

# Supply Chain Integration in Marketing: A Literature Review

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## Abstract

To emphasize the significance of “supply chain integration in marketing”, the study aimed to present an overview of previous studies. The study employed “Biblioshiny”, a web interface of the "Bibliometrics" package of "R-studio," to conduct bibliometric analysis and visualization. Supply chains and marketing are the most frequently used keywords in “titles”, “abstracts”, and “author keywords”. In order to determine prospective study directions and themes for the supply chain integration in marketing, we employed a conceptual framework. By using a “co-occurrence network,” four study streams are discovered. These research areas include marketing and commerce, as well as supply chain management. The study analysed the documents based on the keywords, sources, countries and year. Finally, by classifying important topics into "basic or transversal", "emerging or declining", and “motor”, highly developed, but isolated themes, a “thematic map” is employed to provide a comprehensive overview. Future directions and important areas for research have been suggested by these themes and subthemes. The study also points out the synthesis of past literature including its objectives, findings and suggested future research directions.

## Keywords:

Supply chain, marketing; supply chain management; bibliometrics; biblioshiny; Literature review.

## 1. Introduction

Supply chain integration research has been taken into consideration as early as the 1990s, with the recognition of its importance in improving firm performance and competitiveness (Huo et al. 2014). However, in recent years, it has drawn more attention, especially in light of the advent of omni-channel retailing and the digital age (Song and Song 2021). The importance of supply chain integration in marketing lies in its ability to improve efficiency, reduce costs, and increase responsiveness to customer needs (Singh et al. 2018). Additionally, it enables greater interaction and coordination between the various supply chain stakeholders, including manufacturers, suppliers, and retailers (Jin and Shin 2021). This research is crucial because it identifies the importance for supply chain integration and aids firms in understanding the possible advantages and difficulties of implementing them. It also assists firms in determining the elements, such as management ties, IT capabilities, and trust, that influence the achievement or failure of integration of supply chains projects (Chen et al. 2018; Hald and Mouritsen 2018; Kumar et al. 2020). The performance of the supply chain can be enhanced, and strategic decisions can be informed by this information. Additionally, research on supply chain integration can help organizations navigate the changing business landscape and adapt to new technologies and trends, such as the 4th industrial revolution (Hurriyati et al. 2020; Vilar et al. 2022). Additionally, it can assist firms in comprehending the function of supply chain integration in solving global issues like the coronavirus pandemic (Zhou et al. 2022).

### 1.1 Study Objective and Research Question

Study objective: To provide an overview of the past literature to highlight the importance of supply chain integration in marketing.

The following are the research questions:

“RQ1: How has the concept of supply chain integration in marketing been investigated in terms of year, region, contexts, and outcomes?”

“RQ2: What are the extant literature’s limitations?”

“RQ3: What are the future research directions for supply chain integration in marketing?”

## 2. Literature Review

### 2.1 Supply chain integration in marketing

“Supply chain integration” in marketing refers to the effortless and efficient movement of products and services from the point of manufacture towards the ultimate customer by coordinating and aligning diverse processes and activities throughout an organization's supply chain. This includes activities such as sourcing, production, logistics, distribution, and customer service. By integrating these different elements of the supply chain, a company can optimize its operations, improve customer satisfaction, and increase profitability. The goal of supply chain management integration in marketing is to optimize the efficiency and effectiveness of the entire supply chain to deliver value to the end customer.

## 2.2 Synthesis of the past literatures

The Table 1 presents the synthesis of the literature with its respective limitations .

Table 1. Synthesis of literature review and limitations

Year	Reference	Objectives	Limitations
2014	Huo et al. (2014)	Aim was to examine the impact of “supply chain integration” on firm performance, and to explore whether competitive strategy moderates this relationship.	The study only considered a single measure of “supply chain integration” and “firm performance”. This may limit the ability to fully understand the complexity of the relationship between supply chain integration and firm performance.
2021	Song and Song (2021)	The purpose of the study was to investigate how human resource elements contribute to "supply chain integration in omni-channel retailing in the Chinese market".	The study is limited to the Chinese market and may not be applicable to other countries or regions. Additionally, the study is based on a survey of retail firms, which may not be representative of the entire retail industry in China.
2018	Singh et al. (2018)	The study conducted a review of the literature focussing on the supply chain collaboration.	The study is a literature review, which means that it is limited to the existing published research on the topic.
2021	Jin and Shin (2021)	The study focusses on the impact of the 4th industrial revolution on the “fashion industry”.	NA
2020	Hurriyati et al. (2020)	The study aimed to examine the advances in business, management, and entrepreneurship in order to identify key trends and challenges in these fields.	One limitation of this study is that it focused on a specific geographical region, which may not be representative of the global business, management, and entrepreneurship landscape. Furthermore, the research depended on participant self-reported data, which could be biased.
2022	Zhou et al. (2022)	The study aim was to examine the impact of IT capability and supply chain collaboration on supply chain resilience in the context of the COVID-19 pandemic in China.	One limitation of this study is that it only focused on the IT capability impact and supply chain collaboration on supply chain resilience in the context of the COVID-19 pandemic in China. This may not be generalizable to other countries or pandemics. Furthermore, the research depended on participant self-reported data, which could be biased.
2018	Chen et al. (2018)	The objective of the article "Top managers' managerial ties, supply chain integration, and firm performance in China". Study also explored how top managers' social networks, or managerial ties, can affect the integration of a firm's supply chain and its performance.	NA
2022	Vilar et al. (2022)	The aim of the book was to provide an overview of the use of virtual and augmented reality (VR and AR) in the fields of architecture and design.	NA

2013	Luo and Zheng (2013)	The study aimed to investigate the relationship between CSR and performance of channel and to evaluate the role of reciprocity in this relationship.	NA
2018	Hald and Mouritsen (2018)	The study aimed to investigate the evolution of performance measurement systems in a supply chain and to evaluate the role of interorganizational factors in this process.	NA
2021	Song and Song (2021)	The objective of the article is to investigate the role of human resource factors in fostering supply chain integration in omni-channel retailing and to evaluate the contributions of these factors to the understanding of this topic.	NA
2020	Kumar et al. (2020)	Investigation of the "relationship between learning orientation and innovation performance", and assessment of the mediating roles of operational strategy and integration of supply chain in this relationship, were the two main objectives of the study.	NA
2020	Hurriyati et al. (2020)	The research aimed to examine the advances in business, management, and entrepreneurship and explore the impact of these advancements on various industries.	This research may have been limited by the availability of data and the specific industries that were studied. Additionally, the findings may not be generalizable to all industries or regions
2012	Stuart et al. (2012)	The study aimed to investigate "the role of trust in buyer-supplier relationships and to evaluate the contributions of supplier competency, interpersonal relationships, and performance outcomes" to the understanding of this topic.	NA
2021	Mahdiraji et al. (2021)	The study's objective is to offer advice to foreign businesses who are considering investing in the agrifood industry of a developing country.	NA
2014	Singh and Power. (2014)	The aim was to examine the relationship between "innovative knowledge sharing, supply chain integration, and firm performance" in the context of manufacturing firms of Australia.	NA
2013	de Paula Alvarenga et al. (2013)	The study aimed to explore the benefits and challenges of implementing "green supply chain management and business process management" in a furniture factory, with a focus on sustainability.	The results may not apply to other businesses or industries because the study was only done at one furniture manufacturing. The study also did not examine the long-term impact of GSCM and BPM on the factory's sustainability performance.
2007	Barratt and Oke. (2007)	The objective was to examine the factors that influence supply chain visibility in retail supply chains.	NA

2021	Sun et al. (2021)	The goal of the study was to create a system for allocating the responsibilities and priority for reducing air pollution in accordance with the idea of environmental conservation.	NA
2020	Jia et al. (2020)	The aim was to understand the role of information processing in supply chain finance and to develop a conceptual framework.	NA
2020	Vieira et al. (2020)	The study aimed to conduct a meta-analysis of the existing research on exploration and exploitation, two important concepts in the field of management.	NA
2014	Gomes and Andalécio. (2014)	The aim of the research is to promote a sustainable and circular economy using a reverse logistics systems.	NA
2019	Shi et al. (2019)	Study focus was to understand the variables that affect efficacy and how they could be efficaciously structured by organizations, a meta-analysis of prior research on “exploration and exploitation” was conducted with the goal of examining the relationship between these two key strategies which organizations use to enhance performance.	NA
2020	Dubey et al. (2020)	The study aimed to examine the “potential role of blockchain technology in improving trust, collaboration, and resilience within humanitarian supply chains.”	NA
2022	Li et al. (2022)	Research aimed to investigate the relationship between “policy uncertainty, social responsibility, and corporate mergers and acquisitions.”	One limitation of this study is that it only focused on the relationship between policy uncertainty, social responsibility, and corporate M&As in a single industry or country. This may not be generalizable to other industries or countries. Furthermore, the study relied on participant self-reported data, which could be biased.
2000	Lambert and Cooper. (2000)	Aimed to identify and discuss the key issues and challenges facing supply chain management at the time.	NA
2022	Fang and Fang (2022)	The objective is to provide an overview of the research on Chinese e-commerce that has been published in the past two decades.	NA
2020	Sajjad et al. (2020)	The study focussed to examine the factors that influence individuals' decisions to switch from traditional, polluting vehicles to cleaner, more environmentally friendly options.	NA
2020	Jain et al. (2020)	The objective of the article was to examine the relationship between millennials' green consumption behavior and the marketing competitiveness of firms.	NA

2022	El Mokrini and Aouam (2022)	This study's goal was to create a "decision-support tool" for decision-makers in healthcare supply chains that would allow them to weigh risk perception of outsourced logistics against cost-effectiveness.	This study's concentrated on healthcare supply networks, which may not be typical of supply chains in other industries, is one of its limitations. Furthermore, the study relied on participant self-reported data, which could be biased.
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### 3. Research Methodology

We selected 3,644 published papers in supply chain management in marketing, 626 documents in "supply chain integration in marketing" from the timespan of 1986-2022 and we extracted 30 recent relevant studies based on supply chain integration in marketing. The search terms "supply chain management," "marketing," "marketing management," and "integration of supply chain in marketing" were used to find the articles. Published "reviews", "commentary", "correspondence", and "original research publications" were searched for this study. Where appropriate, reports were extracted using cross-references. Only original research papers (specifically those published as letters to the editors/comments) that explored "supply chain management" in marketing were used for the review out of all the publications that were pertinent to the review's topic. The methodology flowchart in figure 1.

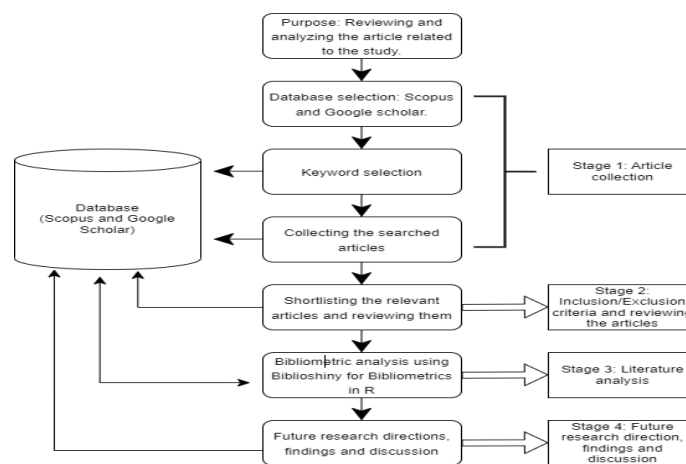


Figure 1: Methodology Flowchart

### 4. Graphical Results

Biblioshiny from Bibliometrics using R was used to conduct analysis in this study. Table 2 depicts the overview of the main information about the data. The analysis is conducted based on the year, region, sources and keywords.

Table 2. Main information about the data

Description	Results
Timespan	1986:2022
Sources (Journals, Books, etc)	397
Documents	626
Annual Growth Rate %	10.2
Document Average Age	11.9
Average citations per doc	36.14



Figure 2: Word Cloud

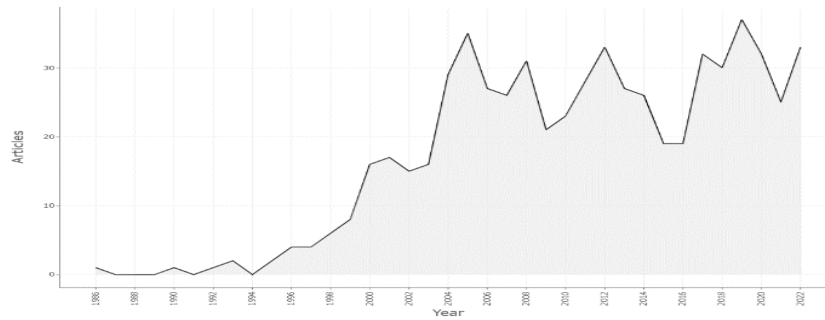


Figure 3. Annual Scientific Production

Figure 2 depicts the “word cloud”. The word cloud refers to the terms most commonly used in supply chain management integration in marketing. The most commonly used terms are “supply chains,” “marketing,” and “commerce.” The various size in the word cloud displays how frequently the terms appear in the research studies. The annual scientific production is depicted in the Figure 3.

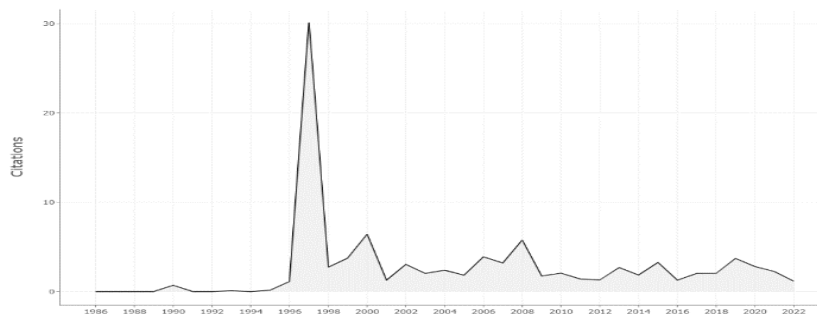


Figure 4. Average citations per year

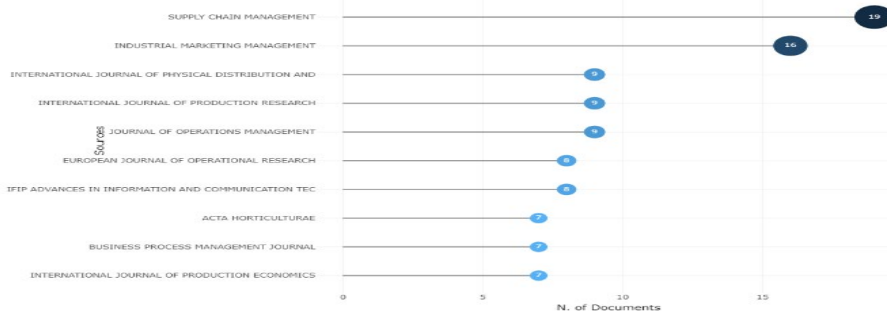


Figure 5. Most Relevant Sources

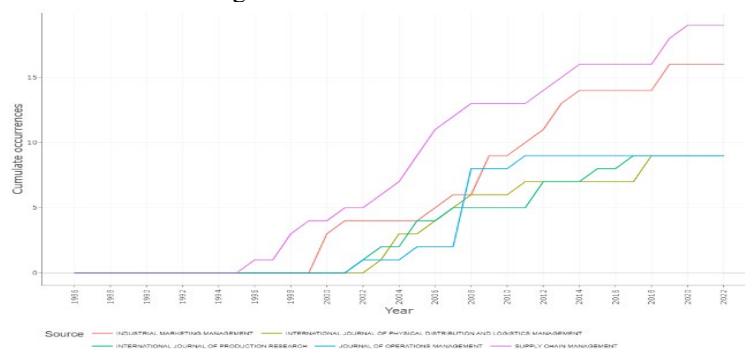


Figure 6. Source dynamics

The average citation per year is illustrated in the Figure 4. The most relevant sources where “Supply Chain Management” and the “Industrial Marketing Management are the most relevant sources” (Figure 5) and the source dynamics are shown in Figure 6.

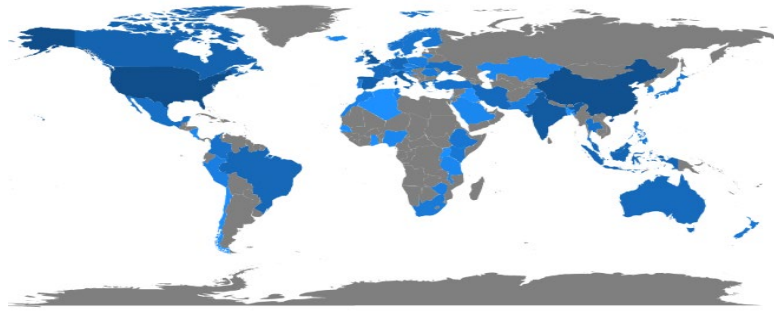


Figure 7. Countries scientific production

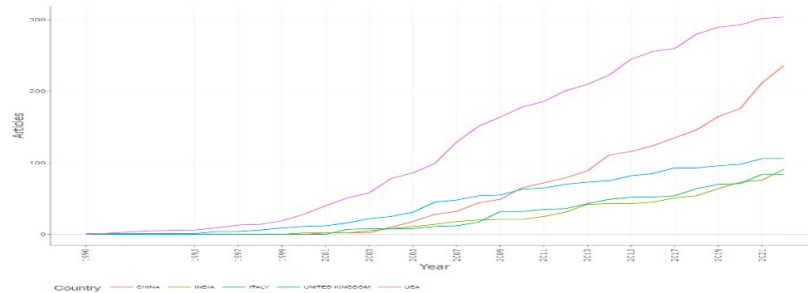


Figure 8. Countries' production over time

The top 5 countries with the highest scientific production are USA (304 documents), China (236 documents), UK (106 documents), India (91 documents), and Italy (84 documents). Figure 7 depicts the countries scientific production over the period of 1986-2022. The darker the shade of blue the frequency of the documents published is high and the grey shade denotes no publications related to supply chain integration in marketing by the countries and the countries' production over time is presented in Figure 8.

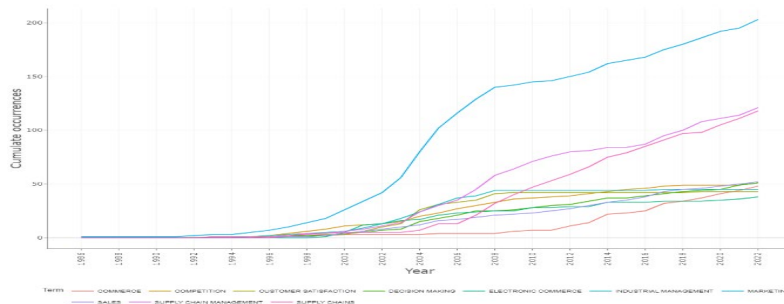


Figure 9. Word Dynamics

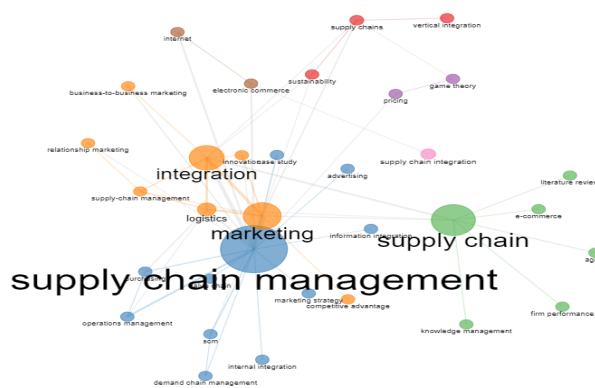


Figure 10. Co-occurrence Network

Word dynamics over the period is represented in Figure 9. Figure 10 presents the “co-occurrence network”. The “co-occurrence of keywords” demonstrates how the four streams of supply chain integration in marketing can be separated. Orange, green, red, brown, purple and pink clusters are connected by shared themes, while the blue cluster serves as a high degree of centrality. Among all the themes supply chain management is most crucial.

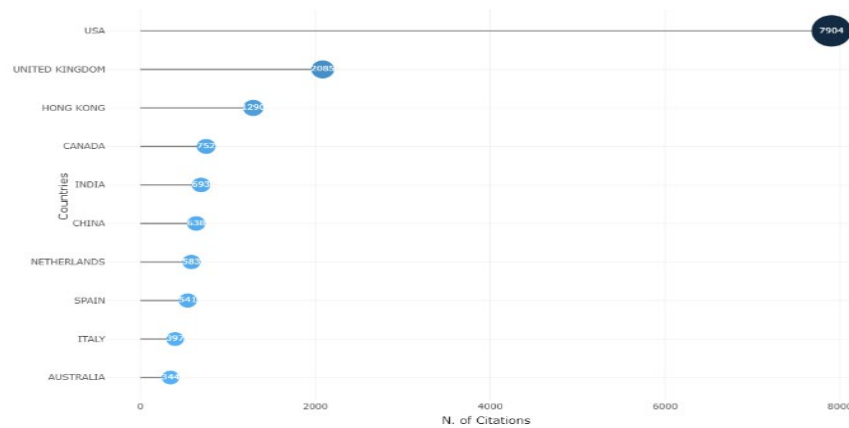


Figure 11.: The Most Cited Countries

Figure 11 depicts the most cited countries. USA is the highest cited country followed by UK, Hong Kong, China and India. To examine the significance and the evolution of the study theme, the detected themes are grouped into a strategic diagram.

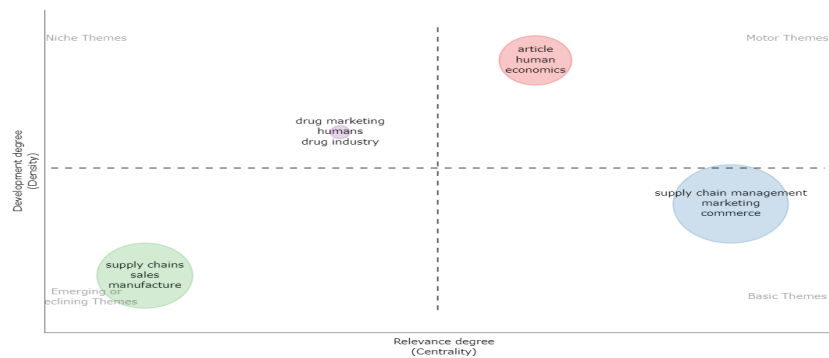


Figure 12. Thematic Map

Figure 12 depict the “thematic map” where y-axis denotes the density and x-axis denotes the centrality. The theme’s relevance is evaluated by its centrality, and its growth is determined by its density (Nasir et al. 2020).

## 5. Future research directions

According to Huo et al. (2014), future study should be expanded to take into account additional measures of "supply chain integration and firm performance," as well as to investigate the moderating effects of additional variables that may have an impact on the interaction between "supply chain integration and firm performance". It would also be intriguing to investigate the moderating impact of strategic plan in other situations, for instance in multiple industries or geographical locations. By exploring the impact of human resource issues in different nations or regions or by taking into account other factors that may affect integration of supply chains in omnichannel retail, future studies could build. Additionally, further research could examine the “impact of supply chain integration” on other outcomes, such as customer satisfaction or financial performance (Song and Song 2021). Singh et al. (2018) discussed that in future examining the impact of supply chain collaboration on various outcomes, such as firm performance or customer satisfaction. Additionally, further research could explore the factors that influence the success or failure of supply chain collaboration efforts. Future research could explore the advances in business, management, and entrepreneurship in other regions or globally in order to gain a more comprehensive understanding of these fields. Additionally, future studies could utilize more objective data sources in order to reduce the potential for bias (Hurriyati et al. 2020). Exploring the impact of IT capability and supply chain collaboration on supply chain resilience in other countries or in different types of crises in order to gain a more comprehensive understanding of these factors. Additionally, future studies could utilize more objective data sources in order to reduce the potential for bias (Zhou et al. 2022). According to Hurriyati et al. (2020) future research could expand upon this study by exploring the impact of advances in business, management, and entrepreneurship on a wider range of industries and regions. Additionally, further research could delve into the specific factors that contribute to the success or failure of businesses and entrepreneurs. de Paula Alvarenga et al. (2013) emphasised that to investigate the application of GSCM and BPM in other industries and explore the long-term impacts of these practices on sustainability performance. It could also explore the potential for GSCM and BPM to be integrated with other sustainability practices, such as lean manufacturing and waste reduction initiatives. Future research could explore the relationship between “policy uncertainty, social responsibility, and



corporate M&As” in other industries or countries to gain comprehensive understanding of these factors. Additionally, future studies could utilize more objective data sources to reduce the potential for bias (Li et al. 2022). According to El Mokri and Aouam (2022) future research could explore the use of the decision-support tool in other industries or supply chains to gain understanding of its effectiveness. Additionally, future studies could utilize more objective data sources to reduce the potential for bias.

## **6. Findings and Discussion**

### **6.1 Findings**

“Supply chain integration” has a stronger positive influence on firm performance for firms with a differentiation strategy compared to firms with a low-cost strategy (Huo et al. 2014). Human resource factors, such as employee training, communication, and motivation, play a significant role in facilitating the “supply chain integration in omni-channel retailing.” Specifically, the study found that firms with high levels of employee training, communication, and motivation has increased high level of supply chain integration (Song and Song 2021). The study found that supply chain collaboration can bring numerous benefits to firms, including improved efficiency, cost savings, and increased competitiveness. The study also identified several factors that can impact the success or failure of supply chain collaboration efforts, such as trust, communication, and alignment of goals and objectives (Singh et al. (2018). The new technology adoptions in the fashion industry have resulted in significant changes in the way that the industry operates. These changes include the use of digital tools for design and production, the integration of the supply chain using the internet of things (IoT), and the use of data analytics to inform decision-making. The authors also note that these changes have led to increased efficiency, improved accuracy, and reduced costs for fashion companies (Jin and Shin 2021). Hurriyati et al. (2020) suggest that there are several key trends and challenges in business, management, and entrepreneurship, including the increasing use of technology, the need for adaptability and innovation, and the importance of sustainability and social responsibility. According to Zhou et al. (2022), higher levels of “IT capability and supply chain collaboration” were found to be associated with greater supply chain resilience. The top managers' managerial roles ties in facilitating integration of supply chain and improving the performance of firm (Chen et al. 2018). Vilar et al. (2022) provide insights into the use of VR and AR in architecture and design and the benefits and challenges of implementing these technologies in these fields. Hurriyati et al. (2020) suggest that advances in business, management, and entrepreneurship have had a significant impact on various industries. These advancements have led to increased efficiency, productivity, and innovation, and have contributed to the success of many businesses and entrepreneurs. A process-based approach to decision-making could be used to make informed investment decisions (Mahdiraji et al. 2021). The implementation of GSCM and BPM in the furniture factory led to improvements in resource efficiency, waste reduction, and cost savings. However, the process also presented challenges, including the need for significant organizational change and the need for strong leadership to ensure successful implementation (de Paula Alvarenga et al. 2013). According to Jia et al. (2020), The key concepts and relationships involved in supply chain finance and the ways in which an information processing perspective can help to understand this topic. The blockchain technologies potential is to enhance “trust,” “collaboration,” and “resilience within humanitarian supply chains” and the ways in which this technology could be used to address key challenges (Dubey et al. 2020). The decision-support tool in supply chain is effective in helping policy makers in healthcare supply chains balance the perceived risk of outsourcing logistics with cost-efficiency (El Mokri and Aouam 2022),

### **6.2 Discussion**

Firms with a differentiation strategy may benefit more from supply chain integration compared to firms with a low-cost strategy. To promote integration of supply chains in "omni-channel retailing", human resource considerations are crucial. Retail firms looking to improve supply chain integration may want to consider investing in employee training, communication, and motivation to achieve this goal. To obtain the intended results, businesses considering supply chain collaboration may wish to take into account the significance of "trust," "communication," and "goal alignment." The adoption of new technologies is an ongoing process, and that there may be further changes and developments in the industry as the 4th industrial revolution continues to evolve. Highlighting the key trends and challenges that professionals in the current state of business, management, and entrepreneurship, fields should be aware of to stay competitive and successful. It has been demonstrated the significance of IT capabilities and integration of supply chain in preserving "supply chain resilience" in the face of emergencies like the coronavirus pandemic. To improve their capacity to endure shocks, businesses should give IT capabilities and collaborative partnerships with supply management stakeholders top priority. These insights could be useful for researchers and practitioners interested in understanding the social capital importance in managing the supply chain and for policymakers seeking to promote the development of strong managerial ties in organizations. For policymakers to promote the efficacy of supply chain management systems, it is crucial to understand the elements that affect the establishment of performance evaluation systems. In order to boost the efficacy of supply chain management practices in any sector and to improve performance quality, it is crucial for researchers, practitioners, and policymakers to comprehend the causes of "supply-chain visibility".

## 7. Conclusion

Based on the research and studies discussed above, it is clear that “supply chain integration” plays a crucial role in the success of marketing efforts. Through the integration of various elements of the supply chain, such as suppliers, manufacturers, distributors, and customers, businesses can improve their performance, innovation, and competitiveness. This is achieved through the sharing of information, resources, and collaboration between different supply chain stakeholders. However, the supply chain integration also requires the consideration of various factors, such as IT capabilities, HR strategies, trust, and social capital, to achieve optimal results. In addition, the integration of the supply chain also has an impact on sustainability, as it allows for the implementation of green practices and the promotion of social responsibility. Therefore, it is important for businesses to prioritize supply chain integration in their marketing efforts to drive growth and success. The study conducted a systematic literature review analysis for the selected 30 papers by year, reference, objectives, and findings. One of the major limitations of the past literatures were that the studies rarely discussed limitations and future research directions. This study limitation is that the study only considered the relevant recent English language papers for the literature review. “Supply chain integration in marketing and commerce” is found to be in higher relevance (high centrality) but its development stage (density) is low. Future researchers can explore this area. Future researchers can conduct study on How supply chain integration is impacting different industries and what are the barriers associated with supply chain integration?

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