

SUPPLY CHAIN FLEXIBILITY: DRIVERS AND ENABLERS-LITERATURE REVIEW

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Abstract

This paper is intended to provide a critical review of the literature on the supply chain, especially with the driver and enabler factors. This study aims to reveal the drivers and enablers in the concept of supply chain flexibility. Literature Review involves some articles that come from major journals related to the topic, in the period 2006-2015. Supply chain involves a broad spectrum and deep, but in this writing is more focused on several sub-topics, including: Supply chain, Demand and supply chain, Supply chain governance, Sustainable supply chain, Supply chain flexibility, and Supply chain bias.

Keywords: supply chain flexibility, drivers, enablers

1. Introduction

Currently the supply chain (SC) is an important issue in every industry, both manufacturing and services, due to supply chain management is a key success factor for a company to be a market leader in the industry (Lee, 2004). Various frameworks and systems have been proposed by researchers to enhance the supply chain concept. But amid the development of the study, the researchers confronted with the fact of increasing complexity of the cult of business, due to the sharpening of business competition and rapid technological progress. Responding to the latest developments, increasingly felt the need to continue to develop the supply chain concept in the context of flexibility. There are seventeen enablers distinguished ISM approach has been applied to analyze the flexibility of the supply chain. It has helped in deciding the driver power and reliance of all enablers. Variations in demand, security, and delayed product differentiation have a powerful driver towards strategic interests. There are a few enablers that have a low power driver and a low reliance as the flexibility of the manufacturing system, alternative arrangements are logistics, cultural and linguistic compatibility, economic stability, and flexibility of location. Flexibility and versatility source suppliers have high dependency, but a low power driver. ISM hierarchy is very helpful to discover the relationship between the enablers and to know whether influence one or more other enablers. This paper uses the literature approach related concept of supply chain flexibility, particularly in the manufacturing industry. This paper is supported by a number of articles related to the supply chain and the flexibility that was written by researchers which the review period 2006-2015 is expected to contribute to the development of supply chain flexibility in the future.

Supply chain involves a broad spectrum and deep, but in this writing is more focused on several sub-topics, including:

- *Supply chain*
- *Demand and supply chain*
- *Supply chain governance*
- *Sustainable supply chain*
- *Supply chain flexibility*
- *Supply chain bias*

2. Methodology Review

Source of readings to conduct a review of the literature included fifteens scientific journal articles that are treated as the main source. Due to the nature of the supply chain is multi-disciplinary, it is still necessary to add other supporting literature related to the topic of demand and supply chain, supply chain governance, sustainable supply chain and supply chain bias.

Table 1. Article Distribution Based on Journal Publisher

Agricultural Economic Review	1
An International Journal	1
An International Journal,	1
Journal of Business & Industrial Marketing	1
Journal of Business & Industrial Marketing	1
Journal of Chinese Economic and Foreign Trade	1
Journal of Logistics Management	2
Journal of Marketing,	1

Journal of Modelling in Management	1
Journal of Retail & Distribution Management,	1
Journal of Small Business and Enterprise Development	1
Management Research Review	3
Total	15

3. Discussion

The following journal mapping references related topics involved in the study of literature.

Table 2. Topic Classification and Methodology

No.	Author	Title	Topic						Methodology	
			Supply chain governance	Supply chain	Sustainable Supply chain	Demand and	Supply chain	Supply chain	Research paper	Literature review
1	Martin Christopher, Helen Peck, and Denis Towill	2006 A taxonomy for selecting global supply chain strategies		<input type="checkbox"/>					<input type="checkbox"/>	
2	Susanne Hertz	2006 Supply chain myopia and overlapping supply chains						<input type="checkbox"/>	<input type="checkbox"/>	
3	Nathalie Fabbe-Costes, Marianne Jahre	2008 Supply chain integration and performance: a review of the evidence		<input type="checkbox"/>						<input type="checkbox"/>
4	Pravin Kumar, Ravi Shankar, Surendra S. Yadav	2008 Flexibility in global supply chain: modeling the enablers					<input type="checkbox"/>		<input type="checkbox"/>	
5	Xiaoyong Zhang dan Lusine H. Aramyan,	2009 A conceptual framework for supply chain governance supply chain governance	<input type="checkbox"/>						<input type="checkbox"/>	
6	Song Hua, Samir Ranjan Chatterjee, Yu Kang	2009 Access flexibility, trust and performance in achieving competitiveness					<input type="checkbox"/>		<input type="checkbox"/>	
7	Kang Xiaofeng Zhao, Hui Zhao,	2010 B2B e-hubs and information integration in		<input type="checkbox"/>					<input type="checkbox"/>	

	Jianrong Hou		supply chain operations			
8	A.M.A. El Saadany & M.Y. Jaber, and M. Bonney	2011	Environmental performance measures for supply chains.	<input type="checkbox"/>		<input type="checkbox"/>
9	Bent Dreyer, Kjell Grønhaug	2012	Coping with unpredictable supply: the role of flexibility and adaptation		<input type="checkbox"/>	<input type="checkbox"/>
10	Po-Young Chu, Kuo-Hsiung Chang, Hsu-Feng Huang	2012	How to increase supplier flexibility through social mechanisms and influence strategies?		<input type="checkbox"/>	<input type="checkbox"/>
11	Nigel Caldwell, Christine Harland, Philip Powell, Jurong Zheng	2013	Impact of e-business on perceived supply chain risks	<input type="checkbox"/>		<input type="checkbox"/>
12	Alexander H. Hübner Heinrich Kuhn Michael G. Sternbeck	2013	Demand and supply chain planning in grocery retail: an operations planning framework		<input type="checkbox"/>	<input type="checkbox"/>
13	Mohsen Varsei and Claudine Soosay, Behnam Fahimnia, Joseph Sarkis	2014	Framing sustainability performance of supply chains with multidimensional indicators		<input type="checkbox"/>	<input type="checkbox"/>
14	Elcio M. Tachizawa, María J. Alvarez-Gil, María J. Montes-Sancho	2015	How “smart cities” will change supply chain management	<input type="checkbox"/>		<input type="checkbox"/>
15	Atul Kumar Tiwari, Anunay Tiwari, Cherian Samuel	2015	Supply chain flexibility-a comprehensive review		<input type="checkbox"/>	<input type="checkbox"/>

Supply chain

Research related to the taxonomy of supply chain strategies at the global scope prove that the choice of supply chain strategy should be based on careful analysis of the characteristics of the demand / supply for various products or markets served by the company. This study provides a foundation for taxonomic strategy appropriate supply chains (Christopher, Peck, & Towill, 2006)

Costes & Jahre, (2008) found that supply chain integration (SCI) does not always improve performance. Definitions and measures the performance shows the pattern of SCI and diverse relationships. So it cannot be concluded that "more companies implement SCI will always have a better performance". Instead of empirical research using clear definitions and measures were good, very necessary. The conclusions of this study provide a foundation for further research to be developed further, both in terms of research approaches, the definition of the main concepts and theoretical basis of selection.

Supply chain supporting the success operates Business to business (B2B). Research related to the application of B2B supply chain at the conclusion that the general system theory can provide a theoretical framework of integration, while integration of information is the foundation for the integration of the wider supply chain. E-hub open communication and expand networking opportunities and thereby greatly affect the integration of information. By analyzing the B2B e-hub, this study explores the mechanisms of integration of information and demonstrate their managerial capabilities and technical limitations. Although there are many challenges in the implementation, but the e-hub capable of creating value, being able to mix and match between the buyers and sellers, creating market liquidity and reduce transaction costs. In other words, E-hub can be an important solution for supply chain integration (Zhao, Zhao, & Hou, 2010)

Supply chain management (SCM) integrates business processes to provide products, services, and information and provide added value for customers and other stakeholders. SCM also guarantees that customer demand can be met through the integration of distribution channels and stages in the supply chain. Competitive market and the introduction of new technologies (e.g. The Internet) accelerate the delivery of products to customers. But on the other side of the convenience offered also triggers the behavior of excessive consumption (Jones, Hillier, Comfort, & Eastwood, 2005) which have an impact on the actions deplete natural resources and produce more waste at a faster rate then weighed on environmental and social issues. The results of the study confirm the findings in the literature that the investments reduce environmental costs will further improve environmental performance will have an impact on increasing the company's total profit (Saadany, Jaber, and Bonney, 2011).

E-business linkages with supply chain risks

E-business has the potential to bring benefits, but also potentially create new risks. Caldwell, Harland, Powell, and Zheng (2013) found that small firms (SMEs) tend to adopt business practices of the company on a larger scale by way of "watching in a flash". SMEs are still reluctant to implement e-business. In fact, the results showed that e-business can shorten the relationship between the organization and between the organization and the individual. Global forces are evidence of the progress of the Internet to help create competition with low cost.

Linkage smart idea to supply chain management

Urban growth showed a dramatic development when compared to the conditions in the previous decade. In general, the population is concentrated in cities. Figures population density in the city continues to rise, so the pressure for the provision of infrastructure is becoming increasingly important these conditions require new investments, to support the flow of goods and people, as well as to minimize the impacts associated with environmental degradation, quality of life, etc. To manage the problem of increasing the population of cities around the world, need to adopt the concept of "Smart Cities". A smart city is a "city seeks to address public issues through information and communication solutions based on the technology on the basis of multi-stakeholder, and a relationship based on partnership. The idea is related setting initiatives, public: from buildings, transport systems that better support for creative innovations or designing energy efficiency measures. Overall, the aim of this initiative is to provide a higher quality of life, making the city more attractive to the knowledge-based population. Linkage smart idea to supply chain management

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The findings of Takizawa, Gil, and Sancho, (2015) revealed the Smart Cities have different implications for the network structure (complexity, density and centralization) and governance mechanisms (formal vs. informal). In addition, the results of this study highlight and discuss the direction of future research related to smart cities, supply chain management and supply chain governance.

Demand and supply chain

Hübner, Kuhn, and Steenbeck, (2013) states matrix development demand and supply chain planning coherent demonstrate the interdependence in the planning of demand and supply in the grocery sector. Demand planning and supply also plays a role when defining a framework for retail operations. Integration planning framework in the grocery retail industry, following the order of hierarchical and decision-making. Research on the demand and supply chain helped form the foundation for the research and development of decision support systems in the architectural planning of the retail industry.

Supply chain governance

Trade liberalization worldwide has resulted in the integration of the supply chain in the global market. This development makes it possible to connect the traditional sectors such as agricultural production with modern, business-related export markets. One institutional innovation in the process in agribusiness is contract farming (CF). Zhang & Aramyan, (2009) proposed a conceptual model that is uniquely linked agri-food supply chain in China. The challenge facing the government, which is how the central policy can integrate small-scale farmers in the supply chain. Most of the articles dealing with this topic focus on contract

farming while. Past research has still to touch on the issue of trust and relationships. However, in this study a combination of contracts and relationships discussed in depth. Based on the theory of Transaction Cost Economics (TCE) and relational theory, developed a conceptual framework for the selection mechanism of governance in the context of agribusiness in China where small-scale farmers can be involved. Governance mechanisms conceptualized by involving contracts and relational aspects. A series of hypotheses are developed for the quality of the relationship between the chain governance and uncertainty of the environment, and consequently in the chain performance.

Sustainable supply chains

Sustainable management of supply chains is an emerging area of research for industry practice. The idea of the triple-bottom line lets create economic benefits through improved social standards and preserve the environment for future generations. This idea was well received and gradually covers the business arena. Business needs a framework of assessment and decision-making tools to measure and balance the performance of supply chains in the three dimensions of sustainability. While various valuation models available in the literature, are not always able to cope with the three dimensions of sustainability. Conventional supply chain concept only shows the methodological issues, or just developed to the level of the organization. On the other hand, there are articles that offer practical and relatively simple approach to the design of sustainable supply chains, which focuses on the location of the facility and the supplier selection decision, and offer some contributions to the theory and practice.

Sustainable development and assessment within the supply chains included as part of the management of supply chains. This paper presents a multidimensional framework that can serve as a research tool for academics and practitioners of supply chains to identify and assess the various indicators of economic performance, environmental and social.

Through literature review and integration of the concept of the four theories of organization, identified the key driver and enabler in the development and management of sustainable supply chains. It is important for supply chains to be considered by the relevant stakeholder reciprocal relationship between members of supply chains, resources, activities and interfaces consisting of coordination, interaction, collaboration and competition. This may include internal stakeholders such as shareholders, employees and unions and external stakeholders such as customers, suppliers, partners, competitors, government and regulators, NGOs and interest groups and local and international communities. From the point of view of resources, companies will need to ensure that they have the potential to implement sustainability in terms of cost, quality and culture. In addition, the embrace of green production methods that can cause huge investment. Additionally, compatible with supplier selection, supply chains can grow the culture and exact suitability. Although supply chains are sustainable as an organization's network, can be achieved with a collaborative effort and participatory governance models (Varsei, Soosay, Fahimnia, and Sarkis, 2014).

Supply chain flexibility

Flexibility has been the domain of research in the science of decision sciences and has been relatively widely accepted in practice. Since the 1980s, the flexibility of its application has been investigated in the manufacturing industry. While supply chain flexibility includes a mix of views and processes include core processes such as procurement, sourcing, distribution and logistics and reducing uncertainty or risk. Tiwari, Tiwari, & Samuel (2015), stated that the appliance of flexibility must be accompanied by a lot of trade-offs on some key parameters of

the supply chain such as efficiency, cost, uncertainty and control. Therefore, the trade-off between these factors will provide insight on how to apply managerial flexibility to realize the full potential.

Flexibility, reliability and performance Intensification of economic globalization has had an impact on the system functions and processes of the company worldwide. Companies in China face an increasing need to become more innovative in the design and development of business systems. The supply chain is an important element in building a competitive and flexible company in the system that can offer significant advantages for economic entities to compete globally.

While flexibility is considered as an effective response to the uncertainty, so as to expand the boundaries of enterprise management, the concept of flexibility is also growing from a single company for the benefit of the entire supply chain. Therefore, supply chain flexibility will provide a rapid response capability to changes in the external environment and will be key in winning the competition. Utilizing the flexibility in supply chain access structure will enhance the relationship and confidence to ensure a significant performance improvement (Hua, Chatterjee, & Kang, 2009).

Overcoming unpredictable supply: the role of flexibility and adaptation

Findings show that flexibility is a prerequisite to overcome when facing a supply that cannot be predicted. Flexibility can take many forms and is a specific part of the company as a valuable resource. Dreyer & Grønhaug (2012), report the findings indicate that the ability to adapt to the turbulent environment is a prerequisite to be able to survive and thrive as a company. Adaptation means the company has the ability to adjust to recent developments, while the company significant flexibility capable of addressing the changes that occur. Flexibility and adaptability comes in many forms. Flexibility is relevant contextual and situational. The findings clearly reflect that flexibility plays a very important for the survival and profitability of the company, and that form of adaptation and flexibility associated with marketing, such as changes in the product mix to adjust to demand which affect the supply. As far as the company still has the flexibility specific, it is presumed that the company has the competence or the specific resources acquired through learning, investment, and competitive positioning, earlier. In some situations, such as in case of change and variation caused by uncertainties are beyond the control of the company and the manager. Although the company has been trying to master the variations caused by the uncertainty of supply, customers will eventually be affected by the situation in the form of incapacity for providing timely products and provide products in sufficient quantities. The uncertainty caused changes mentioned above also have an impact on shareholder who eventually also have to come to adapt. For example: when the supply of cod disrupted due to weather disturbances, consumers can respond to these changes by changing their consumption patterns of the species that can be accessed consistently throughout the year.

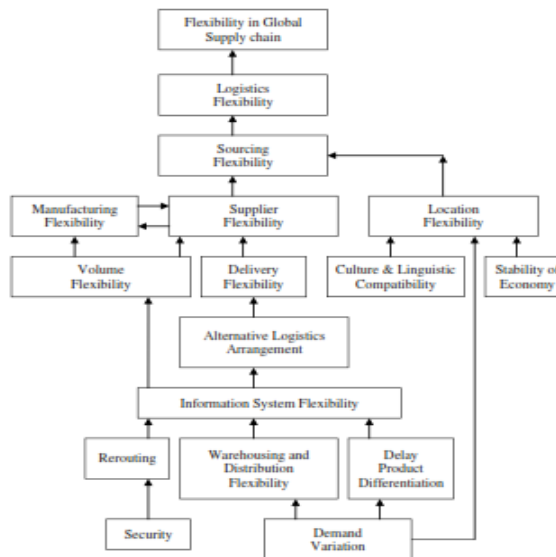
Suppliers can be changed in a manner not entirely dependent on cod catches, but began to grow cold, in order to serve the market with the quality of high-quality fresh cod fish on a regular basis. This illustrates the need for adaptation, and thus the necessary flexibility to respond to sudden changes occur. The findings in this study also revealed that an unexpected change has consequences creates uncertainty. The relationship between flexibility and marketing is essential. As an illustration, the flexibility and the market are not only driven by the uncertainty associated with changes in consumer preferences, but also by changes in market supply and encourage the emergence of technology solutions. These changes create new forms as a

response in addressing the uncertainties that will affect the key actors who can push creation of new forms of flexibility that is relevant, valuable and long-lasting.

Thus the requirements of flexibility, dealing with implications for marketing. For example, the explosive development in information technology and modern communications, has, changed the practice of marketing. The new technology is a new opportunity, and new solutions that demands new ways of thinking in performing tasks, and thus the "strength" of adaptation and flexibility is the key to success for the company to survive in the market. A successful company is a company that has been able to adjust adequately to the emergence of a change that comes suddenly, and thus means the company has developed and already has the necessary flexibility.

Flexibility in the global supply chain

It has been observed that some enabler has a driving power of high and low dependence is of strategic importance. Enabler requires more attention while the other enablers that based on the operation and performance depends on a strategic enabler. Kumar, Shankar, and Yadav (2008), to identify and evaluate the relationship between the variable flexibility by using Interpretive Structural Modeling (ISM). The main purpose of the model Interpretive Structural Modeling (ISM) in this study was to develop a hierarchy enabler that will help to increase the flexibility of the global supply chain. These variables should be included to analyze the performance of the supply chain that has driven power and dependency. Has been observed that there are three basic categories of enablers: based on the strategic, operational, and performance. Strategic enabler located on the lower level of the hierarchy ISM; operational enabler is located on the middle level of the hierarchy, while the performance-related enablers located on the upper level hierarchy as shown in Figure 1.



Source: Journal reference

Figure 1.

ISM is based on a model for flexibility enabler within the global supply chain

To increase the flexibility of the companies must have the ability

entire supply chain, to meet variations in

demand, both in terms of quantity and quality. Currently, security is of critical attention in the global supply chain. Rerouting shipping and alternative logistics arrangements are enablers, driven by security threats. Security threats may influence the effectiveness and timeliness of the delivery system. Various strategies warehousing and distribution in the global supply chain affects the level of customer service and transportation costs. The formulation of the strategy depends on aggregate demand for products from the specific zone / region. Also determine the accuracy of demand in the global market, the information system must be flexible to changes in the market and corporate structure. Flexibility delivery volume and delivery flexibility is based on powerful information systems.

Location of the facility does not only depend on increased demand from a particular region, but also on the compatibility of culture and language, the stability of the country's economy. Compatibility culture and language plays an important role in location decisions and foreign direct investment. China and India is a country of first choice and second choice, the companies of Europe, North America and Japan, due to the investment of these countries have cultural and language compatibility and high economic growth rates. Manufacturing flexibility and versatility suppliers pushing each other. Sourcing flexibility is derived from the supplier flexibility and versatility location of the manufacturer. Sourcing in one country leads to the development of the logistics infrastructure and some of the value-added logistics services. The entire logistics flexibility enables global supply chain is flexible.

This research has identified all the critical enabler of flexibility in the global supply chain by doing a review of a number of research articles. There are seventeen enablers identified ISM approach has been applied to analyze the flexibility of the supply chain. It has helped in determining the driver power and dependence of all enablers. Variations in demand, security, and delayed product differentiation have a high power driver towards strategic interests. There are several enablers that have a low power driver and a low dependence as the flexibility of the manufacturing system, alternative arrangements are logistics, cultural and linguistic compatibility, economic stability, and flexibility of location. Flexibility and versatility source suppliers have high dependency, but a low power driver. ISM hierarchy is very helpful to find the relationship between the enablers and to know whether affect one or more other enablers. A number of methodologies have been used to explore opportunities to increase flexibility in the supply chain, but most of the methodology is not sufficient to tackle the problem of global supply chain. A weighted techniques such as Analytic Hierarchy Process (AHP) is used to find and rank the relative dimensions of the global supply chain. Linear programming is used to optimize the flexibility purposes. Failure Mode Effect Analysis (FMEA) is used to provide flexibility in product design. Some techniques focused on measuring the degree or range of flexibility. All of this methodology focuses on the supply chain of a particular entity. Also, do not include reciprocal interaction between flexibility dimensions of ISM.

The research results provide important information for marketers who are involved in the management of supplier flexibility. A customer-oriented factories must have the ability to influence suppliers the flexibility to match customer demand dynamics. Tim manufacturers need to establish long-term cooperative relationships with suppliers, to build sustainable supply chains and competitive. The study found that a shared vision is the most important factor that can affect the flexibility of the supplier. A shared vision can help facilitate group actions that benefit the entire supply chain and to promote the flexibility of suppliers. In addition, the results of this study indicate the manufacturer can affect the flexibility of suppliers to meet customers' needs by choosing a strategy to influence. The results also show that the use of coercion in influencing the strategy and the development of a shared vision in promoting flexibility

supplier, fully mediate the effects of trust in supplier flexibility. In addition, the supplier flexibility has a significant positive impact on the performance of the manufacturer (Chu, Chang, & Huang, 2012).

Strategy affects and supplier flexibility

A manufacturer needs to meet customer needs without adding significant cost. Supplier flexibility is the ability of a manufacturer to combine resources to serve customers. Coercive strategy is an effort in the form of high pressure to influence suppliers to be able to bring the desired response. Research has revealed that manufacturers are adopting a strategy of coercion tend to imply profit companies may not be reduced. This study shows that manufacturers will adopt a strategy of coercive when it requires suppliers to be more flexible. Instead, the strategy without coercion often refers to the sense in which cooperation is being promoted in the market. A strategy without coercion center primarily on the beliefs and attitudes of the target firm involves less direct pressure from company sources. The effectiveness of the strategy without coercion takes considerable time to become aware (Frazier and Summers, 1984). Unlike coercive in influencing strategy, a strategy without coercion noncompulsory, and therefore cannot force suppliers to meet the requirements of manufacturers. Our findings indicate that the strategy without coercion is ineffective in improving the flexibility of the supplier.

Social mechanisms and flexibility suppliers

The results showed that the shared vision to positively influence the flexibility of the supplier. A possible explanation for this is that cultural differences may influence the results of this study. Described culture collectivist in the case, "the emphasis on belonging to the organization; membership is something ideal. For example, Taiwanese culture is very collective. People Taiwan see themselves as a person who inherently, wherein one another mutually dependent in a group where they derived. In the collective culture, there is a greater emphasis on fulfilling the joint vision to maintain harmony in one's relationship to the group. One may expect the group to easily achieve collective goals through the application of norms collectively.

Another possible explanation points to a shared vision as a major mediator between trust and flexibility suppliers. As a manufacturer and supplier of a separate corporation with interests and goals of each individual who is not known with certainty. Suppliers' will strive to meet the demand producers. While the opportunistic actions of suppliers probably will weaken producers' strategy. Manufacturers must exert a specific mechanism for reducing the potential for opportunism. Confidence building confidence in the reliability and integrity of the partners involved in the exchange. On the other hand, confidence as positive expectations about the motives of the target, does not impact on the behavior of the target. Research has revealed the belief that effective contribute in building a common vision. If a manufacturer believes that suppliers can be trusted, then they will tend to be willing to share sensitive or important information with suppliers who have the same purpose and understanding necessary in a collaborative effort. Vision together as a binding mechanism will help the different parts of an organization to integrating or combining resources. Given the environment and the need for a rapid response is always changing dynamically follow customer demand, the shared vision is a prerequisite in the implementation of the partnership in the supply chain. Suppliers trying to meet the needs of the plant may need to adjust capacity and production plans. In this case, the supplier with limited capacity may face the risk of losing more business opportunities. With a shared vision, manufacturers and suppliers will feel like a team and understand that their goals are part of the collaboration. A shared vision becomes a mechanism set up to promote the interests of the entire supply chain.

A shared vision implies a strong cohesiveness among organizations, improving communication between manufacturers and suppliers. Often communication and interaction can help develop shared goals and mutual understanding. To achieve the necessary flexibility in the supply chain, manufacturers and suppliers must combine a high level of cooperation and joint planning. In addition, the flexibility associated promotional supplier may require increased investment or involvement of workers (eg role in shape, good training, R & D spending, capacity expansion). Therefore, suppliers to consider the benefits of a shared vision throughout the supply chain and create more than just an attempt to meet the demand of manufacturers to increase flexibility. The study also provides important implications for marketers who share a vision in determining to make suppliers more flexible. Indicated that marketers must make the revolution a shared vision with partner companies, and not just do a buy-sell approach.

Flexibility supplier and manufacturer of achievement

The greater flexibility of the supplier will provide benefits for manufacturers that are responsive to the behavior of competitors. Suppliers who have the ability to quickly adjust the amount of production means has a volume flexibility, and simultaneously produce multiple types of products or able to make rapid adjustments from one product to another (mix flexibility) will be much more able to compete. In addition, suppliers were able to accommodate sudden demands or special orders (delivery flexibility), reducing the time required to modify existing products, introducing new products (product flexibility), and more likely to contribute to the response to customer demand dynamic producer. Suppliers often limit the ability of manufacturers to respond quickly linked to customer needs. However, the results showed that manufacturers often use coercive influence strategies or build a shared vision with suppliers, so that it can help to promote flexibility suppliers to accommodate customer demand dynamic. This allows manufacturers to better manage them with relevant market share, sales revenue, customer satisfaction, and the chances of getting the project. Flexibility supplier and manufacturer of achievement.

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Bias supply chain: Supply chain myopia

Increased integration and a wide range of products and services, together with technological changes, the effect on the design, the number and variety of supply chain. The integration of the supply chain in terms of collaboration between the companies and the coordination of logistics flows is often seen as a prerequisite for the development of the supply chain. Hertz

(2006), found an overlap in the supply chains in terms of actors, resources and important activities that can delay, impede and increase the cost of the process when there is a change in the level of integration of the chains. Therefore, supply chains myopia may cause an increase in the total cost of a company. Furthermore, there is a trade-off between the cost of integration in the chain focus and increased costs arising from the integration of the decline due to the overlap in the supply chains. Failure to consider the negative effects and resistance caused by the delay in supply chains and relationships that overlap can be detrimental. Overlap between the chain can have a positive or negative, and may apply to the contrary at another time.

3. Conclusion

Trade liberalization worldwide has resulted in the integration of the supply chain in the global market. Development of demand and supply chain planning matrix coherent chain shows interdependence of demand and supply chain planning. Demand planning and supply also plays a role when defining a framework for the operation. Flexibility is a prerequisite to overcome when facing a supply that cannot be predicted. Flexibility can take many forms and is a specific part of the company as a valuable resource. The ability to adapt to the turbulent environment is a prerequisite to be able to survive and thrive as a company. Adaptation means the company has the ability to adjust to recent developments, while the company significant flexibility capable of addressing the changes that occur. Flexibility and adaptability comes in many forms. Flexibility is considered as an effective response to the uncertainty, so as to expand the boundaries of enterprise management, the concept of flexibility is also growing from a single company for the benefit of the entire supply chain. Therefore, supply chain flexibility will provide a rapid response capability to changes in the external environment and will be key in winning the competition. Supply Chain Flexibility includes a mix of views and processes include core processes such as procurement, sourcing, distribution and logistics and reducing uncertainty or risk.

There are seventeen enablers identified ISM approach has been applied to analyze the flexibility of the supply chain. It has helped in determining the driver power and dependence of all enablers. Variations in demand, security, and delayed product differentiation have a high power driver towards strategic interests. There are several enablers that have a low power driver and a low dependence as the flexibility of the manufacturing system, alternative arrangements are logistics, cultural and linguistic compatibility, economic stability, and flexibility of location.

The idea of the triple-bottom line lets create economic benefits through improved social standards and preserve the environment for future generations. This idea was well received and gradually covers the business arena. Business needs a framework of assessment and decision-making tools to measure and balance the performance of supply chains in the three dimensions of sustainability.

The results showed that the use of coercion in influencing the strategy and the development of a shared vision in promoting flexibility supplier, fully mediate the effects of trust in supplier flexibility. In addition, the supplier flexibility has a significant positive impact on the performance of the manufacturer.

Found overlaps in the supply chains in terms of actors, resources and important activities that can delay, impede and increase the cost of the process when there is a change in the level of integration of the chains. Thus, supply chains myopia may have an increment in the full price of a troupe.

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