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Research Article

Supply Chain

A Literature Review on Integrating Enterprise Resource Planning and Supply Chain Management

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The Integration of Enterprise Resource Planning (ERP) with Supply Chain Management (SCM) is the key to enhancing the effectiveness and efficiency of supply chains in today's business environment. This paper explores the large body of research into the implementation of ERP systems within SCM and their related functions. It emphasizes the role that ERP plays in achieving operational efficiency and performance enhancement across supply chains. It indicates that the adoption of ERP solutions enhances business performance significantly, which includes better management of production processes, optimum management of inventories, and proper decision-making by enhancing data sharing. This research intends to conduct a systematic review of existing literature on ERP technologies in SCM, answering two primary sub-research questions: the implementation of ERP systems in SCM and the integration between these systems within supply chain processes. The research will be able to analyze numerous scholarly articles in order to identify trends, benefits, and challenges associated with ERP implementation in SCM. This will be invaluable insight for organizations contemplating the adoption of ERP, providing them with knowledge that will enhance their supply chain performance. Finally, this paper contributes to a deeper understanding of how ERP transforms SCM practices and drives competitiveness in an increasingly digitalized industrial landscape.

Keywords: Enterprise Resource Planning, Supply Chain Management, Integration of ERP, SCM

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1. Introduction

Industry 4.0 concepts focus on the automation of systems and processes, digitalization, and exchange in the industrial world, toward the creation of smart factories, which can decrease lead times due to customer demand, respond to unexpected events, and increase productivity. Industry 4.0 enforces basic changes in the manufacturing processes of modern companies. The integration of digitalization and the Internet into manufacturing processes transforms the global manufacturing industry (Paksoy et al., 2021)[i]. SCM is almost every business's most critical process. Since it brings together all supply chain actors, SCM employs the constantly evolving processes and technologies over the past decades (Hader et al., 2020)[ii]. Information technology plays a very important role in shaping a competitive business strategy and is considered an essential component of Enterprise Resource Planning(ERP) which provides a framework for recognizing business processes (Acar et al. 2017)[iii].

Enterprise resource planning systems combine all information within different parts of an organization, both internal and external to the organization, so that there can be a free flow of information. The organizations can implement it as a single fully integrated system, multiple partially integrated systems, or a combination of best-in-class systems, according to their needs and requirements (Trivedi et al. 2018)[iv]. Enterprise resource planning systems enhance and improve data sharing. Factors that deter production can easily be identified through ERP systems. The information provided by the ERP enables good decision-making of the production process, inventory, and many more (Koh et al. 2014)[v]. ERP systems used effectively will provide current vital information for decision-making. The role of accounting has also become easier due to the timely availability of financial information in the supply chain, thus making the accounting process easier. Supply chain management practices can be carried out more efficiently and profitably (Sawahir and Roshan, 2021)[vi]. Integrating an ERP system into a business represents a potent strategy for enhancing operational efficiency and augmenting organizational efficacy (Surung et al., 2020)[vii].

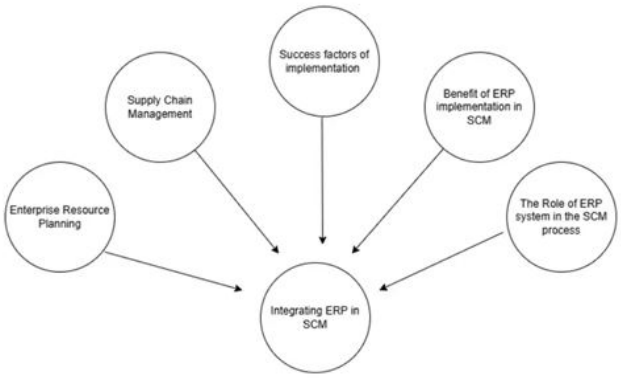
As Linda et al. (2022)[viii] indicated, ERP exerts a direct and favorable influence on supply chain management (SCM), positively impacting organizational performance. Combining ERP with SCM practices can elevate a company's competitiveness and overall performance (Ince et al., 2013)[ix]. This study focuses on ERP, which can contribute to the supply chain process. This paper aims to conduct a systematic review of the literature regarding the implementation of ERP technologies in supply chain management and the integration between them. For this purpose, two sub-research questions (SRQs) are designed and discussed particularly, which are: (1) Implementation of ERP system in SCM; (2) and (3) Integration between ERP systems in SCM. Besides, this study intends to delve deeply into the use of ERP systems within the supply chain management domain. It is expected that this study will provide a comprehensive and in-depth review of how these systems are used, their effectiveness, and their impact on different aspects of supply chain management. The study will reveal trends, influencing factors, benefits, and shortcomings of using these technologies by analyzing many relevant scientific articles. Information about the latest ideas, innovations, and research results related to the usage of ERP technology in SCM. Knowledge updates are essential to staying relevant and effective in the dynamic SCM industry in an ever-evolving world. Besides, the analysis from this study will provide valuable insights for organizations planning to adopt these technologies and help them make better decisions in improving SCM performance. This article includes the following sections: a literature review that explains each variable; a research methodology discussion and a conclusion.

2. Methodology

This review paper uses a systematic approach to analyze the Integrating of Enterprise Resource Planning (ERP) systems in Supply Chain Management (SCM). The methodology is structured around three key themes: The Implementation of ERP Systems in SCM, ERP Implementation Success Factors in SCM, and The Benefits of ERP Implementation in SCM. Each theme is accompanied by a detailed review of ten relevant research papers, selected through a rigorous process aimed at ensuring the quality and relevance of the literature.

Literature review on SCM through ERP system is done after following a thorough systematic process for selection. Intensive database searching has been followed by using databases such as Google Scholar, JSTOR, ScienceDirect, and IEEE Xplore for articles. Searching by specific key words like "ERP implementation, "Supply Chain Management," "ERP success factors, "benefits of ERP, " led to the identification of relevant article with perfection.

Articles were reviewed based on some inclusion criteria; they must be published in a peer-reviewed journal within the last ten years. They are all empirical research and review articles, which talk about ERP systems related to SCM in terms of how the processes could be implemented and the factors and benefits for its success in a supply chain. Articles that did not meet these criteria were excluded, including those written in languages other than English, those lacking empirical data or theoretical frameworks, and research that addressed irrelevant technologies or sectors.



After the selection of literature, each paper was read in detail. The review process involved thematic analysis to examine contributions to three identified themes: ERP implementation, success factors, and benefits within SCM. Key findings were extracted and categorized based on their relevance to these themes. Synthesizing insights from every theme will determine patterns and trends across the literature. This will involve a deeper comparative analysis of findings from various studies to common success factors and benefits highlighted by multiple authors regarding contributions that may serve to achieve sustainability in supply chain practices. This structured approach allowed for a holistic understanding regarding the role of ERP systems in developing a supply chain management through empirical evidence and theoretical frameworks.

Alignment with Conceptual Framework

The methodology for this conceptual framework was thus aligned with the one in the diagram above. The implementation of ERP systems in SCM and the factors responsible for ERP implementation success in SCM are two very essential themes through which organizations can understand how to integrate effectively ERP systems into their supply chains. The themes will thus contribute to additional efficiency and effectiveness in operations and overall operational sustainability in SCM practices.

The third theme- The Benefits of ERP Implementation in SCM- provides the positive benefits that can emerge from successful implementation of ERP, in terms of good decision-making ability, transparency and collaboration among all the supply chain members. All of these themes taken together give an all-round picture of how ERPs can change SCM practice and lead toward future trends within the field.

3. Enterprise Resource Planning (ERP)

ERP stands for Enterprise Resource Planning, which is a useful tool for managing various business processes in an integrated manner in one unit, including marketing, production, purchasing, and accounting. ERP can also store all transactions made by a company in a database that the company can access and provide tools for management information reporting (Chandra et al., 2022). An ERP system supports business processes by providing real-time information integrated between the functional divisions of the company, according to Maulana and Paryogo (2020). An ERP system is one of the tools that can help integrate information from different departments within an organization and bring data together in a single database. The database can be stored locally if the ERP system is implemented within the company's physical location, or cloud-based if the ERP system is implemented externally, outside the company's infrastructure (Surung et al., 2020). According to Roshan (2021), enterprise systems, also known as ERP (Enterprise Resource Planning) systems, are software solutions integrating various functions, such as financial management, accounting, human resources, customer relations, supply chain, manufacturing, marketing, sales, and distribution.

Their primary objective is to harmonize information exchanges and enable effective organizational coordination and cooperation. These ERP systems can support repetitive and continuous business processes, including supply chain management, order management, and general payment transactions. According to Amadi-Echendu (2023) [x], ERP is a module or application that can fundamentally change an organization's business operations. It is a software system especially designed to integrate various business processes within an organization. ERP modules or applications cover many functions, such as financial management, human resource management, inventory management, production management, logistics management, etc. When various companies face several organizationally independent information systems, they usually face the accumulation of large amounts of non-standardized information across different departments, functions, and business processes throughout the company that cannot be transferred because of their heterogeneous formats (Oghazi, 2009)[xi]. Therefore, many organizations use ERP systems to integrate information from different segments of the organization to ensure effective and timely delivery, increase customer satisfaction, and reduce costs (Tsai et al., 2007)[xii]. An organization can integrate several aspects of its business into one platform using ERP, which will allow for the smooth exchange of data between departments and enhance the coordination and efficiency of operations. Moreover, the implementation of ERP in companies has many advantages. Companies can increase their productivity by reducing expenses and increasing revenue by implementing ERP (Izzati and Najwa 2018)[xiii].

4. Supply Chain Management (SCM)

Supply chain management (SCM) is one of the critical business processes for all organizations. It connects consumers' needs to the suppliers through the use of a set of channels that involve several subprocesses. Because of this, companies must consider information technology for improved SCM efficiency. Information technology can have an impact on enhancing the performance of production distribution systems within supply chains (Linda et al., 2022)[xiv]. According to Tarigan et al. (2021) [xv],

SCM is an approach that aims to achieve smooth integration and improve efficiency among different organizations in the supply chain, including suppliers, manufacturers, distributors, retailers, and customers. The term "supply chain" encompasses a wide range of complex operations involving production and distribution activities from suppliers and manufacturers to distributors, ultimately reaching end consumers (Cuadra et al., 2022)[xvi]. SCM involves six primary functions in managing the flow of goods. The first is procurement, which involves gathering purchasing data on products and materials from suppliers. The second function is transportation and logistics, which oversees the movement of materials and the delivery of products to customers. The third function is production scheduling, which includes modeling to plan the purchase and production of goods or to maintain optimal inventory levels to maximize warehouse capacity, improve accuracy, and reduce expenses. The fourth function is manufacturing, which oversees the production process, including estimating production times and ensuring supervision at each stage. Quality control, the fifth function, involves maintaining and inspecting production facilities to minimize production delays and is usually performed by larger companies or factories (Surung et al., 2020)[xvii]. To improve customer service and operational efficiencies, effective supply chain management is necessary. The effectiveness of the supply chain depends on service and operational efficiencies. Exceptional customer service includes consistent order fulfillment, timely deliveries, and few product returns. Internal efficiency enables investment returns maximization and decreases cost of operations and sales. Hugos (2024)[xviii] establishes five key elements where supply chain companies need to make sound choices:

1. Production: Market-desired items, quantities and timing of its production. Draft schedules that also consider factory capacity, labor resource allocation, product quality assurance and equipment maintenance.

2. Inventory: Determine the type and amount of inventory at every stage of the supply chain in order to counteract uncertainty. Consider storage costs, determine stock levels, and develop reorder points.

3. Location: Choose low-cost locations for manufacturing and storing inventory.

Decide between using existing structures or constructing new ones, which will affect distribution of the product to the final consumer. Grace T. Pontoh, Aini Indrijawati, Fifi Selvi, Lasri Ningsih, Dinda Reskiana Putri 84

4. Transportation: Select suitable types for inventory flows between supply chain locations. Evaluate speed, cost, and uncertainty factors and then determine the appropriate timing for some transportation types.

5. Information: Collect and share timely and accurate information for better coordination and decision-making for production, inventory location, and transportation.

All these decisions shape a firm's capabilities and its effectiveness. Competitive strategy of the firm is more or less dependent on supply chain efficiency. Low-cost optimized supply chains suit mass-market, price-competitive companies, while responsiveness-optimized chains benefit companies that prioritize customer service and convenience. As such, the enterprise's identity and capabilities are determined by its target markets and supply chains. Technological advancement has transformed and elevated supply chain management from manual processes to sophisticated, digitized operations. Advanced digital supply chains apply high technology to optimize supply and demand choices with their interrelations. Digital technology has transformed business practices, consumer behaviors, and economic sector dynamics. Mobile internet and social networks foster an always-connected culture, global digital economy hyperconnectivity, and extensive user data collection (Mohsen, 2023). A notable advancement in supply chain management is the adoption of Enterprise Resource Planning (ERP) systems and frequency identification technology.

5. ERP Implementation Success Factors in SCM

An effective implementation of an Enterprise Resource Planning (ERP) system enables organizations to gain insight into their operational processes and resource allocation (Koh et al. 2014)[xix]. Companies can enhance their operational efficiency and optimize resource usage by adopting an ERP system. To adapt to changes in the business environment, leadership must ensure that ERP systems are integrated seamlessly throughout the supply value chain to support SCM processes. This integration allows for real-time data and information exchange, which enables smooth operations and flexibility in response to changing market dynamics (Almahamid and Hourani 2015)[xx]. To fully exploit the benefits of ERP in SCM, organizations must employ managers skilled in ERP system management (Acar et al. 2017)[xxi]. Before implementing ERP, companies should establish an appropriate technological infrastructure and organizational framework that fosters a mindset aligned with the level of organizational change required (Li et al. 2017)[xxii].

Top management's ability to prepare competent resources for ERP management also determines the success of the ERP implementation in SCM. The whole process involves getting top management commitment to organize the training sessions for employees and raising funds to ensure its implementation and unexplored features (Alawamaleh et al. 2018)[xxiii]. Top management commitment is thus necessary for a successful adoption of the ERP system. Management's focus on creating flexible and effective ERP systems and solutions can maximize the benefits for the organization (Trivedi et al. 2018)[xxiv]. The key factor, therefore, to successful ERP technology implementation is management's readiness to transition company activities to an integrated ERP system. Given the complexities of ERP implementation, management must prepare human resources competent in managing ERP for supply chain management. The adoption of the ERP system should be maximized, and the right technological infrastructure will create a system capable of optimizing effectiveness throughout the entire supply chain process.

6. The Benefits of ERP Implementation in SCM

Incorporating ERP systems into SCM offers numerous advantages, including reducing supply chain delays, enhancing efficiency, lowering SCM expenses, improving procurement processes, and aiding organizations in forecasting (Khan et al. 2020)[xxv]. These systems also assist companies in effectively setting inventory goals, enhancing product and service customization, and decreasing supply chain complexity (Koh et al. 2014)[xxvi]. According to Handoko et al. (2015)[xxvii],

The implementation of ERP in SCM reduces proces errors that can lead to low production costs and enables firms to achieve competitive advantage in cost leadership while increasing overall performance. In addition, ERP offers insights into business activities, providing the management with precious information for making decisions (Pattanayak et al. 2019)[xxviii]. This is further supported by Ince et al. (2013) who indicate that the successful implementation and integration of ERP systems and SCM ERP practices facilitate planning, decision-making, execution, and enhancement of company performance.

This brings about the multiple benefits through efficiency and effectiveness of the system in accelerating process times, minimizing expense, and the risks of error. Besides processes of the supply chain, advantages in decision making by stakeholders will also be witnessed from ERP implementation. In essence, the resulting benefits from incorporating ERP into SCM have positive implications for company performance in terms of synergistic effects.

7. The Role of ERP Systems in the SCM Process

ERP is a critical element that improves the efficiency and effectiveness of supply chains. The basic aim of ERP is to integrate diverse organizational resource data to improve performance, leverage business synergies with partners, and satisfy customers (Ince et al., 2013)[xxix]. ERP significantly enhances productivity and promotes businesses to embrace it in their operations. Information sharing is important in effective supply chain management; thus, integrating processes across the supply chain different organizations are integrated. ERP provides an important necessity in the system integration across several entities and within the process in an organization. According to Srinivasan and Dey (2013)[xxx], the practical application of ERP holds much value for the logistics information management systems within supply chain enterprises that have increased customer satisfaction through the application of such a technology.

In the environmental accounting of green supply chain management, ERP systems are essential in displaying data about the environmental impacts of the supply chain,

Which enables company staff to understand how their activities affect the environment (Kandananond, 2014)[xxxi]. Being one of the world's biggest contributors to secondary pollution, Indonesia has challenged its government to look into businesses that sell eco-friendly products. This scenario allows industrial organizations with advanced ERP systems to engage in green supply chain management (Tarigan et al., 2021)[xxxii]. According to Santoso et al. (2022), the integration of ERP technology into GSCM practices can improve the operational efficiency of a company and raise public environmental consciousness. Studies from Pirmanta et al. (2021)[xxxiii] reveal that ERP sustainability can influence the external integration of the supply chain, which in turn affects information quality. This illustrates that as scientific progress continues, ERP not only enhances company efficiency and effectiveness but also contributes to the broader societal and environmental context of the organization.

ERP systems generally promote organizational efficiency across various operations, including supply chain management, resulting in improved productivity. In addition, these systems contribute to environmental accounting by providing data on the ecological footprint of a company and, therefore, increasing awareness on environmental issues. In the contemporary climate of focusing on corporate sustainability, this factor of ERP systems can be an attractive reason for businesses to take up such technology rapidly. The ability to manage environmental issues effectively has become a critical factor in ensuring the long-term success and sustainability of a company.

8. The Integrating of ERP Systems in Supply Chain Management (SCM)

Jenatabadi et al. (2013)[xxxiv] has highlighted the significance of supply chain management and enterprise resource planning (ERP) as strategic investments in the corporate IT space. According to Lukyanova et al. (2022)[xxxv], ERP systems keep all information consolidated into a single database, thereby doing away with legacy and incompatible methods of logistics. Surung et al. (2020)[xxxvi] emphasize the comprehensiveness of ERP, including Marketing and Sales (M/S), Accounting and Finance (AF),

Supply Chain Management (SCM), and Human Resources (HR). Sawahir and Roshan (2021)[xxxvii] pointed out that each link in the supply chain depends on information from preceding components in an ERP system. Information integration across the supply chain and proper enterprise resource planning are essential. The supply chain works to optimize input management efficiency, whereas ERP enhances overall resource efficiency, thus reducing the cost of production and operations (Poranki et al., 2015)[xxxviii]. By implementing ERP in supply chain management, businesses can achieve a competitive edge through the improvement of process information flow across functional systems that connect suppliers, manufacturers, distributors, and consumers. It also supports smooth data interchange and enhances overall supply chain efficiency, which, in turn, increases market competitiveness (Handoko et al., 2015)[xxxix]. ERP systems support SCM through integrating different technologies, such as blockchain, to execute supply chain processes. Blockchain is such a technology or feature in an ERP system. The integration of ERP and blockchain offers positive synergies for the continuation of supply chain processes. Within SCM, the blockchain feature in ERP implementation allows users to execute all kinds of transactions with security and transparency (Hader et al. 2020). Although blockchain is advanced technology to improve SCM, cloud computing is also a methodology of ERP systems. This can enhance their applicability by providing the required visibility for effective decision making and reducing the unnecessary information systems in SCM (Srinivasan and Day, 2013)[xl]. The integration of ERP and SCM will help companies better communicate their values and culture to customers and suppliers, thus promoting sustainable business relationships and contributing to the long-term viability of the company (Chandra et al., 2022). According to Linda et al. (2022), the integration of ERP and SCM may influence organizational performance. ERP is an innovative technology that integrates various departments within a company, thereby improving effectiveness and efficiency in operational activities. When adopted into SCM, ERP can create positive synergies by channeling information to functional systems, which will benefit suppliers and customers. The features of ERP, such as increased transaction transparency, improved decision-making visibility, and reduced error rates, can significantly influence company performance.

It is important to upgrade the ERP implementation of stakeholders in their business processes and carry out SCM practices to ensure the strong relationship of suppliers and customers

9. Result and Discussion

ERP in SCM

Ince *et al.* (2013), Jenatabadi *et al.* (2013), Srinivasan, *et al.* (2014), Koh *et al.* (2014), Almahamid *et al.* (2015), Handoko, *et al.* (2015), Poranki, *et al.* (2017), Li *et al.* (2017), Alawamleh *et al.* (2018), Trivedi, *et al.* (2018), Pattanayak *et al.* (2019), Hader *et al.* (2020), Surung *et al.* (2020), Khan *et al.* (2020), Li and Wu (2021), Pirmanta *et al.* (2021), Tarigan *et al.* (2021), Sawahir and Roshan (2021), Lukyanova *et al.* (2022), Haddudm and Khare (2022), Linda *et al.* (2022), Santoso, *et al.* (2022)

According to the information presented in Table 1, the articles are shown according to their relevant topics or keywords. 22 articles specifically address the integration of ERP in supply chain management. This data indicates that the topic of integrating ERP in supply chain management.

10. Conclusion

The findings of this research study illustrate that the realization of ERP in Supply Chain Management would bring numerous advantages and effectively enhance the operational efficiency and effectiveness and overall performance of a company significantly. Advanced technologies, such as blockchain and cloud computing, can further enhance the optimization of SCM processes. The integration of ERP and SCM brings about significant benefits to organizations, such as increased accuracy in inventory management, better tracking and control, cost savings, and increased operational efficiency. This integration allows companies to have better visibility into their inventory levels, avoid stock-outs or excess inventory situations, and improve inventory turnover rates. This study relied solely on databases for the retrieval of articles. The adoption of ERP systems may help organizational leaders increase the efficiency and performance of their SCM operations. This research provides an ideal foundation for this by highlighting the benefits of the implementation of such systems.

Further researchers can base their studies related to the implementation of ERP systems in SCM by widening their scope and addressing integration in a much broader manner. This approach can help overcome the limitations of narrow topics or keywords in database searches that can result in a scarcity of relevant articles. Future studies should also expand the number of databases used for article searches to broaden the scope of their research

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