



UDC 303

## A BIBLIOMETRIC ANALYSIS OF TRADITIONAL SUPPLY CHAIN MANAGEMENT

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### ABSTRACT

This study aims to map and analyze the application of traditional supply chain management (SCM) using the Scopus database as the primary reference. The study employs bibliometric analysis methods to explore the practical aspects of traditional SCM. From the search results of 3,390 articles in the Scopus database, 256 articles with various objectives were considered relevant for mapping and analysis based on several criteria, such as the number of publications, country affiliations, keywords, and research topics/clusters based on previous studies related to the field. The findings of this research indicate the continued dominance of traditional SCM research, emphasizing the need for the discipline to explore new areas. Furthermore, this study highlights that the application of traditional SCM has primarily focused on production processes and supply chains, with a significant emphasis on the use of relevant technology and data. The originality and value of this research lie in providing useful information for future academics who wish to delve deeper into publications related to traditional SCM.

### KEY WORDS

Supply chain management, bibliometric analysis, Scopus, VOS viewer.

Currently, many companies and entrepreneurs are maximizing their supply chain networks by involving suppliers in their operations to compete in a broader market, rather than limiting themselves to their respective conventional operations (Janat, 2016). Supply chain networks play a crucial role in the activities of every company, from creating a product or service, processing raw materials into goods or services, utilizing the produced goods and services, to ultimately disposing of those goods and services through the supply chain (Swink et al., 2020). Therefore, supply chain management (SCM) is of significant importance, as it contributes substantially to the survival of companies in a dynamic business environment (Childerhouse & Towill, 2003).

In today's highly dynamic business environment, supply chain management not only focuses on logistics services as a core offering but also includes supporting services such as pricing or tariffs (Lin et al., 2021). Every company and business actor requires an efficient and competitive supply chain to drive their operations for continued growth (Arifianti et al., 2021). In traditional supply chains, integrity is maintained across various aspects, including environmental considerations, product design, supplier selection, material procurement, manufacturing and packaging activities, product delivery to consumers, and the management of end-of-life product processes (Sundarakani et al., 2010).

Traditionally, the primary focus of supply chain management has been to connect manufacturers with service or product providers through physical, communication, and monetary flows (Bozarth & Handfield, 2016). However, current literature suggests that companies of all sizes should expand their supply chains using logistics platforms, including e-commerce platforms, and other advanced technologies such as blockchain or the Internet of Things, with an emphasis on service design (Lin & Pekkarinen, 2011). There is a perception that supply chain implementation across various companies has yet to achieve sustainability, as it often directly addresses issues or demands that may arise, such as rising internal and external costs, which may stem from business-environment misalignment (Rai et al., 2018).



Supply chain management has been widely adopted across various research sources and practical applications as a means of providing companies with a powerful set of tools that can yield substantial benefits while simultaneously reducing costs or enhancing product/service quality for the end customer (Kress & Wisner, 2012). Traditionally, the focus of supply chains has been on relationship management to achieve more favorable outcomes (Christopher, 2016). Consequently, academics have mapped themes related to traditional supply chain management in greater detail.

This study aims to analyze various literature on traditional supply chain management, focusing on the use of the Scopus database as a source for obtaining articles and mapping research through bibliometric analysis using the VOSviewer application. The benefits of this research are expected to provide knowledge in the form of a mapping of traditional supply chains, practical guidance for companies and business actors, a bibliometric analysis to identify research gaps, and innovative guidelines for supply chain management.

## LITERATURE REVIEW

Supply Chain Management (SCM) is defined as the management of relationships between suppliers and customers, from upstream to downstream, with the aim of delivering superior value to customers at low cost within the supply chain (Schroeder & Goldstein, 2016). Traditional SCM involves the flow of various materials and information (such as instructions, inventory levels, invoices, etc.) through different units, which are then transformed into final product units for sale to customers (Christopher, 2016). Therefore, it is valuable to analyze the practices of traditional SCM implementation across different types and sizes of companies by reviewing relevant articles in the Scopus database.

To study the influence of certain variables, as related to scientific literature, different approaches have been proposed, including bibliometric analysis (Das, 2015). Bibliometric analysis is used to verify and provide objective evidence or information on the quantity and quality of published articles (Narin, 1994). Two types of research are commonly conducted using bibliometric analysis: descriptive research and evaluative research. Descriptive research involves analyzing articles or books by examining authorship patterns, such as author gender, type of scholarly work, level of collaboration, author productivity, author affiliations, and themes. Evaluative research, on the other hand, involves analyzing literature by counting references and citations in articles, books, or other research formats (Pattah, 2013).

Thus, the Scopus database was selected as the data source for conducting bibliometric analysis, as it contains comprehensive articles covering academic disciplines, including science, technology, health, social sciences, arts, and humanities, and is widely used for article evaluation (Thaha et al., 2021). The information sources in Scopus include various items such as journals, books, conference proceedings, and reviews. One of the main strengths of this database is its ability to view, evaluate, and track research outcomes to determine information needs. Furthermore, this database can facilitate the mapping of research findings according to subjects, authors, publications, locations, and keywords (Arifianti et al., 2021).

The search results in the Scopus database are then followed by the mapping stage using the VOSviewer application. According to Van Eck & Waltman (2010), VOSviewer can present processed results in various ways, such as maps, calculations, and relationships, to enable more in-depth analysis. All findings obtained, from the article search process, review, to mapping, will be explained in the following discussion.

## METHODS OF RESEARCH

This study employs bibliometric analysis to examine trends and historically map current issues related to traditional supply chain management (SCM). A literature analysis method is utilized to evaluate previous research and investigate productivity quantitatively. Fellnhofer (2019), asserts that through bibliometric data analysis, academics can thoroughly analyze



variables from various perspectives and highlight their developmental trajectories. Thus, research employing bibliometric analysis can be indicated to determine the significance of analyzing the topic of traditional SCM through prior academic research. Bibliometric analysis also offers several ways to understand the topic under investigation, namely, to:

- enhance the readers' understanding of a specific field by providing insights into the researched topic, its behaviors, and regulations;
- reveal the latest trends in the researched topic;
- provide varied relationships and networks.

The data collection process was conducted by accessing the Scopus database, which included a filtering process (as shown in Figure 1). The procedures followed in this study align with previous research by Thaha et al., (2021). Furthermore, this study utilized the Scopus database to search for articles related to SCM and traditional issues, covering the period from 2018 to 2022. The primary search conducted in this research focused on supply chain management, traditionally aimed at advancing searches within the database, with the search scheme as follows.

*“Supply Chain Management” OR “SCM AND “Traditional”*. To ensure relevant search results within the Scopus database, the search sequence was conducted on titles, abstracts, and keywords. Data collection took place on January 7, 2023, and in the first step, the initial results revealed 3,390 articles, with the oldest article on SCM and traditional issues published in 1983. In the second step, articles were filtered using the English language filter, the publication year filter (2018-2022), and the subject area filter focusing on business, management, and accounting. Additionally, the article types were narrowed down to journals and conference proceedings, resulting in 264 relevant articles.

The next step involved checking for duplicates among the collected articles using the Electronic Identifier (EID). The final step was to conduct a manual review based on titles, abstracts, and keywords to obtain even more relevant articles, resulting in the addition of one article, bringing the total number of articles to 256 for analysis using VOSviewer.

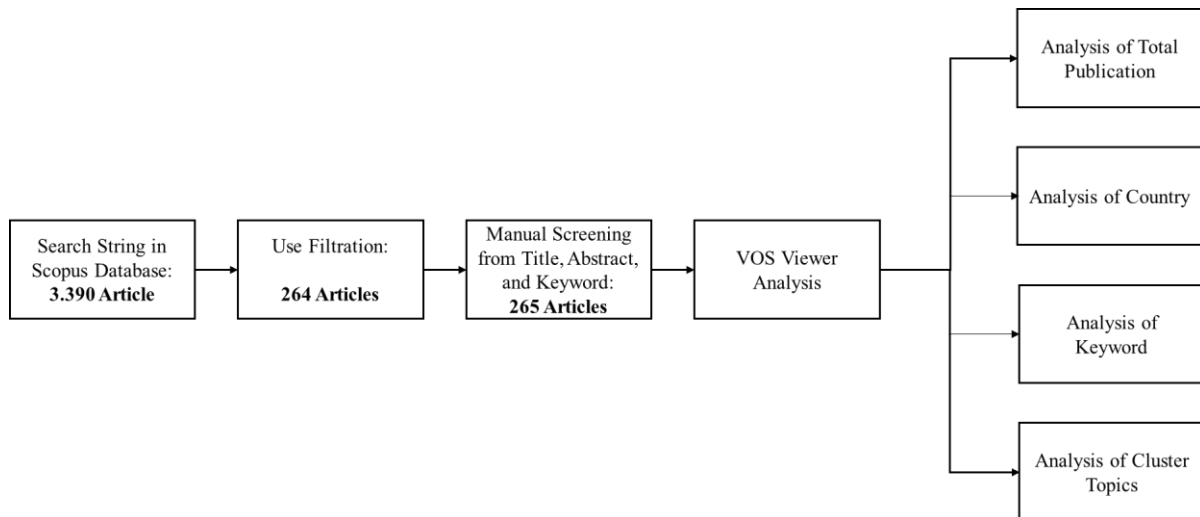


Figure 1 – Data Collection Procedures and Bibliometric Analysis

Based on Figure 1 above, a total of 265 articles were collected and will be imported into the VOSviewer application. VOSviewer is a program that is useful for creating and displaying bibliometric networks, regardless of the size or number of articles collected. A significant advantage of using VOSviewer is that it has the capability to explore data maps and perform various analytical processes (Kokol et al., 2018; Llanos-Herrera & Merigo, 2019; Md Khudzari et al., 2018; Shah et al., 2020). According to Van Eck & Waltman (2010), VOSviewer provides additional mapping techniques based on scientific principles to create maps, networks, and usable data. Consequently, each map created using VOSviewer



successfully integrates components from each link group according to the specified keywords. In this study, the keywords identified by VOSviewer were utilized during the mapping process. These keywords provide insights into research trends from the researchers' perspective, thus serving as a useful tool for tracking changes in this field.

## RESULTS AND DISCUSSION

The results of the total publication mapping concerning the topic of traditional SCM research during the period from 2018 to 2022 are illustrated in Figure 2. The number of publications in this field gradually increased over the period, peaking in 2020 with 71 articles. However, there was a sharp decline in the following year, with only 51 papers published in 2022. The downward trend from 2020 to 2022 indicates that interest in traditional SCM may continue to decrease with the emergence of new technologies or shifting focuses within SCM research. Industry 4.0 technologies, including the Internet of Things (IoT), big data, and blockchain, are becoming increasingly prominent. Studies highlight that these technologies are crucial for the evolution of SCM practices, enabling greater efficiency and resilience in supply chains (Bhuiyan et al., 2024). Previous research has shown that this increase was driven by a surge in SCM studies and significantly influenced by the impact of COVID-19 on global supply chains (Craighead et al., 2020; Remko, 2020). Unexpected events can lead to disruptions in supply chains, hindering the normal flow of commodities. For instance, the shipping difficulties experienced during the COVID-19 pandemic due to border closures and lockdown policies (Bode & Wagner, 2015). As a result, greater attention has been given to strengthening supply chains and managing disruptions caused by unforeseen events such as COVID-19.

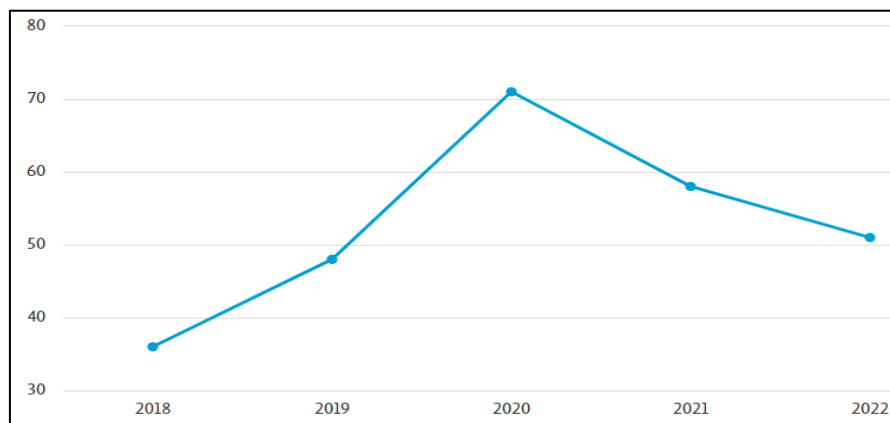


Figure 2 – Total Publication Count from 2018 to 2022

In the Scopus database, a total of 62 countries were identified as authors of articles related to traditional supply chain management (SCM). The ten countries with the highest associations of article authorship are displayed in Figure 3. China ranks first, contributing 56 publications in this field, which can be attributed to various factors, including the growth and widespread adoption of internet technology, the country's need to establish a comprehensive supply chain, and the opportunities and challenges associated with developing such a supply chain (Abula et al., 2022). The United States ranks second with 51 publications, followed by the United Kingdom with 33 publications. Geographically, the majority of research in this area is conducted in Asian countries, including China, Hong Kong, Russia, and India, with a total of 108 papers. European countries follow with a total of 76 articles.

The findings indicate that China and the United States have a significant impact on SCM research and conventional issues. Additional information regarding citation counts is provided to support this assertion. Compared to other countries, both nations have substantially higher citation counts. Indonesia currently does not rank among the top ten countries in terms of publications in traditional SCM. To address this, Indonesia's National



Research and Innovation Agency (BRIN) is actively establishing collaborations with Chinese institutions, such as the Institute of Deep Sea Science and Engineering. Such partnerships not only enhance research capabilities but also create opportunities for Indonesian researchers to contribute to significant scientific discoveries that can be published in international journals.

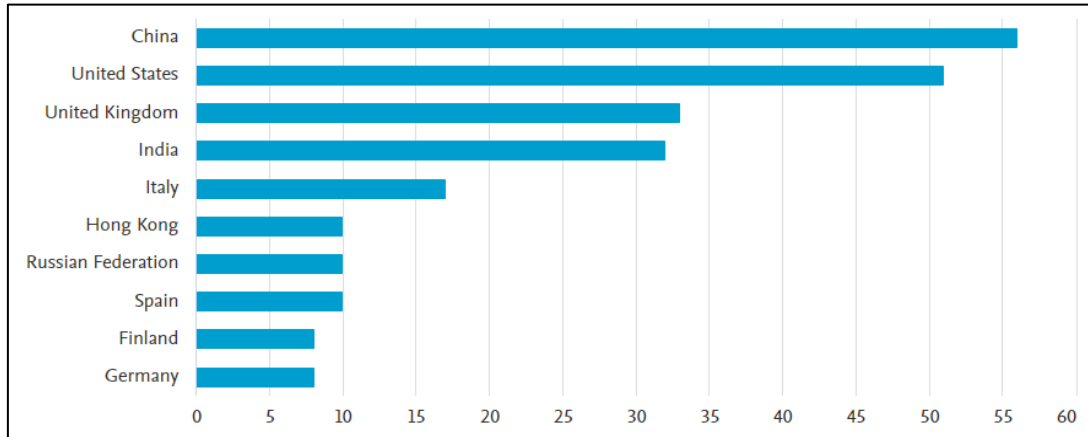


Figure 3 – Number of Countries in Publications from 2018 to 2022

The initial output from the VOSviewer keyword processing of the articles yielded 1,679 keywords. After filtering for a minimum of five occurrences within the database of the filtered articles, 53 relevant keywords were displayed. These keywords were then grouped using the findings from VOSviewer processing. The most frequently used keywords in the articles include SCM, sales, cost, manufacture, and supply chain. Table 1 provides a description of each cluster using the three keywords with the highest occurrence and total link strength.

Table 1 – Keywords Cluster

Cluster	Keyword	Occurrences	Total Link Strength
1	Supply Chain Management	168	379
	Sales	23	93
	Design/Methodology/Approach	11	51
2	Supply Chain	23	80
	Sustainable Development	20	67
	Sustainability	19	45
3	Blok Chain	20	59
	Information Management	9	46
	Information Dissemination	6	35
4	Cost	18	85
	Commerce	10	44
	Investments	5	25
5	Retailing	12	37
	Competition (economics)	7	24
	Electronic Commerce	6	25
6	Competition	13	61
	Manufacture	18	82
	Game Theory	9	43
7	Supply Chain	21	40
	Inventory Management	6	16
	Inventory Control	5	22

Source: VOS viewer (2023).

The analysis of keywords will be discussed based on the existing clusters, namely:

1. Cluster 1:

- The primary keyword in this cluster is "Supply Chain Management," with a frequency of 168 occurrences and a total link strength of 379. This indicates that





"Supply Chain Management" has been a primary focus of research during this period and has a significant influence on shaping the research network;

- Additionally, other keywords such as "Sales" (23 occurrences, link strength of 93) and "Design/Methodology/Approach" (11 occurrences, link strength of 51) indicate that sales aspects and methodological approaches in supply chain management are also frequently discussed in the research.
2. Cluster 2:
    - The focus on keywords like "Supply Chain" (23 occurrences, link strength of 80) and "Sustainable Development" (20 occurrences, link strength of 67) reflects a significant attention to sustainability in the development of traditional supply chains. This aligns with global trends that increasingly emphasize the importance of sustainability in business operations;
    - Another keyword, "Sustainability" (19 occurrences, link strength of 45), further highlights that sustainability is a crucial topic within the SCM process.
  3. Cluster 3:
    - The keyword "Blockchain" (20 occurrences, link strength of 59) emphasizes that technological innovation is vital in the SCM process;
    - "Information Management" and "Information Dissemination," each occurring 9 times with link strengths of 46 and 35 respectively, underscore the importance of information management and dissemination in supply chain management.
  4. Cluster 4:
    - Keywords such as "Cost" (18 occurrences, link strength of 85) and "Commerce" (16 occurrences, link strength of 44) indicate that cost control and trade are central issues in supply chain management, particularly concerning savings and operational efficiency;
    - Keywords like "Retailing" (12 occurrences, link strength of 37) and "Investments" (5 occurrences, link strength of 25) suggest that supply chains are also related to the retail and investment sectors, reinforcing the connections between supply chains and other economic sectors.
  5. Cluster 5:
    - Competition-related keywords such as "Competition (economics)" (7 occurrences, link strength of 24) and "Electronic Commerce" (6 occurrences, link strength of 25) demonstrate that competitive aspects in the electronic marketplace are important topics frequently emerging in research.
  6. Cluster 6:
    - The focus on the primary keyword "Manufacture" (18 occurrences, link strength of 82) indicates that manufacturing management remains a core component of traditional supply chains, particularly in production and distribution processes.
  7. Cluster 7:
    - The keywords "Supply Chain" (21 occurrences, link strength of 40), "Inventory Management" (6 occurrences, link strength of 16), and "Inventory Control" (5 occurrences, link strength of 22) appear in this cluster, highlighting the importance of inventory management and control as part of efficient supply chain management.

In creating a network representation, the previously mentioned keywords were grouped based on their relationships and occurrences. Figure 4 illustrates the connections among these keywords through nodes, lines, and corresponding colored circles. The keywords are grouped into seven clusters by VOSviewer, with each cluster represented by one of seven colors: red, green, blue, yellow, purple, light blue, and orange.

The first cluster described in this study relates to the integration of SCM into sales approaches. Advances in mobile technology have created momentum for online commerce. Consequently, many sellers are transitioning from simply functioning as online marketplaces to selling products under their own brand labels. With the rise of sellers in online markets,



considerable research attention has been directed towards exploring their sales strategies within the supply chain context (Li et al., 2022).

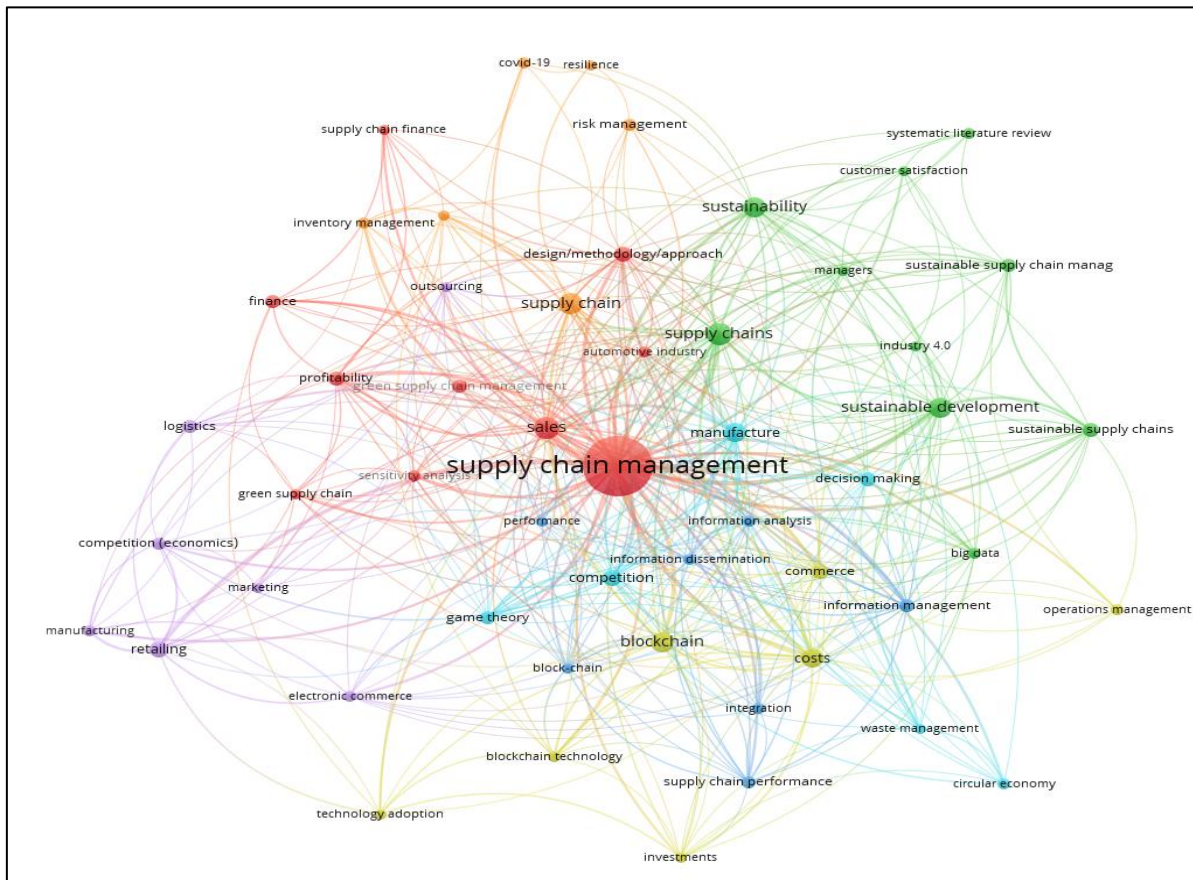


Figure 4 – Network Visualization of Article Keywords (Source: VOSviewer, 2023)

The second cluster focuses on the relationship between supply chains and sustainability. Academic interest in SCM has increasingly shifted toward the application of sustainable practices in purchasing structures and supply chains (Govindan dkk., 2020). These activities are implemented through various approaches and multiple attempts (Silvestre et al., 2020). To determine how sustainability is applied to suppliers, it is essential to understand the fundamental factors driving this trajectory (Rashidi et al., 2020). This can be achieved in several ways; however, the dissemination of these practices cannot solely rely on upstream supply chains to enact change. Demand, resources, and supplier skills must also be considered, which are often overlooked by acquiring businesses, especially those operating in emerging markets (Jia et al., 2018).

The third cluster focuses on the integration of digital data storage and the critical role of information systems in these topics. Given the high resilience and scalability required for digital data storage, companies must address common challenges such as component failures, obsolescence, human errors, natural disasters, attacks, or administrative mistakes to ensure the success of corporate digital storage initiatives. One way to mitigate these risks is by using distributed data storage strategies (Jing, 2016; Sosa-Sosa & Hernandez-Ramirez, 2012). In this context, Li (2002) introduced information system issues in supply chains comprising multiple competing vendors and retailers. Yan et al., (2016) analyzed how joint advertising value between retailers and manufacturers impacts the supply chain information systems of both platforms. Additionally, Shang et al., (2016) designed an information system model to illustrate the impact of nonlinear production costs, competition intensity, and payment collection contracts offered by retailers across the supply chain.



The fourth cluster explores the transaction costs of digital databases or blockchain, deemed appropriate due to significant conceptual overlap between blockchain and transaction cost theory. First, transactions and their costs are critical components of supply chain relationships (Tate et al., 2011), and blockchain fundamentally serves as a vast transaction database (Notheisen et al., 2017). Second, any issue that can be framed as a contract problem, whether explicitly or implicitly, is addressed by transaction cost theory, and smart contract services on blockchain provide a novel method for handling digital contracts (Christidis & Devetsikiotis, 2016).

The fifth cluster discusses competition among retailers that already use technology to sell their products. In recent years, rapid advancements in information technology and the internet have led to a surge in e-commerce platforms, as evidenced by the growing number of online transactions (Feng et al., 2020). These advancements have created a highly diverse market, where brand competition is increasingly intense. Long-standing brands with significant financial stakes (Luo et al., 2018), compete with new brands that have recently become consumer favorites. As merchants continue to seek ways to stand out from the competition and enhance customer loyalty (Zhou et al., 2022), intense competition between legacy brands and new brands is inevitable.

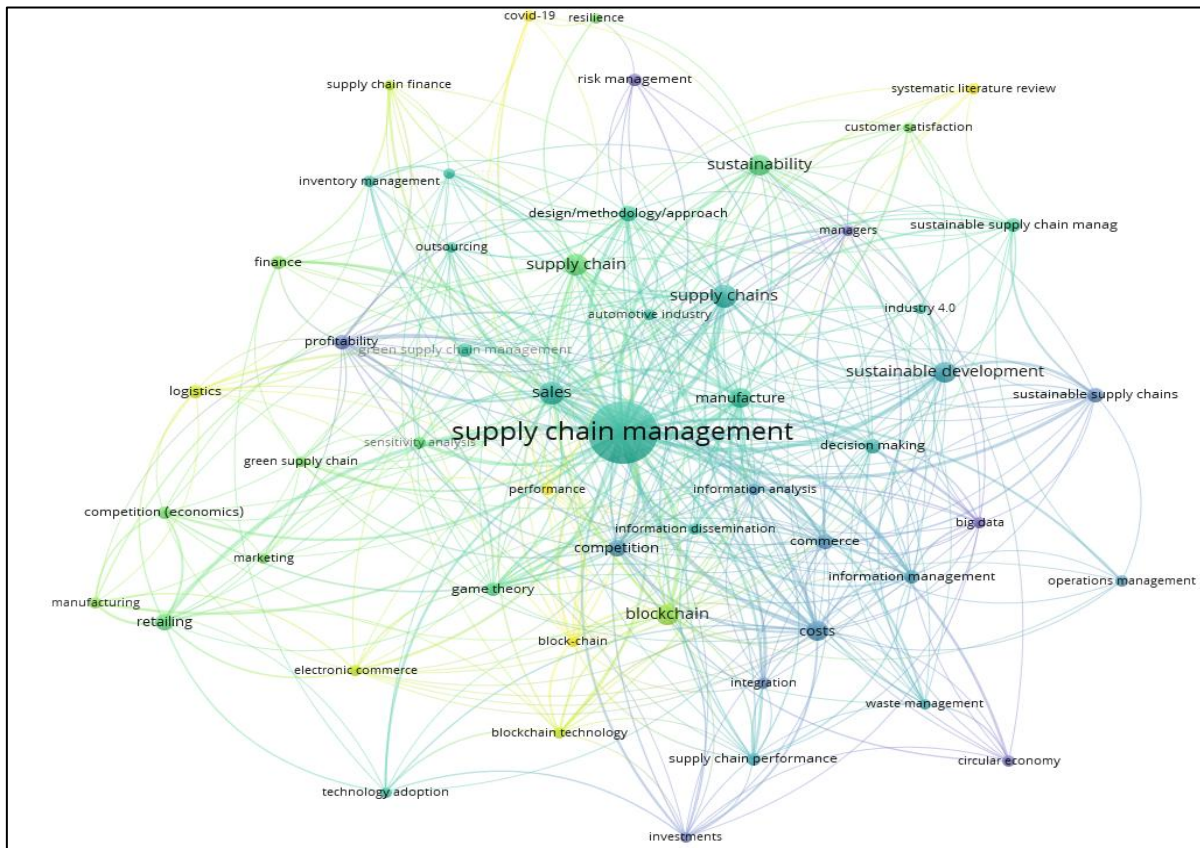


Figure 5 – Overlay Visualization of Keywords in SCM Articles (Source: VOS viewer, 2023)

The sixth cluster explores competition among manufacturers. This study bridges this gap by examining partial information exchange in a two-tier supply chain, consisting of two upstream manufacturers and one downstream retailer. Although current practices and challenges in this area have yet to be explored and fully explained, it is noted that stores generally have access to certain sensitive information about unclear market demand. These stores can selectively share this sensitive information with two competing manufacturers. Three patterns of information exchange may exist in a supply chain involving two manufacturers and one retailer: partial information not shared with any manufacturer, shared with one manufacturer, or shared with both manufacturer (Zhang et al., 2023).





The seventh cluster clarifies the relationship between inventory and supply chains. In many sectors, significant and frequent inventory errors occur, often due to discrepancies between systematized inventory records and actual stock levels in warehouses (Kok & Shang, 2014). These errors may stem from stock losses, shrinkage, damaged items, theft, and transaction errors. It is essential to note that inaccurate inventory results can lead to inefficient reorder processes, imbalanced pricing, higher inventory costs, and reduced supply chain effectiveness (Mersereau, 2013). In this context, the relationship between inventory inaccuracies and preferences for inventory management styles and supply chain leadership is emphasized. Findings suggest that inventory availability influences supplier, retailer, and supply chain contract structure preferences, as well as supply chain performance effectiveness (Tao et al., 2019).

Figure 5 above shows an overlay visualization of articles grouped by keywords related to traditional SCM. The color of keyword nodes in the graph indicates the duration the term or topic has been studied. Darker blue patterns signify keywords studied for a longer time, unlike yellow patterns indicating recently explored keywords. Based on the graph, five keywords are actively developing research subjects, including electronic commerce, COVID-19, performance, logistics, and systematic literature review. This graph highlights how traditional manufacturing and information systems have been replaced by e-commerce and blockchain technologies.

## CONCLUSION

In conclusion, this study presents the results of a bibliometric analysis visualized through VOSviewer concerning traditional SCM and its applications. The research encompasses various maps from different annual publications, countries, institutions, journals, and authors. A keyword analysis was conducted to identify key points in the analysis of traditional SCM. The main conclusions of this study are as follows:

- The results of this study provide valuable resources for researchers working on analytical studies of traditional SCM and can facilitate collaborative efforts among authors from various countries. Additionally, high-frequency keywords extracted from the analysis are used to identify key points and understand the dynamics and direction of research;
- This research reveals that SCM remains an active area of investigation with fluctuating trends in popularity. Previous studies indicate that further research is needed to explore the latest trends in this field. According to the analysis of research distribution by country, China and the United States play the most prominent roles in conducting traditional SCM analysis, with China being the most productive;
- Following the keyword and topic cluster analysis, it was found that research points in traditional SCM analysis predominantly focus on production processes and supply chains. Furthermore, it was discovered that traditional SCM is heavily utilized in data storage and technology affairs.

Bibliometric analysis provides significant contributions to this research in conducting traditional SCM analysis. In particular, traditional SCM continues to dominate the fields of production systems and mathematics, and a key recommendation for other researchers is to apply and acquire further knowledge in this area. Other academics, especially those in developing countries, should collaborate with the most productive authors and wealthy nations to expand their research portfolios. Furthermore, stronger keywords can be utilized to replace some of the key concepts currently dominating the business landscape. Several recommendations for further research in the field of traditional SCM analysis include the following:

- Conduct bibliographic analysis of traditional SCM related to other topics such as manufacturing and data banking.



- Perform bibliometric analysis using VOSviewer, including co-citation, co-authorship, density visualization, and overlay to gain a better understanding of the dynamics and directions of research.
- Utilize bibliometric analysis software or other mapping research methods to generate more diverse data for analysis.
- Leverage alternative data sources, such as Web of Science and Dimensions, to produce a wider variety of data to complement the analysis.

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