


### Reviewer Journal International Bereputasi

No	Nama Jurnal	Penerbit	ISSN	Terindeks	URL	Bukti
1	Total Quality Management and Business Excellence	Routledge, United Kingdom	14783363, 14783371	Scopus Q1 SJR =0.68	<a href="https://www.tandfonline.com/toc/ctqm20/current">https://www.tandfonline.com/toc/ctqm20/current</a>	Email
					<a href="https://www.scimagojr.com/journalsearch.php?q=23729&amp;tip=sid&amp;clean=0">https://www.scimagojr.com/journalsearch.php?q=23729&amp;tip=sid&amp;clean=0</a>	
					<a href="https://www.scimagojr.com/journalsearch.php?q=21100240100&amp;tip=sid&amp;clean=0">https://www.scimagojr.com/journalsearch.php?q=21100240100&amp;tip=sid&amp;clean=0</a>	
2	Information and Management	Elsevier BV, Netherlands	03787206	Scopus Q1 SJR = 2,15	<a href="https://www.sciencedirect.com/journal/information-and-management/issues">https://www.sciencedirect.com/journal/information-and-management/issues</a>	Email
					<a href="https://www.scimagojr.com/journalsearch.php?q=12303&amp;tip=sid&amp;clean=0">https://www.scimagojr.com/journalsearch.php?q=12303&amp;tip=sid&amp;clean=0</a>	
					<a href="https://www.scimagojr.com/journalsearch.php?q=21100466404&amp;tip=sid&amp;clean=0">https://www.scimagojr.com/journalsearch.php?q=21100466404&amp;tip=sid&amp;clean=0</a>	

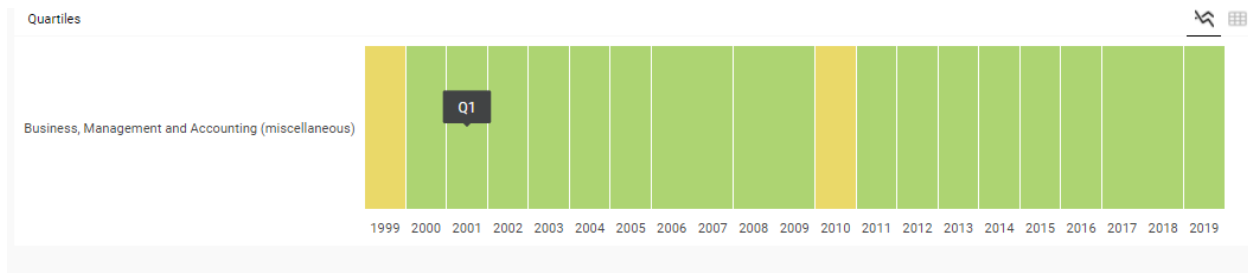
## 1. Review Artikel pada Total Quality Management and Business Excellence (Q1, SJR= 0.68)

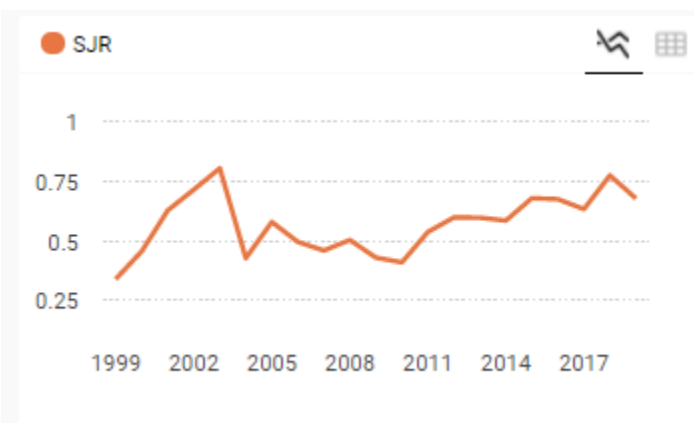
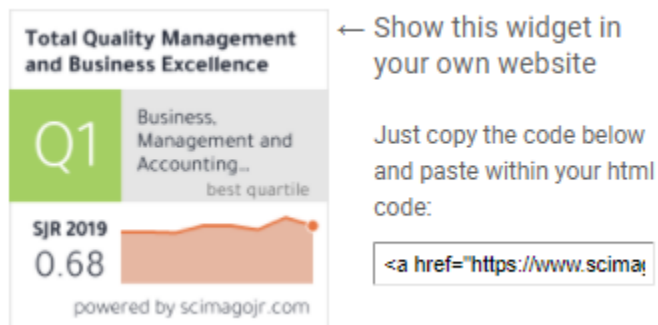
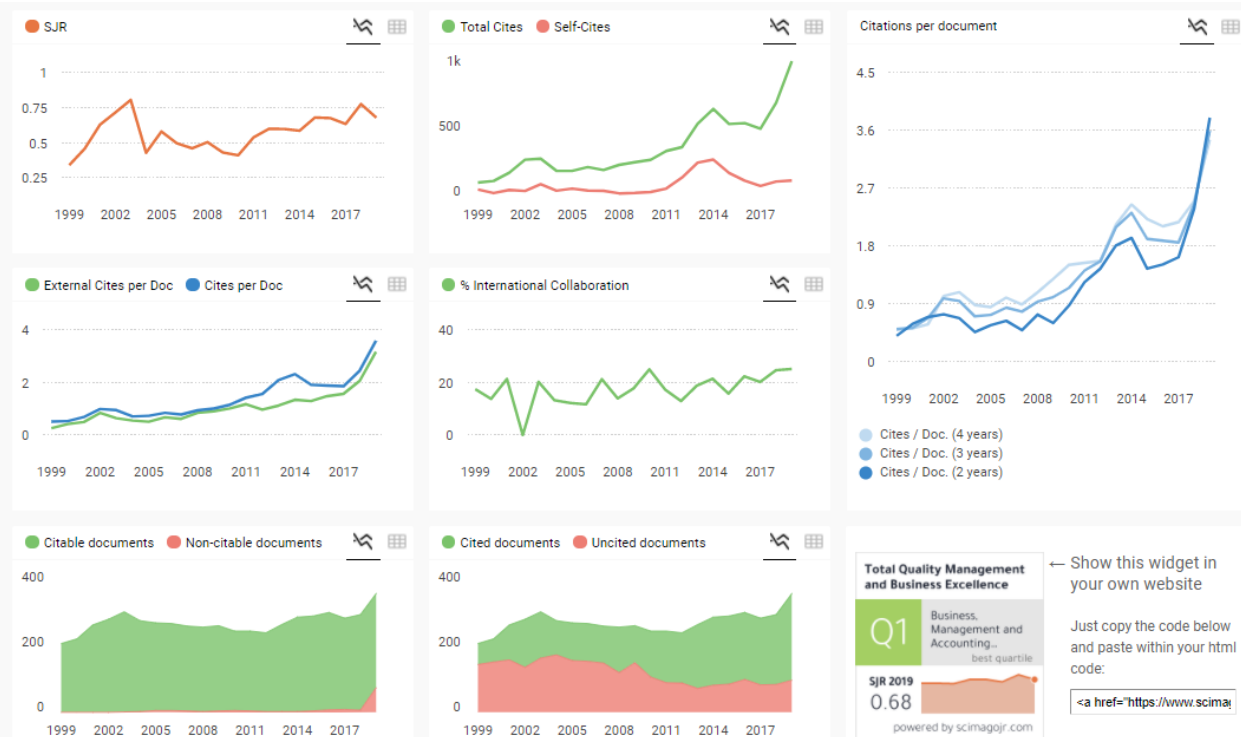
### Total Quality Management and Business Excellence

COUNTRY	SUBJECT AREA AND CATEGORY	PUBLISHER	H-INDEX
United Kingdom 	Business, Management and Accounting └ Business, Management and Accounting (miscellaneous)	Routledge	76
PUBLICATION TYPE	ISSN	COVERAGE	INFORMATION
Journals	14783363, 14783371	2003-2020	<a href="#">Homepage</a> <a href="#">How to publish in this journal</a>

#### SCOPE

Total Quality Management & Business Excellence is an international journal which sets out to stimulate thought and research in all aspects of total quality management and to provide a natural forum for discussion and dissemination of research results. The journal is designed to encourage interest in all matters relating to total quality management and is intended to appeal to both the academic and professional community working in this area. Total Quality Management & Business Excellence is the culture of an organization committed to customer satisfaction through continuous improvement. This culture varies both from one country to another and between different industries, but has certain essential principles which can be implemented to secure greater market share, increased profits and reduced costs. The journal provides up-to-date research, consultancy work and case studies right across the whole field including quality culture, quality strategy, quality systems, tools and techniques of total quality management and the implementation in both the manufacturing and service sectors. No topics relating to total quality management are excluded from consideration in order to develop business excellence.







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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

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## Total Quality Management & Business Excellence - Account Created in ScholarOne Manuscripts

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Total Quality Management & Business Excellence <onbehalf@manuscriptcentral.com>

Wed, Apr 22, 2020 at 11:07 PM

Reply-To: edgeman.rick@gmail.com

To: zeplin@petra.ac.id

22-Apr-2020

Dear Dr Zeplin Jiwa Husada Tarigan:

Welcome to Total Quality Management & Business Excellence - ScholarOne Manuscripts site for online manuscript submission and review. Your name has been added to our reviewer database in the hopes that you will be available to review manuscripts for the Journal which fall within your area of expertise.

The site URL and your User ID for your account is as follows:

Site URL: <https://mc.manuscriptcentral.com/ctqm>

User ID: [zeplin@petra.ac.id](mailto:zeplin@petra.ac.id)

Your password is: [https://mc.manuscriptcentral.com/ctqm?URL\\_MASK=90dbd45aae1f45b5bc7b4b16377f86f2](https://mc.manuscriptcentral.com/ctqm?URL_MASK=90dbd45aae1f45b5bc7b4b16377f86f2)

Please note that your password is case-sensitive. When you log in for the first time, you will be asked to complete your full postal address and telephone number. You will also be asked to select a number of keywords describing your particular area(s) of expertise.

Thank you for your participation and we hope that you will also submit your own research papers to Total Quality Management & Business Excellence. For future reference, this should be done via the author center of your account.

Sincerely,

Professor Rick Edgeman

Associate Editor, Total Quality Management & Business Excellence

[edgeman.rick@gmail.com](mailto:edgeman.rick@gmail.com)

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

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## Total Quality Management & Business Excellence - Invitation to Review Manuscript ID CTQM-2020-0048

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Total Quality Management & Business Excellence <onbehalf@manuscriptcentral.com>

Wed, Apr 22, 2020 at 11:08 PM

Reply-To: edgeman.rick@gmail.com

To: zeplin@petra.ac.id

22-Apr-2020

Dear Dr Zeplin Jiwa Husada Tarigan:

The above manuscript, entitled "A Stratified Bootstrapping Approach to Assessing the Success of TQM Implementation in Peruvian Companies" has been submitted to Total Quality Management & Business Excellence.

I would be grateful if you would kindly agree to act as a reviewer for this paper. The abstract appears at the end of this letter.

Please let me know as soon as possible if you will be able to accept my invitation to review. To do this please either click the appropriate link below to automatically register your reply with our online manuscript submission and review system, or e-mail me with your reply.

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Should you accept my invitation to review this manuscript, you will be sent an email with a direct link to the scoresheet, which will be made available to you. You will then have access to the manuscript and reviewer instructions in your Reviewer Center.

If you are unable to review the manuscript, click on the "decline" option to register your response. This will direct you to a screen where you will be given the opportunity to provide details of any alternative reviewers.

I realise that our expert reviewers greatly contribute to the high standards of the Journal, and I thank you for your present and/or future participation.

Sincerely,  
Professor Edgeman  
Total Quality Management & Business Excellence Editorial Office

### MANUSCRIPT DETAILS

TITLE: A Stratified Bootstrapping Approach to Assessing the Success of TQM Implementation in Peruvian Companies

#### ABSTRACT:

Total Quality Management (TQM) represents a management approach to long-term success used by organizations worldwide to improve their products (goods and/or services) and processes and achieve customer satisfaction, being perceived as a source of competitive advantage. A general look at the existent literature points towards a lack of studies dedicated to examining TQM implementation in developing countries, especially in Latin America and particularly in Peru. The current industrial needs in Peru, however, require further research on this topic because a larger number of organizations are choosing nowadays to obtain quality certifications to improve their final products. In this context, it becomes necessary to assess the current success of TQM implementation in Peruvian companies and identify those factors that mostly contribute to such success. The present paper uses a bootstrapping approach, within the framework of

a nine-factor model of TQM in business. The study is performed on a sample of 4,668 Peruvian companies belonging to 52 industry sectors. Findings reveal that there are quality factors that are more relevant to successfully develop TQM in the companies surveyed; these are: Top Management, Quality Planning, Quality Audit and Assessment, Education and Training and Process Control and Improvement. Implications for practice are also provided.



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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

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## Reminder: Invitation to review Manuscript CTQM-2020-0048 - Total Quality Management & Business Excellence

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Total Quality Management & Business Excellence <onbehalf@manuscriptcentral.com>

Mon, Apr 27, 2020 at  
7:35 PM

Reply-To: ctqm-peerreview@journals.tandf.co.uk

To: zeplin@petra.ac.id

27-Apr-2020

Dear Dr Zeplin Jiwa Husada Tarigan:

Recently, I invited you to review the above manuscript, entitled "A Stratified Bootstrapping Approach to Assessing the Success of TQM Implementation in Peruvian Companies." I have yet to hear from you about this.

This e-mail is simply a reminder to respond to the invitation to review. I appreciate your help in accomplishing our goal of having an expedited reviewing process. The title and abstract follow at the end of this letter. Please do not hesitate to contact me if I can be of any assistance.

To automatically register your response to the invitation to review, please click on the link below:

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Once you have agreed to review the paper, you will be sent an email with a direct link to the scoresheet, which will be made available to you.

Sincerely,  
Ma. Jera Irish Sanchez  
Total Quality Management & Business Excellence Editorial Office  
[ctqm-peerreview@journals.tandf.co.uk](mailto:ctqm-peerreview@journals.tandf.co.uk)

TITLE: A Stratified Bootstrapping Approach to Assessing the Success of TQM Implementation in Peruvian Companies

### ABSTRACT:

Total Quality Management (TQM) represents a management approach to long-term success used by organizations worldwide to improve their products (goods and/or services) and processes and achieve customer satisfaction, being perceived as a source of competitive advantage. A general look at the existent literature points towards a lack of studies dedicated to examining TQM implementation in developing countries, especially in Latin America and particularly in Peru. The current industrial needs in Peru, however, require further research on this topic because a larger number of organizations are choosing nowadays to obtain quality certifications to improve their final products. In this context, it becomes necessary to assess the current success of TQM implementation in Peruvian companies and identify those factors that mostly contribute to such success. The present paper uses a bootstrapping approach, within the framework of a nine-factor model of TQM in business. The study is performed on a sample of 4,668 Peruvian companies belonging to 52 industry sectors. Findings reveal that there are quality factors that are more relevant to successfully develop TQM in the companies surveyed; these are: Top Management, Quality Planning, Quality Audit and Assessment, Education and Training and Process Control and Improvement. Implications for practice are also provided.



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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

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## Manuscript ID CTQM-2020-0048 is now in your Reviewer Center - Total Quality Management & Business Excellence

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Total Quality Management & Business Excellence <onbehalf@manuscriptcentral.com>

Mon, Apr 27, 2020 at 8:51 PM

Reply-To: edgeman.rick@gmail.com

To: zeplin@petra.ac.id

27-Apr-2020

Dear Dr Zeplin Jiwa Husada Tarigan:

Thank you for agreeing to review the above manuscript, entitled "A Stratified Bootstrapping Approach to Assessing the Success of TQM Implementation in Peruvian Companies" for Total Quality Management & Business Excellence. The deadline for your review is 27-May-2020.

You already have an account on the site. To automatically access the manuscript and complete your review, please click on the following link:

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If you wish to view the manuscript and the review form simultaneously, click on the HTML or PDF icons – the manuscript will open in a new window. Leave the new window open, switch back to the main window, and open the score sheet by clicking on the Score Sheet tab. Follow the instructions for reviewers provided in the ScholarOne Manuscripts site.

I strongly encourage you to elaborate on your review in the space provided. Your specific comments will offer valuable feedback to improve future work. It is essential that you click the "Save" button if you wish to exit the review before you submit it to the Editor. Otherwise, none of the information that you have entered will be saved in the system. When you have completed your review and are ready to submit it to the Editor, click on "Submit."

All communications regarding this manuscript are privileged. Any conflict of interest, suspicion of duplicate publication, fabrication of data or plagiarism must immediately be reported to me.

Please note, to log into your account on the Total Quality Management & Business Excellence ScholarOne Manuscripts site at <https://mc.manuscriptcentral.com/ctqm> at a later date, your case-sensitive User ID is [zeplin@petra.ac.id](mailto:zeplin@petra.ac.id), and your password is [https://mc.manuscriptcentral.com/ctqm?URL\\_MASK=f6194fdc450847afa125979b6c5e5c00](https://mc.manuscriptcentral.com/ctqm?URL_MASK=f6194fdc450847afa125979b6c5e5c00).

Thank you for evaluating this manuscript.

Sincerely,  
Professor Edgeman  
Total Quality Management & Business Excellence Editorial Office  
[edgeman.rick@gmail.com](mailto:edgeman.rick@gmail.com)





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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

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## Total Quality Management & Business Excellence - ScholarOne Manuscripts Password Request

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Total Quality Management & Business Excellence <onbehalf@manuscriptcentral.com>

Mon, Apr 27, 2020 at 8:55 PM

Reply-To: onbehalf@manuscriptcentral.com

To: zeplin@petra.ac.id

27-Apr-2020

Dear Dr Tarigan:

This e-mail has been generated by the entry of your email address into the 'Password Help' box on your site log in page <https://mc.manuscriptcentral.com/ctqm>.

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Sincerely,  
Total Quality Management & Business Excellence Editorial Office



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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

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## Total Quality Management & Business Excellence - Invitation to review Manuscript ID CTQM-2020-0048.R1

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Total Quality Management & Business Excellence <onbehalf@manuscriptcentral.com>

Tue, Aug 4, 2020 at 9:35 PM

Reply-To: edgeman.rick@gmail.com

To: zeplin@petra.ac.id

04-Aug-2020

Dear Dr Zeplin Jiwa Husada Tarigan:

The above manuscript, entitled "A Stratified Bootstrapping Approach to Assessing the Success of TQM Implementation in Peruvian Companies" has been submitted to Total Quality Management & Business Excellence.

I would be grateful if you would kindly agree to act as a reviewer for this paper. The abstract appears at the end of this letter.

Please let me know as soon as possible if you will be able to accept my invitation to review. To do this please either click the appropriate link below to automatically register your reply with our online manuscript submission and review system, or e-mail me with your reply.

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I realise that our expert reviewers greatly contribute to the high standards of the Journal, and I thank you for your present and/or future participation.

Sincerely,  
Professor Edgeman  
Total Quality Management & Business Excellence Editorial Office

### MANUSCRIPT DETAILS

TITLE: A Stratified Bootstrapping Approach to Assessing the Success of TQM Implementation in Peruvian Companies

#### ABSTRACT:

Total Quality Management represents a management approach to long-term success used by organizations worldwide to improve their products and processes and achieve customer satisfaction, being perceived as a source of competitive advantage. A look at the existent literature points towards a lack of studies dedicated to examining TQM implementation in developing countries, especially in Latin America and particularly in Peru. The current industrial needs in Peru, however, require further research on this topic because a larger number of organizations choose nowadays to obtain quality certifications to improve their products. In this context, the objective of the present paper is to provide a snapshot of the current state of TQM implementation in Peru, aiming to identify which key quality factors are the most and least developed for successful TQM implementation. To this aim, the present paper uses a bootstrapping approach, within the framework of a nine-factor model of TQM in business. The study is performed on a sample of 4,668 Peruvian companies,

across 52 industry sectors. Findings reveal that the most developed key quality factors in the companies surveyed are: Top Management, Quality Planning, Quality Audit and Assessment, Education and Training, and Process Control and Improvement. Implications for practice are provided.



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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

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## Manuscript ID CTQM-2020-0048.R1 is now in your Reviewer Center - Total Quality Management & Business Excellence

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Total Quality Management & Business Excellence <onbehalf@manuscriptcentral.com>

Thu, Aug 6, 2020 at 6:41 PM

Reply-To: edgeman.rick@gmail.com

To: zeplin@petra.ac.id

06-Aug-2020

Dear Dr Zeplin Jiwa Husada Tarigan:

Thank you for agreeing to review the above manuscript, entitled "A Stratified Bootstrapping Approach to Assessing the Success of TQM Implementation in Peruvian Companies" for Total Quality Management & Business Excellence. The deadline for your review is 05-Sep-2020.

You already have an account on the site. To automatically access the manuscript and complete your review, please click on the following link:

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If you wish to view the manuscript and the review form simultaneously, click on the HTML or PDF icons – the manuscript will open in a new window. Leave the new window open, switch back to the main window, and open the score sheet by clicking on the Score Sheet tab. Follow the instructions for reviewers provided in the ScholarOne Manuscripts site.

I strongly encourage you to elaborate on your review in the space provided. Your specific comments will offer valuable feedback to improve future work. It is essential that you click the "Save" button if you wish to exit the review before you submit it to the Editor. Otherwise, none of the information that you have entered will be saved in the system. When you have completed your review and are ready to submit it to the Editor, click on "Submit."

All communications regarding this manuscript are privileged. Any conflict of interest, suspicion of duplicate publication, fabrication of data or plagiarism must immediately be reported to me.

Please note, to log into your account on the Total Quality Management & Business Excellence ScholarOne Manuscripts site at <https://mc.manuscriptcentral.com/ctqm> at a later date, your case-sensitive User ID is [zeplin@petra.ac.id](mailto:zeplin@petra.ac.id), and your password is [https://mc.manuscriptcentral.com/ctqm?URL\\_MASK=d6db1bd86664862b897a34f24d3fadb](https://mc.manuscriptcentral.com/ctqm?URL_MASK=d6db1bd86664862b897a34f24d3fadb).

Thank you for evaluating this manuscript.

Sincerely,  
Professor Edgeman  
Total Quality Management & Business Excellence Editorial Office  
[edgeman.rick@gmail.com](mailto:edgeman.rick@gmail.com)



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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

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## Thank you for submitting your review of Manuscript ID CTQM-2020-0048.R1 for Total Quality Management & Business Excellence

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**Total Quality Management & Business Excellence** <onbehalfof@manuscriptcentral.com>

Tue, Aug 11, 2020 at 8:45 AM

Reply-To: edgeman.rick@gmail.com

To: zeplin@petra.ac.id

10-Aug-2020

Dear Dr Zeplin Jiwa Husada Tarigan:

Thank you for reviewing the above manuscript, entitled "A Stratified Bootstrapping Approach to Assessing the Success of TQM Implementation in Peruvian Companies" for Total Quality Management & Business Excellence.

We greatly appreciate the voluntary contribution that each reviewer gives to the Journal. We hope that we may continue to seek your assistance with the refereeing process for Total Quality Management & Business Excellence, and hope also to receive your own research papers that are appropriate to our aims and scope.

Sincerely,  
Professor Edgeman  
Associate Editor, Total Quality Management & Business Excellence  
[edgeman.rick@gmail.com](mailto:edgeman.rick@gmail.com)

/.



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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

## Your review for Total Quality Management and Business Excellence has been added to Publons

Team Publons <noreply@publons.com>

Tue, Aug 11, 2020 at 8:45 AM

Reply-To: Team Publons <noreply@publons.com>

To: zeplin@petra.ac.id



Congratulations Zeplin Tarigan!

Your recent review of "A Stratified Bootstrapping Approach to Assessing the Success of TQM Implementation in Peruvian Companies " for Total Quality Management and Business Excellence has automatically been added to your [Publons profile](#) as part of our partnership with Routledge.

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## 2. Review Artikel pada Information and Management (Q1, SJR = 2.15)

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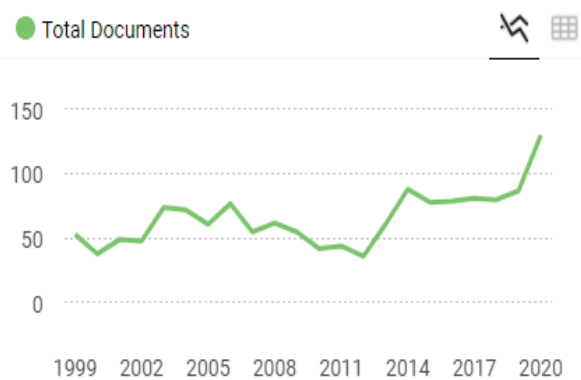
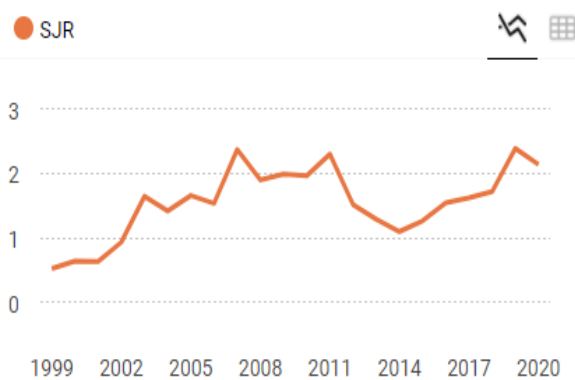
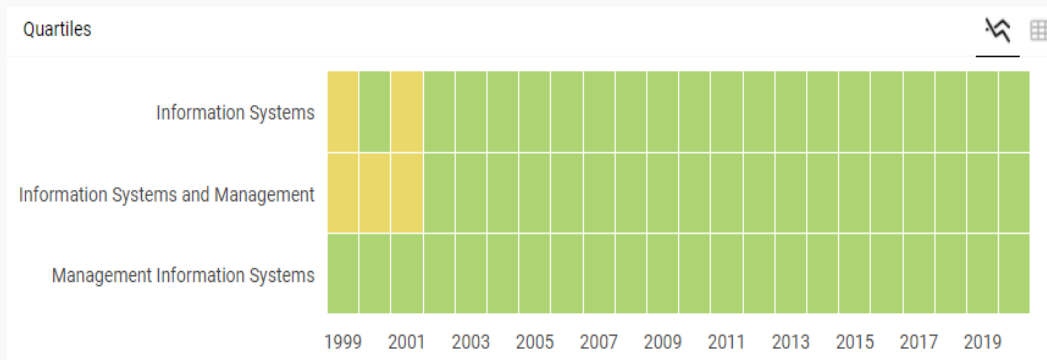
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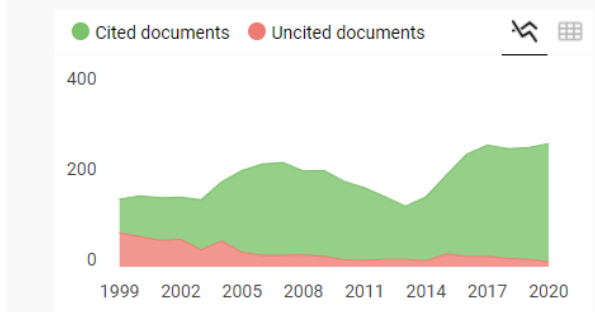
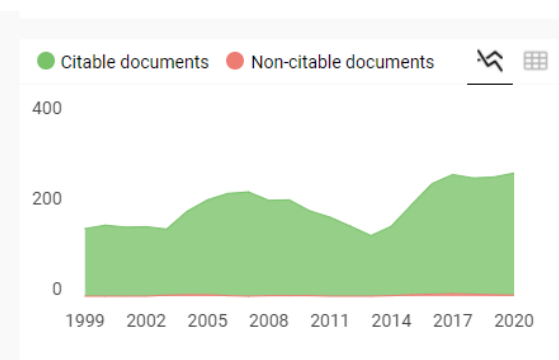
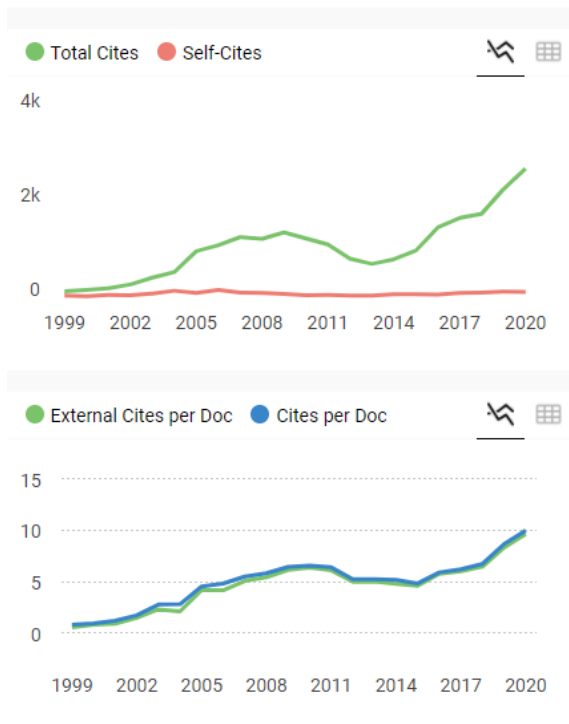
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Tue, Feb 8, 2022 at 10:35 AM

Manuscript Number: INFMAN-D-22-00039

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**Abstract:**

Using data from 185 manufacturing companies and 214 service companies in China, we explore how different deployment strategies of digital supply chain platforms (DSCP) affect a company's competitive advantages. We find that DSCP deployment breadth positively relates to exploitative and exploratory innovations for both manufacturing companies and service companies. DSCP deployment depth shows positive impacts on exploitative and exploratory innovations for manufacturing companies, but primarily on exploratory innovation for service companies. While exploitative and exploratory innovations both incur competitive advantages, exploitative innovation is more important for service companies. We make theoretical contributions by unraveling the puzzle of the DSCP-performance association.

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Abstract:

Using data from 185 manufacturing companies and 214 service companies in China, we explore how different deployment strategies of digital supply chain platforms (DSCP) affect a company's competitive advantages. We find that DSCP deployment breadth positively relates to exploitative and exploratory innovations for both manufacturing companies and service companies. DSCP deployment depth shows positive impacts on exploitative and exploratory innovations for manufacturing companies, but primarily on exploratory innovation for service companies. While exploitative and exploratory innovations both incur competitive advantages, exploitative innovation is more important for service companies. We make theoretical contributions by unraveling the puzzle of the DSCP-performance association.

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Manuscript Number: INFMAN-D-22-00039

How should companies deploy their digital supply chain platforms to gain competitive advantages?

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The anonymised comments to author, from all reviewers, are included below. You can also access this information by logging into Editorial Manager as a reviewer.

Thank you for your contribution and time in reviewing this manuscript, which not only assisted me in reaching my decision, but also enables the author(s) to disseminate their work at the highest possible quality. Please note you may be asked to review the revision of this paper in the future.

I am grateful to you for your assistance as a reviewer for Information & Management.

Kind regards,

Patrick Y.K. CHAU  
Editor-in-Chief  
Information & Management

Comments to author:

Three thoughtful reviewers have read and commented on this manuscript. Two of them have serious concerns about motivation, theory development, and research methodology. After reading all the reviews and manuscript, I agree that the paper is not ready for review and hence recommend major revision. Please address all the issues in reviewers' report and following comment for the paper resubmission.

Here is the summary to highlight the major issues raised by the reviewers and some supplemental points as well.

### - Framework and Hypothesis Building

The framework of this research is to examine the effects of DSCP on a company's competitive advantages through the mechanism of innovation. The most inspiring part is the perspective of asset orchestration on DSCP, which is similar to the platform-based functions aggregated at the repertoire level in Li et al. (2019). However, hypotheses developed from this framework are not that surprising. The deployment of DSCP is categorized into two distinct dimensions: the breadth and the depth of DSCP, but there is a lack of disparity in hypotheses around these two constructs. In practice, managers often have to assign a priority to one of them or seek a balance between them due to limited resources, so they might concern about the diverse effects of these two deployments on company performance, especially concerning industries and target customers. If the breadth and the depth of DSCP influence the innovations in the same way, the necessity of dividing DSCP into two dimensions is questionable. Therefore, it is expected that the effects of breadth and depth of DSCP are clearly differentiated in their relationships with exploitative and explorative innovation. In other words, the influencing mechanisms of deployments should vary across innovations and industries. For example, will the breadth of DSCP always outperform the depth of DSCP for the manufacturing industry? Or will the breadth of DSCP has identical effects with the depth of DSCP for the service industry? Instead of merely assuming that the breadth and depth of DSCP could both contribute to innovations, proposing these heterogeneity effects could better address the novelty of this work and leave the results more attractive to researchers and managers. Although the diverse effects of two deployments are finally mentioned in the Discussion following the analytical results, these disparities are expected to be proposed in hypothesis building with theoretical support rather than simply describing and providing corresponding suggestions in the end.

Similarly, the positive correlations between two types of innovations and the company's competitive advantages are intuitive and not that interesting. It would be better if theoretical foundations are included to justify the differentiated mechanisms under these relationships across industries. Although this paper listed some potential reasons for the disparities in industries after the exhibition of empirical results, it would be more appropriate to elaborate them in hypotheses to highlight the importance and necessity of innovation ambidexterity. Otherwise, it seems to be unnecessary to introduce two types of innovations as mechanisms because they seem to comparably impact the company performance, namely, both of them are proposed to be positively associated with competitive advantages. Lastly, the firm size, firm age, and firm ownership could also be included in this framework as moderators just as the industry to reveal more heterogeneity effects of DSCP deployments, confirming the generalizability and enriching the contributions.

#### - Methodology

This research tests the hypotheses through a survey and it properly solves the main problems embedded in this method such as non-response bias, common method bias, and the representativeness of the response sample. A little concern is the measurement items for the breadth and the depth of DSCP deployment seem to be measured in different ways. While the depth of DSCP deployment is easier to quantify because it measures the proportion of total partners/transactions/interactions involved in DSCP, which is close to an objective indicator, the depth of DSCP deployment seems to be harder to quantify because it measures the extent to which DSCP is used in certain operational activities, which is closer to a subjective judgment and is highly dependent on the expertise and experience of managers. Since breadth and depth are two dimensions of DSCP deployments, the inconsistency of measurements might potentially lead to bias in the evaluation of effect sizes. Therefore, it is suggested a quantitative measurement for the depth of DSCP deployment is adopted.

#### - Discussion

Results of the structural model indicate that for both industries (i.e., manufacturing and service), the breadth of DSCP plays a more important role than the depth of DSCP in stimulating both innovations. However, the paper merely provides managerial suggestions following the results, overlooking the explanations and implications for these interesting disparities. Why does the breadth of DSCP outperform the depth of DSCP in both innovations and industries? Is it safe for managers to always assign priority to the breadth of DSCP to save costs? As mentioned in the first part, differentiated mechanisms of the breadth and the depth of DSCP should be clarified to offer more insights into DSCP, and thus could further enhance the generalizability of the conclusions in this work.

Another concern is the reasons provided for the insignificant impact of the depth of DSCP deployment on service companies' exploitative innovation are not that persuasive. the first reason, which argues that service companies pay more attention to consumers rather than members at the front end of the supply chain, could not explain why the breadth of DSCP deployment significantly influences the exploitative innovation of service companies and why both DSCP deployments still significantly affect the exploratory innovation of service companies. Again, if the effects of two DSCP deployments on different innovations and the characteristics of industries are well differentiated in the previous part, the puzzles here could be better unraveled.

#### - References

Li, H., Fang, Y., Lim, K. H., & Wang, Y. (2019). Platform-based function repertoire, reputation, and sales performance of e-marketplace sellers. *MIS quarterly*, 43(1), 207-236.

#### Reviewer #1: 1. Abstract

- It is necessary to add reasons why this research is important. Not directly to the object of research
- We Explore, We find, we make: In research, you should not use the terms we, I, they, etc. You should use this study, those research etc.
- it is necessary to provide an explanation of the practical and theoretical contributions of the research results

#### 2. Introduction

- DSCP may not always help companies improve their performance : It is necessary to add a more detailed explanation, where is the location (country) of the incident and what caused it.
- It is necessary to explain in detail about DSCP in China which is practically implemented by companies in general, and needs to be added to manufacturing companies.
- Using the data from 185 manufacturing companies and 214 service companies: This sentence is not right in the introduction, but it should be in Method.

- You need to add the results of the research or practice of DSCP in China, so that the research novelty is clearer and easier to understand.

- Unlike past studies, we are one of the leading attempts to perform research from an asset orchestration perspective: Need a detailed explanation of the meaning of this sentence. You need to add an explanation, so that it is easy to understand what the researcher means

3. The theory used is still relatively general, and is still a unity. This condition makes it difficult to understand this writing so it needs to be adjusted to the theory in detail, and it is found that the measurement items, namely:

2.1. Theory SCP

2.1.1 DSCP Deployment Breadth

2.1.2. DSCP Deployment Depth

2.2. Innovation

2.2.1. Exploitative Innovation

2.2.2. Exploratory Innovation

2.3. Competitive Advantage

2.4 Relation between Concept

4. Discussion

It is necessary to provide a discussion related to each research hypothesis, according to the relationship of the concepts that are built, Such as H1a, H1b, H2a, H2b, H3a, H3b

And it needs to be compared with the findings of previous researchers that are appropriate or support anyone's research, and different from anyone's research.

5. All sentences we find, we explore, our find and etc, can be replaced with appropriate words in research, for example this study, this research, the results of and etc.

Reviewer #2: The authors attempt to uncover the DSCP-performance relationship by investigating manufacture and service industry in China. The article seems to make contribution to the existing body of DSCP, and asset orchestration theory. The authors have adequately addressed the previous work in this area to develop connections and formulation of hypothesis. The following comments are meant to help the authors to make the kind of contribution that they intend.

Although the authors try to clarify the relationship between DSCP and performance, have the authors considered further exploring the mediating effect between DSCP, innovation and competitive advantage. If the mediating effect is to be considered, I think it would be more significant in terms of theoretical contribution.

The methodology is quite rigorous, especially the treatment of the CMV, which not only collects data from different sources but also uses different statistical methods to examine.

A part of the research contribution discusses the differences in theoretical models between manufacturing and service industries. It is suggested that the authors could use industry as a moderating variable and include a new paragraph in the literature to explore the possible differences in the models by industry. This will add depth to the theoretical contribution of this study. In addition, for the comparison of manufacturing and service industries in Table 3, did the authors use multi-group SEM to validate? Or just divide the sample into different industries for validation?

Reviewer #3: This paper uses the data from the Chinese manufacturing companies and service companies to study the relationship between digital supply chain platform deployment strategies and their competitive advantages. It provides an interesting perspective to view digital supply chain management. But the following issues need to be addressed:

First, you need to convince readers that asset orchestration theory which emphasizes the role of managers in leveraging assets is a suitable theory for this research. You need to justify why the theories used in similar studies and listed in your literature review, such as dynamic capability theory and the resource-based view, are not suitable for this research. You have argued that these theories ignore the role of managers, and I agree that the presence of specific assets do not necessarily lead to the creation of competitive advantages. But you need to justify why the role of manager is more important than the assets/resources the supply chain's participating organizations have in creating competitive advantages. I disagree that all the theories listed in your literature review section have ignored the role of managers in orchestrating the assets, so I also recommend a more in-depth review of these theories (eg. dynamic capability theory and institutional theory).

Second, you need to convince readers that your research approach is suitable and appropriate. Digital supply chain involves several organizations with different resources and organizational capabilities, and these organizations have different power along the supply chain. A small company using the supply chain may not even have a say on IT



investment decisions and how the information is collected and shared. As your research is related to the creation of competitive advantages and the DSCP deployment's relationship with exploitative and explorative innovations, you need to ensure the companies surveyed are eligible for this study. The screening question of whether they used digital technologies in their supply chain may not be sufficient. The research did not differentiate digital technologies in terms of the type of technology, the purpose of using the technology and the functions of the technology either. So I have some reservations about the validity of the research findings. Additionally, it is up to the informants to make a subjective judgement on whether their companies are performing better than their competitors. The research findings will be more convincing if the survey results are validated by other research methods, such as interviews with some informants.

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How should companies deploy their digital supply chain platforms to gain competitive advantages?

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Abstract:

Although many companies have deployed digital supply chain platforms (DSCP), not all obtain the anticipated benefits. This study explores how different deployment strategies of DSCP affect competitive advantages. The empirical results show that DSCP deployment breadth positively relates to exploitative and exploratory innovations for both manufacturing companies and service companies. DSCP deployment depth positively affects exploitative and exploratory innovations for manufacturing companies, but exploratory innovation for service companies. While exploitative and exploratory innovations both incur competitive advantages, exploitative innovation is more important for service companies. These findings provide theoretical and practical implications by unraveling the puzzle of the DSCP-performance association.

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Kind regards,

Information & Management

Abstract:

Although many companies have deployed digital supply chain platforms (DSCP), not all obtain the anticipated benefits. This study explores how different deployment strategies of DSCP affect competitive advantages. The empirical results show that DSCP deployment breadth positively relates to exploitative and exploratory innovations for both manufacturing companies and service companies. DSCP deployment depth positively affects exploitative and exploratory innovations for manufacturing companies, but exploratory innovation for service companies. While exploitative and exploratory innovations both incur competitive advantages, exploitative innovation is more important for service companies. These findings provide theoretical and practical implications by unraveling the puzzle of the DSCP-performance association.

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## Review for Information & Management - next steps

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Tue, Oct 18, 2022 at 2:10 PM



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Manuscript Number: INFMAN-D-22-00039R1

How should companies deploy their digital supply chain platforms to gain competitive advantages?

Dear Tarigan,

Thank you for agreeing to review the above referenced manuscript.

Timely reviews are of utmost importance to authors, therefore I would be grateful if you would please submit your review by Nov 17, 2022.

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## Review for Information & Management - due soon

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How should companies deploy their digital supply chain platforms to gain competitive advantages?

Dear Tarigan,

You kindly agreed to review the above referenced manuscript on Oct 18, 2022. This message is to remind you that your review is due by Nov 17, 2022.

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Sat, Nov 12, 2022 at 9:51 AM



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Manuscript Number: INFMAN-D-22-00039R1

How should companies deploy their digital supply chain platforms to gain competitive advantages?

Dear Tarigan,

Thank you for reviewing the above referenced manuscript. I greatly appreciate your contribution and time, which not only assisted me in reaching my decision, but also enables the author(s) to disseminate their work at the highest possible quality. Without the dedication of reviewers like you, it would be impossible to manage an efficient peer review process and maintain the high standards necessary for a successful journal.

I hope that you will consider Information & Management as a potential journal for your own submissions in the future.

As a token of appreciation, we would like to provide you with a review recognition certificate on Elsevier Reviewer Hub ([reviewerhub.elsevier.com](https://reviewerhub.elsevier.com)). Through the Elsevier Reviewer Hub, you can also keep track of all your reviewing activities for this and other Elsevier journals on Editorial Manager.

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Benjamin Yen  
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## Review for Information & Management - manuscript revision decision

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Wed, Dec 21, 2022 at 4:11 PM



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Manuscript Number: INFMAN-D-22-00039R1

How should companies deploy their digital supply chain platforms to gain competitive advantages?

Dear Tarigan,

Thank you for reviewing the above referenced manuscript. With your help, I have reached a revise decision on this manuscript.

The anonymised comments to author, from all reviewers, are included below. You can also access this information by logging into Editorial Manager as a reviewer.

Thank you for your contribution and time in reviewing this manuscript, which not only assisted me in reaching my decision, but also enables the author(s) to disseminate their work at the highest possible quality. Please note you may be asked to review the revision of this paper in the future.

I am grateful to you for your assistance as a reviewer for Information & Management.

Kind regards,

Patrick Y.K. CHAU  
Editor-in-Chief  
Information & Management

Comments to author:

Three reviewers have read revised manuscript and response report. One reviewer still has concerns, particularly on literature review and sampling method, which were not addressed properly and completely in the revised manuscript. After reading all the reviews, I agree there is still some further improvement required and hence recommend minor revision. Please address all the issues in reviewer' report for the paper resubmission.

Reviewer #1: OK, I have checked, and the results are in accordance with the revision I asked for.

Reviewer #2: Thank you to the author for providing a detailed response to my question, which has now answered my previous question, and I recommend accepting this manuscript

Reviewer #3: I appreciate the authors for spending time and efforts to improve the paper. But I still believe my concerns have yet to be addressed properly.

My first question is related to the use of asset orchestration theory and the need to review other related theories. I appreciate the breadth of the related theories that the authors have covered now but I still think there is a lack of depth. The reason I suggest the authors to review different theories in the hope that they can understand the relationship between assets (or resources) and asset orchestration as discussed in the existing literature. But I want to quote two

important conclusions from their extended literature review to discuss.

First, the authors' argument to support asset orchestration is as follows: "Sirmon et al. [29] suggest that having particular resources may not ensure the establishment of competitive advantages; rather, companies must effectively leverage and manage specific resources. In other words, resources-focused behaviors are more significant than resources themselves in gaining competitive advantages." The presence of resources itself does not ensure the creation of competitive advantages, which has been well established in the literature, eg. the VRIO framework is used to assess whether a resource constitutes an organization's core competence to create competitive advantages. Moreover, Sirmon et al. only suggest that creating competitive advantages requires companies with "specific resources" to "effectively leverage and manage" them. But it does not mean resource/asset orchestration is more important than the presence of "specific" resources.

Second, after reviewing other theories, the authors conclude: "while the above theoretical perspectives, particularly the resource-based view and the dynamic capability theory, have mentioned the importance of resources on competitive advantages, they do not specify the process of resource management." It seems that the authors actually understand the important role of resources in creating competitive advantages after reviewing the literature. If the authors study these theories from the perspective of asset orchestration, they will find the theories such as dynamic capability theory and institutional theory have investigated how companies can utilize and management their resources to create competitive advantages, i.e. the process of resource management. Therefore, I would suggest the authors to be careful not to overstate the importance of asset orchestration, and they need to consider the role of resources and make it clear the underlying assumptions of their research.

My second question is about sampling. I want to discuss the following issues in relation to the authors' responses. First, the authors mention that "as shown in Table 3, all control variables, including firm age, firm size, and ownership, do not have a significant relationship with competitive advantages" and "even if we treated digital technologies as control variables and included them in the model, we did not find their significant relationships with competitive advantages". Since the authors also argue that asset orchestration is more important than the resource availability, based on this paper's research findings, can we assume that a startup in manufacturing industry or service industry can also create competitive advantages if its digital supply chain platform is deployed in a certain way? This is the reason why I used small firms as an example in my last comment to illustrate my concern about sampling. As to the screening questions, the authors are suggested to look at the related literature. For example, they have found that "the importance of resources on competitive advantages" in the literature, the availability of certain resources may provide some useful insights. Second, the authors argue that "we are more concerned with the status quo of a company's DSCP and its subsequent impact, rather than the antecedents of the status quo." This has raised a new question in my mind, that is, whether the breadth and depth of DSCP deployment are determined by industry characteristics, instead of the factors on the organizational level. We can also reasonably assume that the deployment of DSCP is not determined by companies themselves, which may be limited by internal and external factors. The authors need to make their assumptions clear and justify their assumptions. For example, they assume that companies have discretion to decide how they deploy DSCP and the DSCP deployment was completed before the research was carried out.

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