

# Contractual design of Supply chain Inventory coordination mechanism in Indian retail industry using SAP-LAP analysis

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## ABSTRACT

**Purpose:** Supply chain inventory coordination (SCIC) is concerned with managing in multi retail network of homogenous/heterogeneous networks, often inventory management in uncertainty situation between various supply chain members (SCMs) and the joint collaborative effort of all SCMs to achieve mutually defined goals and targets. There are various supply chain Inventory coordination mechanisms (SCICM) reported in the literature that have been discussed to most evidences of uncertainty of supply and demand like asymmetric information sharing, information technology, inventory dependent price rate, controllable lead time, synchronization of inventory, long term partnerships and joint decision making which help to coordinate supply chain members (CSCMs). Various coordination models and mechanism have been proposed consider isolated activities of the supply chain (SC). There is need to consider the holistic perspective of coordinate in the entire multi retail supply chain network (SCNs). This paper set out to analyse a case study of India retail industry, through presence on the status of inventory coordination mechanism in the supply chain (SC).

**Design/Methodology/Approach:** A situation –actor –process (SAP)-learning –acting Performance (LAP) model has been implemented to analyse the case study of multi- retail supply chain network. In existing situation indicates that multi retail SCIC requirement of various coordination mechanism (CM) for effectively reduces stock-out situation, physical inventory inaccuracy, backorders, and successful coordination within SCMs, and appropriate alignment within supply and demand uncertainty to fill the gaps. Actors are the associated to participants, influencing situation to evolve different business processes. Based on SAP, various learning issues have been analysed which leads to suitable action followed by impact of SAP on the performance to effectively improve in multi retail industry of supply and demands uncertainties and efficient physical inventory alignment mechanisms.

**Finding:** The various relationships exists in multi echelons retailer networks such as types of relationship between single supplier and multi retails in homogenous/heterogeneous network. Inventory coordination mechanism within the SCMs, various mechanisms like asymmetric information sharing, information technology, information systems, joint decision making procedures and incentives mechanism required to successful inventory coordination within multi retails supply chain networks. Various collaborative business mechanisms initiatives such as VMI with stock-out cost sharing, VMI with fixed transfer incentives and stock –out cost sharing, continuous replenishment, and CPFR practices implications in multi retailers supply chain networks (SCNs).

**Research Limitations/Implications:** The Inventory coordination mechanism of SAP-LAP is used to explain effective inventory coordination mechanism in multi retails in homogenous/heterogeneous network considers. Effectively inventory alignment within the multi supply chain network (SCN) and only discussed SCICM in a managerial context with reference to a dynamic SAP- LAP model as applied to the Indian multi retail industry.

**Practical Implications:** The contractual design supply chain inventory coordination (CDSCIC) of SAP-LAP present the situation of coordination to participants who may initiate the processes needed to be coordinated. It also help in identifying CDSCIC gaps in adaptation of coordination mechanisms (CM). The synthesis of SAP leads to LAP, which bridges the gaps of CDSCIC by suggesting actions on the gaps of flexibility or the learning from the present situation, actors and processes.

**Originality/Value:** The Novel approach to analyse the various issues of SCICM in a single supplier and multi retail network. And comparing of various aspects on inventory coordination mechanisms and CDSCIC and its impact on performance of supply chain process.

**Paper Type:** Empirical Research Paper.

**KEYWORDS** SCM | Contractual Design | Supply Chain Coordination Mechanism | Situation Analysis | Retail Industry

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## Introduction:

In the recent decades most of the companies facing the inventory stock-out and poor service level performance are major concerns for Inventory management system and key impact of the competitive factors. Therefore, poor performance of service level can be major hurdles for the loss of customers and sales, although other way extensive losses of inventory redundancy or surplus inventory causes due to unnecessary cost increases such as carrying and holding of large inventories (Hübner et al., 2013).

According to retailer always focus to maintain optimal inventory level, while fulfil the customer demand as well as better service level possible. Inventory replenishment planning is critical procedures for items that are repeatedly ordered. The effective inventory replenishment plan should be based on demand forecasts and consider how inventory should be replenished to fulfil the customer demand quickly and optimal level and evaluation of inventory replenishment policies. The service level management has been widely utility such as in multimedia service providers Teixeira et al. (2012); service strategies in manufacturing – Löfberg et al. (2010) and service level agreements – Beaumont (2006). Hübner et al. (2013) reveals that recent scenarios the effect of competitions of retailing firms implement incentives approach to better quality provides to customer. According to retail industry primary concerns to product availability and most important indicators of quality of product. Product availability and replenishment procedures have important factors when retail chain deals with consumer product related service provides (Cardos and García-Sabater, 2006). They did not considers such issues order to maintains the desired service levels, firms have towards to store of inventory which ultimately leads to extra cost. Callioni et al. (2005) investigated that four types of hidden costs involved in inventory which is exist in supply chain, these are (i) components devaluation costs – short life of items or components (ii) Price protection costs- discount offered, distributors may need the reimburse at the same price level, (iii) product return costs- distributors could return unsold goods for full refund, (iv) obsolescence costs – product outdating.

A situation –actor –process (SAP)-learning –acting Performance (LAP) model has been implemented to analyse the case study of multi- retail supply chain network. In existing **situation** indicates that multi retail SCIC requirement of various coordination mechanism (CM) for effectively reduces stock-out situation, physical inventory inaccuracy, backorders, and successful coordination within SCMs, and appropriate alignment within supply and demand uncertainty to fill the gaps. **Actors** are the associated to participants, influencing situation to evolve different business processes. Based on SAP, various learning issues have been analysed which leads to suitable action followed by impact of SAP on the performance to effectively improve in multi retail industry of supply and demands uncertainties and efficient physical inventory alignment mechanisms.

## Situation

- The multi echelon retail network is different from the competitors and from the trading partner's players in the Indian Retail industry/supermarket.
- There is the driving forces Inventory coordination mechanism in multi retail Industry success with minimum stock out situation.
- There are core competencies of the multi retail industry of homogeneous/heterogeneous nature.
- The employee and employer are aware of SCICM in retail industry.
- Trading partners are involved in supply chain inventory replenishment policy.
- Initiatives have been adopted to coordinate with suppliers and buyers.
- The relationship prevails among manufacturing units.
- Efforts are made for intra-organizational inventory coordination mechanism.
- Contractual design lies in adopting the inventory coordination mechanisms.

## Actor

- Management of the company
- VMI partners
- Employers
- Government of India
- Logistics partners

## Process

- How the processes related to controllable lead time and asymmetric information and replenishment policy are coordinated with the suppliers?
- What activities are coordinated with help of Inventory coordination mechanism?
- Which Inventory coordination mechanisms are undertaken to achieve coordination advantages?
- How inventory coordination mechanism is achieved with the buyer's opportunity of maximum profit?
- What is the replenishment mechanism adopted to the buyers to remain competitive?
- What is the expected outcome of inventory coordination mechanism impact on the performance?
- How is the relationship between the trading partners in retail industry/supermarket?
- Is the different information system tool able to coordinate inventory replenishment and stock out situation situations in multi echelon Indian retail industry?
- What about the compatibility of information system role in each level of contractual design supply chain inventory coordination mechanism?

## Learning

The operating situations represent the current status of manufacturer in terms of market share, technology, Inventory coordination mechanism, competitive advantage, and performance measures. The competitiveness in existed situational parameters supports in manufacturer inventory coordinate mechanism within the suppliers-buyers. The executives' officers of manufacturer were interviewed to assessments the following situational parameters about the contractual design inventory coordination mechanisms in manufacture.

- A manufacturer company is one of the largest and multi retailers are selling the products of end customer, these retailers are small and large retail chains to replenishment continuous of products requirement of end retailer shops.
- According to Indian retail industry is one of the fastest growing in the world. Indian retail industry vital role in growth profile continuous increasing 1.2 trillion by 2020

from 680 billion in 2017. According to The international Monetary fund (IMF) was accelerated economic reform for India to stimulates a higher growth trajectory, while retaining its growth projected 7.2 for 2017-18 (Year –on year, in %) GDP (2016-6.8%, 2017-7.2 % and 2018-7.7%) and similarly consumer price (year –on year, in %)( 2016-4.9, 2017-4.8, 2018- 5.1%). The contribution of Indian retail industry is the fifth largest after U.S, Germany, Hong Kong, Europe in the world encompasses of unorganized sector i.e local pan shop, Kirana stores, pansaari stores in the local in the local market etc. and organised sectors like shopping malls, company outlets, direct marketing channel and recent trend e-portals.

- In Indian Industry is one of the fasted growing industries in India during a transformation from unorganized to organised sectors? According to this transformation process expend horizontally and vertically.

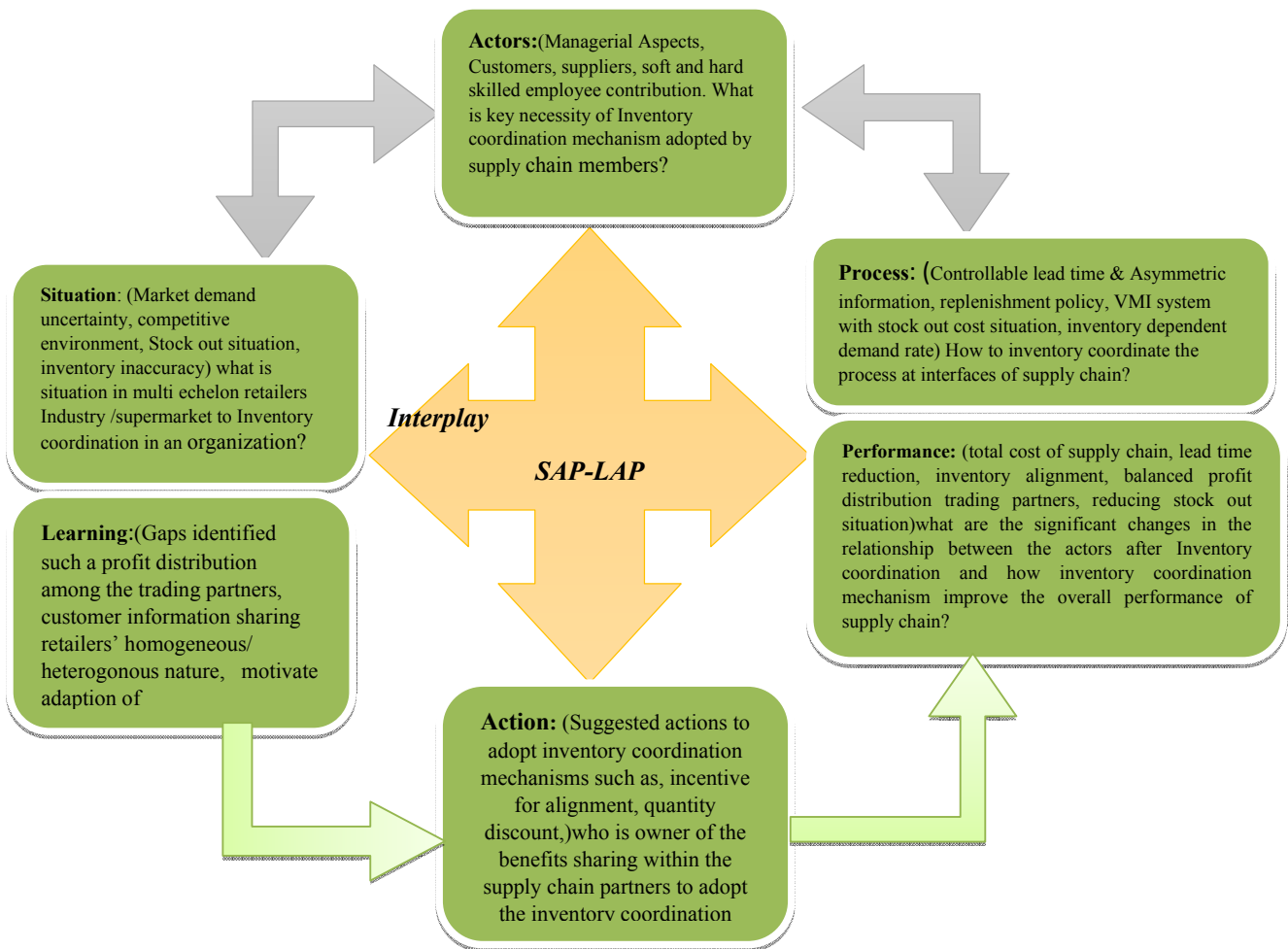


Figure 1: SAP-LAP Framework for supply chain Inventory coordination mechanism in multi retail industry.



## Action

The various aspects about the effective coordination mechanism were implemented field visit and semi structured interviews with the executives/ employees of manufactures sides.

- **Design supplier and buyers' relations long term perspective:** *Manufacturer form design long term effective partnership with their supplier and buyers target oriented to achieve the goals in defined time horizons. New product development and sustain the market challenges to regular meeting with members supply chain. These meeting are contributing of various market knowledge and critical challenges to resolved with negotiations and effective coordination mechanism with other members of supply chain such as Incentive for market sales information and advanced information providers and private information rent such types of mechanism help to improve the supply chain performance.*
- **Inventory alignment with supply chain members:** *The inventory alignment of key necessity of the supply chain total cost 60 % bears, therefore effective coordination and cooperation within the supply chain member's necessity. Coordination mechanism effective support vision of long-term relationship exists.*
- **Trust:** *It is more necessity to develop good relationship within the supply chain members. Commitment and trust between the supply chain members develops with time horizon. The suppliers committed order quantity provides within the time limit and trust which has flow in streamline flow in material quantity and quality within the supply chain.*
- **Cross function team's decision:** The contractual design inventory coordination mechanism is better engaged manufacture as cross function terms are developed effectively. This team coordinated decides such as supplier selection and common replenishment of inventory within the multi retailers. The team members are from different disciplines such as purchase inventory, production inventory, and quality of assurance,
- The employee's enrolments from various departments joint plan the operational activities and cause and effect analysis based on fishbone diagram using for problem solving and analysis.
- Working culture of employees are flexible behaviours, team spirit, and motivation of new ideas to implementation is available.
- Use of sophisticated Technology such as Enterprise resource planning (ERP) and material requirement planning (MRP) and MRP II, various software-based tools for support the better forecasting and design of specific need of the customers.
- Sales and promotion and advertisement have key necessity for frequently plan for the future demands. Several coordination mechanisms to support sales promotions,

discount quantity and price discount opportunity to provide for non-sales items.

- The effective coordination mechanism using EDI in intra -organizational to achieves the coordination in inter-organization system (IOS). The various actors of manufacturers from different functional unit jointly take inventory decision of regarding lumpy demand projections and production. The similar concept of extensive view of inter-organization system, where manufacturer inventory coordinate with buyers to take joint effort decisions regarding common replenishment epoch to improve the responsive customer service and effective improvement of supply chain performance. The various actors from different organizations worked jointly towards mutually defined goals and serves ultimately customers.
- Coordination mechanism to develops effective relationship and understanding the customer requirement of quality of products and items so that suppliers are invited to training sessions/ customer design are better understood and met.

## Performance

### Contractual design Supply chain inventory coordination mechanism

- SCM has most vibrant application in production plan and inventory control strategy Petruzzi and Dada (1999), Zhang Xiaoling, Qiang, and Teresa (2011), most of the researchers have keen interest in this subject. In the recent era, globalization and cooperation's among partners have key necessity for closer relations in supply chain. Some conflicts among these partners in supply chains and pursue their own objectives. In reality, these conflicts and without coordination mechanism may result in poor performance of supply chain, such as inaccuracy forecast, low capacity utilization of resources and overstocking/under stocking inventory problem.
- Thomas and Griffin (1996) demonstrate that effective SCM key necessity for coordination among all the partners in the supply chain. It is essential and necessity of recent era to coordinate the decision and effective actions among these dependent partners in the supply chain to improve the performance of the supply chains. Therefore, researcher concentrated more focus of SCC and methods to coordinate the decision and action of these dependent partners in the supply chains.

## Supply Chain Inventory Coordination Mechanism

1. To reduce the inventory inaccuracy record and improve forecasting demand accuracy.
2. To reduces the inventory misalignment between supply chain trading partners by using of ERP and EDI implementation.

3. To enhance the controllable lead time & Asymmetric information coordination mechanism between supply chain member.
4. To improve the service level of using coordination mechanism of common replenishment epoch or time period.
5. SCICM feasibility both centralized and decentralized retail supply chain networks as well as homogeneous/homogenous multi retail structures.

## Managerial Implications:

Recent decade, most of the organization is bounded to hedge risk neutral due to complex network and inventory management in multi retail industry, and its performance depends on the effective and efficient supply chain activities execution. The major's critical challenges such as retailer store replenishment management, inventory system inaccuracies, alignment of supply chain Inventory decisions, supply chain misalignment in multi echelon networks, VMI with stock-out cost sharing, Common replenishment epoch or timer period, work culture, organizational structure, and Technology are concerned. SCIC are managing dependencies between supply chain members using various Inventory coordination mechanisms. According to Lee and Billington (1993) reveals that lack of coordination is major value creations opportunity for the supply chain managers. Therefore, organization barriers and restricted information flow exist so that complete centralized control of material flows in the supply chain neither feasible nor desirable. A supply chain is key strategy to coordinate when the member coordinates with each other for all the processes and activities of the supply chain inventory. They must have contractual design SCCM to understand each other fully on managerial and technical front and adoptable to different inventory coordination mechanisms. In the study of multi retail industry, presented with the help of a dynamic SAP-LAP model, inventory coordination model of SAP-LAP is used to explain coordination issues of SCIC in managerial context. This study has following managerial implications:

- The framework helps in identifying the different Inventory coordination issues based on relative importance of Inventory coordination mechanism in supply chain.
- The implication of SAP-LAP model can be appreciated from studying the present situation of coordination mechanism, which may be motivate the actors who may initiates contractual design coordination mechanism and inventory alignment within the supply chain members, inventory inaccuracy reduced in multi retil industry operational process and reduced the conflicting own interest of supply chain trading partners.
- The contractual design inventory coordination mechanism model of SAP supports in identified: Conventional coordination mechanism found gaps to weaker coordination

between supplier and retailer and risk hedging in inventory management inaccuracy is very high, Therefore, SAP concept implemented. The synthesis of SAP leads to LAP, which fill the gaps of inventory coordination mechanism by suggesting improvement actions based on the gaps of inventory misalignment, inventory inaccuracy, and Stock out situation in multi retails industry, therefore, the learning from the present situation, actors and processes.

- The interplay of situation, actors, and process present dynamic scenarios in which three entities on each other. The change in one of the entities may lead to change in other two entities in a dynamic manner.
- There is necessary of holistic view the concept of effective and efficient SCIC from a holistic perspective. It requires critical analysis of supply chain situation, supply chain members and supply chain activities.
- The SAP-LAP model is useful in understanding effective and efficient SCC perspective. Situation, actor, and processes are different parameters even through inseparable, and LAP helps to synthesize SAP. This makes SAP-LAP a whole system. Supply chain is comprised different Indian retail industry but because there is dependency between them, they may perform well when they consider themselves to be a part of one whole system.
- The consideration of RFID can bring two benefits for inventory managers: (i) Visibility: aligning the information system and the physical inventories, (ii) minimise the errors on the physical flow.

## Conclusion

As consider of Indian multi retails industry of leading opportunity of Indian business environment. Multi Retail industry has been discussed in this paper; SCIC is key management for effective and efficient approach to improve the performance of multi retail supply chains. According to Indian retil industry explores to identify the various critical issues to ineffective, due to lack of the Inventory coordination mechanisms in Indian retail industry. SCIC is defined as effective and efficient managing the physical inventory accuracy dependencies between the supply chain members and streamline alignment of physical flow inventory accuracy decision. These members are competent and more interdependent on each other for some resource, activities and effective information sharing mechanism. A homogenous multi retails model is required to accurate inventory of physical flow alignment in inventory coordination and contractual design mechanism required to adopt the most appropriate effective and efficient coordination mechanism. SAP-LAP model is found to effective and significant contribution in understanding of various inventory coordination issues in multi retails industry. This paper focus various issues in inventory coordination with contractual design supplier selections for such as price discount policy, quantity discount



mechanism, incentives for supplier selection for long term strategies, and incentive alignment for new product design and developed, various coordination requirement for new initiatives of design and product development, inventory coordination mechanism required for various retailers in homogeneous/heterogeneous nature of inventory demand patterns (time dependent, stock dependent demand inventory dependent demand, continuous variables and lumpy demand.). Therefore, asymmetric information and controllable lead time should be required for design effective Inventory coordination mechanism such as fixed retail price, wholesale price, Buy-back policy, incentive for private information provided by retailers, Inventory level dependent demand, lead time dependent demand, sophisticated information sharing, information system, information technology tools such as ERP, MIR II, RFID technology for effective inventory coordination initiatives and contractual design required to coordinate each members effectively. The Indian retail Industry is one of the fastest growing industries in the world.

According to SAP-LAP framework of multi retail industry has shown effective inventory coordination mechanism to understanding various inventory coordination issues, such as inventory alignment, reduced inventory inaccuracy in multi retails industry, incentives for contractual design supplier selection, basically related to the downstream and upstream of the supply chain. The inventory coordination issues along with various coordination mechanisms and sophisticated information technology tools are exceed to improve the performance of supply chain.

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### Reviewers Comment



#### Reviewer Comment 1:

The notion behind the paper is commendable that is to analyse the multi retail supply chain networks by implementing SAP-LAP model.

#### Reviewer Comment 2:

The paper is intended to analyse a case study of India retail industry, through presence on the status of inventory coordination mechanism in the supply chain (SC). The paper is very well written and well structured. The study is well supported with past literatures.

#### Reviewers Comment 3:

The paper has been designed with a good structure and an interesting topic.

#### Reviewer Comment 4:

The study is supported with appropriate past literatures which makes the study more lucid and understandable for the readers.

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### Editorial Excerpt




At the time of submission, the paper had 12% plagiarism but after rectification by an authours after communication reduced to 9% of plagiarism which is an accepted percentage as per the norms and standards of the journal for the publication. As per the editorial board's observations and blind reviewers' remarks the paper had some minor revisions which were communicated on timely basis to the authors (Mukesh, Dixit & Ashish) and accordingly all the corrections had been incorporated as and when directed and required to do so. The comments related to the manuscript are related to the theme “**Supply Chain Inventory Coordination Mechanism**” both subject-wise and research-wise. This paper set out to analyse a case study of India retail industry, through presence on the status of inventory coordination mechanism in the supply chain (SC). The paper is well written and some important considerations are highlighted. Overall, the paper promises to provide a strong base for the further studies in the area. After comprehensive reviews and editorials boards remarks the manuscript has been decided to categorise and publish under the “**Empirical Research Paper (ERP)**” category.

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