THE IMPACT OF SUPPLY CHAIN CAPABILITIES AND BUSINESS PROCESS MANAGEMENT ON FIRM PERFORMANCE

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ABSTRACT

To make supply chains more flexible and effective, firms have recently been obliged to integrate closely with their supply chain partners. This has enabled effective information sharing between supply chain members and improved supply chain efficiency. As a result, business process management is crucial to supply chains capabilities that has an ultimate impact on firm's performance. It has become crucial to figure out how to improve organizational performance through supply chain capabilities in a challenging and uncertain supply chain environment. Although, business process management also has a greater impact in improving organizational performance. Numerous practitioners and academics have examined the implications of business process management on businesses' performance from a variety of angles, this research has examined cause-and-effect interactions from the standpoint of supply chain capabilities.

Keywords: *Supply Chain Capabilities, Business Process Management, Organizational Performance.*

1. INTRODUCTION

In extremely competitive business contexts, individual companies now strive as members of different supply chains rather than as independent organization. Supply chain is one of the most important functions for any organization and this is because of the reason that efficient supply chains allow organizations to cut down their costs [1], [2]. Supply chain partners must integrate and share resources and capabilities with both upstream and downstream supply chain partners in order to get the desired benefits in such dynamic organizations. Since these can only be used to produce value when shared with supply chain partners, keeping resources strategic information and within the firm is unlikely to be of significant value to any organisation [3]. Similarly business process management is described as the corporate process management is a broad topic and, by definition, a dynamic one [4], [5]. Roles, policies, strategies, business goals, and other elements it comprises are constantly changing [6]. Having great importance to the organizational effectiveness it requires to become more progressive to upgrade process management [7], [8]. Therefore, this research incorporates the facts considering the importance of supply chain capabilities and business process management to measure firm performance.

1.1.Problem Statement

Business process management might be difficult to understand. Depending on an organization's size, process maturity, level of technical skill, corporate culture, and resources, its practice differs greatly. The application of business process management with implementation of supply chain capabilities can be considered as serious concern of organizational performance.

2. THEORETICAL FRAMEWORK

2.1. Supply Chain Capabilities and Firm Performance

[9] stated the effect of supply chain capabilities on firm’s performance has great impact, they allow the firm to operate efficiently in the market. For example, the just in time inventory management system allows firms to reduce their storage costs [10]–[12]. Since the firm performance increases with the help of supply chain capabilities, the relationship can be termed as direct relationship.

And hence the importance between the two variables increases. Many organizations have seen a rise in their storage costs because of improper production and thus many organizations have witnessed that firm's costs have gradually increased because the storage costs are very high and companies have to pay a huge cost for its security as well [13]–[16]. The product lying in the storage houses get depleted and that's why the companies have to bear the expenses.

Product replenishment is taken as one of the most important supply chain capabilities for any organization [17]–[19]. According to the research studies carried out at Virginia University, product replenishment allows companies to efficiently monitor the sales of their products and thus it allows them to effectively produce the required amount and thus it reduces the extra production costs [20]–[22]. This was a very important research because it showed that since the companies need to have an efficient supply chain capability [23], reduction in costs was the ultimate result. For this reason, a lot of companies have implemented the product replenishment [24], [25]. The automatic updates allow the companies to historically calculate the supply and demand of the products and thus it allows them to understand the right number of demand of the products [26]. Since the replenishment is done on a rapid basis, the companies have the ultimate idea that which location needs the exact number of product requirement and thus it decreases their storage costs too [27]–[29]. For this reason, a research study was carried out at Oxford University where the researchers and publishers indicated that when the firm implements the right number of supply chain capabilities at the workplace [30], [31], the performance of the company increases automatically and thus the company grows and prospers in the market [32]–[38]. Moreover, these authors have emphasized that supply chain capabilities play an important role for the organizations because since the competition is rigid in the industries, one of the effective ways for companies is to lower down the operational expenses and that's possible with the help of supply chain capabilities [39], [40]. And for this reason, the relation between supply chain capabilities and firm performance has always been defined as a positive relation.

2.2. Business Process Management

Modeling, analyzing, and optimizing entire business processes is the practice of business process management (BPM), which may be used to achieve a variety of strategic corporate objectives [41]–[43]. Hundreds, thousands, or even more tasks, together with the approvals required to complete them, could be included in these corporate procedures [44], [45]. They usually involve

employees, IT systems, and other tools used by the organisation, in addition to business process outsourcing firms [46]–[49]. A well-designed business process divides these responsibilities into manageable, repeatable phases that employees may use to produce consistent results [37], [50], [51]. By supporting businesses in estimating the resources they will need, the repeated procedures lessen the risk of under- or over-allocating resources. Measuring the steps identifies weak points and bottlenecks, pointing to opportunities to improve the business process [52]–[55]. Business process management has five different steps and thus the process has a lot of value [56]. The planning and budgeting process of business process management has an effective relation with supply chain capabilities [57] because the organization is able to plan and budget the resources with the help of supply chain capabilities i.e. demand management, replenishment, order management, process optimization, just in time inventory and other capabilities too etc [58]–[62].

For organizations, the sustainability matters because as the competitions in the industries have got rigid, many companies are finding it hard to survive the market competition and to remain in the business [63]–[65]. Gone were the days when businesses only had to go for productivity in order to survive. There are many different aspects of business which the organizations have to look into in order to survive the competition and to retain their market shares [66], [67]. For this reason, a lot of research has been done on these topics to effectively explain the relationship between these variables [68], [69]. As companies have been expanding their businesses into different territories and regions, it has become important to understand the business rationale and to explain things in a much better way [70]. As the organizations are going towards automation and digitalization, these processes cannot be completed without the help of supply chain capabilities [71]–[75]. Also, these processes provide a competitive edge to the companies because unless the competitive edges are not there, companies do not do well in the market [70], [76].

According to a research findings, companies have to eliminate the complications from their processes and that's why an efficient business process management is the solution. The supply chain capabilities are very important [77]–[80] because the process allows the companies to identify the area to be improved and apply new strategies. The holdups always slow down the process and this is the reason companies have to eliminate them in order to improve their production capacity and to decrease their operational expenses [81]–[84]. It is clear from the fact the supply chain capabilities and business process management have a direct and positive relation

with each other because an enhancement in the supply chain capability will ultimately improve the business process management [85]–[88]. The references in this literature review have been taken from authentic published articles and thus their credibility cannot be questioned. The writers have presented their true opinions on the matter and thus these articles have a wide viewership.

2.3. Business Process Management and Firm Performance

Since some businesses' business processes became too large and complex to manage without the aid of automated instruments, business process management solutions were developed to aid in significant business change [89]–[92]. These enabling business process management solutions have advanced along with the growth of AI, machine learning, and other supposedly intelligent technologies, providing fresh approaches to discovering, developing, measuring, improving, and automating workflows [93]–[95]. The traditional focus of (BPM) on back-end processes has changed with the rise of digital business to now encompass the optimization of customer and employee engagement systems [90], [96]–[98]. This is considered as the most crucial step in the business process management [99] because if the companies are not able to analyze the suitable strategies, the whole implementation might go wrong and thus this will affect the company's operations and ultimately its profits too [100]–[102]. When the companies have properly analyzed the businesses, they go for the implementation phase. The process implementation plays an important role for the organizations because the whole future of the organization is dependent on the business strategies [103], [104]. For example, when Nokia analyzed its processes were old and rusty and it needed to reform the processes, it implemented a big decision. Although the company had to suffer a lot in the beginning, the decision proved successful and thus Nokia regained a small percentage of its lost market share [105]–[107]. This allowed Nokia to grow and go outside the Finnish geographies too. After the implementation, companies have to compare the results and evaluate the performance [108]–[110]. This is a major step too because it lets the companies realize that where did the processes go wrong and how they may reestablish their processes [111]–[113]. Also the performance evaluation allows the companies to understand the weaknesses and the bottlenecks of the process and this allows them to improve them so that they could eliminate the hurdles [114]–[117]. As research studies have claimed, supply chain strategies enables an organizational management to assess the functionality and employ the best suited strategies to gain more advantage and organizational performance [118], [119].

3. LITERATURE REVIEW

The goal of the literature review is to compile and create structured references for the research problem from contemporary research publications, books, and other credible and valid sources of information.

3.1. Impact of Supply Chain Capabilities and Business Process Management on Firm Performance

Contend that in today's business environment, a firm is driven by four key forecast factors: inventory planning, supply chain efficiency, and information accuracy [120], [121]. The firm may efficiently and successfully offer the product or service to the consumer at the ideal time, location, and price with the help of proper management of these variables [122]. Various researches show that increased supply chain practices can boost competitive advantage and increase organizational performance [123], [124]. Additionally, competitive advantage can directly and favorably affect how well an organisation performs. As the customers' preferences and likes are also changing with time, the implementation of supply chain and other logistical operations has become necessary [125], [126]. The supply chain capabilities allow businesses to effectively resolve their crisis and to implement a proper business model in the end [127]. Since the implementation is a huge step, businesses have to do proper evaluation too after the implementation and thus it allows businesses to understand those processes which are affecting the operations of the business i.e. bottlenecks [128], [129]. For businesses, flow time and tact time are important and thus with continuous improvement with the help of six sigma at the workplace, it has been researched and proved that companies improve their flow and tact times [130], [131]. Consider the example of Japanese company, Toyota. The company manufactures car after every six minutes i.e. the flow time. Toyota was able to improve its flow time because it studied the business process management in detail and analyzed the processes which needed to be changed i.e. the bottlenecks and thus it implemented a strategy then in the end and evaluated the results [132]–[134]. The firm's performance got enhanced in the end because the organization was successfully able to understand the processes and to identify the loopholes [135]–[137]. And thus the Toyota model got popular and a lot of time companies started to follow and imitate the model of Toyota because it was the best in the market and companies knew they could certainly enhance their processes with the help

of Toyota's model because it guaranteed an increase in the firm's performance with the help of business process management and supply chain capabilities.

3.1 General Research Model

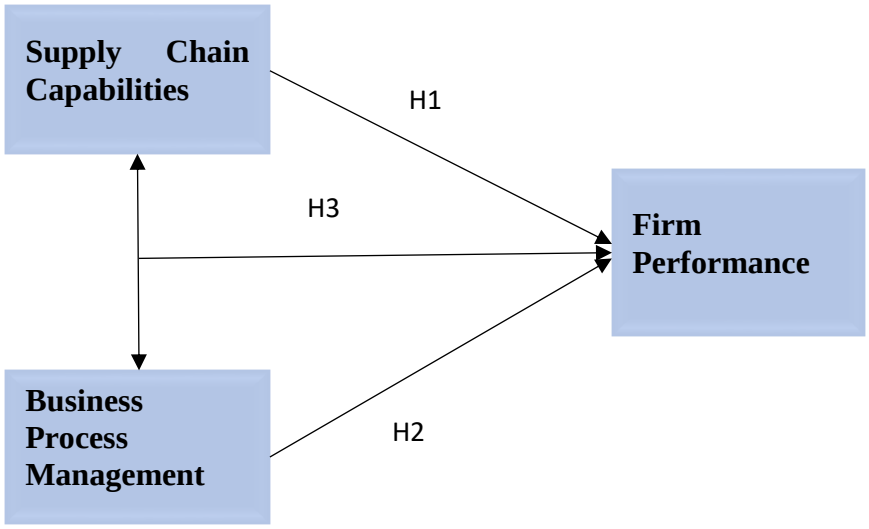

Figure 1: Conceptual Research Model

4. DISCUSSION

The top notch to evaluate the business performance the supply chain performance assessment in order to clarify current procedures, identify any gaps, and provide a research agenda for the future. This research also presented an overview and comparison of business process management and supply chain capabilities to improve the organizational performance. According to several studies, efficient supply chains use integrated measurement systems as a means of achieving their operational goals. This research shows that it is crucial to do additional study in order to establish the reliability of many measurement setups. The intricacy of these operations, makes it challenging to choose appropriate supply chain capabilities that could be implemented after analyzing the need of improvement in business processes that has a direct impact on firms' performance.

5. CONCLUSION

The study discovered that efficient supply chain management can lead to improved organizational performance. Only if the supply chain management is planned to meet the numerous planning, inbound, outbound, reverse, and order management requirements can it be effective. According to the research findings, the two main factors that have a major impact on organizational performance are supply chain capabilities and business process management. The theoretical results suggest while examining organizational performance the need of assessment and supply chain capabilities required to assess, particularly in the manufacturing companies because the efficient manufacturing always require strategies need to be productive.

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