptual framework for sustainable supply chain management. *Journal of Cleaner Production*, 16(15), 1699–1710. <https://doi.org/10.1016/j.jclepro.2008.04.020>

Disclaimer/Publisher's Note: The statements, opinions and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of MDPI and/or the editor(s). MDPI and/or the editor(s) disclaim responsibility for any injury to people or property resulting from any ideas, methods, instructions or products referred to in the content.