

Large Enterprises Supply chain- Exploring effect of Power Dynamics: Opportunities and Challenges

Prof. Hemamala Krishnan
Gireesh Kumar SG
Amrita school of Business, Coimbatore
Amrita Vishwa Vidyapeetham
Amrita university
India

Abstract : The current business environment is typified by dynamic business environment, fierce competition, highly demanding informed customers, profound transformation in production technologies and rapidly changing supply markets. In this scenario the quality has become just an order qualifier. Companies are looking for innovative methods for process, supply and optimization cost cutting and trying to creatively find areas of improvement. Efficient and innovative management of supply chain is inevitable for organization whether it is small or large to survive and sustain. Many organizations have responded to these challenges by developing collaborative partnership with their suppliers and customers. This paper analyzes the level of supply integration exists between the Large Enterprises (LE) & Small and medium scale enterprises (SME), the power dynamics and challenges faced by them in their mutual interaction based on two well established models: Peter Kraljic's Purchasing portfolio and Bensaou's buyer-supplier relationships.

Keywords : *SME, LE, Power imbalances, Supply-chain partnership*

Introduction

Nowadays enterprises leverage more on their core-competences, and involve more

outsourcing activities to their suppliers in Supply chain. As a result, supply chain management plays a pivotal role for promoting efficient management and developing important competitive advantages of suppliers (Quayle, 2003). Obviously, the supplier quality directly affects a firm's products and the long-term, consistent delivery performance of these suppliers affects the firm's competitiveness. Large Enterprises (LEs) really need suppliers with high performance and efficient role in the importance of the entire supply chain. Small and Medium-sized Enterprises (SMEs) have more and more significant impacts on supply chain performance by actively partaking in supply chain of LEs, and can function as distributors, suppliers, producers and customers (Trung & Hieu, 2010). "The sensitiveness for changes in business environment (Weathead & Storey, 1996), agility to respond to the requirement of customers' and quick decision making in behavior (Carson, 1995) have made SMEs as candidates to meet constantly changing customer requirements and rapid increasing technologies. However, owing to size restrictions, resources and other conventional characteristics, compare with LEs in supply chain, SMEs have less competitive advantages and are generally more vulnerable (O'Gorman, 2001). Effective purchasing can add to the firm beyond that of an order-processing role (for example, Kraljic, 1983; Carr and Pearson, 1999; Cousins and Spekman, 2003s). This

research investigates the interaction between SMEs and supply chain of LEs and will discover the concerns prevailing in a relationship and look for the way to improve SMEs' performance and a proper position in LEs' supply chain."

Background Research

"A logistics or supply chain network can be defined as the system of organizations, people, technology, activities, information and resources involved in moving a product or service from supplier to customer (Bowersox & Closs). The term SCM was developed in 1980s to express the need to integrate the key business processes from end user through original suppliers. SCM is the systematic management of flow of finance, inventory and information between the different members of supply chain." The basic idea behind the SCM is that companies and corporations collaborate and function together in a chain by exchanging information regarding market fluctuations and production capabilities. Incorporating SCM into the organization leads to a new kind of competition scenario on the global market where competition is no longer of the company versus company form but rather takes on a supply chain versus supply chain form. (Mentzer, 2001)"

With increase in competition and the need for leaner flexible systems forcing companies to form strategic alliances and deeper collaboration than ever before in order to provide superior customer value. As a result of there is greater opportunities for

small companies as large companies outsource all other activities and focus on core competencies (Arend and Wisner, 2005)

The inter-relations of supply chain members can be accomplished by coordination mechanisms such as incorporation of information technology, supply chain contracts, information sharing, technical support, collaborative decision-making and regular conferences between supply chain members (Disney & Towill, 2003). SME's are generally unable to implement SCM fully, due to the dependence on large customers and following of the standards postulated by them (Arend & Wisner, 2005). Big companies consider Small firms as being easy to replace and hesitant to form strategic alliances with SMEs. It is not possible for all the SME's to afford the high adoption costs of involving in inter organizational information systems (Singh, 2012). "Grittell and Weiss (2004) For achieving coordination in supply chain efforts are required to take initiatives such as scheduling of frequent conventions of stakeholders for solving issues, knowledge sharing, analysing the nature of intermediaries, and familiarity of supply chain concepts, status or power difference and resistance in following the instructions of other organizations".

As per the definition by Ministry of Small and medium scale enterprises, in India, Medium organizations are those with 10 to 30 crore of investment and large enterprises are those with more than 30 crore of investment.

There is a large degree of mutual dependence between supply chain members to effectively transfer information and goods among each other (Chen & Paulraj, 2004). Vertical disintegration, rising cooperation on a global scale, and an emphasis on core

activities have created a conception that organizations are links in the network of supply-chain. To contend in global market, an organization must have an effective SCM that consists of disparate but inter-dependent members who are reliant on each other to manage various resources like information, funds and inventory (Arshinder & Deshmukh, 2009). Poor coordination within these members and the conflicting objectives may often source ambiguities in market factors like supply and demand. Coordination will support in reducing uncertainties and handling inter dependencies. Naturally, a system is mandatory to rationalize the entire supply chain and retain all the members to in the supply chain (Giannoccaro & Pontrandolfo, 2004)

Further this is difficult because of the majority of policies or supply chain initiatives that are put forward by large enterprises in fact increases the pressure on small scale enterprisers and is actually exploiting them due to the bargaining power advantage of large players. (Powers & Reagan, 2007)

There are basically three types of supplier – buyer relationships transactional, collaborative and alliance. The level of integration, collaboration and strategic synergy increases while moving from transactional to alliance type relationships. (Caniëls & Gelderman, 2007)

In the past, price has been the most important, rather only parameter for selection of suppliers. However, as companies have understood that it is not efficient to just rely on price as a single metric for vendor selection, they have turned into to a broad multi-criteria approach. Recently, more complex factors such as political, social, environmental, and

customer satisfaction concerns have been added to the elements like cost, delivery, quality, and service. (Pal, Kumar & Gupta, 2013)

Various researches has been carried out to understand the negative factors or pain points in this relationship. The level of supply chain integration, which exists between manufacturing SME and its customer, is low/medium. Furthermore, the conflicting goal, which exists between supply chain partners, are that the volume flexibility, demand of quality level, demand of delivery and storage flexibility and the relatively high manufacturing and downstream complexity (Paqarizi & Hsu, 2013).

In this research we are going to analyse the pain areas in SME – large player relationship - in Coimbatore small medium enterprises.

Supplier –buyer power dynamics

Power is a temporal conception representing the capability of a party to control of the conduct of the other in a relationship (Ansary & Stern, 1972). As such, the original variation of the other party's behavior can be achieved only by exercising power (Gaski, 1984). Conditional to nature of force, sources of power can be segregated into coercive and non-coercive (Frazier, 1983). Power can be analysed as the amount of mutual- dependence that the parties experience in a relationship (Ramsay, 1996) Power exercised can be expressed as a function of how critical the resource is and the availability the same resource from alternate sources (Cox, 2004).

“The power differential gives way for a powerful firm to behave speculatively in the supply chain (Ireland & Webb, 2007), and example may pursue to create contracts which favor them or

encourage the other party to make most of the investments. Powerful organizations are highly inclined to resist having long-term partnership, as it would indicate a loss of command due to increase in dependence (Casciaro & Piskorski, 2005)".

requirements (Amaeshi, Osuji, & Nnodim, 2008). Several authors have argued that larger firms have comparably more power than small firms to stimulate sustainable practices along their SCs (Ciliberti, Pontrandolfo, & Scozzi, 2008). Also, SMEs are seen to have less capability and resources to address sustainability issues and will consequently face difficulties to respond to the pressure from their customers, let alone to implement their own SSCM agenda (Pedersen, 2009)

The relation between buyers and sellers can be explained and the outcome can be measured by explanatory and outcome variables (Bensaou, 1999). The various explanatory variables encompasses of Intellectual Property Rights, Unavailability of substitutes, Size of Market owned, Shared goals, Non-retrievable investments, Mutual technological infrastructure, supplier size and the outcome variables include Performance satisfaction, Trust, Structural bonds, Reputation, Information sharing, Cooperation Social bonds etc.

In a strategic partnership there will be high levels of mutual trust but in a captive buyer

Theoretical frameworks

In this paper we are trying to analyze the purchasing behavior of SME- LE interaction and their responses, power dynamics based on Bensaou's buyer-supplier relationships and buying portfolio analysis. A set of four case studies are

It is too principled to think that increase in collaboration will result in an equal share of efficiency and commercial achievements, principally in chains subjugated by influential buyers (Cox & Chicksand, 2007). Large companies often put pressure on SMEs to comply with their sustainability relationship there is a low level of mutual trust (Bensaou, 1999).

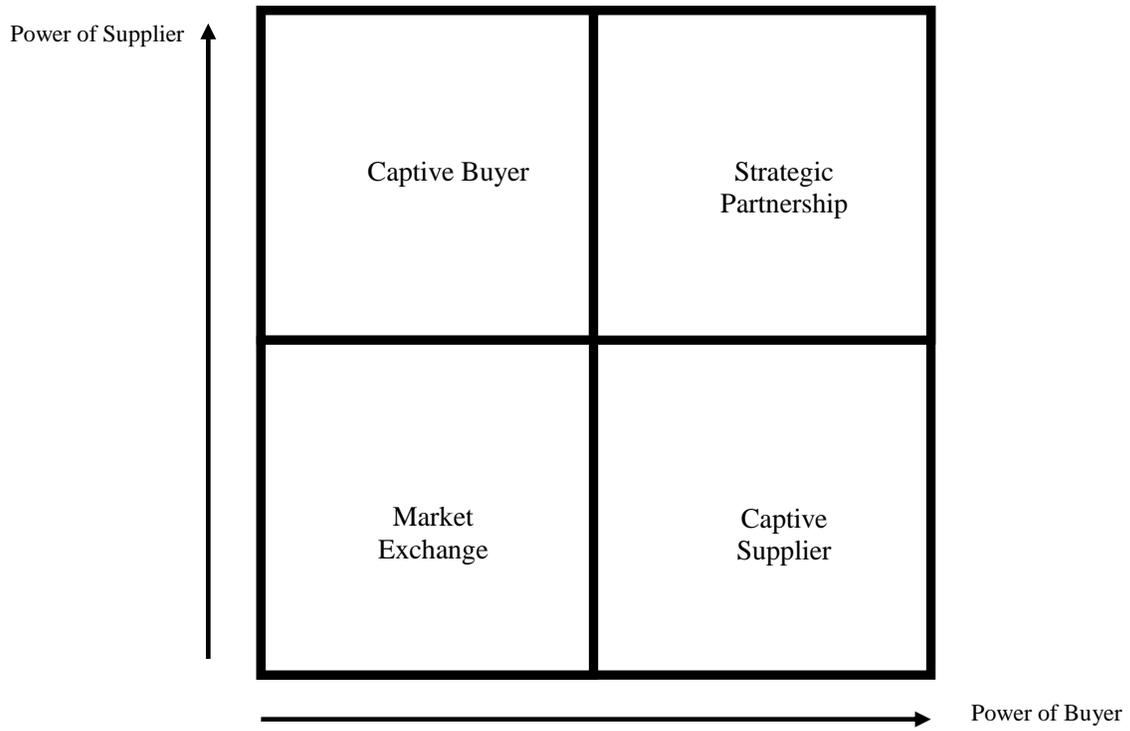
Issues identified

Large enterprises face many challenges to form a strategic supply chain alliance with SME's. The main problems that are faced include Supply chain management capability, Trust between partners, Weak strategic vendor collaboration, Delivery lead times, poor information sharing, (Jayaram, Dixit & Motwani, 2014), Poor information system infrastructure, IT investment required in Supply chain integration and information sharing (Bala, 2014), Unwillingness of sharing reward and risk (Pugazhendhi, 2012) Poor quality and support in terms of ability to cater in emergency, timely delivery and readiness to improve technology (Thakkar, Kanda & Deshmukh, 2011), Lack of supply chain management teams for SME's Unreasonable demands, Supply chain integration and information sharing (Bala, 2014) and Absence of long-term contracts Babu (2012).

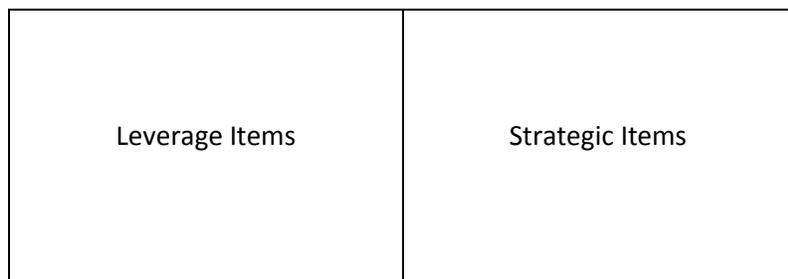
prepared based on field research on multiple LE and SME in around south India. Through this frame work we are analyzing the actions in respective spend category and the strategies formulated by SME and LE. This also analyzes how the power dynamics vary from each scenario and the irony that occurs in some spend scenario with that of

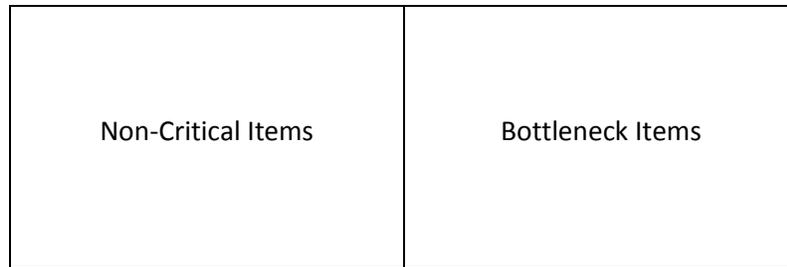
theoretical frame work and in actual situations

Bensaou's buyer-supplier relationships



Kraljic Model





The Kraljic Model can be employed to evaluate the purchasing portfolio of a firm. The framework is based on two dimensions, financial impact and supply

risk for for categorizing a firm's purchases and thereby evaluating the performance of the same.

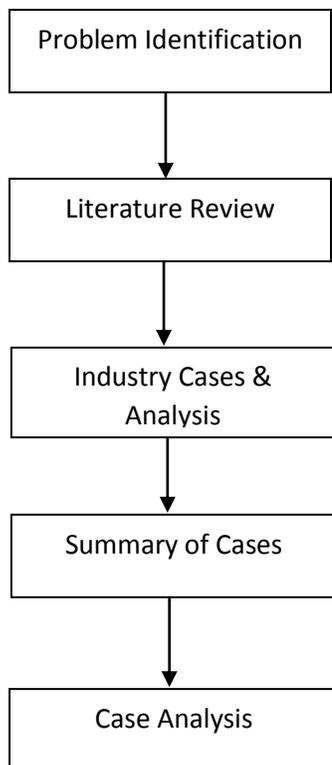
Research Questions

What level of supply chain integration exists in the between Large Enterprise and its supplier(SME's) ?

What are the issues/ challenges faced by LEs on getting SME's integrated into its Supply chain?

Research Methodology

The research is explorative in nature. The following framework is used for this study.



This research utilizes qualitative techniques leveraging subjective methods such as unstructured and in-depth interviews to collect substantive and relevant data. From the literature review, the main problems that are faced by SME's and LE's are Listed. This list is validated by conducting field study, having multiple levels of interviews with the managers of SME's and LE's. It is repeated with different SME's / LE's until the list becomes self-redundant. Such a qualitative approach is valuable here due to the variet experiences with the industry and other organizational cultural scenerio. Upon collecting the qualitative data derived from said interviews, careful analysis shall be done to prepare a research paper with three case studies reflecting on the major problems faced by the three organizations on their relationship with SME's / LE's .The paper tries to analyze the case studies and the supplier buyer relationship based on buyers portfolio and Bensaou's buyer-supplier relationshipsand mapping it into different quadrants.

Description of case units

The performance of different LE-SME supply chain and operations of different south Indian SMEs are analyzed in this section. A multiple case study methodology is adopted to increase validity (Voss, 2002) in order to get a theoretical generalization rather than a statistical generalization (Yin, 2003).

Case 1 : ABC Chemicals

ABC chemicals is a chemical manufacturing company based at south India. The company produces artificial chemicals, food flavors etc. serving both domestic as well as overseas clients. Having two decades of experience in the manufacturing and marketing of highly specialized chemical products, the company mainly focuses on its garment wet processing chemicals business.

Packing materials form a critical part of the firms' purchasing portfolio. They consume all sorts of packaging materials like corrugated cartons, multiple plastic coated paper sacks, plastic cans etc. The firm has only one supplier for multiple plastic coated paper sacks which is a micro organization operating at Delhi. The packing material that is being sourced is not generic as it requires a special quality printing. The supplier that provides the material is largely inconstant and is not cooperative. As this packaging

The organizations in the case are Medium and large organizations located in South India. The turnover, size & industry of the different units is probably not comparable, as the units differ in the value of the raw materials, business structure, expansion under globalization and suppliers

falls in low spend area of the product, the fund allocation for supplier development is low. There were problems in the quality of bags received and printing defects were also detected in QC checks, multiple times. Alternative vendor development is difficult due to the company's limited quantity requirement, the generic nature of the product and low fund allocation for vendor development. Due to these reasons, the Delhi based micro organization has more power over ABC chemicals.

Case 2 : X Corp

X Corp. is one of the largest FMCG manufacturers in India having four manufacturing facilities in different parts of the country. The company equips a large product line and has multiple stock keeping units of each product line.

Due to this complex nature product line, higher intermediaries and wider distribution network, the planning and control becomes a herculean task. Further the distribution network is very less responsive and it is

difficult to accommodate the seasonal fluctuations. The fixed expenses of distribution are very high by itself.

The company has recently outsourced its entire distribution to a third party logistics provider. The information regarding orders and dispatch is currently shared in real time to the supplier via ERP platform. Further

Case -1 : ABC Trading ,Consumable trading –the journey ahead

ABC Trading is a small scale firm which is in the spares and consumables trading business .They help companies to reduce administrative and inventory carrying cost by providing readily available materials in a small lead time .The Company has been in this market for the last decade and has the reputation of having large corporate as customers .It has been serving variety of industries including foot wear, card board printing, FMCG etc. The company has good relation with almost all the traders in north India who export spares from China, Middle East and Europe. The company also deals waste clothes, oils, lubricants etc.

The sector of consumables and spare trading has been witnessing a decrease in profit and is in cut throat competition over the last five years. The company is also experiencing its effects and is facing a decrease in order quantity and loss of customers over the years. The company currently has very limited or no bargaining power over the buyers, who are in turn trying to take better of the situation.

both companies employed staff to coordinate the activities and is currently implementing combined improvement initiatives. This outsourcing helps the organization to reduce the cost of distribution as well helps in increasing its service levels

The company has invested heavily on maintaining relationships with the clients because the procurement of these items are usually controlled by lower level supervisors or inexperienced buyers who may change the vendor according to their personal preference. The clients are currently exploring the cost reduction opportunities like supplier rationalization, depending on online B2B channels or trying to centralize the procurement by using rate or running contract. The payment by most of the customers are very late which creates working capital issues for the firm. Due to this cash flow crises, the company is struggling to maintain ready inventory for the customers.

Case 2 : XYZ Logistics

XYZ Logistics Company is a medium scale third party logistics service provider having its operations in Maharashtra. The company owns a fleet of 11 trucks, and is having a medium term service agreement with a prominent steel manufacturer in India.

Associating with a large player increases the credibility of its operations and opens up chances to be associated with large players in future. But there are a lot of tradeoff's associated with maintaining a relationship with large player ,and the SLA's enforced by large players are usually inclined towards the benefits of them. The company has to

suffer the delays caused at the end of the steel manufacturer. In order to meet the agreed SLA the company has to hire trucks which increases the associated costs. This decreases the bottom line of the company. They don't have the supplier power to overcharge or fine the large player. Being a small player, the company has to associate with the large player to get a recognition and reputation in the market. But tradeoffs in this relation include the pressure of maintaining a one-sided SLA, late payments due to strict documentation requirements, higher waiting time of trucks and the cost associated with renting trucks in order to meet the agreed SLA targets.

Case 3 : EPC Contractor – SME Point

The company is a Medium scale EPC contractor of turnkey fire protection and contractual MEP works having its operations in North India.

One of the biggest clients of the company is a large scale FMCG group. Being a large

player the customer has an upper hand in the relationship and the company faces huge man-hour losses due to the issues from the customer side including delayed safety clearance, pass authorization problems etc. Even though financial benefits are higher when associating with a large player, the agreements are also usually favoring the same large player. Further the SLAs' are too strict and the company has to resort to hiring over time employees for the completion of work which increases the costs associated. Further the site safety and the working regulations are also causing time delays. The main advantage includes the appreciation clause by the MNC FMCG and the payments that has been perfect. Further the association with a company of this high repute provides the EPC contractor.

Firms	Firm size	Nature of business	Products	Supply chain Position	Customers	Issue
ABC Trading	Small	Trading	Spares and Consumables, waste clothes, oils, lubricants	Seller	Industrial buyers	Working capital issues due to late payments, low trust, lack of information sharing, buyer has more bargaining power
XYZ Logistics	Medium	Logistics	3PL	Seller (service provider)	Large scale FMCG company	Low bargaining power of seller leading to SLA favoring Buyer & administrative bottle necks of buyer
EPC Contractor	Small	Contracting	EPC Contracting	Seller (service)	Large FMCG company	Low bargaining power of seller leading to SLA favoring Buyer

Cases in Brief

Factors	Company A with its Customer	Company B with its customer	Company C with its customer
Size of supplier/buyer	Small scale	Medium scale	Medium
Relative Market share of suppliers market/customer requirement	Low	High	High
Mutual goal	No	Yes	Yes
Technological dependence	Least dependent	Highly dependent on shared technology	Not Applicable
Investments that cannot be retrieved	NO	High sunk cost in terms of investments like ERP and associated investments in automation & information sharing	Low to medium
Power	Low power	Low power	Low power
Product category (Peter krajiac)	bottle neck	Strategic	Market exchange
Interdependence	Buyer is highly depend on supplier	Mutual dependence	Mutual dependence
Trust	Low	Medium	Medium
Performance satisfaction	No	Low to medium	Yes
Co operation	No	Yes	Yes

Information sharing	No	Yes, order & dispatch data are shared in real time	Not applicable
---------------------	----	--	----------------

Comparing & validating theoretical expectation with respect to case

Factors	Market exchange	Strategic partnership	Captive supplier
Lack of substitutes	Many buyers ,many suppliers-confirmed	Few buyers, few suppliers- not confirmed ,the nature of product & other factors depend.AS there are many 3pl providers & many companies	Less number of buyers- failed to confirm,
Size of supplier	High ability of both supplier	Low ability for buyer/supplier to achieve economies of scale- confirmed	Small-confirmed
Market share	Buyer has relatively low percentage share of suppliers market-confirmed	Buyer has relatively high percentage share of supplier market- not confirmed	Buyer has high % share of supplier market- confirmed
Mutual Goals	Few mutual goals-Not confirmed	Many mutual goals-confirmed	Few mutual Goals-confirmed
Shared technology	Not significant- Not confirmed	Large investments-Confirmed	Not significant-confirmed
Non retrievable investments	Low mutual switching costs- not confirmed, Here supplier has high switching cost due to intangible benefits	High mutual switching cost-confirmed partially	High switching cost for supplier-confirmed.
The other outcome factors like trust, information sharing co-operation etc do not possible able to determine the type of relationship but they influence the nature of relationship			

As per Bensaou there are mainly 4 types of relationships which are determined by the fixed investments. From case analysis it was found that there are many more variables that determine the type of buyer supplier relationship apart from non-retrievable investments Even though There are many explanatory variables at the same time but even one variable can also determine what

type will result. There are multiple variables that has an effect on the relationship in addition to non retrievable investments can be broadly classified into exploratory variables, power variables & outcome variables. The exploratory variables include factors like size of firm/supplier, relative market share of buyer/supplier market, mutual goals, shared technology etc..The power factors include power dominance &

interdependence while outcome variables include trust reputation of the firm ,information sharing ,co operation etc. In addition to this there are possibilities that one or more variables determine the type of relationship whereas other variable that predicts a different condition. Example: In the Strategic Partnership we can identify that in that both parties have, mutual goals, limited substitutes etc. One could expect that both parties have the same size but in or case analysis buyer is has higher Financial strength than the supplier. There are many other variables which have different weights which eventually determine the resulting type of relationship.

When we analyze the outcome variables we will get even concrete conclusion can be made. From literature we can identify that these variables will have a certain state for each type of buyer-supplier relationship. For example: “Cox (2001), Parsons (2002), Mohr and Spekman (1994), Powers and Reagan (2007) Tutan, and Urban (2001) and Bensaou (1999) we expect a high level of trust in strategic relationship and vice versa in relationship of captive buyer . The case study observations show that a strategic partnership can be characterized by a high level of trust, a captive buyer relationship can also be based on a high level of trust. From this it can be concluded that, even though there is a high probability that certain conditions might occur more frequently for certain form of relationship when compared to others, in practice there is a certain probability of all different outcome variables occurring in all mutual relations. These variables could therefore not determine the type of relationship, but they characterize the nature of the relationship”.

References

- [1] Quayle, Michael. "A study of supply chain management practice in UK industrial SMEs." *Supply Chain Management: An International Journal* 8.1 (2003): 79-86.
- [2] Mangan, J., & Christopher, M. (2005). Management development and the supply chain manager of the future. *The International Journal of Logistics Management*, 16(2), 178-191.
- [3] Nguyen Trung, Hieu, and Mekdes Belihu. "Increasing the performance of SMEs in supply chains of large enterprises: a SME perspective." (2010).
- [4] Westhead, Paul, and David Storey. "Management training and small firm performance: why is the link so weak?." *International Small Business Journal* 14.4 (1996): 13-24.
- [5] Carson, David, et al. "Marketing and entrepreneurship in SMEs: an innovative approach." *Hemel Hempstead* (1995).
- [6] O’Gorman, C. (2001). The sustainability of growth in small-and medium-sized enterprises. *International Journal of Entrepreneurial Behavior & Research*, 7(2), 60-75.
- [7] Kraljic, P. (1983). Purchasing must become supply management. *Harvard business review*, 61(5), 109-117.
- [8] Carr, A. S., & Pearson, J. N. (1999). Strategically managed buyer-supplier relationships and performance outcomes. *Journal of operations management*, 17(5), 497-519.

- [9] Cousins, P. D., & Spekman, R. (2003). Strategic supply and the management of inter-and intra-organisational relationships. *Journal of Purchasing and supply Management*, 9(1), 19-29.
- [10] Bowersox, D. J., Closs, D. J., & Helferich, O. K. (1996). *Logistical management* (Vol. 6). New York, NY: McGraw-Hill.
- [11] Mentzer, John T., et al. "Defining supply chain management." *Journal of Business logistics* 22.2 (2001): 1-25.
- [12] Arend, R. J., & Wisner, J. D. (2005). Small business and supply chain management: is there a fit?. *Journal of Business Venturing*, 20(3), 403-436.
- [13] Disney, S. M., & Towill, D. R. (2003). The effect of vendor managed inventory (VMI) dynamics on the Bullwhip Effect in supply chains. *International journal of production economics*, 85(2), 199-215.
- [14] Singh, R. K., Kumar, R., & Shankar, R. (2012). Supply chain management in SMEs: A case study. *International Journal of Manufacturing Research*, 7(2), 165–180
- [15] Grittell, J.H. and Weiss, L. (2004), "Coordination networks within and across organizations: a multi-level framework", *Journal of Management Studies*, Vol. 41 No. 1, pp. 127-53
- [16] Narayanan, V. G., & Raman, A. (2004). Aligning incentives in supply chains. *Harvard Business Review*, 82(11), 94–103
- [17] Chen, I. J., & Paulraj, A. (2004). Towards a theory of supply chain management: the constructs and measurements. *Journal of operations management*, 22(2), 119-150.
- [18] Arshinder, K., Kanda, A., & Deshmukh, S. G. (2011). A review on supply chain coordination: coordination mechanisms, managing uncertainty and research directions. In *Supply chain coordination under uncertainty* (pp. 39-82). Springer Berlin Heidelberg.
- [19] Giannoccaro, I., & Pontrandolfo, P. (2004). Supply chain coordination by revenue sharing contracts. *International journal of production economics*, 89(2), 131-139.
- [20] Powers, T. L., & Reagan, W. R. (2007). Factors influencing successful buyer–seller relationships. *Journal of business research*, 60(12), 1234-1242.
- [21] Caniëls, M. C., & Gelderman, C. J. (2007). Power and interdependence in buyer supplier relationships: A purchasing portfolio approach. *Industrial Marketing Management*, 36(2), 219-229.
- [22] Pal, O., Gupta, A. K., & Garg, R. K. (2013). Supplier selection criteria and methods in supply chains: A review. *International Journal of Social, Management, Economics and Business Engineering*, 7(10), 1403-1409.
- [23] PAQARIZI, D., & Hsu, Y. H. (2013). Conflicting Goal and its Impact on the Level of Supply Chain Integration between Supply Chain Partners in the Automotive Industry–From Manufacturing SME’s Perspective.
- [24] El-Ansary, A. I., & Stern, L. W. (1972). Power measurement in the distribution channel. *Journal of Marketing research*, 47-52.
- [25] Gaski, J. F. (1984). The theory of power and conflict in channels of distribution. *the Journal of Marketing*, 9-29.

- [27]Frazier, G. L. (1983). On the measurement of interfirm power in channels of distribution. *Journal of Marketing research*, 158-166.
- [28] Ramsay, J. (1996). Power measurement. *European Journal of Purchasing & Supply Management*, 2(2-3), 129-143.
- [29] Cox, A. (2004). The art of the possible: relationship management in power regimes and supply chains. *Supply Chain Management: An International Journal*, 9(5), 346-356.
- [30]Ireland, R. D., & Webb, J. W. (2007). A multi-theoretic perspective on trust and power in strategic supply chains. *Journal of Operations Management*, 25(2), 482-497.
- [31]Casciaro, T., & Piskorski, M. J. (2005). Power imbalance, mutual dependence, and constraint absorption: A closer look at resource dependence theory. *Administrative science quarterly*, 50(2), 167-199.
- [32]Cox, A., Chicksand, D., & Yang, T. (2007). The proactive alignment of sourcing with marketing and branding strategies: a food service case. *Supply Chain Management: An International Journal*, 12(5), 321-333.
- [33]Amaeshi, K. M., Osuji, O. K., & Nnodim, P. (2008). Corporate social responsibility in supply chains of global brands: A boundaryless responsibility? Clarifications, exceptions and implications. *Journal of Business ethics*, 81(1), 223-234.
- [34]Ciliberti, F., Pontrandolfo, P., & Scozzi, B. (2008). Investigating corporate social responsibility in supply chains: a SME perspective. *Journal of cleaner production*, 16(15), 1579-1588.
- [35]Rahbek Pedersen, E. (2009). The many and the few: rounding up the SMEs that manage CSR in the supply chain. *Supply Chain Management: An International Journal*, 14(2), 109-116.
- [36]Bensaou, M. (1999). Portfolios of buyer-supplier relationships. *MIT Sloan Management Review*, 40(4), 35.
- [37]Jayaram, J., Dixit, M., & Motwani, J. (2014). Supply chain management capability of small and medium sized family businesses in India: A multiple case study approach. *International Journal of Production Economics*, 147, 472-485.
- [38]Bala, K. (2014). Supply chain management: Some issues and challenges-A Review. *International Journal of Current Engineering and Technology*, 4(2), 947-953.
- [39]Rajesh, R., Pugazhendhi, S., Ganesh, K., Ducq, Y., & Koh, S. L. (2012). Generic balanced scorecard framework for third party logistics service provider. *International Journal of Production Economics*, 140(1), 269-282.
- [40] Thakkar, J., Kanda, A., & Deshmukh, S. G. (2011). Mapping of supply chain learning: a framework for SMEs. *The Learning Organization*, 18(4), 313-332.
- [41]More, D., & Subash Babu, A. (2012). Benchmarking supply chain flexibility using data envelopment analysis. *International Journal of Logistics Systems and Management*, 12(3), 288-317.
- [42]Voss, C., Tsikriktsis, N., & Frohlich, M. (2002). Case research in operations management. *International journal of operations & production management*, 22(2), 195-219.

[43]Yin, R.K. (2003), Case Study Research, Design and Methods, 3rd ed., Sage, Newbury Park, CA

[44]Tuten, T.L. and Urban, D.J. (2001). An expanded model of business-to-business partnership formation and success, *Industrial Marketing Management* 30:149-164.

[45]Parsons, A.L. (2002). What determines buyer-seller relationship quality? An investigation from the buyer's perspective, *Journal of Supply Chain Management*38(2):4-12.

[46]Mohr, J. and Spekman, R. (1994). Characteristics of partnership success: Partnership attributes, communication behaviour and conflict resolution techniques, *Strategic Management Journal* 15(2):135-152