

The Realisation of Business Relations Theory

How Did I Get There? A Research Story



Researcher's **Experience**

Logistics & Supply Chain Management (SCM), Projects Management, Total Quality Management (TQM) & Excellence

Researcher's Observations

Logistics, SCM, &TQM
Problems with:
Suppliers & Customers

Researcher's Idea

Developing a Continuous Improvement Framework in SCM

Literature Review

Fundamentals of SCM: Definition, Objectives, Underpinning Theories

Barrier

SCM Debate: No Consensus on a Definition, Perception, & underpinning Theory(s)

Researcher's Attempt

Develop Own Definition of SCM

Literature Review

Initial Definition of SCM is developed

Framework

SCM Framework (ISCEE) is developed Based on five objectives: Integration, Satisfaction, Competitiveness, Efficiency, & Effectiveness

Comparison

Comparing ISCEE with existing Frameworks

Literature Review Findings

"Supply chain scholars"... "have primarily relied on a *limited number of theories* to help explain the phenomena of interest" (Gligor et al., 2019).

"There is ... a <u>divergence between theory</u> <u>and practice</u>, particularly in relation to the practical <u>implementation</u> of logistics and SCM concepts and principles at a <u>strategic level</u> in firms" (Sweeney, Grant and Mangan, 2018).

"There is still <u>not a consensus view of</u> what SCM involves or how it should be implemented"; it is startling there are only two cross-functional, cross-firm, process-based frameworks that can be, and have been, implemented in major corporations" (Lambert and Enz. 2017).

Supply Chains should be managed as single entity (Lambert, 2014)

"Supply chain management: the <u>elusive</u> <u>concept and definition</u>" (LeMay et al.,

"We have <u>failed to develop a theory</u> of what we are managing—a theory of the supply chain" (Carter, Rogers and Choi, 2015)

"There is no such thing as "a unified theory of SCM" (Halldorsson et al., 2007).

"Research and *practice* would be improved if a single definition were adopted" (Mentzer et al., 2001)

Business Management sources/ Capability Collaboration Integration Legal/ Political Internal Research & Capacity Managemen Demand Collaboration Design Integration oristics Manage Efficiency Effectiveness Plan Supplier Management Demand Responsiveness Collaboration Demand/ Marketing Integration Readiness Sustainability Management Environmental Source Demand Total Quality & Customer Collaboration Business Continuity Social Make Integration Satisfaction Competitivenes Demand aining & Knowled Stakeholders Management Individual Deliver Collaboration/ arch & Continu Demand Integration Performance ovement Manar Business Relations Supply Pillars Management Objectives (Goals) Demand Pillars Management **Business Management Framework (ISCEE)**

Conclusion

Business Relations Management (BRM) is recommended to replace the term 'Supply Chain Management (SCM)' in practice and education.

"The management of multiple relationships across the supply chain is being referred to as supply chain management (SCM)" (Lambert and Cooper, 2000)



Effectiveness
Quality
Sustainability
Readiness
Responsiveness
2222
Performance
Satisfaction

Research Findings

Initial Definition, SCM is:
The Planning of Providing Products or
Services <u>Efficiently</u> and <u>Effectively</u> to
<u>Satisfy</u> the Customers and other
Stakeholders and Achieving <u>Competitive</u>
Advantage through an <u>Integrated</u>

Information Management System.

Business Relations Management

'Business Relations Management is the (Strategic) Planning of Providing Products or Services Through Collaborative & Integrative Business Relationships'.

Comparison

(literature with the developed theory)

System View, Relational View, Resource-Based View, Marketing Theory & Social Exchange Theory.

(Through Integration we plan as one entity/ one system (System of Systems) (Key issue: Win-Win Relations)

The Dark Side of Business Relations

"When they collaborate against us, we the consumers" (Alkebaisi, 2019)

Orientation Coding Paradigm (Future research is needed)

What is happening and why?

Objective-Oriented Theory
(What people are trying to achieve?) or

Object Oriented Theory (what is/are the external cause(s)?

(condition, situation, context, ..)
What is happing and how?

Process-Oriented Theory

Literature Review

Findings:
SCOR Framework & GSCF
Framework are
Process-Oriented
ISCEE
is Objective-Oriented

Research Opportunity (Gap)

Conceptualising, Defining, & Modelling SCM through an Objective-Oriented Approach

Studying Research Method (Grounded Theory) Three Approaches

Modified Strauss & Corbin's Coding Paradigm

Applying **Grounded Theory** Research Method through an objective-oriented coding process

Literature Review

Grounded Theory method was recommended toward theorising SCM; Researcher can modify the coding paradigm to suite his/her research

Conceptual Framework

Objective-oriented GT approach will be effective in Theorising SCM Research Type: Problem-Solving Research Theory: Social Action Theory

Commencing GT

Data Sources: ('All is data', Glaser)

Business Relations Theory

Literature Review Comparing the BR theory

with the Existing theories

BM Framework

Business Relations Theory

"Organisations Achieve Better Performance Through Collaborative and Integrative Business Relationships"

