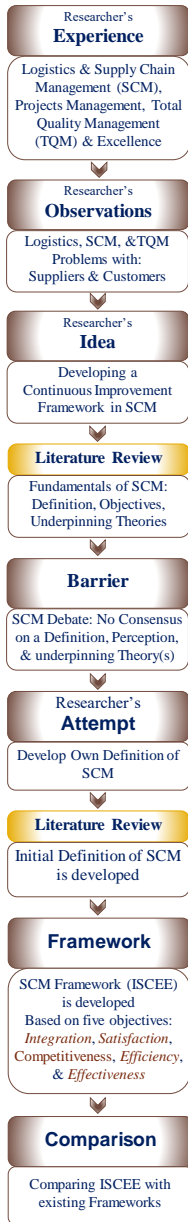




The Realisation of Business Relations Theory

How Did I Get There? A Research Story



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

"There is still *not a consensus view* of 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).

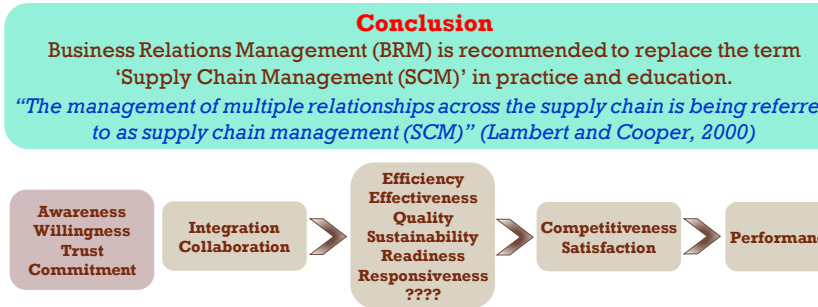
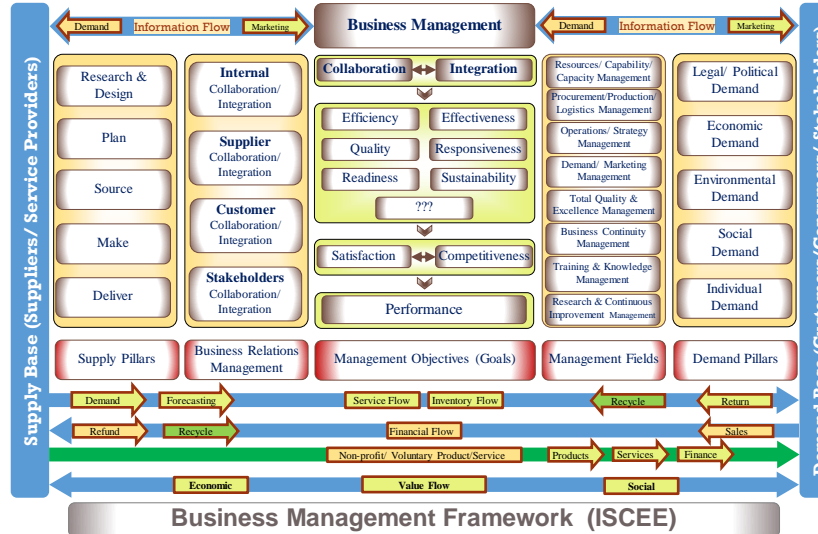
Supply Chains should be managed as single entity (Lambert, 2014)

"Supply chain management: the *elusive concept and definition*" (LeMay et al., 2017).

"We have *failed to develop a theory* 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)



Research Findings

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

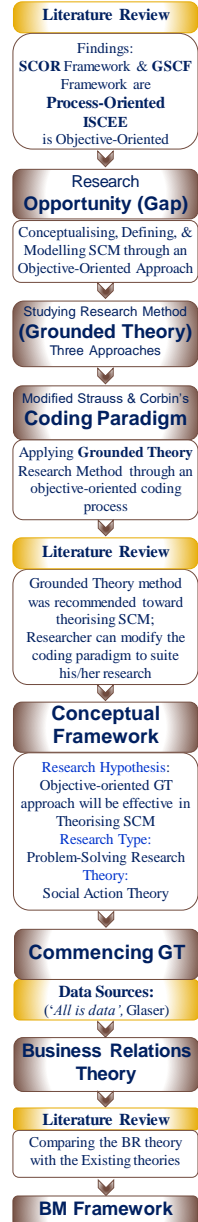
(Through Integration we plan as one entity/ one system (System of Systems) (Key issue: Win-Win Relations)

The Dark Side of Business Relations
"When they collaborate against us, we the consumers" (Alkebaishi, 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 happening and how?
Process-Oriented Theory



Business Relations Theory

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

