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**IMPACT OF SUPPLY CHAIN PRACTICES ON LOCAL LOGISTICS
CORPORATIONS, OPERATING IN ISLAMABAD**



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Abstract:

This study investigates the effect of Supply Chain Management on the local logistics corporations' businesses in Islamabad. Due to increase in Supply Chain practices in different economies, it has affected so many businesses either directly and indirectly. Difference between logistics and supply chain is that logistics are based on one company while supply chain is the system which exists on various companies and industries. The primary data from managerial level human resource of local logistic corporations is taken and they were questioned about their views on Supply Chain Management and its impact on their local logistics corporations. Both descriptive and regression analysis are used to analyze the data. Findings indicate that local logistics businesses are positively affected by the growth in Supply Chain Management in the city.

Key Words:

Customer Relationship Management (CRM)

Supplier Relationship Management (SRM)

Electronic Data Interchange (EDI)

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1.1 Introduction:

This study is based on finding the impact of Supply Chain Management on the logistics industry in case of Islamabad, Pakistan. The term Supply Chain Management is the process of planning, controlling and executing the products to final customer. On the other hand, the term logistics means that movement of products or goods from the point of their origin to the end consumers. Supply Chain Management has affected the businesses in a very large extent. Through Supply Chain Management practices, businesses achieved higher performances and competitive advantage.

1.2 Background of Study:

Supply Chain Management is the set of activities which starts from planning, controlling, and executing the goods' flow from the acquisition of raw material, production and then distribution to the end consumer, (Investopedia). Supply Chain Management is the management of flow of products and services which starts from movement and storage of raw material, then work in progress inventory and finally the finished goods to the final consumers. The whole process management is considered as the Supply Chain Management.

Logistics is the military term which is used to the transportation of the equipment and materials to the field. Logistics refers to the flow of services and goods from their point of origin to the point of consumption, (Wikipedia). The logistics itself is a separate business sector. Logistics is the service industry itself for transportation, consist of shipping, warehouses, courier services, road and rail transportation, air freight services. Logistics refers to detailed administrations and application of multifaceted operations.

Most of the scholars often mixed the concept of the Logistics and Supply Chain Management. But there is difference in both these terms. Logistics is more customer-oriented services whose goal is to meet the customers' requirements in most efficient and in timely manner. Logistics is the process of transportation and storage of goods in efficient manner. There is difference between the supply chain and logistics. Logistics is associated with the one company's goods transportation, packaging, shipping, storage, and delivery in a time. On the other hand, Supply chain is associated with more than one organization rather it involves large network of organizations that make chain from origin to end product to required consumers.

1.3 Background:

Organizations are faced with an array of challenges as they strive to compete in today's dynamic global markets. To remain competitive, organizations must recognize the importance of supply chain practices that improve not only their own performance, but also coordinate with their supply chain partners to improve their joint performance. Supply chain management (SCM) research has evolved to a stage where analytical and empirical methodologies have allowed researchers to identify and validate basic SCM models and constructs. Numerous studies have also investigated the effects of various SCM related practices affecting organizational performance. As SCM research continues to develop, many researchers are focusing on the cross-industry validity of previous findings.

One of the aspects of interest is the effect of employing various "best practices" by organizations in different positions of the supply chain. This is a significant issue to address to determine whether commonly advocated practices are equally relevant across the length of the supply chain. While a few studies have examined the difference in effectiveness of SCM practices based on whether these are applied on the supply side or the distribution side of the supply chain (Frohlich and Westbrook, 2001, 2002; Kim, 2006; Li et al., 2005b), most of these studies have treated the supply and the distribution sides of the supply chain as one overall stage.

Therefore, the treatment has been largely based on a dyadic basis. Such an aggregated view of supply chain position masks several issues, which companies in specific supply chain roles may face. For instance, should distributors and retailers look at supply chain practices the same way? From the dyadic standpoint, these two types of companies should face the same issues and supply chain practices adopted for one, should be equally effective for the other. However, this may not be the case since the distributor stage is an intermediate stage in the supply chain while the retailer stage is typically the final stage before the customer.

The strictly dyadic treatment of the supply chain into the supply and distribution sides also prevents the inclusion of other roles, which play a significant role in the effectiveness of supply chain. For instance, some recent research studies have started looking at service supply chains. The aspects of service supply chains emphasize the relative importance of non-physical flows within the supply chain. Prior research on service aspects in supply chains has been limited, with Only a few studies specifically assessing the importance of services as a separate supply chain related construct (Field

and Meile, 2008; Sengupta et al., 2006; Ellram et al., 2004).

Three levels of analysis, dyadic, chain and network are included in the classification system proposed. Like other research studies, common management techniques are proposed to help improve supply chain operations. Kim (2006) uses results of an empirical survey to develop a framework to assess the SCM integration and SCM practices and the ensuing linkage to competitive capability. A company's integration considers suppliers, customers and organizational cross-functional integration. A similar perspective regarding knowledge sharing among supply chain partners was examined by Wang et al. (2008). They analyse the gap between the theoretical benefits of mutual knowledge sharing among supply chain partners and the practical complexity of achieving such a synergy because of various complexities in the interaction processes between companies. Using a case-based methodology, they develop a model to enhance knowledge sharing among supply chain partners. Mentzer et al. (2001) conducted a comprehensive analysis of the various definitions and aspects under the umbrella of SCM.

They define SCM as a thorough model which incorporates between useful and between corporate coordination under an envelope of worldwide condition and a multi-layered inventory network. Unmistakably, various investigations have indicated the significance of collaboration among the inventory network individuals to improve the competency of all production network accomplices. While existing investigations have broadened the hypothetical comprehension of production network related issues and have featured the requirement for better connection among the inventory network individuals, the subject of whether the SCM rehearses are similarly successful over all phases of the store network has not been investigated past a couple of studies. Frohlich and Westbrook (2001, 2002) utilized an experimental review to test whether producers ought to have distinctive joining rehearses among providers and clients. What's more, they verified that the degree of joining with the clients and providers could be unique, with a more significant level of combination for the most part connected with better execution.

In spite of the fact that Frohlich and Westbrook (2001, 2002) added to understanding the subtleties of incorporation rehearses, the treatment of providers as well as clients didn't separate as for the specific position in the inventory network. The distinctions in store network and association execution crosswise over different stages in the production network have been verifiably investigated in a few different examinations. Reenactment models were utilized in Zhao

and Xie (2002) and Zhao et al. (2002a) to look at the effect of anticipating and data partaking in an inventory network. The two examinations considered different autonomous factors, for example, request designs, data sharing and determining related factors. While the needy factors were absolute expenses for the retailers, all out cost for the provider and the complete expense for the store network.

The job of store network the executives (SCM) has gotten progressively significant for firms in profoundly aggressive (develop) markets, and we have as of late observed, additionally in financial downturns. Ketchen and Hult (2007) portray this aggressive competition among firms as "store network versus production network" rather than "firms versus firms". A well-planned inventory network process is hard to mimic for contenders since it turns out to be progressively hard to contend on item level. Globalization and progression in the commercial center are significant drivers for the developing challenge together with the changing interest of the buyer. A move emerged from a more innovation situated view (before) towards a point in time where cooperation and trust become significant along the accomplices in the inventory network. Compelling administration of connections in production network the executives is a need to withstand focused weights and monetary downturns.

In this way, Hult et. al (2004) portray that store network the board isn't any longer, a help capacity to actualize a business procedure; it is explicitly intended to drive an organizations' presentation and production network the board turns into a key component of the general technique for the whole chain.

At present, changes in the earth (socio-political, changing interest and so forth.) are the reason for expanding vulnerability in the commercial center. To manage this, adaptability in the store network turns out to be increasingly significant. In this paper we need to investigate the term 'adaptability in supply chains' to comprehend the marvel better and have the option to characterize explicit research and administrative ramifications in the field. In this paper we initially characterize an exploration address and depict the applied procedure.

In chapter 3 we describe the results of the literature research into the phenomenon of flexibility and in chapter 4 we describe the cases we studied. The paper ends with a conclusion, implications for management of organizations, limitations of the research and suggestions for further research.

Current literature about supply chain management describes several meanings of supply chain management (SCM). It becomes clear that there is not an explicit or unified description. Especially the level of detail between the descriptions differs. For example, Mabert and Venkata Ramanan (1998) describe supply chain management as a series of units that transform raw materials into finished products and deliver the product to the customers. This is a typical ‘push’ approach, pushing the raw materials into the next processes of the chain, towards the end market.

A more holistic approach is given in the definition of Harland (1996) who describes supply chain management as managing business activities and relationships within an organization, with immediate suppliers, with first and second tier suppliers and customers along the supply chain. However, the descriptions of supply chain management remain vague since it is not clear what is meant by ‘business activities. Cohen & Lee (1988) succeeded in defining a clear description of supply chain management. They clarify that supply chain management consists of both intra- and inter related business activities of a (focal) company. The intra-related part refers to the raw material or component procurement by independent suppliers, through manufacturing and distribution (inter-), and concluding with successful delivery of the product to the retailer or a customer (Cohen & Lee, 1988). It becomes clear how supply chain management evolved from traditional purchasing and logistics function into a broader strategic approach to materials and distribution management known as supply chain management (Tan, 2001).

The term ‘supply chain management’ or SCM was originally introduced by management consultants in the early 1980s (Oliver and Webber, 1982) and many definitions of SCM have been developed over the last three decades. Bechtel and Jayaram (1997) presented a comprehensive review of definitions of both ‘supply chain’ and ‘supply chain management’ that appeared between the early 1980s and the mid-1990s. Mentzer et al. (2001) provided an overview of the more important of these definitions and, based on their analysis proposed a definition of their own. Stock and Bowyer examined 173 definitions of SCM appearing in the literature “to determine important components of an integrated definition of SCM” (2009, p. 690).

The CSCMP definition (2016) that follows is widely cited in the literature Supply chain management encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries,

third-party service providers, and customers. SCM integrates supply and demand management within and across companies.

This definition joins the fundamental components of contemporary SCM thinking and we in like manner receive it as a working definition for this paper. Key to this reasoning is the move away from customarily divided store network designs towards progressively coordinated methodologies (for example Christopher and Towill, 2000; Carter et al., 2015). Overseeing production network forms in an incorporated way requires execution estimation attempted more comprehensively (e.g., Burgess et al., 2006; Sweeney et al., 2015). A few researchers have attempted to put this advancing SCM thinking in a verifiable setting (Masters and Pohlen, 1994; Christopher and Towill, 2000; Stank et al., 2011). At long last, the appropriation of SCM thinking includes a move away from the practical stovepipe or storehouse way to deal with increasingly consistent designs. The change from divided to incorporated methodologies was encouraged by a scope of data and interchanges innovation (ICT) devices created throughout the years (Zhang et al., 2011).

Subsequently, while coordination's and SCM are regularly considered as basically operational exercises, contemporary methodologies in the writing have a solid spotlight on what are viewed as long haul key issues, with much examination into coordination's and SCM now being distributed in the vital administration writing (Grimm et al., 2015). This idea of vital coordination's and SCM is worried about utilizing the production network as a wellspring of upper hand; be that as it may, the degree to which this move towards an increasingly key center is reflected in writing and practice stays hazy (Larson et al., 2007; Halldórsson et al., 2008; Kotzab et al., 2011; Stank et al., 2011).

Supply chain is rapid growth industry. There is significant increase in the Supply Chain Management industry all over the world. There are no boundaries involve in the Supply Chain Management processes that is it can be from one country to other country. The logistic is the part of the Supply Chain Management. In case of Pakistan, Supply Chain Management has increased its growth in past few decades. Supply Chain Management has increased the GDP growth rate and has effects the economy significantly. In Pakistan, Logistics firms are operating by issuing the license from Government of Pakistan, but the international standards are not followed properly that is why Supply Chain Management corporations has affected the local logistics business. This study examines the impact of Supply Chain Management firms on local logistics companies. The

choice identified with the SCM and the firm limit are taken by the top level and these must be lined up with the one another. The set-up limit of the firm empowers him to upgrade the inner activity of the firm. There exists a directing variable that clarify the connection between these two inner divisions, almost certainly these factors sway the relationship too. The incorporated arrangement of the association likewise influences the both the arrangement up time and arranging at the top-level pecking order.

The interior strategic or set-up exercises capable the firm to improve the inner framework while the outer framework, for example, the providers and the other partners can likewise be impact by the limit and improve the correspondence framework between the association and the accomplices (Bowersex, 1989; Stevens, 1990). If we take a gander at look, at that point we can say that the SCM blending will prompt the working ability of the firm and both the inner and the outer partners can likewise decidedly affect the inventory network accomplices and authorization too. It is shown that the inward relationship of the offices improves the set-up limit and the outside allude to the better association with the providers and the end clients too, Tracy (2004). We can say that if a firm with the assistance of the best possible mix both in the activities and the outer variables, the sharing of legitimate data framework improves and the at last the conveyance time lessen, and the stock is appropriately overseen which decline the partner costs, for example, the transportation, and the warehousing also. The union between the partners and relationship of the considerable number of divisions on the firm will prompt the better systems administration where all the partner individuals are fulfilled in view of the exact stock framework and the well data framework. For the accomplishment of any industry whether the oil or any generation or administration industry there would be the astounding administration framework with the dynamic individuals working in the system whether legitimately or in a roundabout way.

Generally, analyst accentuated on the inventory network execution that incorporates the power utilizes by the providers to impact the system and the partnered advantages and hazard moderation (Bischeus and Fry, 2009; Cook and Emerson, 1978). It additionally considers the essential factor that is the decrease or minimization of misfortunes (Lau et al, 2008). The job power, advantages and hazard decrease are significant for the store network and coordination's the executives since they upgrade the degree of the consumer loyalty by limiting the dangers and expanding the advantages in the system (Christopher, 1992; Copper, 1997). It is exceptionally a major test for the

firm to deal with their chain due to the unlimited complexities. Associations simply center around the inside activities and considers the inward calculates just past and they don't cook the outside elements (Christopher, 1992; Copper, 1997). Every one of the gatherings whether they are the straightforwardly or in a roundabout way connect with the system are the piece of the production network arrange (Mentzer et al, 2001). There are numerous coalitions of the SCM, for example, the maker, discount, wholesaler and clients, these all must be lined up with the each other for the accomplishment of the shared objective. This part incorporates the fabricates and the wholesalers, however it likewise incorporates the accepting and documenting the solicitation from the clients. In short it is an arrangement of the getting and sharing compelling data change of the crude material into the last items and exercises engaged with moving merchandise from processing plant to the end client. Accessibility of the viable and precise data improve the production network arrange as opposed to the erroneous methods for data which lead to the unordinary misfortunes. The information must be founded on the raw numbers while sharing between the gatherings this will positively affect the conveyance framework and just as the productive administration of the interest of the clients as indicated by their request's arrangement (Caridi et.al, 2014). It will be a positive effect on the generation and the quantity of units expanded because of accessibility of the crude materials as result the volume of offer is likewise increment (Sharma and Bhat, 2013).

The most basic driver is the data with the condition that it ought to be founded on the raw numbers (Faisal, et al,2007). On the off chance that we took the model structure the market, at that point Dell is reasonable to comprehend whose whole framework dependent on the viable administration of the store network because of the information accessibility which is must be genuine. All the popular brand, for example, Wall store and P&G center capacity is the data accessibility and the stock continuous too. Every one of the organizations identify with the information the board and stock administration, for example, JC Pany Wal bazaar are concentrating on the data sharing and the stock time (Date and Raoot, 2014). Presently a day the developing utilization of innovation and the accessibility data from everywhere throughout the world in only scarcely any second likewise improve the conveyance time of the items everywhere throughout the world, the coalitions with the online conveyance business with the providers additionally lessen the conveyance time and improve the exchange framework as contrast with the old meth which is more prominent change in the document of the coordination's and production network (Ritchie and Brindley, 2000). The hazard factor is likewise become consideration of the

specialists in the previous hardly any years considering the unanticipated future condition, for example, catastrophic event which upset the total chain of the conveyance (Smith et al, 2007).

Social trade is another significant apparatus used to gauge the inventory network successful and it comedy the cooperation between the accomplices and the providers and the clients (Howleg, Pil, 2008). It is a hypothesis which has been created to quantify the noteworthiness of the accomplices working in the system and their association with the outer partners (Yang et, al,2008,). The most pivotal thing in the system is that the interruption which at some point lead to tremendous misfortunes the last goal of the system is to limit the misfortune through the unions with the entire chain (Lau et al 2009). A large portion of the organization's concentration to adjust the methodologies to the objectives and to upgrade the efficiency. It is significant for each organization that there should be a compelling and effective connection with the production network exercises and business exercises to expand the calculated presentation. Bunches of the organizations are utilizing the precarious administrative choices to improve the inside framework (Dangayach and Deshmukh, 2001)

The coordination's troughs are supporting with respect to the joined system and the planned masterminding from base to top to rise the action practicality which lead to the customer dependability. A huge part of the associations are played out the limits related to the gathering of the thing, securing of the thing and by changing over it into the last thing by then ship to the end customer, these all limits are performing at a comparable spot by recalling the possibility of the joining which lead to the straightforwardness and unrivaled [Lalonde et al. 1970; Lambert and Mentzer 1980; Magee, Copacino, and Rosenfield 1985; or Rose and Sharman 1989]. Iron cally, the executives and the key assistants in like manner went to a comparative point.

The bound together coordination's system bases on the inward and external structure also to decrease the cost and to extend the advantage. This structure thought about different variables, for instance, the stock organization, transportation and warehousing the administrators. The cost of information sharing is more and growing bit by bit in perspective on usage of present day techniques as the cost is augmentation when the association improve it coordination's exercises. With the help of above trades and establishment explore we can say that the organized coordination's revolves around the cost organization examination and highlight the reasons why the cost is rising (Stock and Lambert 1987). The stock system execution by and large depends on

the compelling organization of these costs by accepting the front-line frameworks and instruments that help to lessen the cost and grow the advantage as well. To reduce the peril and to improve the profitability the most critical thing is that to consider the transportation and warehousing course of action of the affiliation as well, the organization of these structures will ensure the high advantage and decline in the cost will incite the buyer reliability and the improvement in the stock system of the firm.

On a very basic level, the stock system execution can be cultivated by the structure up the relationship with the suppliers, associates and the firm. To achieve the perfect execution the social exchange, organize, expect critical employment for the profitability the board. With the improvement in linkages in the framework prompts the better results in light of alliances with the associates. It has been pointed out that all the three factors are noteworthy power, focal points, and risk decline and their impact on the coordination's execution. Influence suggests the supplier's effect on the assessing due to limiting framework or intriguing help and the points of interest portrayed as that all of the accessories welcome the proportionate focal points and the peril imply the alleviation of disaster. To assess the unflinching nature of the variable the model has been accumulated structure the oil business through the survey's mode. The essential objective of this assessment is to amass the model that will show the activity of the creation arrange accessories in the stock system execution.

The discussion of this variable will be continued and their impact on the satisfaction of the customers too. To perceive this impact, we have developed the hypothesis and research tends to whether it influence the customer dependability or not Polo-Redondo and (Cambra-Fierro, 2008; Im and Rai, 2008).

We must know the activity of stock system in the oil portion as well. The collaborations the board and movement structure and strategies for transportation is very inconvenient in this division. There are two measures one is the upstream and the ensuing one is the downstream. In this stage the oil associations secure the crude oil which is the most problematic task for the oil business and require organized checking for this method. The upstream incorporates the activities, for instance, the formation of the oil and its examination method and the getting of the oil as indicated by the anticipate that solicitation should the oil treatment offices for further strategies, for instance, changing over them into the last thing.

The downstream of this specific thing start when the essential cycle arrive at a decision and the crude oil is refined, by then it is ship to the terminals or limit center to fulfill the require demand and to continue with the further action. The consequent stage moreover covers the foreseeing of stock, to meet any unforeseen future plausibility like absence of thing considering political disrupting impact, strikes of the oil tankers association or failure to reestablish the stock because of the poor atmosphere condition exceptionally to the zones orchestrated over the basic terminal, all of these probabilities must be keep, as an essential worry at the time stock organization of such thing.

Express technique for transportation joins for the movement of the such things related to the oil, the most outstanding are tank lorries and the pipeline required for the transport of these things. These items are the hugest wellspring of material and they are conveyed under due care in the specific zone and subsequently they are shipped where they are requiring a thing which must be give nourishment in this division is that the time wherein the product re dispatched to the objective. The cost of movement is gigantic considering that the terminals are not way to deal with the urban regions, thusly to diminish this cost it is essential that the terminals should be to the nearest spot. It is extreme and difficult to consider for this portion because of loads of reason (Hebert, 2004). Red Cavaney, pioneer of the American Petroleum Institute, said "Most associations are endeavored to grasp the immense hypotheses required" (Hebert, 2004). The oil division needs to lessen the cost of transport and to consider all these parts anyway it is a test for them to grasp the movements quickly due to lots of endless and internal factors too.

All the associations agreed on one inspiration that to decrease the expense strikingly, we should manage the stock framework and must shape the better relations with the tank lorries owners and the in like manner improve the transportation (Hamilton, 2003). Associations are the bit of this chain and they go about as a supplier of customer of that framework in explicit cases (Whitfield, 2004; Lange, 2004; Morton, 2003; Bianchi, 2003; Collins, 1999; Coia, 1999).

This division has key importance for everyone whether a singular individual or the firm and the expert give various criticalness for this part and suggested various options for the improvement of this examination. We should include the criticalness of this part and how to improve the presentation of this zone to help the economy of the country and the better presence of the overall

population. Stock organization and its energizing and transportation the board is essential and require a ton of thought in perspective on its multifaceted nature and nature of the thing. This investigation focused on the most capable technique to manage the vehicle and reduce the cost that will finally save countless the oil associations by methods for suitable organization system (Also called "swaps") (Haberman, 2002). It's not possible for anyone to block the essentialness from guaranteeing this region due to its centrality in the economy and the regular day to day existence of the human. The chances of the threats and disrupting impact in the framework develop because when the terminals are far away from the customers and the transport time is immense, this will grow the expense and in the end the customer is in danger to finish on the additional expense. This partition eventually develops the condition of thing need which is dangerous and the oil association and the customer both the persevere through the hardship because of the late movement, therefore the best course of action is that the terminals should be near the point of convergence of the city.

1.3 Objectives of the Study:

The objective of this study is to analyze the impact of Supply Chain Management on the logistic corporations that are operating in Islamabad Pakistan and to overview the overall structure of Supply Chain Management practices. The other objectives include such as to find all those factors that are affecting the supply chain management in logistics in view of managers and employees of firms in Islamabad.

1.4 Research Questions:

On the basis of research objectives and significance, following are the research questions of the study:

- 1- Is there any impact of Supply Chain Management on the logistics corporations that are operating in Islamabad?
- 2- What are the factors that are affecting the Supply Chain Management and logistics efficiency in case of firms in Islamabad?
- 3- Is growth in Supply Chain Management has affected the performance of logistics businesses?

1.5 Research Hypothesis:

The research hypotheses are based on the research questions an objective of the study.

Ho: Supply Chain Management has no impact on the logistics industry in Islamabad.

H1: Supply Chain Management has positive impact on the logistics industry in Islamabad.

Ho: Growth in Supply Chain Management does not enhance the logistics business. H2:

Growth in Supply Chain Management enhanced the logistics business.

1.6 Significance of Study:

Study of Supply Chain Management and its impact of local logistics industry is very important to understand the role of Supply Chain Management. Growth in supply chain management helps in expanding the businesses for local community as it creates demand and supply chain. This study is also important because certain variables which are not been studied in the literature are analyzed along with other known factors.

2 Literature Review:

In past the inventory network execution has been appeared as innovative part of the store network execution regarding linkages. The unmistakable advances considered as far as production network execution incorporates Radio recurrence (Bendavid et al., 2009; Ustundag and Tanyas, 2009). The item procedures estimated through an assessment approach that has been created (Wang et al 2009). Research accentuation in advantages to gain assets by organizing with the store network individuals in the stock system. Store network the executives centered upon the hazard decrease in the production network system, and this hazard decrease must be accomplished by embracing the teaming up framework among the inventory network individuals (Lau et al 2009). One of the significant devices used to quantify the inventory network execution is social trade, it very well may be characterized as the connection among the providers and the commitment of the considerable number of accomplices those working in the in the store network arrange (Holweg, Pil 2008). Trade hypothesis has been created so as to foresee the arranged circulation of assets, this hypothesis likewise much significant to the store network the board. The primary concentrated of our examination is on the advantages and hazard decrease that can be tackled just as the power that store network individuals' utilization to impudence one another (Bichescu and Fry, 2009). Klein et al. (2007) additionally pointed the issue of need fulfillment that makes the relationship. It is additionally expressed that this relationship is a blend of collaboration and aggressiveness which will at last lead to execution gains in the production network arrange. These connections allude to the trade linkages between associations, those are the individuals from the inventory network and assume an essential job in the production network organize. An exchange of the factors (Power, benefits, chance decrease on coordination's execution) in the store network organize direct their significance in the worth chain and consumer loyalty also.

When clients are happy to buy, they take loads of choices before acquiring. Assume, regardless of whether a customer chooses about the buy which relies on their desires for what future costs will be. As to conduct of buyers has been generally recorded in the purchaser conduct writing, for instance, Jacobson and Obermiller (1990), Krishna et al. (1991), Krishna (1994), and Ho et al. (1998), among others. Hence, the component of consumer loyalty in the inventory network organize must be contemplating for powerfulstore network the board execution. Provider the executive's exercises speak to the arrangement of exercises before firms (Li et al., 2006). There are two sorts of supply chains – lean and nimble to go with two kinds of items, standard and

imaginative (Vonderembse et al 2006). The lean production network is more practical and a lithe inventory network progressively responsive and flexible and rapidly react to the necessities of the clients (Christopher and Towill, 2000; Wang et al., 2004; Vonderembse et al., 2006). Thus, these two-sort supply fastens assume key job to deal with the inventory network rehearses. Lean provider the board rehearses are provider engaged and related exercises lessening the stock and concentrating on improving the quality in the production network, and wiping out waste (Wang et al., 2004; Vonderembse et al., 2006). It has been proposed by the agent that significant acts of lean provider are the minimization of the lead times (Christopher and Towill 2000).

A data the board assume an indispensable job in the inventory network was said by the analysts and it is likewise demonstrated by the history (Clossetal, 2005; Gunasekaran et al., 2008, Daugherty et 2006) considered data assume a job of upper hand, wherein the business information process is shared and incorporated and facilitated through store network (Wang et al., 2008; Boulesnane and Bouzidi, 2013). "Data is base for the executive's choices" (Forrester, 1962) and one of the columns which bolsters a strong inventory network (Ballou et al., 2000; Ketikidis et al., 2008). Postponed or twisted data in the store network organize among the providers, inventory network individuals or firms make significant issues (Chowetal, 2008, Hadfield and Nichols, 2002; Power, 2005). One of the most significant impacts is known as the bullwhip impact which appears in view of data hole and was first recognized by Forrester (1962). Globalization expanded unpredictability in the inventory network and the production network linkages (Craighead et al., 2007). Data innovations are intended to oversee complex data streams inside or between firms, provider or production network individuals and to help with making an incentive in store network by bringing down the expenses or expanding the administration level (Biehl, 2005; Papadakis, 2006; Pandey et al., 2010).

In store network chance administration (SCRM) scientists concentrated on operational hazard, disturbance chance, however specialists lacking about data chance administration in an inventory network. Data chance is the characteristic which has not been appropriately investigated. Although it is similarly significant in the field of SCM writing. Data hazard might be clarified as "the probability of misfortune emerging because of inaccurate blemished or illicit access to data"

(Faisal et al., 2007). Hazard is something that may yield misfortune. In this manner, as for "data chance components can be characterized as condition, component, or movement in data sharing and mode of data sharing that may destructively influence the production network execution (Faisal et al., 2007). The factor of hazard the executive's ways to deal with utilitarian territories in the central firm in which outer partners are answerable for the usage of these methodologies mitigates the odds of dangers. SCRM is a business procedure that should be incorporated inside the viable zones of a firm and among the individuals from the production network. A similar contention was advanced and examined by the different creators in regard to the hazard the board, for example, Juttner (2005) and Seshadri and Subrahmanyam (2005), among others. The need of reconciliation in the production network is additionally explained by the (Bandaly et al, imminent). There are numerous quantities of business forms that are incorporated in the production network to become 'inventory network business procedures' Lambert et al (1998). The creators demonstrated that this sort of combination requires close coordination among the different offices inside an organization and among different organizations along an inventory network to chronicle the store network effectiveness in the stock system. In this manner, this work additionally adds to crafted by Lambert et al (1998).

There exists a great deal of research about the production network with respect to the retailer and contractual worker that assume an essential job in the inventory network organize. The primary object of every one of these battles is to build up a well-off connection between the providers and retailers to document the inventory network productivity in the stockpile arrange. There are various agreements that win among the organizations and the providers and retailers. A portion of the agreements assume key job to augment the store network productivity in the entire inventory network connect with the planned to upgrade esteem chain in the system (Cachon 2003).

Because of the unpredictability of the items and elevated level of re-appropriating rivalry isn't constrain inside the one organization or one firm yet now the challenge is additionally expanded among the gathering of organizations or chains of firms (Gomes-Casseres, 1994; Rice and Hoppe, 2001). To beat this quandary the writing is generally centered around the key pertinence of the store network and vital conduct of the purchaser to file the inventory network destinations (Christopher, 1992; Fine, 1998). This goal can be accomplished by considering the entire

member in the system it is possible that they are legitimately or in a roundabout way part of the inventory network organize (Ellram, 1991; Cooper and Ellram, 1993; Simchi-Levi et al., 2000). Further, that when all key business forms are incorporated till to the end clients the goal can be accomplished somewhat (Cooper et al., 1997; Burgess, 1998). Inventory network coordination must be accomplished when the every one of the individuals from the system, contractual workers, retailers and level providers are interconnected with the one another and they appropriately speak with them to keep away from any sort of interruption (see Romano, 2003, for a survey). Additionally, those organizations that rely upon the outer hotspots for their key exercises, to file center capacities, should be coordinated with the providers (Stevens, 1989).

Inventory network combination has been talked about in the writing from alternate points of view for accomplishing the proficiency and adequacy in production network arrange. For instance, one well known research has separated between client incorporation, data reconciliation, coordination's and dispersion joining and provider combination (Narasimhan and Das 2001). There are various contrasts which have been featured dependent on the kind of procedure required: for instance, De Toni and Assembleia (1999) order store network joining components into configuration joins, quality connections and strategic connections. Another scientist in his examination featured four floods of writing, centering, separately, on helpful mix, strategic joining, data combination and procedure reconciliation (Romano 2003). Besides, in the past this kind of research concentrated on the upstream inventory network joining instruments, particularly it centers to coordinate the creation coordination's process. If we take a gander initially, at that point we came to realize this paper examines the combination rehearses embraced by the organizations. The greater part of the organizations among them concentrating on the without a moment to spare/lean stock model (Lamming, 1993; Womack and Jones, 1996) and incorporate, among others, visit conveyances in little parcel sizes, harmonization of planning and generation exercises as for the client and the provider.

Basically, the supply chain performance can be achieved by developing the relationship with the suppliers, partners and the firm. To achieve the desired performance the social exchange network, play important role for the efficiency management. With the expansion in linkages in the network leads to the better results because of alliances with the partners. It has been pointed out that all the variables are important power, benefits, and risk reduction and their impact on the

logistics performance. Power alludes to the provider's effect on the valuing in light of imposing business model or one of a kind assistance and the advantages characterized as that every one of the accomplices appreciate the equivalent advantages and the hazard allude to the alleviation of misfortune. To evaluate the dependability of the variable the example has been gathered from the oil business by means of the survey's mode. The fundamental goal of this examination is to assemble the example that will show the job of the inventory network accomplices in the store network execution.

The talk of this variable will be proceeded and their effect on the fulfillment of the clients too. To distinguish this effect, we have built up the theory and research addresses whether it sway the consumer loyalty or not Polo-Redondo and (Cambra-Fierro, 2008; Im and Rai, 2008).

We should know the job of inventory network in the oil part too. The coordination's the executives and conveyance framework and methods of transportation is troublesome in this area. There are two standards one is the upstream and the subsequent one is the downstream. In this stage the oil organizations secure the unrefined petroleum which is the most troublesome assignment for the oil business and require itemized observing for this procedure. The upstream includes the exercises, for example, the creation of the oil and its investigation procedure and the obtaining of the oil according to the expect request to the petroleum treatment facilities for further procedures, for example, changing over them into the last item. The downstream of this item start when the primary cycle reach a conclusion and the raw petroleum is refined, at that point it is ship to the terminals or capacity focus to satisfy the require request and to proceed with the further activity. The subsequent stage additionally covers the estimating of stock, to meet any unanticipated future possibility like lack of item on account of political unsettling influence, strikes of the oil tankers affiliation or inability to renew the stock due to the poor climate condition uncommonly to the territories arranged over the primary terminal, every one of these probabilities must be keep, at the top of the priority list at the hour of stock administration of such item.

Current market dynamics force the business to overlook their policies and review their processes to compete with the market opponents and need to adopt the modern techniques of businesses. In this era anything which is happening on the international forum will impact all the countries due to trade alliances and it is likewise found that 80% of the risk is due to the global disruption of

the supply chain (Blascovich, Ferrer, and Markham, 2011) and it is highlighted that supply chain focus on the cost reduction to enhance the profit of the entity (Collins 2008; McDonald 2010). All those who are the part of this chain try to reduce the level of the risks which is associate with both the internal and external activities. Executives leading to the corporation forecasted that this risk will rise in the future (APICS, 2011). At the time of management of risk, the most important thing is the identification of the factors, those became the reasons for the existence of the risk. Kleindorfer and Saad (2005) and Svensson (2001) Everyone centered on the measures which help to reduce the risks and the process which help to minimize the risk (Kleindorfer and Saad (2005) and Svensson (2001). There is a shortage of risk assessing and minimizing the risk methods (Rao and Goldsby, 2009). Acknowledging this shortage, Neirger et al (2009) One of the researcher identified the method to measure the performance and to reduce the risk that is the value focused process engineering. The author introduces this method to identify the objectives and the factors associated with the risk. This would be beneficial for both the production sector and service industry as well.

All the Logistics companies agreed on one agenda that to reduce the cost the only thing is that we must manage the supply network and must build the better relations with the owners and the also improve the transportation (Hamilton, 2003). Companies are the part of this chain and they act as a supplier or customer of that network in certain cases (Whitfield, 2004; Lange, 2004; Morton, 2003; Bianchi, 2003; Collins, 1999; Coia, 1999).

The forwarding industry has key importance for everyone whether a single person or the firm and the researcher give many importance for this sector and suggested many options for the betterment of this study. We should highlight the importance of this sector and how to improve the performance of this sector to support the economy of the country and the better life of the society. Inventory management and its replenishment and transportation management is very critical and require too much consideration because of its complexity and nature of the product.

From the daily early we studied that there will be a good supplier relationship to reduce the cost and effective management of the delivery system for the final customer (De Toni & Nassimbeni, 2000). When there is good alliance between the stake holders then the overall system will be improved, and the efficiency of the system also corrected that lead to the profit maximization and the increasing the loyalty if the end user (Liu et al., 2010). The involvement of the all partners

sometime bring the uniqueness to the system because of their expertise and skills for the final firm and which is beneficial for both the firm and the partners (De Toni & Nassimbeni, 2000).

When there is good relationship with the customer side then the responsive system also rises, and the goods are produced as per the needs and the requirement of the customers (Hausman & Stock, 2003). Kratochvil and Carson (2005) the customer relationship management CRM is also the essential part of the network and everyone is equally liable for the efficacy of this collaboration with the customers, as a result the required amount of goods is delivered to them. There is the multiple survey conducted by the firm or through the internet and Facebook to gather the customers response.

All these effort and system of developing the association with the members generate the growing environment where the firm raise its sale and improve its performance system by collaborating it all the departments, stake holders and the partners et al., 2003). Decision making process of the firm must involve the external stakeholders to provide the services regarding their needs and which can be judged including customers in the decision making (Cox, 2004). Linkages in the internal system improve the scheduling structure and the lead time and replenishment time structure as well (Stratman & Roth, 2002).

Alliances and collaborations always the key indicators of the success because everyone is working like a team and working for the same agenda. Moberget al, (2002) When all those members are aware about the Dos and Don'ts then the workplace will present a better picture which improve the negative aspect and the growth of the positive aspect will rise, the internal management system will be improved. Hence, this action will lead to the advancement and the achievement of the goal (Trevileet al, 2004). When the environment support everyone then everyone will work and they gather the information that will reduce the cost (Wang et al, 2006), shortens cycle time (Lin et al, 2002), and increase the profit and the network performance (Zhao et al, 2002) Procurement start when there is a need generation and the firm identify that need and procure the goods to maintain the stock level at the desired stage that is known as economic order quantity in the field of the inventory and logistics management.

Essentially, the store network execution can be accomplished by building up the association with the providers, accomplices and the firm. To accomplish the ideal execution the social trade

organize, assume significant job for the proficiency the executives. With the development in linkages in the system prompts the better outcomes due to unions with the accomplices. It has been brought up that every one of the factors are significant power, advantages, and hazard decrease and their effect on the coordination's execution. Influence suggests the supplier's impact on the esteeming considering forcing plan of action or unique help and the favorable circumstances described as that all of the assistants value the proportional focal points and the peril imply the lightening of adversity. To assess the constancy of the variable the model has been assembled from the oil business by methods for the review's mode. The crucial objective of this assessment is to collect the model that will show the activity of the stock system assistants in the store arrange execution.

The discussion of this variable will be continued and their impact on the satisfaction of the customers as well. To recognize this impact, we have developed the hypothesis and research tends to whether it influence the shopper faithfulness or not Polo-Redondo and (Cambra-Fierro, 2008; Im and Rai, 2008).

We should know the activity of stock system in the oil part as well. The coordination's the administrators and movement structure and techniques for transportation is problematic here. There are two guidelines one is the upstream and the resulting one is the downstream. In this stage the oil associations secure the foul oil which is the most inconvenient task for the oil business and require organized watching for this system. The upstream incorporates the activities, for instance, the making of the oil and its examination system and the getting of the oil as indicated by the anticipate that solicitation should the oil treatment offices for further methodology, for instance, changing over them into the last thing. The downstream of this thing start when the essential cycle arrive at a decision and the crude oil is refined, by then it is ship to the terminals or limit center to fulfill the require demand and to continue with the further movement. The ensuing stage furthermore covers the assessing of stock, to meet any unexpected future plausibility like absence of thing by virtue of political disrupting impact, strikes of the oil tankers association or powerlessness to reestablish the stock because of the poor atmosphere condition exceptionally to the regions orchestrated over the essential terminal, all of these probabilities must be keep, at the highest point of the need list at the hour of stock organization of such thing.

Current market elements power the business to disregard their strategies and survey their procedures to rival the market adversaries and need to receive the advanced methods of organizations. In this time anything which is going on the worldwide gathering will affect every one of the nations because of exchange collusions and it is in like manner found that 80% of the hazard is because of the worldwide interruption of the production network (Blascovich, Ferrer, and Markham, 2011) and it is featured that inventory network center around the cost decrease to upgrade the benefit of the substance (Collins 2008; McDonald 2010). Every one of the individuals who are the piece of this chain attempt to lessen the degree of the dangers which is partner with both the inside and outside exercises. Officials prompting the enterprise determined that this hazard will ascend later on (APICS, 2011). At the hour of the board of hazard, the most significant thing is the distinguishing proof of the elements, those turned into the purposes behind the presence of the hazard. Kleindorfer and Saad (2005) and Svensson (2001) Everyone concentrated on the measures which help to lessen the dangers and the procedure which help to limit the hazard (Kleindorfer and Saad (2005) and Svensson (2001). There is a lack of hazard surveying and limiting the hazard techniques (Rao and Goldsby, 2009). Recognizing this deficiency, Neirger et al (2009) One of the specialists distinguished the technique to quantify the exhibition and to lessen the hazard that is the worth centered procedure building. The creator acquaints this technique with distinguish the goals and the variables related with the hazard. This would be gainful for both the creation division and administration industry too.

All the Logistics organizations conceded to one plan that to diminish the cost interestingly, we should deal with the stock system and must form the better relations with the proprietors and the likewise improve the transportation (Hamilton, 2003). Organizations are the piece of this chain and they go about as a provider of client of that system in specific cases (Whitfield, 2004; Lange, 2004; Morton, 2003; Bianchi, 2003; Collins, 1999; Coia, 1999).

The sending business has key significance for everybody whether a solitary individual or the firm and the scientist give numerous significances for this division and proposed numerous choices for the improvement of this investigation. We should feature the significance of this segment and how to improve the exhibition of this division to help the economy of the nation and the better existence of the general public. Stock administration and its renewal and transportation the executives is exceptionally basic and require an excessive amount of thought as a result of its intricacy and

nature of the item. From the day by day early we considered that there will be a decent provider relationship to lessen the expense and viable administration of the conveyance framework for the last client (De Toni & Nassimbeni, 2000). When there is great union between the partners then the general framework will be improved, and the proficiency of the framework additionally remedied that lead to the benefit augmentation and the expanding the reliability if the end client (Liu et al., 2010). The inclusion of the all accomplices at some point carry the uniqueness to the framework due to their mastery and aptitudes for the last firm and which is gainful for both the firm and the accomplices (De Toni & Nassimbeni, 2000).

When there is great association with the client side then the responsive framework likewise rises, and the merchandise are delivered according to the necessities and the prerequisite of the clients (Hausman and Stock, 2003). Kratochvil and Carson (2005) the client relationship the board CRM is additionally the basic piece of the system and everybody is similarly at risk for the viability of this coordinated effort with the clients, therefore the necessary measure of merchandise is conveyed to them. There is the numerous overviews led by the firm or through the web and Facebook to assemble the client's reaction.

All these exertion and arrangement of building up the relationship with the individuals produce the developing condition where the firm raise its deal and improve its presentation framework by teaming up it every one of the offices, partners and the accomplices et al., 2003). Basic leadership procedure of the firm should include the outside partners to give the administrations with respect to their needs and which can be judged remembering clients for the basic leadership (Cox, 2004). Linkages in the interior framework improve the planning structure and the lead time and recharging time structure also (Stratman & Roth, 2002).

Partnerships and coordinated efforts consistently the key pointers of the achievement since everybody is working like a group and working for a similar plan. Moberget al, (2002) When every one of those individuals know about the Dos and Don'ts then the work environment will display a superior picture which improve the negative perspective and the development of the positive viewpoint will rise, the inner administration framework will be improved. Thus, this activity will prompt the headway and the accomplishment of the objective (Trevileet al, 2004). At the point when the earth bolster everybody then everybody will work and they accumulate the data that will diminish the expense (Wang et al, 2006), abbreviates process duration (Lin et al, 2002), and

increment the benefit and the system execution (Zhao et al, 2002) Procurement start when there is a need age and the firm recognize that need and acquire the products to keep up the stock level at the ideal stage that is known as monetary request amount in the field of the stock and coordination's the board.

In this chapter, previous literature in regards of supply chain and logistics has been discussed. There are number of studies which are addressing the supply chain and logistics corporations in different countries. Scholars has widely explored the supply chain management in regards of logistic and transportations.

The term Supply Chain Management (SCM) is defined by various scholar. According to definition of Rogers & Tibben (2008) the SCM is efficient processes of planning, implementing and controlling the raw material, in process inventory, finished goods and related information from the point of origin to point of consumption. This definition almost covers all the aspects of SCM in a very broad way. This definition can be used to understand the concept of the SCM.

Anderson and Narus (2009) explained that the Supply Chain Management is the process of mobility of goods from where they are produced or their origin to the place of final consumption. He further explained that the Supply Chain Management is very necessary to understand by the businesses as they helps in the evaluating the value of the firm. The Supply Chain Management helps in knowing the firm's suppliers and distributors power.

Manoj et al (2013) studied the factors affecting coloration in supply chain. They mainly focused on the literature review. They studied almost 69 randomly selected published papers and compared the findings of all these papers. They found almost 28 factors which are affecting the supply chain practices in case of the collaboration. These all factors directly or even indirectly affecting the supply chain practices in different economies.

Hayat et al (2012) investigated the different factors that affecting supply chain responsiveness in case of Pakistan. They explained that through Supply Chain Management firms can get strategic competitive advantage and the suitable development growth. In countries like Pakistan which are under developing economies have not proper implications of supply chain practices. They found that in Pakistan, in order to get Supply Chain Management practices more efficient and effective than the factors such as flow of information and top-level commitment has to be improved.

Chibuike (2015) studied the overview of implementations of public sector Supply Chain Management and challenges in case of Lagos State, Nigeria. Through survey analysis, they found that the success of Supply Chain Management is not only associated with one variable or two but it's a group of factors that effects the supply chain management practices which need to understand all the factors, barriers which are affecting the Supply Chain Management. studied the importance of the Supply Chain Management process in the corporate world. They explained that the knowledge and efficient use of Supply Chain Management helps in getting the competitive advantage. But on the other hand, if there is lack of expertise and knowledge about the Supply Chain Management in any firm leads to poor implications of Supply Chain process as a result of this poor quality of product and services delivered which lose the potential sales and targets. Poor Supply Chain Management practices leads to conflicts of interest in procurement processes etc.

Asma and Masood (2017) studied the reverse logistics in Pakistan's pharmaceutical sector. They explained that the through good Supply Chain Management practices the pharmaceutical industry in Pakistan sustained higher growth in last few decades. The Supply Chain Management practices in pharmaceutical businesses have been the best practices than from other sectors. They also explained that reverse logistics has played significant role in increasing the efficiency of Supply Chain Management practices in paramedical industry. The efficient reverse logistics has saved almost 10% of the cost in the sector.

Anni Wilen (2015) studied the supplier management tool for global logistics company. He studied the employees of firms by taking the survey method. He also used some secondary data form the company's profile. He found that there are few factors which are also indicated in the literature that might be the best tools for the firm to manage its supplier. The trust, commitment, communication are those factors which increases the efficiency of the suppliers of the global logistics company.

According to Martha Cooper (2014), the Supply Chain Management is the new name given to the logistics. He explained in his study that the Supply Chain Management is the chain from origin to the end consumer. He stated that the Supply Chain Management is the extension of the processes of the logistics with much more modifications. Syed Awais (2013) studied the supply chain strategy, flexibility and its performance in case of Pakistan SMEs. For this purposed he took quantitative data suing survey approach from 170 SMEs manufacturing businesses. Through

statistical analysis he found that in case of Pakistan SMEs, factors such as flexibility, strategy in supply chain helps in higher financial and non- financial performances of the firms.

Abeer, Sarmad and Aiman (2017) studied the effective supplier management in logistics industry in case of Pakistan. they explained that the logistics is actually the mobility of goods from origin to end consumer. In their study, they investigate the importance of logistics and suppliers for any firm. According to their analysis through surveys they found that the logistics through third party is more beneficial and services are better and less costly.

Aviv, Y. (2011), explained the term Supply Chain Management in such a way that Supply Chain Management is actually the planning and then managing the all the processes and activities involved in the sourcing, procurement, logistics and management activities. Supply Chain Management also includes the relationship and coordination's between the suppliers, distributors, third party service providers, buyers etc. He further explained that the Supply Chain Management helps in building the relationships with the suppliers and buyers. The supply and demand management is also integrated by the Supply Chain Management.

Saleh, A. (2010) explained that Supply Chain Management helps in creating the strategic role among the firms which leads to the competitive advantage. He further explained that the in- Lagos State, Supply Chain Management leads to the competitive advantage for those firms which adopts creating, and then sustaining the strategic role. The strategic management helps the public sector listed firms in developing the benefits of inventory management, cost reduction and improved delivery of services in the entire Supply Chain Management process.

Lariviere, M.A. (2015), studied the importance of the Supply Chain Management process in the corporate world. They explained that the knowledge and efficient use of Supply Chain Management helps in getting the competitive advantage. But on the other hand, if there is lack of expertise and knowledge about the Supply Chain Management in any firm leads to poor implications of Supply Chain process as a result of this poor quality of product and services delivered which lose the potential sales and targets. Poor Supply Chain Management practices leads to conflicts of interest in procurement processes etc.

Zhang, (2008) explained that Supply Chain Management practices collaboration helps the firms to create more value for the shareholders by increasing the wealth income in the firm. According to

them the collaboration of Supply Chain Management practices leads the firms to gain flexibility, sustainable competitive advantages and efficiencies in the partners firms or companies.

Towill, D.R. (2013), studied the importance of the collaboration of Supply Chain Management practices. They explained the definition of collaboration in Supply Chain Management practices as the strategy of supply chain partners having a same goal to serve the customers by adopting the strategy of increasing the revenue and lowering the cost. They also explained that if the firms wants to add value for customer than it need to adopt collaborative Supply Chain practices.

Fisher, M. (2014) explained the definition of the Supply Chain Management collaboration in such a way that it is form of relationship between two or even more firms joins together to share knowledge, expertise by an agreement of license or partnering. He explained that the collaborative supply chain practices helps in reduction of cost, quick product development, high technological involvement, and improved product quality. He further explained that the development cost reduced during the collaborative supply chain practices.

Gowen, C.R. and Tallon (2012), explained the main advantages of the supply chain collaborations. According to them the collaboration helps in increased of potential sales by getting new market and dynamic locations. The vertical integration strategy plays a vital role in developing the product sales. There is increased in revenue for both organizations which are involved in collaborative supply chain practices because of common goal towards achieving the practices.

Zhao, L. (2009), explained that supply chain collaboration is actually the combo of two or more financial independent entries who unite together to combine their input to develop the same output at low cost and high quality measure with huge potential sales growth. He further explained that the collaboration actually helps in the improvement of the performances of the products that are being developed in collaboration.

Sarkis, J. (2015), explained that the supply chain management collaboration helps the organizations to be able to work together to build such outputs or products and services which are unique and rare and most importantly they meet the value of customer's needs. He further explained that when there is demand for something which is rare in the market than the supply chain collaboration helps in fulfilling that need as per customer demand. As a result of this, the firms performances improves by combination of resources and value is added to both firms which

leads to strategic competitive advantage.

Konijnendijk, P.A. (2012), explained that the supply chain collaboration between firms, helps in collaboration of usage of resources that helps in meeting the needs of customers. According to him, the integration between the suppliers and customers helps the supply chain management more successful. The successful supply chain practices comes in the form of flexibility, effectiveness, efficiency in products and services, and last but not least sustainable competitive advantage with long term durability.

Mandal, A. and Deshmukh (2013), defined the joint supply chain practices in such a way that it is actually the partnership between two or more firms having expertise in some way to achieve the common goal and get benefited mutually. He further explained that the collaboration of firms got the importance in getting the effectiveness and efficiency in the firms' financial performance.

Marek, P. and Malyszczek, E. (2008) studied the impact of the suppliers on the long-term performances of the firms. He studied the supplier performance and its impact on customers long term relationships. He used the cross-sectional data from the data base and applied the liner regression model. The results indicates that the more trustable and efficient the supplier of the firm, more the firms produced efficiently as a result of this the customers are satisfied because of timely availability of products and services.

Olorunniwo, F.O. and Hartfield, T. (2011), studied the influenced of different variables on the supply chain practices in the logistics industry. He explained that there are certain factors which are directly and indirectly influenced the performance of logistics supply chain firms. The factors include the industry, flow of information among the supplier and the customers, competitive environment, corporate culture, size, corporate culture and country IT support. These all factors directly or indirectly involved in affecting the firm's performances of logistics-based firms.

There are certain variables which are affecting the Supply Chain Management practices in different industries. Ghani, R.A. (2018) explained that the conflicts are also the parts of collaboration between the supply chain firms. The conflicts are arising due to two main reasons. According to them the reason for conflicts in the firms are due to commitment and trust issues. The information flow also plays vital role in the conflict arising and its solution. The theory of constrains is used to eliminate the conflicts between the firms.

Ragatz, G.L. (2015), studied the Supply Chain Management performances attainment in long term. They explained that there are certain factors which helps in attaining the performances of firms who have applied the model of supply chain management in their practices for long term. According to him the variables which are responsible to attain the high performance of the firms are efficient suppliers, strong customers loyalty, developed target market.

Yucesan, E. (2010) examined the importance of firms collectively effort as compared to separate performance of the individual firm. He explained that the when the individual firms combined to form collaborative effort to produced something new, then the value for both firms increases. Their combined performance is more than the individual performances. He further explained the factors which can increased the value of firms in Supply Chain Management practices are commitment, trust, technology etc.

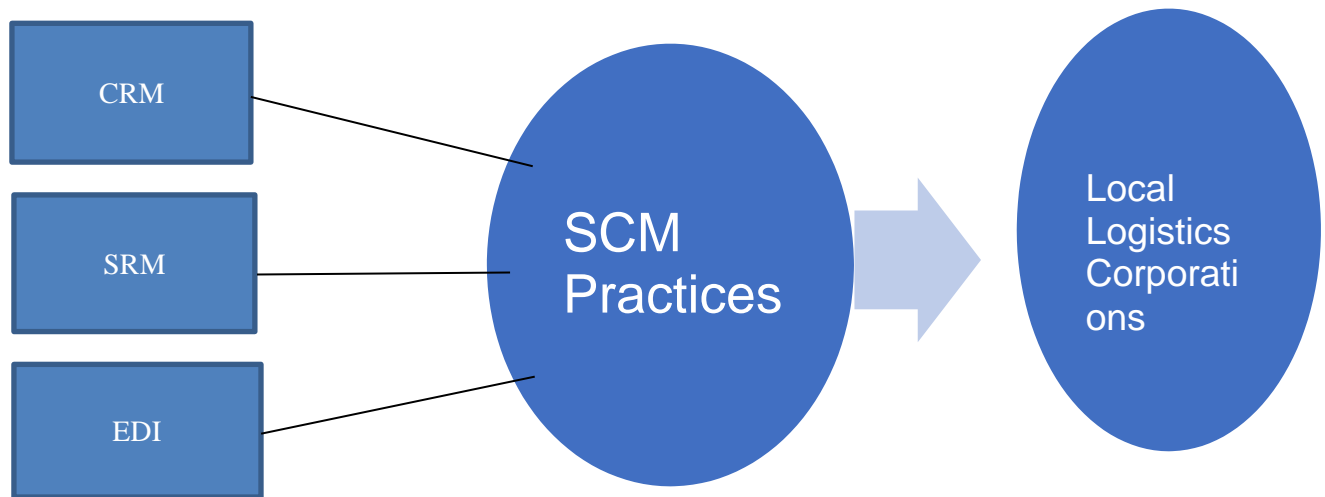
Sahay, B.S. (2013) explained that the supply chain management collaboration helps the organizations to be able to work together to build such outputs or products and services which are unique and rare and most importantly they meet the value of customer's needs. He further explained that when there is demand for something which is rare in the market than the supply chain collaboration helps in fulfilling that need as per customer demand. As a result of this, the firms performances improves by combination of resources and value is added to both firms which leads to strategic competitive advantage.

Abrahamson, M. (2010) explained the factors that are affecting the supply chain practices are integrated process, communication, dependencies an relationship. They further elaborate these factors such as integrated process helps the supply chain to timely deliver to the customers with minimal cost effect. The communication also affects the supply chain process such as fluent message in supply chain practices increases the fluency in work. The term dependencies means the ability of the firm to exchange with others to achieve goals.

The above portion is mix of literature for the Supply Chain Management and logistics. Most of the scholars in a view that the Supply Chain Management is very important and necessary for the firms in today's business because of its implications. There is still research gap that how the Supply Chain Management has affected the logistic industry in the world.

3: Research Methodology

3.1 Theoretical Framework:



The above theoretical model is based on study of Singh, Garg, and Deshmukh, (2017). This model indicates that the Supply Chain Management has affected the local logistic corporations either positively or either negatively.

3.2 Research Methodology:

This study investigate the impact of Supply Chain Management on the local logistics corporations in case of Islamabad city. Islamabad is the capital of Pakistan. There are number of businesses and firms that are operating in Islamabad. There are established industrial zones in Islamabad. The Supply Chain Management is been in tremendous growth in last few decades. Due to increase in Supply Chain Management it has impact on the different businesses such as logistics, inventory management corporations. In Islamabad, Supply Chain Management practices has increased the business growth.

3.3 Population Sampling:

This study is survey based and the population for this study includes human resource of all the local logistics corporations and supply chain businesses. However, the sample population includes

the 200 supervisors, operational managers, directors and corporate heads that are randomly selected.

The primary data is collected in this study. the data source includes the managers, supervisors of local logistic corporations. The technique used for data collection is research questionnaire from the sample population. The samples are selected on non-probability-based sampling techniques such as convenient based sampling. The respondents includes both male and females with different managerial positions and different work experiences.

3.4 Research Design:

This is exploratory research in which new information from human resource of logistics corporations has been taken under consideration to get the idea that how they think Supply Chain Management has affected the local logistics corporations.

The information is gathered through the self-administered and well structure questionnaire surveys. The collected data is than analyzed through the frequency and graphical analysis and then regression model is run to analyze the impact.

3.5 Research Model:

$$SCM = \alpha + \beta LLC + e$$

Whereas,

SCM is Supply Chain Management, LLC is Local Logistics Corporations and e is error.

3.6 Questionnaire Development:

The primary data is collected from the research questionnaires. The research questionnaires are self-administered and well structured based on the study of Zhao, W. and Wang, Y. (2012). There are two parts in questionnaires. One consist of demographic variables which includes gender, work experience, current job position.

Other part consist of closed ended questions about the Supply Chain Management and local logistics corporations. The questions contains 5 options starting from strongly disagreed to strongly agreed.

3.7 Variables:

Following variables are measured by the research questionnaire:

Supply Chain Management:

Supply chain management is the independent variable whose impact on logistic corporations is to be find. In questionnaire, first 4 questions are related to supply chain management.

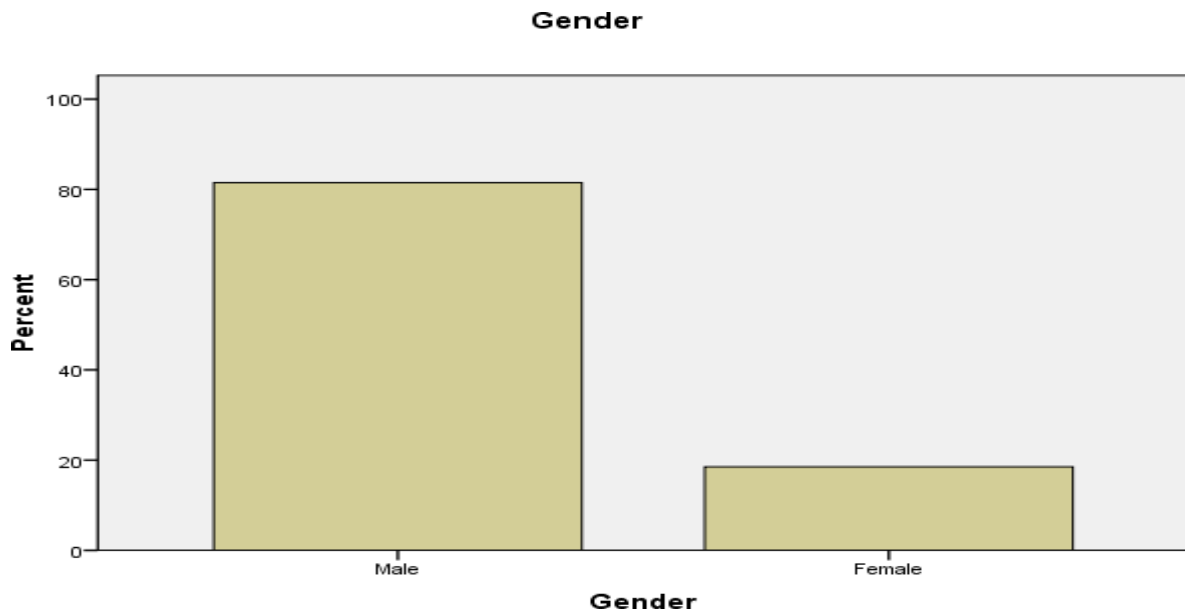
Local Logistic Corporations:

Local Logistic Corporation is dependent variable in the study. In research questionnaire last 3 questions are about the local logistic corporations.

4. Data analysis

Table: 4.1
Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	163	81.5	81.5	81.5
Female	37	18.5	18.5	100.0
Total	200	100.0	100.0	



The above table indicates the frequency of respondents on the basis of genders. According to table, 163 respondents are male and 37 respondents are female.

Table 4.2

Work Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-5 Years	26	13.0	13.0	13.0
5 to 10 Years	53	26.5	26.5	39.5
11 to 20 years	95	47.5	47.5	87.0
20 and above	24	13.0	13.0	100.0
Total	200	100.0	100.0	

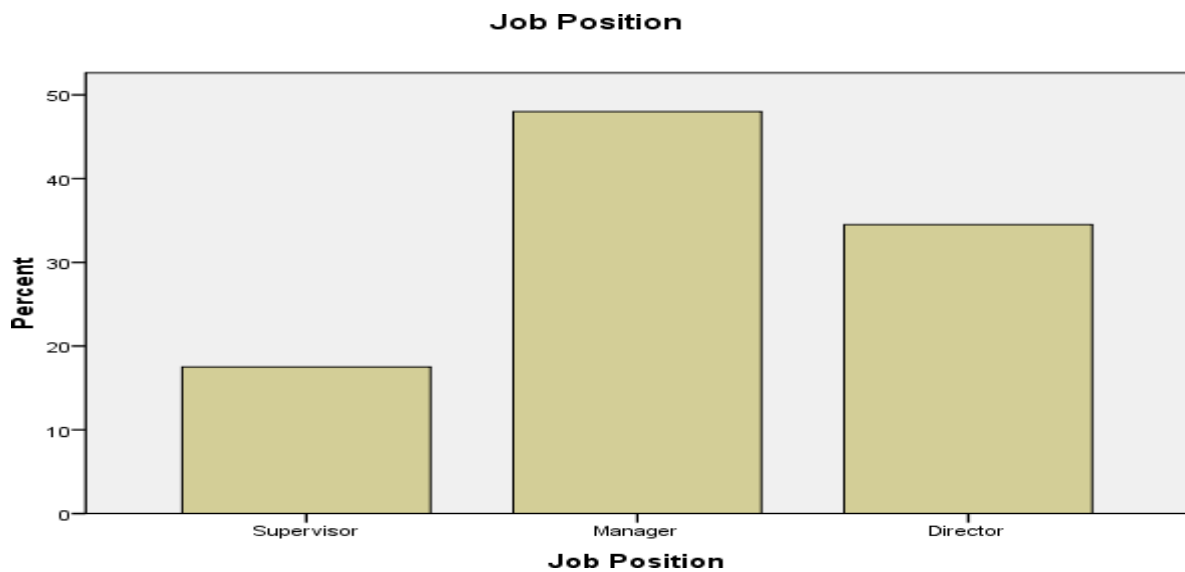


The above table indicates the work experience of the respondents in their respective fields. From the table, 26 respondents have work experience of 0 to 5 years. 53 respondents have work experienced of 5 to 10 years. 95 respondents have work experience of 11 to 20 years. 24 respondents have work experience of above than 20 years.

Table 4.3

Job Position

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Supervisor	35	17.5	17.5	17.5
Manager	96	48.0	48.0	65.5
Director	69	34.5	34.5	100.0
Total	200	100.0	100.0	

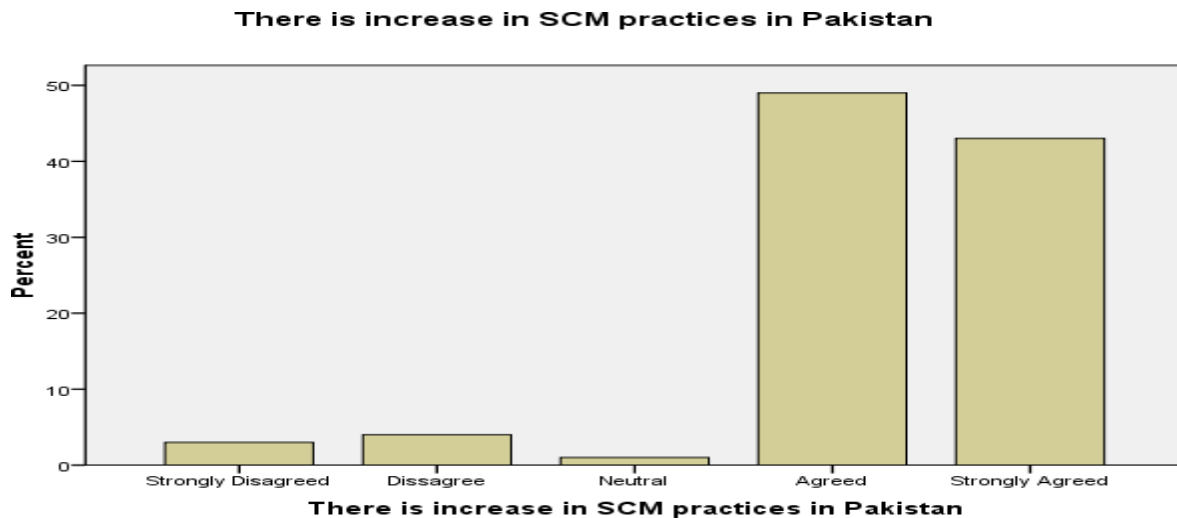


The above table is about the frequency analysis of different job positions of the respondents. According to the table 35 respondents are supervisors. 96 respondents are managers. And 69 respondents belongs to director level position.

Table 4.4

There is increase in SCM practices in Pakistan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagreed	6	3.0	3.0	3.0
	Disagree	8	4.0	4.0	7.0
	Neutral	2	1.0	1.0	8.0
	Agreed	98	49.0	49.0	57.0
	Strongly Agreed	86	43.0	43.0	100.0
	Total	200	100.0	100.0	



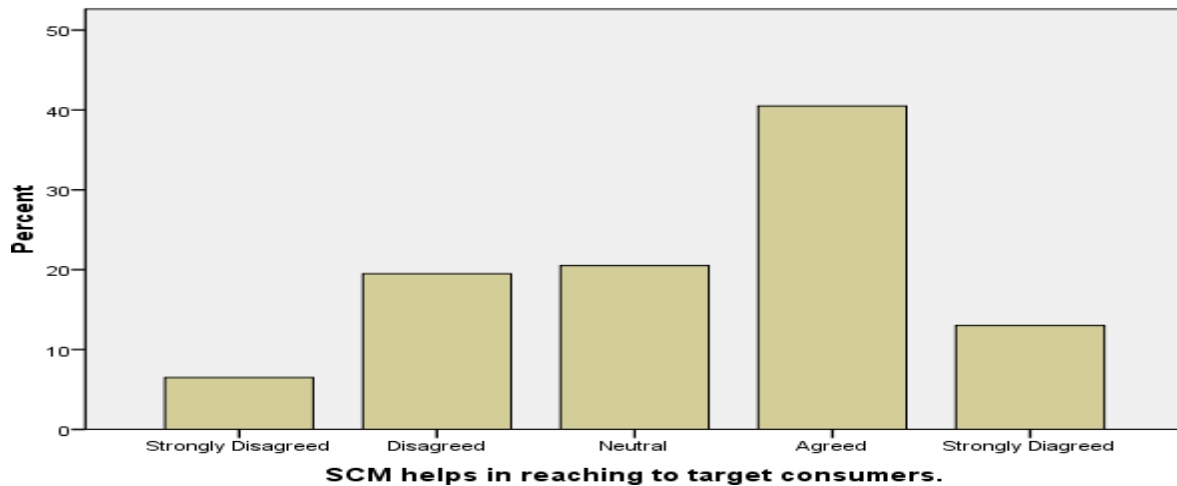
The above table indicates the responses of respondents from the statement “There is increase in SCM practices in Pakistan.” 86 respondents strongly agreed. 96 respondents agreed and 2 respondents remains in neutral response. 8 respondents disagreed. 6 respondents strongly disagreed from the statement.

Table 4.5

SCM helps in reaching to target consumers.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagreed	13	6.5	6.5	6.5
	Disagreed	39	19.5	19.5	26.0
	Neutral	41	20.5	20.5	46.5
	Agreed	81	40.5	40.5	87.0
	Strongly Disagreed	26	13.0	13.0	100.0
	Total	200	100.0	100.0	

SCM helps in reaching to target consumers.



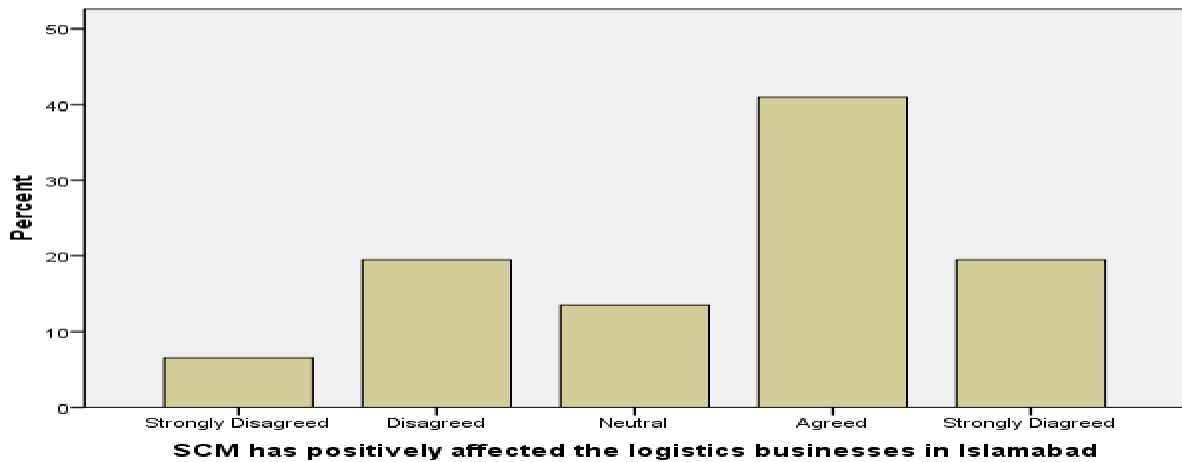
In response to the statement “SCM helps in reaching to target consumers.” 13 respondents strongly disagreed. 39 respondents disagreed. 41 respondents remains in neutral response. 81 respondents agreed while 26 respondents strongly agreed.

Table 4.6

SCM has positively affected the logistics businesses in Islamabad

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagreed	13	6.5	6.5	6.5
	Disagreed	39	19.5	19.5	26.0
	Neutral	27	13.5	13.5	39.5
	Agreed	82	41.0	41.0	80.5
	Strongly Disagreed	39	19.5	19.5	100.0
	Total	200	100.0	100.0	

SCM has positively affected the logistics businesses in Islamabad



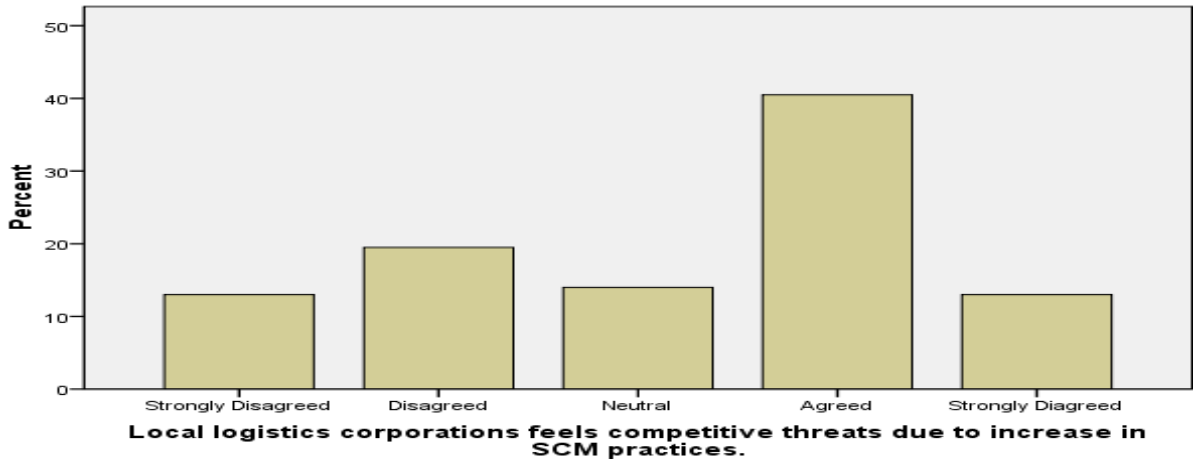
The above table indicates the responses of respondents from the statement “SCM has positively affected the logistics businesses in Islamabad.” 13 respondents strongly disagreed, 39 respondents disagreed. 27 respondents remains in neutral response. Most of respondents that are 82 agreed while 39 strongly agreed that SCM has positively affected the logistics businesses in Islamabad.

Table 4.7

Local logistics corporations feels competitive threats due to increase in SCM practices.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagreed	26	13.0	13.0	13.0
	Disagreed	39	19.5	19.5	32.5
	Neutral	28	14.0	14.0	46.5
	Agreed	81	40.5	40.5	87.0
	Strongly Disagreed	26	13.0	13.0	100.0
	Total	200	100.0	100.0	

Local logistics corporations feels competitive threats due to increase in SCM practices.



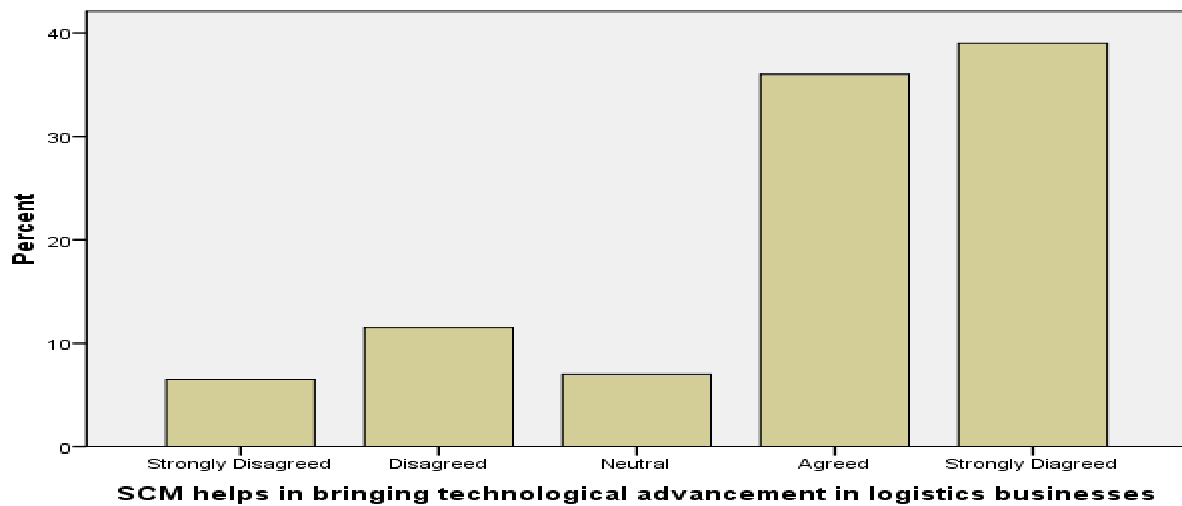
In response to the statement “Local logistics corporations feels competitive threats due to increase in SCM practices.” 26 respondents strongly disagreed with the statement. 39 disagreed, 28 remains in neutral response while 81 respondents agreed with the statement and 26 respondents strongly agreed that Local logistics corporations feels competitive threats due to increase in SCM practices.

Table 4.8

SCM helps in bringing technological advancement in logistics businesses

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagreed	13	6.5	6.5	6.5
	Disagreed	23	11.5	11.5	18.0
	Neutral	14	7.0	7.0	25.0
	Agreed	72	36.0	36.0	61.0
	Strongly Disagreed	78	39.0	39.0	100.0
	Total	200	100.0	100.0	

SCM helps in bringing technological advancement in logistics businesses



In response to the statement “SCM helps in bringing technological advancement in logistics businesses” 13 respondents strongly disagreed. 23 respondents disagreed, 14 shows neutral response. 72 respondents agreed while 78 respondents strongly agreed with the statement that SCM helps in bringing technological advancement in logistics businesses.

Table 4.8

SCM has increases the Local Logistics business sales.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagreed	14	7.0	7.0	7.0
	Disagreed	39	19.5	19.5	26.5
	Neutral	34	17.0	17.0	43.5
	Agreed	80	40.0	40.0	83.5
	Strongly Agreed	33	16.5	16.5	100.0
	Total	200	100.0	100.0	

SCM has increases the Local Logistics business sales.



In response to the statement “SCM has increases the Local Logistics business sales.” 14 respondents strongly disagreed. 39 respondents disagreed and 34 remains in neutral response. 80 respondents agreed while 33 respondents strongly agreed with the statement that SCM has increases the Local Logistics business sales.

Table 4.9

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.765 ^a	.725	.679	.01480

a. Predictors: (Constant), SCM

The above table is about the model summary of the regression analysis. the value of R indicates the correlation among the variables. here the value 0.765 which is positive number so there is positive correlation among the variables. The value of R square shows the impact of independent variable on the dependent variable. There is 72% impact of independent variable on dependent variable.

Table 4.10

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.711	1	.711	.054	.017 ^a
	Residual	260.924	198	1.318		
	Total	260.995	199			

a. Predictors: (Constant), SCM

b. Dependent Variable: LLC

The above table is about the ANOVA test which is used to study the goodness of fit test. Here the p value is less than 5 percent, so it is significant. Hence the model used to analyze the data is fit.

Table 4.11

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.053	.261		15.533	.000
SCM	6.089	.069	6.507	.232	.017

a. Dependent Variable: LLC

The above table is about the Coefficient analysis of regression model. Here the p value of independent variable is significant that is less than the 5 percent.

The Beta value for independent variable which is supply chain management is 6.086 which implies that SCM has positive and direct influenced on the local logistics corporations. If there is increased in the supply chain practices this would result in increase of the local logistics businesses.

5 Conclusion

This study is about finding the impact of Supply Chain Practices on the local logistics corporations that are operating in Islamabad. Supply Chain is based on different corporations that's start from the origin of the product and ends up with delivery to end consumer. On the other hand the term logistics means that movement of products or goods from the point of their origin to the end consumers. Supply Chain Management is the set of activities which starts from planning, controlling, and executing the goods' flow from the acquisition of raw material, production and then distribution to the end consumer. Supply Chain Management is the management of flow of products and services which starts from movement and storage of raw material, then work in progress inventory and finally the finished goods to the final consumers. The whole process management is considered as the Supply Chain Management.

Logistics is the service industry itself for transportation, consist of shipping, warehouses, courier services, road and rail transportation, air freight services. Logistics refers to detailed administrations and application of multifaceted operations. Logistics is more customer-oriented services whose goal is to meet the customers' requirements in most efficient and in timely manner. Logistics is the process of transportation and storage of goods in efficient manner. There is difference between the supply chain and logistics. Logistics is associated with the company's goods transportation, packaging, shipping, storage, and delivery in a time. On the other hand, Supply chain is associated with more than one organization rather it involves large network of organizations that make chain from origin to end product to required consumers.

This study is exploratory in nature. The population sample includes all the local logistics corporations that are operating in Islamabad. However, the sample population includes 200 respondents that are working in these logistics companies in managerial level positions. The samples are randomly selected based on convenient based non-probability sampling. The data is collected through well structured, self-administered questionnaires. The collected primary data is analyzed through descriptive analysis and then regression analysis to find the review of respondents about the Supply chain management practices impact on the local logistics corporations. The data is analyzed in SPSS software.

The results of descriptive analysis indicates that most of the respondents agreed that there is increase in the Supply Chain practices in Pakistan. Most of them also agreed that Supply Chain Management has creates more opportunities in logistics businesses and in fact has increased the sales of logistics businesses. They also agreed that increases in Supply Chain practices increases the competition for their logistics business. The Regression analysis than indicates that there is positive and direct association of the Supply Chain Management practices on the local logistics corporations. If there is increase in the Supply Chain Management practices than there is also increase in local logistics businesses and vice versa.

Recommendations:

This study recommend the business analyst that to increase the sales and businesses of the local logistics corporations, there should be increase in the Supply Chain Management practices. For future researchers it is recommended that they should study other factors both internal and external that are affecting the Supply Chain Management and logistics businesses. Several firms operating in Islamabad have one supply chain approach for everything, which handicaps performance, diversions of resources and generates unrest from internal and external elements which distracts the whole supply chain organization. The best segment their supply chain and focus performance where it is most beneficial, instead of practicing one-size-all supply chain management, they tier based on profit margins or days of inventory or similar important ways.

Limitations:

Due to limited resources and time only 200 respondents are taken. Only one city which is Islamabad is taken. The results of this study cannot be generalized for whole sector of Supply Chain Management and logistics corporations.

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Questionnaire

Impact of Supply Chain Management on Local Logistics Corporations Operating in Islamabad

The survey is being conducted to get response from management of local logistics businesses in order to find the impact. Your honest input is highly appreciated!

Gender	Work Experience	Job Position
Male	0-10 Years	Supervisor
	10-20 Years	
Female	20-30 Years	Operational Manager
	30 and Above	Director

Note: The data will be used for educational purposes only!

SCM: Supply Chain Management; LLC: Local Logistics Corporations

S.No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Supply Chain Management						
SCM1	There is increase in SCM practices in Pakistan					
SCM 2	SCM is necessary to increase the growth in business.					
SCM 3	SCM increases the employment in its whole chain network					
SCM 4	SCM helps in reaching to target consumers.					
Local Logistics Corporations						
LLC1	SCM has positively affected the logistics businesses in Islamabad					
LLC 2	Local logistics corporations feels competitive threats due to increase in SCM practices.					
LLC 3	SCM helps in bringing technological advancement in logistics businesses					
LLC 4	SCM has increases the Local Logistics business sales.					