





# The Role of Knowledge Management in Supply Chain Management: A Literature Review

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*Received: October 2016*

*Accepted: September 2017*

## **Abstract:**

**Purpose:** The aim of this paper is to examine the state of knowledge management research in supply chain management from three standpoints, methodological approach, supply chain management area, and knowledge management processes.

**Design/methodology/approach:** To achieve this, a systematic review is conducted over the period 2000-2014 on the basis of a qualitative content analysis.

**Findings:** Major results showed that knowledge management can be viewed as a leverage mechanism for: (i) supply chain integration; (ii) the enhancement of intra and inter-relations across the supply chain; (iii) supply chain strategy alignment; and (iv) the reinforcement of knowledge transfer in product development. Some supply chain management areas such as reverse logistics, inventory management, forecasting/demand planning, outsourcing, and risk management have been explored only to some extent. Furthermore, knowledge transfer is being studied in the majority of the articles, mainly by both case study and survey approach; mathematical models and simulation techniques are used in very limited articles. Findings concerning theoretical perspectives and managerial issues are also described.

**Research limitations/implications:** The limitation of our study encompasses the aspects of search period (2000-2014), selection of search databases (Web of Science and SCOPUS and language selection (English).

**Practical implications:** The exhibition of the KM processes within the SC context may help practitioners and managers interested in implementing KM initiatives to replicate the methodologies in order to increase the possibilities of a successful KM adoption.

**Originality/value:** The systematic review will contribute to the understanding of the present state of research in the knowledge management theory, with focus on the supply chain, as there are no state-of-knowledge studies that report a systematic literature review approach.

**Keywords:** knowledge management, supply chain, supply chain management, literature review

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## 1. Introduction

Derived from the evolution of industries from intensive data processing operation to information-based operations to knowledge-based businesses (Liew, 2008), there is an imperative need to understand knowledge management (KM). This call becomes evident in the context of the supply chain (SC), since a SC can be viewed as an inherently complex and dynamic system of flows, which encompasses material flow and capital flow driven by an information flow and a knowledge flow.

Essentially, the aim of KM is the systematic handling of knowledge and potential knowledge (Heisig, 2009) as Chuang, Liao and Lin (2013) define: “*a specific, systemic and organizational process, to create, transfer, integrate and leverage the associated knowledge, that knowledge of a particular functional unit is applied across other functional units that differ in competitive advantage.*” KM also involves the development of a set of organizational capabilities which would enable the firm to recognize, create, transform, and distribute knowledge (Gold, Malhotra & Segars, 2001) with a focus on knowledge flow (Alavi & Leidner, 2001) and value creation from the intangible resources both within and outside an organization (Rubenstein-Montano, Liebowitz, Buchwalter, McCaw, Newman & Rebeckl, 2001).

Consequently, KM has to transcend beyond organizational boundaries due to the organization's need to leverage its knowledge resources, therefore, including its partners in the SC (Malhotra, Gosain & El Sawy, 2005).

There is theoretical and empirical evidence of KM been useful in producing encouraging results (Chandra & Kamrani, 2003; Raisinghani & Meade, 2005; Chandra & Tumanyan, 2007; Nachiappan, Gunasekaran & Jawahar, 2007; Cha, Pingry & Thatcher, 2008; Chen, Kang, Xing, Lee & Tong, 2008; Verma & Tiwari, 2009; Li & Hu, 2012; More & Basu, 2013). However, Heisig (2015) highlighted the need to demonstrate the positive influence of KM as an important challenge to overcome in order for KM to be accepted as an effective management approach in practice and academia.

For their part, Liew (2008) recognized KM as “*one of the major driving forces of organizational change and value creation since the early 1990*”, which has become more complex as a result of a managerial concept evolution. Consequently, the objective of this study is to examine the state of KM research in supply chain management (SCM) from three standpoints, methodological approach, SCM area, and KM processes.

The rest of the document is structured as follows. Section 2 exposes previous literature reviews and describes the methodology used to perform the systematic review with attention to the development of the review protocol. Section 3 presents the results of the three established standpoints, methodological approach, SCM area, and KM processes. Section 4 discusses key findings, theoretical perspectives and managerial issues. In addition, future research directions are also highlighted.

## **2. Materials and Methods**

Building from the stages of a systematic review outlined by Tranfield, Denyer and Smart (2003), the methodology consists of three phases: planning, conducting and documenting. The planning phase encompasses the identification for the need of a systematic review and the development of the review protocol. The research protocol provides an explicit description plan to conduct the review with information on the research questions addressed the criteria for inclusion and exclusion of studies in the review, the search strategy, the study selection criteria, the sample that is the focus of the study, the study quality assessment and the data extraction procedures (Tranfield et al., 2003). Sections 2.1 to 2.4 provide a summary of the review protocol.

### **2.1. Need for the Systematic Review**

We found previous literature reviews regarding KM in a SC context, which have underlined different scopes. The studies of Chow, Choy and Lee (2005) and Gunasekaran and Ngai (2007) have focused on manufacturing SC. Marra, Ho and Edwards (2012) and Bhosale and Kant (2016) analyze the linkage between KM and SC. The literature review conducted by Chow et al. (2005) (149 papers reviewed from

1996-2007) resolved that KM practices are successful investments that enable enterprises to develop their SC manufacturing skills for use in build-to-order supply chains. Gunasekaran and Ngai (2007) (number of reviewed papers not specified) reviewed the literature available on KM in manufacturing with the objective of identifying the gap between theory and practice; the paper considered the core functions of manufacturing and incorporating the modern profiles such as SC, enterprise resource planning, virtual enterprise and e-commerce, and developed a framework for KM in advanced manufacturing. For their part, the aim of the study by Marra et al. (2012) (58 papers reviewed from 2000-2010) was to contribute to the debate on the role of KM in SCM by reviewing the published literature; the outcome of the study referred to the statement that KM is considered as a tool for SC integration, however, the evidence of a positive relationship between their use and the success of SC integration is weak. Bhosale and Kant (2016) (176 papers reviewed from 2000-2014) conducted a meta-analysis on the basis of journals involved, number of papers per year, the country in which research carried out, universities under which research carried out, the authors involved, research design, research method, a data analysis technique, industries is an effort to discuss the evolution of KM in SC domain. We noted that none of the previous cited literature reviews has reported a systematic literature review procedure. Therefore, we can argue a call for this type of study.

## 2.2. Research Questions

The research questions of our study aim to further develop the study of Marra et al. (2012) encompassing the standpoint of SCM area and KM process and also include the research method in order to conduct an overview of the studies. The research questions and their objectives are presented in Table 1.

ID	Question	Objective
RQ1	Which research methodologies are employed by the authors?	To conduct an overview of the studies.
RQ2	Which SCM areas are addresses within the KM perspective?	To identify the SCM areas which are commonly linked with KM initiatives. Moreover, to analyze how KM has been applied to the most discussed areas.
RQ3	How the KM processes are associated with the business process across the SC?	To determine which KM processes are integrated into the SC business processes. Furthermore, to locate them in the exploration – exploitation continuum.

Table 1. Research questions

From the empirical insights approach, an option for the added value of literature reviews presented by Wee and Banister (2015) in their article entitled *How to Write a Literature Review Paper?*, published in the Journal Transport Reviews, our study aims to construct a state of knowledge based on the synthesis of the three research questions, namely, a synthesis of what is already known and what is not (Wee & Banister, 2015).

### 2.3. Selection of Studies and Quality Assessment

The inclusion criteria comprise articles in the context of the SC, where the author examine the KM processes and the context in which they were developed; articles and reviews in peer-reviewed journals, in English language, with published status from January 2000 to December 2014.

The research databases included in this study were: Web of Science and SCOPUS. According to the exclusion criteria, book chapters, unpublished manuscripts, conference proceedings and dissertation/thesis were not included. Although it would be interesting to include the latter type, there was no apparent method for assuring that all relevant theses could be obtained.

The search criterion in the Web of Science database was undertaken using the keywords combination “supply chain” AND “knowledge management” in *Topic* (title, abstract, keywords), resulting in an initial sample of 396. Next, the search was limited to *Document type* “article” and “review”, thus, 184 studies were found. The same search criterion was applied in SCOPUS. Table 2 summarizes the results of the search strategies carried out.

Research database	Search strategy	Results
Web of Science Core Collection	TOPIC: (“supply chain*”) AND TOPIC: (“knowledge management”) Timespan: 2000-2014. Indexes: SCI-EXPANDED, SSCI, A&HCI, CPCI-S, CPCI-SSH.	396
SCOPUS	(TITLE-ABS-KEY (“supply chain”) AND TITLE-ABS-KEY (“knowledge management”)) AND PUBYEAR > 1999 AND PUBYEAR < 2015	881
Web of Science Core Collection	TOPIC: (“supply chain*”) AND TOPIC: (“knowledge management”) Refined by: DOCUMENT TYPES: (ARTICLE OR REVIEW) Timespan: 2000-2014. Indexes: SCI-EXPANDED, SSCI, A&HCI, CPCI-S, CPCI-SSH.	184
SCOPUS	(TITLE-ABS-KEY (“supply chain”) AND TITLE-ABS-KEY (“knowledge management”)) AND DOCTYPE (ar OR re) AND PUBYEAR > 1999 AND PUBYEAR < 2015	343

Table 2. Search criterion results

Figure 1 illustrates the process of selection and study quality assessment. As a result of the search criterion, 527 publications were retrieved from the databases. Then, the elimination of duplicate papers was carried out removing 65 papers. The 462 resulting references were sorted alphabetically by their authors, which avoided a bias by year of publication or by “relevance”.

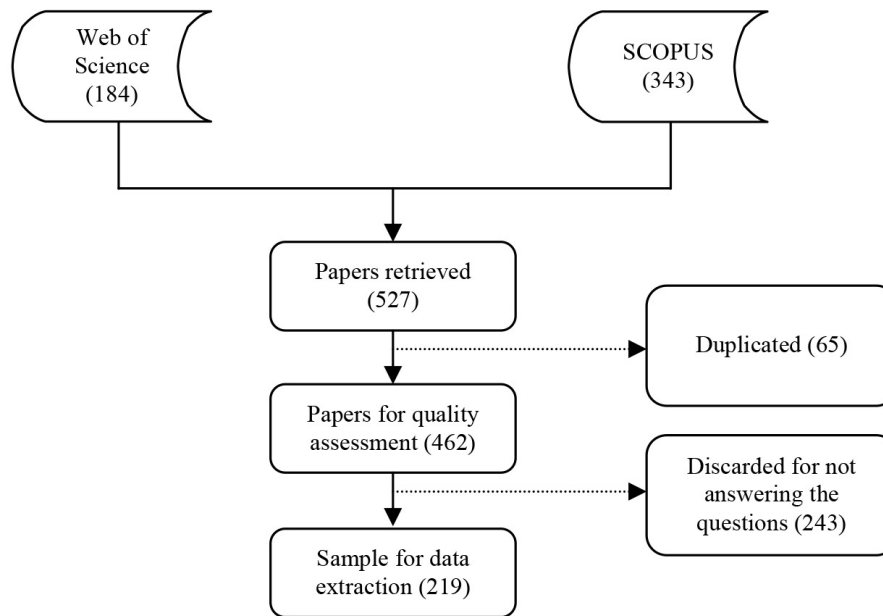


Figure 1. Study selection process

Through work sessions held among the three authors which formed the review team, quality assessment questions were determined to ensure the fit between the research methodology and the research questions (Tranfield et al., 2003). The objectives of the RQ1, RQ2 and RQ3 are attended by the quality assessment questions (Table 3). Therefore, studies were assessed against these quality assessment criteria. Next, we conducted a pilot in which the review team assessed collectively the studies by answering the questions on 30 randomly selected papers from the search in Web of Science Core Collection. At this point, we decided to use the reference management software & researcher network Mendeley® due to its feature of private groups to collaboratively tag and annotate research papers.

Quality assessment question	Research question
Is the research methodology clearly stated and well-explained?	RQ1
Is the KM processes identified and sufficiently explained? Is it clear in which context the KM processes were developed?	RQ2
Is the presented SCM area clearly explained?	RQ3

Table 3. Quality assessment questions

The study quality criteria were applied on the title and abstract, and if the study did not answer the questions it was located in the “discarded” category. In addition, the “unsure” category was considered to classify the studies that should be evaluated by the review team through full paper reading until a consensus was reached. After the pilot, agreement was reached among the review team and a detailed interpretation of the study quality criteria was established. The work-load was distributed among the review team. The review team worked independently, two of the authors reviewed all references and the third author reviewed one third. Finally, 219 papers remained for the data extraction.

#### 2.4. Data Extraction and Analysis

In accordance with Tranfield et al. (2003), a data-extraction form was employed, a MS Excel® spreadsheet which contained general study information (title, author, publication details), coding terms related to RQ1, RQ2 and RQ3, and notes on emerging themes attached with details of synthesis. We distributed the data extraction among two authors of the review team, the analysis team. The final sample (219 papers) was randomly assigned to two authors, 110 papers for the first and 109 papers for the second.

The data analysis consisted in a qualitative content analysis perspective following guidelines suggested by Mayring (2015). For each research question, the analysis team accordingly conducted two types of category definition procedures, the deductive procedure and the inductive procedure. The former, develops categories out of theoretical considerations, with theories or theoretical concepts used in a process of operationalization in direction of the material, and the second, develops categories directly out of the material (Mayring, 2015).

#### **2.4.1. Research Methodology**

The deductive category scheme definition for the RQ1 was as follows: case study, survey conceptual model, interview, simulation, and mathematical model. A theoretical or empirical case study provides an opportunity to explore a particular subject within the scope of the study. A survey, direct or by internet, comprise selecting an unbiased and representative sample of subjects taken from a group which the researcher wish to study. A conceptual model encompasses theoretical constructs with the aim to understand the subject that the model represents. Simulation is a technique used to construct a model of a phenomenon in order to analyze its behavior. Interviews can be structured or semi-structured questionnaires.

#### **2.4.2. Supply Chain Management Area**

For the RQ2, the analysis team selected the inductive procedure in order to form the category system. Therefore, the classification scheme emerged during the data extraction process.

#### **2.4.3. Knowledge Management Processes**

Referring to the RQ3, a deductive category assignment using the “process” knowledge perspective (Alavi & Leidner, 2001), which refers to the implication for KM as focused on the process of creation, storage, sharing and application of knowledge. Considering the studies proposed by Alavi and Leidner (2001), Gold et al. (2001), Lawson (2003) and Heisig (2009), the following activities comprises each of the four broad KM processes:

- i. Knowledge creation: refers to the conscious effort to search and define relevant knowledge and its sources from both within and outside an organization (Lawson, 2003). This process relates to the acquisition organizational capability of obtaining and accumulating knowledge (Gold et al., 2001) as a result of individual cognitive processes and collaborative social interactions (Alavi & Leidner, 2001).
- ii. Knowledge storage: at this stage, storage and retrieval mechanisms are developed to enable an effective and quickly access to knowledge (Lawson, 2003). Therefore, knowledge consistency is imperative as well as the replacement of outdated knowledge (Gold et al., 2001).
- iii. Knowledge transfer: it is the process of transferring codified knowledge to meet the specific needs of users for knowledge utilization (Lawson, 2003). This process is driven by the



existence of both formal and informal transmission channels at various levels (Alavi & Leidner, 2001).

- iv. Knowledge application: denotes the use of knowledge in new situations where users can learn and generate new knowledge (Lawson, 2003). Consequently, at this process the appropriability of knowledge through its application to productive activity is pursued (Grant, 1996).

After selecting the categorization scheme, the data analysis stage is conducted resulting in category frequencies and contingencies interpretation.

### 3. Results

Appendix includes a table, which depicts information for the articles reviewed in this study; it includes the authors, the article title, the publication source and year of publication, the methodological approach employed by the authors, the SCM area, and the KM processes.

#### 3.1. Methodologies Employed by the Authors

The research methods identified for this study were: case study, survey conceptual model, interviews, survey and interview, simulation, and mathematical model. The analysis of reviewed papers by research methodology is depicted in Figure 2.

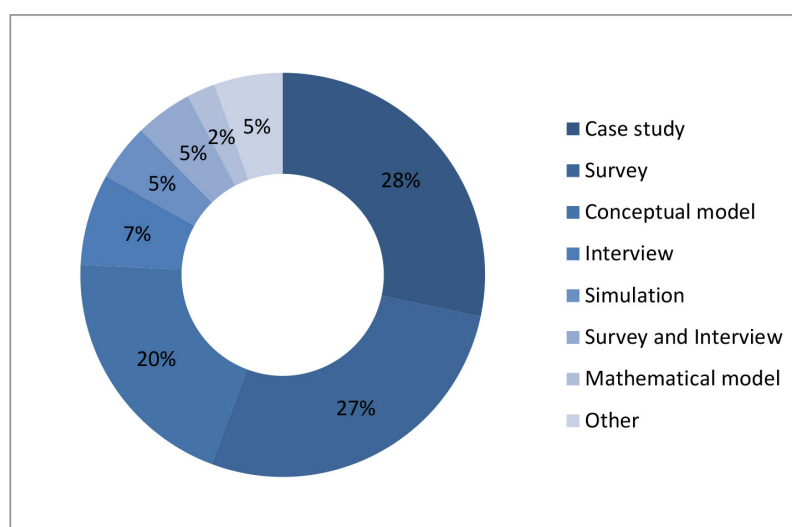


Figure 2. Breakdown of reviewed papers by research methodology

The case study approach scored highest among all the methodologies used in investigating KM in supply chains. The survey-based analysis stands second regarding the research methods employed in the KM discipline within the SC setting. At the third place, we found conceptual models as a research methodology selected by the authors to contribute to the KM field, rather than mathematical models to prove the theories.

### **3.2. Main Supply Chain Management Areas**

The most discussed SCM areas in our reviewed set are: 1) SC integration, 2) intra and inter-firm relations, 3) SC strategy, and 4) product development. The categorization by SCM area is illustrated in Figure 3 specifying the number of studies in each category.

#### **3.2.1. Supply Chain Integration**

Angeles (2012) evaluated the critical success factors for RFID technology deployment and stated that sharing the costs of the RFID IT infrastructure with business partners in the SC is the most important factor in pursuing market knowledge creation with SC process integration as a moderator. Through a case study in a retail SC, Wamba (2012) identified the RFID technology as an enabler for SC integration. Briscoe, Dainty, and Millett (2001) conducted interviews of construction companies regarding the skills and attitudes appropriate for achieving a better SC integration, their results indicated the skills associated with reading and understanding technical documentation and legal contracts, negotiating and marketing skills, and the motivation and leadership skills, had the highest rates. Concerning hospital SC performance, Chen, Preston and Xia (2013) found that both IT integration and knowledge exchange between the hospital and its suppliers lead to greater hospital–supplier logistical integration. Cheung, Cheung and Kwok (2012) developed a knowledge-based customization system for SC integration with the aim to improve SC visibility by obtaining quantified actionable information and formulating strategies for SC configuration leading the long-term success. Through a case study regarding inter-organizational systems adoption in SMEs, Chong and Bai (2014) showed that knowledge application, knowledge acquisition and knowledge dissemination influenced the decision to adopt technology and improve its SC integration. For their part, Esper, Ellinger, Stank, Flint and Moon (2010) developed a conceptual framework which proposed that the creation of customer value requires demand and supply integration through KM activities, such as prioritizing a shared generation, dissemination, interpretation and application of real-time customer demand as well as ongoing supply capacity constraints. Haug (2013) asserted that the “supply chain product knowledge integration” approach increased the competitiveness of engineer-to-order companies

and their suppliers. Li, Tarafdar and Rao (2012), through a survey of 411 manufacturing firms, identified the KM processes as the major components of collaborative KM practices. Liu, Ke, Wei and Hua (2013a) was a survey of 246 manufacturing firms. This paper empirically evidenced that information sharing has a positive influence on operational performance; it has no impact on business performance. Based on a knowledge-based view of the SC, Nagati and Rebolledo (2013) empirically examined the effect of both tacit and explicit knowledge transfer from the supplier's position. Within the supply chains of the car industry in Iran, Nikabadi (2014) presented a three layered technology-based framework for KM: information technology tools, information systems integration, and information security management. Shunk, Carter, Hovis and Talwar. (2007) conducted a series of interviews with experts in the electronics industry supply network. The article highlighted that the introduction and acceptance of standards as one of the real drivers to supply network integration. The findings of the survey conducted by Singh and Power (2014) showed the potential to build innovative capability via integration through collaboration for the purpose of accessing, sharing and leveraging knowledge. Xiuhong (2013) proposed a system dynamics model of knowledge transfer as the ability to knowledge integration and expressive power. In the context of manufacturers, Yang, Rui, Rauniar, Ikem and Xie (2013) examined the link between knowledge acquisition and dissemination and SC integration. Yu, Jacobs, Salisbury and Enns (2013) used a survey of 214 manufacturing firms to explore the relationships among internal integration, external integration within their SC and the effect of customer satisfaction on financial performance. Also related to financial performance, Zhang and Huo (2013) considered the influence of both dependence and trust in SC relationships on SC integration.

### **3.2.2. Intra and Inter-Firm Relations**

From a resource-based view, Mazzola and Perrone (2013) emphasize that inter-firm relationship makes possible for organizations to possess or acquire resources they are lacking, thus, asserting that competitive advantage depends on possessing a spectrum of unique, rare, durable and inimitable resources. Anbumozhi., Gunjima, Prem Ananth and Visvanathan (2010) proposed a conceptual model for an integrated policy making environment of inter-firm networks.

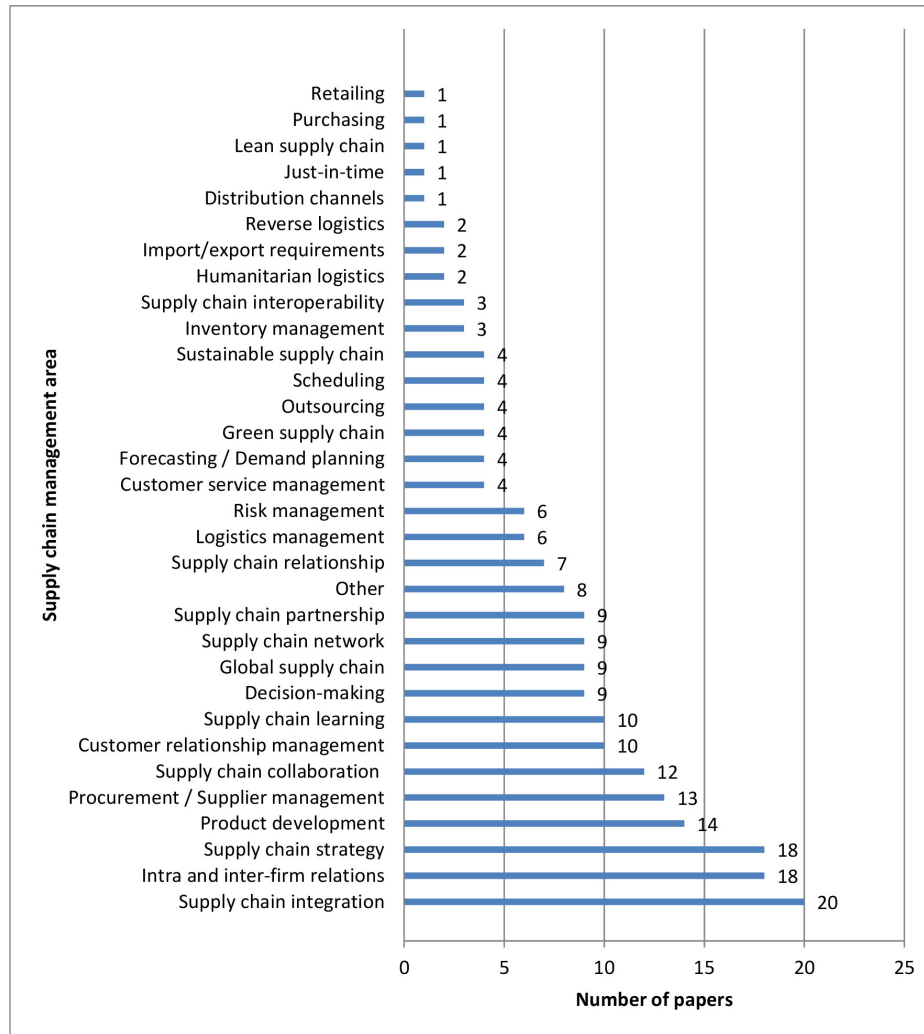


Figure 3. Distribution of the reviewed papers by supply chain management area

Kiessling, Harvey and Moeller (2012) studied the corporate acquisitions in supply chains context. Their paper examined that the development of a psychological contract has a positive impact on the retention of key managers in an acquired organizations. Kim, Umanath, Kim, Ahrens and Kim (2012) conducted structured interviews of 82 firms in the electronics manufacturing services. The findings indicated that overall inter-organizational trust and knowledge complementarity promote knowledge exchange behavior in a supply channel. Li, Liu and Liu (2011) analyzed the knowledge acquisition process in the manufacturing dyadic SC and proposed a conceptual model for the effects of cooperation and conflicts on this KM process. Liu, Huang, Luo and Zhao (2012) applied a survey to a 216 Chinese dyadic manufacturing supply chains. Their research indicates that a higher level of justice mutually perceived by two parties is positively associated with higher levels of linkage behaviors devoted to SC activities by both parties. Maçada, Costa, Oliveira and Curado (2013) took a case study approach within the context of part of an automotive SC in Brazil. Their research model investigated the management of inter-organizational information and share knowledge in an emerging market. The model depicts information management in

four phases, definition, acquisition, distribution, and usage; includes both explicit and tacit knowledge in three relationship levels: unilateral, bilateral, and multilateral. Machikita and Ueki (2013) surveyed firms in Vietnam and depicted the variance in quality, cost, and delivery caused by knowledge transfer among interconnected firms. The article of Mazzola and Perrone (2013) presents and tests the formation of inter-firm relationships, and the choice of governance form. Their approach on inter-firm relationship formation focuses on efficiency need, knowledge need and globalization need. Through a case study in the wood/furniture sector, Mentzas, Apostolou, Kafentzis and Georgolios (2006) aimed to outline the concept of knowledge sharing and trading at the inter-organizational level. Analyzing the dyadic buyer-supplier relationship, Paulraj, Lado and Chen (2008) through a survey of 200 United States firms, explained the inter-organizational communication as a strategic relational capability. Zdravković, Panetto, Trajanović and Aubry (2011) developed an ontology framework for the SCOR model with the aim to overcome semantic inconsistencies and incompleteness of the SCOR model, therefore, ensuring that the meaning of the information that is exchanged is automatically interpreted by the receiver of a message. Zhang, Chen, Tong and Liu (2012) through a survey examined the role of market contracts on cross-enterprise knowledge trading in SC highlighting both indirect and direct relational mechanisms. The former, expressed by knowledge brokers, the second consists of shared goals and trust.

### 3.2.3. Supply Chain Strategy

Adewole (2005) performed in-depth interviews in a multiple case approach in small garment manufacturers in the UK. The interviews are used to explore the strategic significance of information to effective SC decisions; findings indicated that an inefficient reaction to an inherently competitive environment is related with unreliable information and knowledge sharing. Arora (2012) linked the use of a simulation-based strategic organizational game and the learning organization perspective. Collins, Worthington, Reyes and Romero (2010) constructed a theoretical overview regarding the relationship between KM, SC technology investments, and overall firm performance. They discussed that firms who endorse capturing data and mining that information, through SC information capturing investments, will be better equipped to identify inherent and imminent changes in the environment and to adjust their strategies accordingly. Based on the resource-based view, knowledge-based view and strategic choice theory, Craighead, Hult and Ketchen (2009) used a survey of 489 firms to empirically assess the link between knowledge development capacity and intellectual capital, innovation–cost strategy, and firm-level performance. They categorized four types of SC strategies based on cost and innovation, “costly imitators”, “costly innovators”, “cost efficient imitators”, and “cost efficient innovators”; each SC strategy type requires an assessment on the extent on knowledge development capacity and intellectual capital. Through an exploratory case study at IBM, de Vries and Brijder (2000) proposed a framework for hybrid

supply channels. Their framework describes that a competitive environment causes channel strategies to take a hybrid form. Therefore, hybrid channel strategies make it necessary to manage and to share knowledge with partners, while IT supports knowledge sharing. Filieri and Alguezaui (2012) described the extended enterprise organizational model, which refers to a set of collaborating companies, including suppliers, vendors, buyers, and customers, both upstream and downstream, that work together to bring value to the marketplace by knowledge-sharing activities to improve innovation performance. Building from a “communicational view” of the SC, the study of Gambetti and Giovanardi (2013) highlights and discusses the supporting role of communication in the enhancement of strategic and operational SC processes. Moreover, they recognized that communication act as a knowledge creation and dissemination activity among the SC stakeholders. Within the context of the strategy of a Danish firm entering the Japanese market, Glisby and Holden (2005) described the key cross-cultural interactions that take place when the firm headquarters representatives are not locally present on a permanent basis, nevertheless, Japanese expatriate employees performs the crucial knowledge transfer activities in order to co-create the market. Gupta (2012) through a case study in the electrical and lighting industry identified the KM areas in terms of continuity and change factors applicable to SCM. The article presents a strategic framework for KM, based on a measurement matrix approach of KM, with perspective of continuity and change in SC providing a specific strategic direction depending upon its score on each KM factor on continuity and change matrix developed. Constructing from a resource-based view, the organizational learning theory, and information-processing literature, Hult, Ketchen and Arrfelt (2007) used a survey of 201 firms to empirically investigate the influence of a culture of competitiveness and knowledge development on SC performance in mixed market turbulence conditions. The major contribution of the article was to inquire on simultaneously consideration of culture of competitiveness and knowledge development, and market turbulence in order to minimize cycle time within a competition environment “supply chain vs. supply chain”. Hult, Ketchen, Cavusgil and Calantone (2006) conducted a profile deviation analysis, using data from 913 manufacturing entities in supply chains, by using ideal “knowledge profiles” for five strategy types, prospectors, analyzers, low-cost defenders, differentiated defenders, and reactors. The author’s findings state that capitalizing on knowledge can create superior performance in supply chains, but only if the knowledge elements are aligned with the business strategy. Kant and Singh (2009) took a case study approach to develop a framework to guide KM implementation in supply chains. They introduced the construct of “value proposition” as the strategic knowledge sources identified across the SC. Li and Hu (2012) aimed to outline the significance of SC knowledge sharing using the Prisoner's Dilemma Model of game theory. The authors analyzed and discussed the relationship between knowledge sharing among enterprises and corporate earnings in the SC and concluded that both long-term revenue and operational efficiency could be improved throughout the SC by repeating knowledge sharing between SC members. McLaughlin (2010) took multiple case study approach across six national/multi-national organizations with the aim to identify common traits amongst complex, knowledge-intensive organizations in their approach

to managing their core business processes in a way that maximizes knowledge transfer. They mentioned that organizations can identify their core business processes as being responsive and flexible, or otherwise, less-responsive. The former could be shown to adopt a common approach to ensure continued performance related knowledge transfer and the second seemed to fail to align their knowledge strategy to their process development. Drawing from the identification of the criteria for SC strategy, business strategy and knowledge management strategy, Nikabadi & Zamanloo (2012) presented a multidimensional structure to determine the effect of types of strategies on knowledge sharing in the SC of two auto companies in Iran. Results of the study determined that the effective distribution of knowledge in SC is under the effect of hierarchy of strategies. Consequently, SC strategies affect business strategy and business strategy affects KM strategy, highlighting that it is the KM strategies that conduct an effective knowledge sharing in the SC. Samuel, Goury, Gunasekaran and Spalanzani (2011) used a survey of French global companies to empirically present a conceptual framework to study KM in SC networks. Their framework has four phases: socialization, externalization, combination and internalization. The first stage involves a combination of participants' tacit knowledge into a shared mental model takes place; in the second phase, partners begin to exchange explicit information that comes from their own internal tacit knowledge; by the third phase, explicit knowledge has been shared and new models and practices can be developed to create a new knowledge system; and finally, the fourth stage occurs when a company "re-experiences" practices that were learned from other companies' experiences.

#### **3.2.4. Product Development**

Product development is an area in which firms have to cooperate in order to share knowledge and knowledge management activities have to be developed (Marra et al., 2012). Becker and Zirpoli (2003) took a case study approach at FIAT Auto to analyze the organization of the new product development process within a design outsourcing strategy. The study presents a framework with the focus on integrating dispersed knowledge and the results highlighted that both danger of hollowing out the knowledge base and knowledge integration issues are the two difficulties to implement this strategy. Chandra and Kamrani (2003) through an automotive SC case study analyzed a KM approach for customer-focused product design. They describe a framework of KM through shared ontologies emphasizing the knowledge representation by an ontology-based architecture as a tool for supporting cooperation among agents, thus increasing the quality of SC configuration process. Chen et al. (2008) constructed an analytic hierarchy process (ANP) with sensitivity analysis with the aim to prioritize the relative importance of multiple criteria and the preferences of new product mixes. Their proposed model is used to advise a firm in a network, appropriate KM and process development management in order to improve the product lifecycle management for the selected new product mix. They constructed a balanced score card to examine the



outcomes. Within the decision-making process regarding product lifecycle, Chen, Chen and Wu (2010) presented an ontology-based expert recommendation system for product empirical knowledge consultation with the objective to quickly share required product empirical knowledge by interpersonal communication to resolve product-related problems. Chirumalla (2013) used a survey of the aerospace SC to discuss the role of Web 2.0 technologies in managing knowledge across the knowledge life cycle in multicompany product development efforts. They identified that Web 2.0 technologies could be used to leverage informal and unstructured knowledge, contextualized information, networks of connections and to collectively create and maintain knowledge assets. Corso and Paolucci (2001) used a survey of 79 manufacturing companies to empirically assess the relations between alternative patterns of IT adoption and knowledge transfer in product innovation. The article tried to explore the role of IT in reinforcing knowledge transfer in product development. They mentioned three approaches to knowledge transfer which represents alternative patterns of IT utilization: firms that only used ICT to automate design activities, firms that utilized ICT to the reuse of knowledge through design solutions and firms where IT is used to support recombination of knowledge for new design solutions. Corso, Martini and Paolucci (2001) proposed a framework with the aim to understand the state of research regarding KM and product innovation. Their findings highlight the need of studies that empirically test the processes through which different forms of knowledge are assimilated, created, transferred, stored and retrieved across dynamic networks, along with the organizational and managerial tools through which firms can influence such processes. Through a survey of 432 new product development projects, Jayaram and Pathak (2013) studied the role of knowledge integration within the context of a collaborative supply chain network. The article presents that both knowledge sharing and enrichment are significant mechanisms for enterprise-wide knowledge integration. Additionally, they discussed that upstream knowledge sharing and enrichment has a significant influence on both product concept effectiveness and manufacturing process performance. Building from the demand chain management standpoint, Liao, Chen and Tseng (2009) applied a survey to 53 insurance companies to investigate the functionality which best fit the consumers' needs and wants for life insurance products. Their research uses the a priori algorithm and clustering analysis as methodologies for data mining with the aim of extracting specific knowledge patterns and rules from consumers. The results are presented as market segments and demand chain analysis on life insurance market for new product development. Liao, Chen and Wu (2008) took a case study approach with an international retailing company to analyze product line and brand extension issues. They developed a relational database and used the a priori algorithm and k-means as methodologies for association rule and cluster analysis for data mining of customer knowledge. Their research offered knowledge patterns/rules and clusters for KM concerning product line and brand extensions. Through a survey of firms' self-reported partners in automotive industries and within the context of product improvement and development, Machikita and Ueki (2012) studied two issues on the role of networked sources of knowledge influential to product innovation, the extend of technology transferred through vertical linkages and public-private alliances



and the what types of knowledge are transferred from external technology sources. Their results empirically indicated that networked sources of knowledge have a significant influence trade-off between maintaining existing operations and developing new products. McCoy, Thabet and Badinelli (2009) used a survey to present some insights on the role of the developer/builder to further develop the domain-specific commercialization model for residential construction products. They proposed a cross-functional system with the aim of facilitate innovation on a special form of concurrent engineering for construction products called concurrent commercialization. Moreover, their research identified that risk sharing among all members of a product's supply chain is a key determinant to a successful commercialization project. Building from the organizational theory, Tatikonda and Stock (2003) proposed a conceptual model of determinants of product technology transfer success in technology SC. Their proposed model emphasizes the need for fit between the technology uncertainty of the technology to be transferred and the inter-organizational interaction between technology source and recipient firm. Through a case study, Yam, Chan and Chung (2007) presented a business model of knowledge management in networked enterprise for global product design and manufacturing. They argued that KM can be effectively deployed in the management of the collaborative product development process.

### **3.3. Knowledge Management Processes**

Building from the construct proposed by Oshri, Pan and Newell (2005) and used in a previous review by Marra et al. (2012) regarding the perception of knowledge exploitation and knowledge exploration activities as two edges of one continuum, we view knowledge creation as a starting point at the exploration–exploitation continuum and knowledge application at the end spectrum. . According to the exploration – exploitation continuum (Oshri et al., 2005), the KM processes classification is as follows.

#### **3.3.1. Exploration**

Knowledge creation is related to customer relationship management (Fahey, Srivastava, Sharon & Smith, 2001; Nagarajan, Ganesh & Sundarakani, 2009; Sivakumar & Roy, 2004; Wu, 2008); customer service management (Chen & Li, 2006), decision-making (London & Singh, 2013); global SC (Jean, Sinkovics & Hiebaum, 2014; Verma & Tiwari, 2009); humanitarian logistics (Tatham & Spens, 2011); import/export requirements (Dyer & Ha-Brookshire, 2008); intra and inter-firm relations (Li et al., 2011; Mazzola & Perrone, 2013); procurement/supplier management (Giunipero, Handfield & Eltantawy, 2006; Lintukangas, 2011); product development (Becker & Zirpoli, 2003; Chen et al., 2008; Liao et al., 2009); risk management (Jüttner & Maklan, 2011); SC collaboration (Cao, Vonderembse, Zhang & Ragu-Nathan,

2010); SC integration (Angeles, 2012; Yu et al., 2013); SC learning (Breite & Koskinen, 2014); SC network (Lau, Ho, Zhao & Chung, 2009); SC partnership (Malhotra et al., 2005; Su, Fang & Young, 2013); SC strategy (Collins et al., 2010); and sustainable SC (Beske, Land & Seuring, 2014; Van Hoof, 2014). From a morphological approach, Sudhindra, Ganesh and Arshinder (2014) presented a classification of SC knowledge

Knowledge creation and knowledge storage are mentioned by Liao et al. (2008) within product development. For their part, Tah and Carr (2001) mentioned knowledge storage within risk management.

### 3.3.2. Exploration and Exploitation

Create, store and transfer knowledge is discussed by Lee and Chang (2007) within customer relationship management; by Wang, Fergusson, Perry and Antony (2008) within SC learning; by Ye, Yang, Jiang and Tong (2008) within SC interoperability; and Zdravković et al. (2011) within intra and inter-firm relations.

The studies of Chong, Ooi, Bao and Lin (2014) and Tseng (2014) analyzed knowledge creation and knowledge application; the former within decision-making and the second for procurement/supplier management. Additionally, Schoenherr, Griffith and Chandra (2015) stated that tacit knowledge has a greater influence on SC performance than explicit knowledge.

Knowledge creation and knowledge transfer are referred to customer relationship management (Cheng 2010); customer service management (Bjurklo, Edvardsson & Gebauer, 2009); distribution channels (Reychav, 2009); global SC (Gelderman & Semeijn, 2006); logistics management (Fugate, Autry, Davis-Sramek & Germain, 2012; Fugate, Mentzer & Flint, 2008; Fugate, Stank & Mentzer, 2009); procurement/supplier management (Al-Karaghoul, Ghoneim, Sharif & Dwivedi, 2013; Duanmu & Fai, 2007; Volpato & Stocchetti, 2007); product development (Corso et al., 2001); retailing (Wrigley, Coe & Currah, 2005); risk management (Li & Chandra, 2007); scheduling (Muñoz, Capón-García, Láinez-Aguirre, Espuña & Puigjaner, 2014); SC integration (Briscoe et al., 2001; Chong & Bai, 2014; Esper et al., 2010; Halley, Nollet, Beaulieu, Roy & Bigras, 2010; Haug, 2013; Yang et al., 2013); SC interoperability (Huang & Lin, 2010); SC learning (Maqsood, Walker & Finegan, 2007; McLaughlin, Paton & Macbeth, 2008); supply chain partnership (He, Ghobadian & Galleary, 2013; Oke, Prajogo & Jayaram, 2013); SC relationship (Yang, 2012b); and SC strategy (Arora, 2012; Glisby & Holden, 2005; Gupta, 2012; Samuel et al., 2011; Williams, 2014).

Create, transfer and apply knowledge is referred to customer relationship management (Desouza, Chattaraj & Kraft, 2003; Fathallah, Stal-Le Cardinal, Ermine & Bocquet, 2010; Liew, 2008); intra and inter-firm relations (Chong et al., 2013); SC learning (Loke, Downe, Sambasivan & Khalid, 2012; Sambasivan,

Loke & Abidin-Mohamed, 2009); SC strategy (Hult et al., 2006); and sustainable SC (Schrettle, Hinz, Scherrer -Rathje & Friedli, 2014).

The four KM process, knowledge creation, knowledge storage, knowledge transfer and knowledge application are associated with customer service management (Douligeris & Tilipakis, 2006); decision-making (Li, Kramer, Beulens & van der Vorst, 2010; Patil & Kant, 2013, 2014a, 2014b; Raisinghani & Meade, 2005); forecasting/demand planning (Meixell, Shaw & Tuggle, 2008); global SC (Liu, Moizer, Megicks, Kasturiratne & Jayawickrama, 2014; Wang, Wong & Fan, 2013); intra and inter-firm relations (Im & Rai, 2008); inventory management (Chan, Cheung, Lee & Kwok, 2006; Nachiappan et al., 2007); just-in-time (Woolliscroft, Caganova, Cambal, Holecek & Pucikova, 2013); lean SC (Liu, Leat, Moizer, Megicks & Kasturiratne, 2013); procurement/supplier management (Akhavan, Elahi & Jafari, 2014; Choy, Tan & Chan, 2007); product development (Chandra & Kamrani 2003; Chen et al., 2010; Chirumalla, 2013; Yam et al., 2007); purchasing (Irani, Sharif, Kamal & Love, 2014); reverse logistics (Kumar, 2014); scheduling (Muñoz, Capón-García, Laínez, Espuña & Puigjaner, 2013); SC agility (Liu, Ke, Wei & Hua, 2013b); SC collaboration (Lin, Hung, Wu & Lin, 2002; Ulieru, Norrie, Kremer & Shen, 2000; Wu, 2001; Zacharia, Nix & Lusch, 2011); SC integration (Cheung et al., 2012; Li et al., 2012; Nikabadi, 2014); SC learning (Daghfous, 2007; Lopez & Eldridge, 2010); SC network (Prakash, Chan, Liao & Deshmukh, 2012); SC partnership (Warkentin, Sugumaran & Sainsbury, 2012; Wong & Wong, 2011); SC relationship (Yang, Wong, Lai & Ntoko, 2009); and SC strategy (Hult et al., 2007; Kant & Singh, 2009). In addition, Patil and Kant (2014) and Patil & Kant (2014c) determined the barriers and critical success factor for KM adoption within the SC context.

### 3.3.3. Exploitation

Aitken and Harrison (2013) discussed knowledge storage and knowledge transfer within reverse logistics. The studies of Jayaram and Pathak (2013) and Sherwood and Covin (2008) analyzed knowledge transfer and knowledge application; the former within product development and the second for SC partnership.

Knowledge transfer is associated with customer relationship management (Smith, 2009); customer service management (Paton & McLaughlin, 2008); decision-making (Hedtrich, Loy & Müller, 2009; Kayakutlu & Büyüközkan, 2010; Koh & Tan, 2006); forecasting/demand planning (Pedroso & Nakano, 2009; Wadhwa, Saxena & Bibhushan, 2006; Wynn & Olubanjo, 2012); global SC (Cheung & Myers, 2008; Cheung, Myers & Mentzer, 2011; Worasinchai & Daneshgar, 2012; Zernand-Vilson & Elenurm 2010); green SC (Cheng, Yeh & Tu, 2008; Hung, Chen & Chung, 2014; Kai, Wei & Meng-Lin, 2014; Qi & Chen, 2014); humanitarian logistics (Kovács & Spens, 2010); import/export requirements (Kanat & Atilgan, 2014); information services (Uusipaavalniemi & Juga, 2009); intra and inter-firm relations (Anbumozhi et al., 2010; Capó-

Vicedo et al., 2011; Chen et al., 2014; Cheung et al., 2010; Hernández-Espallardo et al., 2010; Kiessling et al., 2012; Kim et al., 2012; Y. Liu et al., 2012; Maçada et al., 2013; Machikita & Ueki, 2013; Mentzas et al., 2006; Paulraj et al., 2008; Zhang et al., 2012); inventory management (Zhu, Mukhopadhyay & Kurata, 2012); logistics management (Norbis, Meixell & Tuggle, 2013; Rollins, Pekkarinen & Mehtälä, 2011; Viswanadham & Gaonkar, 2009); maintenance services (Uusipaavalniemi & Juga, 2009); outsourcing (Bandyopadhyay & Pathak 2007; Cha et al., 2008; Choi, Budny & Wank, 2004; Lu, Meng & Goh, 2014); procurement/supplier management (Blome, Schoenherr & Eckstein, 2014; Huang, Stewart & Chen, 2010; Modi & Mabert, 2007; Ordoobadi & Wang, 2011); product development (Corso & Paolucci, 2001; Machikita & Ueki, 2012; McCoy et al., 2009; Tatikonda & Stock, 2003); risk management (Cantor, Blackhurst, Pan & Crum, 2014; Cerruti & Delbufalo, 2009; Le, Arch-Int, Nguyen & Arch-Int, 2013); scheduling (Al-Mutawah, Lee & Cheung 2009); SC collaboration (Corso, Dogan, Mogre & Perego, 2010; Eng, 2006; Wadhwa & Saxena, 2007; Yang, 2012); SC collaboration (Braziotis & Tannock, 2011; Corso et al., 2010; Eng, 2006; Wadhwa & Saxena, 2007; Yang, 2012a); SC integration (Chen et al., 2013; Lin, 2014; Liu et al., 2013a; Nagati & Rebolledo, 2013; Shunk et al., 2007; Singh & Power, 2014; Wamba, 2012; Xiuhong, 2013; Zhang & Huo, 2013); SC interoperability (Whitman & Panetto, 2006); SC learning (Biotto, De Toni & Nonino, 2012; Tennant & Fernie, 2013); SC network (Christopher & Gaudenzi, 2009; Mak & Ramaprasad, 2003; Purwaningrum & Evers, 2012; Rao, 2007; Samaddar, Nargundkar & Daley, 2006; Shih, Hsu, Zhu & Balasubramanian, 2012); SC partnership (Ke & Wei, 2007; Malhotra, Gosain & El Sawy, 2007); relationships in the SC (Cadden, Marshall & Cao, 2013; Cai, Goh, de Souza & Li, 2013; More & Basu, 2013; Thomas, Fugate & Koukova, 2011; Yazici, 2012); SC strategy (Adewole, 2005; Craighead et al., 2009; de Vries & Brijder, 2000; Filieri & Alguezaui, 2012; Gambetti & Giovanardi, 2013; Li & Hu, 2012; McLaughlin, 2010; Nikabadi & Zamanloo, 2012; Thomas, Thomas, Manrodt & Rutner, 2013); sustainable SC (Cervellon & Wernerfelt, 2012); and web-enabled SC (Ranganathan, Teo & Dhaliwal, 2011).

## 4. Discussion

### 4.1. Key Findings

#### 4.1.1. Methodologies Employed By The Authors

Among the research methodologies in our consideration set, case study (28 per cent) and survey (27 per cent) represented about one third each one. Simulation and survey and interview, both 5 per cent each and mathematical model represented the smallest share (2 per cent), while 5 per cent of all papers were difficult to categorize.

Sixty two papers contain case studies, of which, thirty six papers provide qualitative findings, whereas, twenty six of the case studies also present quantitative data within their results. Survey based studies are noted by the researchers to collect, analyze and use data to articulate findings with focus on (i) studies that link SC related issues (i.e., SC strategies, business strategies, SC integration, buyer–supplier relationship, cross-functional coordination, product innovation, global manufacturing reach), KM enablers (i.e., knowledge sharing, knowledge development, internal innovation climate, culture of competitiveness, power, IT infrastructure, dependence and trust, e-business applications, networked sources of knowledge, inter-organizational communication) and performance at the SC level or firm level; (ii) SC practices and KM capabilities (i.e., socialization mechanisms and technological innovation capabilities, innovation capabilities, extraction of specific knowledge patterns, supplier relationship management capability, learning capabilities); (iii) KM strategies; and (iv) test and validate conceptual frameworks. Findings also show that conceptual models hold credibility among the qualitative research methods notice by the authors.

#### **4.1.2. Main Supply Chain Management Areas**

The results from the literature review show a growing number of studies covering different SCM areas. Some of them are: (i) SC integration; (ii) intra and inter-firm relations; (iii) SC strategy; (iv) product development; (v) procurement/supplier management; (vi) SC collaboration; (vii) customer relationship management; and (viii) SC learning. On the other hand, KM has been convincingly applied to some extent in (i) logistics management; (ii) risk management; (iii) customer service management; (iv) forecasting/demand planning; (v) outsourcing; (vi) scheduling; (vii) inventory management; (viii) humanitarian logistics; and (ix) reverse logistics.

#### **4.1.3. Knowledge Management Process**

There is a clear trend in the reviewed papers towards the middle of this range. More specifically, the knowledge transfer process is discussed in 93 studies. The studies encompassing the four KM processes to some extent represent the second trend. Knowledge creation appeared in third position.

There are technological enablers for the success of KM processes, namely, (i) information and communication technology and (ii) applications and tools (Heisig, 2009). Various studies discuss the role of information and communication technology in KM related projects (Adewole, 2005; Al-Karaghoul et al., 2013; Angeles, 2012; Chen et al., 2013; Chirumalla, 2013; Corso et al., 2010; Corso & Paolucci, 2001; de Vries & Brijder, 2000; Gambetti & Giovanardi, 2013; Huang & Lin, 2010; Maçada et al., 2013; Nikabadi, 2014; Pedroso & Nakano, 2009; Rao, 2007; Shih et al., 2012; Uusipaavalniemi & Juga, 2009; Wynn &

Olubanjo, 2012; Zhu et al., 2012). Nevertheless, as Nissen (1999) argues: “*a fundamental problem with knowledge management is the information technology employed to enable knowledge work appears to target data and information, as opposed to knowledge itself. In contrast, knowledge-based systems maintain an explicit and direct focus on knowledge.*”

Along with the acknowledgement of the technological dimension in implementing KM initiatives within the SC context, the KM processes dimension can be understood as a KM capacity. This implies that, at both individual and organizational levels, knowledge absorption depends upon the recipient's capacity to add new knowledge to existing knowledge (Grant, 1996).

## 4.2. Theoretical Perspectives

The knowledge-based view have been used as a theoretical fundamental to discuss the link between KM and SC performance (Hult, Ketchen & Slater 2004; Craighead et al., 2009; Cheung et al., 2012; Liu et al. 2013a; Singh & Power, 2014; Blome et al., 2014). The main assumption of the knowledge-based view theory is the understanding of knowledge as a primary productive resource with a strategic connotation in the value adding process (Grant, 1996). Thus, from a knowledge-based view perspective, as argue by Sangari, Hosnavi and Zahedi (2015): “*knowledge can be viewed as a source of competitive advantages in supply chain and improved supply chain outcomes.*”

The resource-based theory also has been noticed by the researchers to approach the KM discipline. From this theoretical perspective, as Halley et al. (2010) argue: “*the resource-based view and knowledge management fit together through the translation of resources into knowledge, namely, the efficient use of resources as the notion of organizational learning and the efficient accumulation of resources to face future needs as the task corresponding to KM.*” The studies of Becker and Zirpoli (2003), Hult et al. (2007), Hult et al. (2006), Halley et al. (2010), Kiessling et al. (2012) and Lin (2014) can be mentioned in this approach.

## 4.3. Managerial Issues

Studies that captured knowledge at firm level have an important implication in this direction. For instance, Wong and Wong (2011) empirically found that the interaction of KM capabilities with the implementation of SCM practices has an influence on firm performance. More specifically, the technological and process KM capabilities along with an effective SCM had a direct and indirect effect on firm performance, therefore, affecting also the SCM practices. In this sense, an imperative call for the alignment of firm's internal KM capability with focus on building stable and long-term relationships with SC partners (Wong



& Wong, 2011) will be a promising initiative to respond to the proposition stated by (Hult et al., 2006): *“the lack of attention to the link between knowledge (as an intangible resource) and supply chain outcomes is unfortunate because firm and chain outcomes are increasingly intertwined.”*

Singh and Power (2014) presented some important implications for managers when attempting to resolve the difficult issues associated with configuring inter-firm relationships; the evidence that the integration of knowledge through collaborative practices with both customers and suppliers provides substantial opportunities for firms to improve performance, is one on these. Li, Liu and Liu (2011) discussed the dyadic manufacturer-distributor relationship in China, indicating that there is a call for managers to recognize both, cooperative and competitive capabilities in the potentially entrepreneur trading partners. Referring to knowledge transfer in the UK clothing manufacture industry, the study of Adewole (2005) confirmed that managers acknowledge that information and knowledge flows across the supply chains will benefited with well-defined information strategies. With regard to product development projects, the results of Jayaram and Pathak (2013) provided a guidance to practicing managers on when to engage and what to engage in these type of projects, with respect to supply side and customer side knowledge integration.

#### 4.4. Research Directions

Below are presented some future research directions related to the three standpoints undertaken in this work (i) methodological approach, (ii) supply chain management area and (iii) knowledge management processes.

Firstly, regarding the methodological approach, case studies, surveys and conceptual models are the most common research methods adopted by the authors. As emerged in the studies using a case study approach, only twenty six papers out of sixty two exhibit quantitative data. Future studies should consider mathematical or simulation techniques to support evidence on SC outcomes resulted of the implementation of KM.

Secondly, findings show that KM plays an important role in supporting the implementation of SCM practices. More specifically, KM has been linked to: (i) supply chain integration; (ii) intra and inter-relations enhancement to leverage knowledge (i.e., manufacturer-distributor, buyer-supplier, customer relations); (iii) supply chain strategy alignment; and (iv) the reinforcement of knowledge transfer in product development. However, some SCM areas have been explored only to some extent. Other scholars should pay attention to logistics management, risk management, customer service management, forecasting/demand planning, outsourcing and inventory management. There is also an important

opportunity to conduct studies concerning the context of reverse logistics, human logistics, global SC, green SC and sustainable SC.

Finally, there is a volume of literature about the knowledge transfer process in the reviewed papers. Although, this strand of literature has important contributions to understand the effects that knowledge sharing has on SC outcomes, it pays less attention to the knowledge creation process and the knowledge storage process. Additionally, future studies should focus on knowledge application and its implications related to the ability to use new relevant acquire knowledge to achieve the objectives of the SC.

## 5. Conclusion

This paper attempts to present a literature review of accepted papers available online in scientific English language journals regarding KM within the SC context. Totally, 219 published papers between January 2000 and December 2014 were selected, reviewed, categorized and analyzed to answer three questions: (i) which research methodologies are employed by the authors, (ii) which SCM areas are addressed within the KM perspective and (iii) which SC practices are associated with the creation, storage, transfer and application of knowledge. Building from the results, future research directions are identified and the theoretical perspectives and managerial issues are also discussed.

Mainly, the literature reviewed showed that KM can be viewed as a leverage mechanism for SC integration, intra and inter-firm relations, SC strategy, product development, procurement/supplier management, SC collaboration, customer relationship management and SC learning.

We classified the KM processes according to an exploration – exploitation continuum, in which knowledge creation is the starting point and knowledge application is at the ending of the continuum. An imperative topic of KM is the characterization of the business outcome resulted of the implementation of these KM processes. Consequently, benefits of KM have to be demonstrated in key management processes, as well as knowledge workers executing KM processes on a daily basis (Heisig, 2009). This effort must be achieved in order to contribute to the acceptance of KM by practitioners and managers. This conclusion, in particular, puts in evidence that with the aim to continue achieving a solid contribution to the theory construction in the KM field within the SC context, there is a need for a movement towards using replicable methodologies resulting in reliable and useable data to implement the KM frameworks proposed in the theoretical work.



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## Appendix

<b>1. Author(s)</b>	<b>Adewole, A.</b>
Article title	Developing a strategic framework for efficient and effective optimisation of information in the supply chains of the UK clothing manufacture industry
Journal / Year	Supply chain management: An international Journal / 2005
Research method	Interview
SCM area	Supply chain strategy
KM processes	Transfer
<b>2. Author(s)</b>	<b>Aitken, J., &amp; Harrison, A.</b>
Article title	Supply governance structures for reverse logistics systems
Journal / Year	International Journal of Operations & Production Management / 2013
Research method	Case study
SCM area	Reverse logistics
KM processes	Storage; Transfer
<b>3. Author(s)</b>	<b>Akhavan, P., Elahi, B., &amp; Jafari, M.</b>
Article title	A new integrated knowledge model in supplier selection: The case of an Asian automotive supply chain
Journal / Year	Education, Business and Society: Contemporary Middle Eastern Issues / 2014
Research method	Survey and Interview
SCM area	Procurement / Supplier management
KM processes	Creation; Storage; Transfer; Application
<b>4. Author(s)</b>	<b>Al-Karaghoul, W., Ghoneim, A., Sharif, A., &amp; Dwivedi, Y.K.</b>
Article title	The Effect of Knowledge Management in Enhancing the Procurement Process in the UK Healthcare Supply Chain
Journal / Year	Information Systems Management / 2013
Research method	Case study
SCM area	Procurement / Supplier management
KM processes	Creation; Transfer
<b>5. Author(s)</b>	<b>Al-Mutawah, K., Lee, V., &amp; Cheung, Y.</b>
Article title	A new multi-agent system framework for tacit knowledge management in manufacturing supply chains
Journal / Year	Journal of Intelligent Manufacturing / 2009
Research method	Simulation
SCM area	Scheduling



KM processes	Transfer
<b>6. Author(s)</b>	<b>Anbumozhi, V., Gunjima, T., Ananth, A.P., &amp; Visvanathan, C.</b>
Article title	An assessment of inter-firm networks in a wood biomass industrial cluster: lessons for integrated policymaking
Journal / Year	Clean Technologies and Environmental Policy / 2010
Research method	Conceptual model
SCM area	Intra and inter-firm relations
KM processes	Transfer
<b>7. Author(s)</b>	<b>Angeles, R.</b>
Article title	RFID critical success factors and system deployment outcomes as mitigated by IT infrastructure integration and supply chain process integration
Journal / Year	International Journal of Value Chain Management / 2012
Research method	Survey
SCM area	Supply chain integration
KM processes	Creation
<b>8. Author(s)</b>	<b>Arora, A.S.</b>
Article title	The “organization” as an interdisciplinary learning zone: Using a strategic game to integrate learning about supply chain management and advertising
Journal / Year	Learning Organization / 2012
Research method	Simulation
SCM area	Supply chain strategy
KM processes	Creation; Transfer
<b>9. Author(s)</b>	<b>Bandyopadhyay, S., &amp; Pathak, P.</b>
Article title	Knowledge sharing and cooperation in outsourcing projects-A game theoretical analysis
Journal / Year	Decision Support Systems /2007
Research method	Mathematical model
SCM area	Outsourcing
KM processes	Transfer
<b>10. Author(s)</b>	<b>Becker, M.C., &amp; Zirpoli, F.</b>
Article title	Organizing new product development: knowledge hollowing-out and knowledge integration—the FIAT Auto case.
Journal / Year	International Journal of Operations and Production Management /2003
Research method	Case study
SCM area	Product development
KM processes	Creation
<b>11. Author(s)</b>	<b>Beske, P., Land, A., &amp; Seuring, S</b>
Article title	Sustainable supply chain management practices and dynamic capabilities in the food industry: A critical analysis of the literature.
Journal / Year	International Journal of Production Economics /2014
Research method	Other
SCM area	Sustainable supply chain
KM processes	Creation
<b>12. Author(s)</b>	<b>Biotto, M., De Toni, A.F., &amp; Nonino, F.</b>
Article title	Knowledge and cultural diffusion along the supply chain as drivers of product quality improvement: The illycaffè case study.



Journal / Year	International Journal of Logistics Management / 2012
Research method	Case study
SCM area	Supply chain learning
KM processes	Transfer
<b>13. Author(s)</b>	<b>Bjurklo, M., Edvardsson, B., &amp; Gebauer, H.</b>
Article title	The role of competence in initiating the transition from products to service.
Journal / Year	Managing Service Quality / 2009
Research method	Case study
SCM area	Customer service management
KM processes	Creation; Transfer
<b>14. Author(s)</b>	<b>Blome, C., Schoenherr, T., &amp; Eckstein, D.</b>
Article title	The impact of knowledge transfer and complexity on supply chain flexibility: A knowledge-based view
Journal / Year	International Journal of Production Economics / 2014
Research method	Survey
SCM area	Procurement / Supplier management
KM processes	Transfer
<b>15. Author(s)</b>	<b>Braziotis, C., &amp; Tannock, J.</b>
Article title	Building the extended enterprise: Key collaboration factors
Journal / Year	International Journal of Logistics Management / 2011
Research method	Interview
SCM area	Supply chain collaboration
KM processes	Transfer
<b>16. Author(s)</b>	<b>Breite, R., Koskinen, K.U.</b>
Article title	Supply chain as an autopoietic learning system
Journal / Year	Supply Chain Management / 2014
Research method	Conceptual model
SCM area	Supply chain learning
KM processes	Creation
<b>17. Author(s)</b>	<b>Briscoe, G., Dainty, A.R., &amp; Millett, S.</b>
Article title	Construction supply chain partnerships: skills, knowledge and attitudinal requirements.
Journal / Year	European Journal of Purchasing and Supply Management / 2001
Research method	Interview
SCM area	Supply chain integration
KM processes	Creation; Transfer
<b>18. Author(s)</b>	<b>Cadden, T., Marshall, D., &amp; Cao, G.</b>
Article title	Opposites attract: organisational culture and supply chain performance.
Journal / Year	Supply Chain Management: an International Journal / 2013
Research method	Survey
SCM area	Supply chain relationship
KM processes	Transfer
<b>19. Author(s)</b>	<b>Cai, S., Goh, M., De Souza, R., &amp; Li, G.</b>
Article title	Knowledge sharing in collaborative supply chains: Twin effects of trust and power

Journal / Year	International Journal of Production Research / 2013
Research method	Survey
SCM area	Supply chain relationship
KM processes	Transfer
<b>20. Author(s)</b>	<b>Cantor, D.E., Blackhurst, J., Pan, M., &amp; Crum, M.</b>
Article title	Examining the role of stakeholder pressure and knowledge management on supply chain risk and demand responsiveness
Journal / Year	International Journal of Logistics Management / 2014
Research method	Survey
SCM area	Risk management
KM processes	Transfer
<b>21. Author(s)</b>	<b>Cao, M., Vonderembse, M.A., Zhang, Q., &amp; Ragu-Nathan, T.S.</b>
Article title	Supply chain collaboration: Conceptualisation and instrument development
Journal / Year	International Journal of Production Research / 2010
Research method	Conceptual model
SCM area	Supply chain collaboration
KM processes	Creation
<b>22. Author(s)</b>	<b>Capó-Vicedo, J., Mula, J., &amp; Capó, J.</b>
Article title	A social network-based organizational model for improving knowledge management in supply chains
Journal / Year	Supply Chain Management / 2011
Research method	Case study
SCM area	Intra and inter-firm relations
KM processes	Transfer
<b>23. Author(s)</b>	<b>Cerruti, C., &amp; Delbufalo, E.</b>
Article title	International sourcing effectiveness in the fashion industry: the experience of Italian industrial districts
Journal / Year	International Journal of Globalisation and Small Business / 2009
Research method	Survey
SCM area	Risk management
KM processes	Transfer
<b>24. Author(s)</b>	<b>Cervellon, M.C., &amp; Wernerfelt, A.S.</b>
Article title	Knowledge sharing among green fashion communities online: Lessons for the sustainable supply chain.
Journal / Year	Journal of Fashion Marketing and Management / 2012
Research method	Conceptual model
SCM area	Sustainable supply chain
KM processes	Transfer
<b>25. Author(s)</b>	<b>Cha, H.S., Pingry, D.E., &amp; Thatcher, M.E.</b>
Article title	Managing the knowledge supply chain: An organizational learning model of information technology offshore outsourcing
Journal / Year	MIS Quarterly / 2008
Research method	Mathematical model
SCM area	Outsourcing
KM processes	Transfer

<b>26. Author(s)</b>	<b>Chan, Y.L., Cheung, C.F., Lee, W.B., &amp; Kwok, S.K.</b>
Article title	Knowledge-based simulation and analysis of supply chain performance
Journal / Year	International Journal of Computer Integrated Manufacturing / 2006
Research method	Simulation
SCM area	Inventory management
KM processes	Creation; Storage; Transfer; Application
<b>27. Author(s)</b>	<b>Chandra, C., &amp; Kamrani, A.K.</b>
Article title	Knowledge management for consumer-focused product design
Journal / Year	Journal of Intelligent Manufacturing / 2003
Research method	Case study
SCM area	Product development
KM processes	Creation; Storage; Transfer; Application
<b>28. Author(s)</b>	<b>Chandra, C., &amp; Tumanyan, A.</b>
Article title	Organization and problem ontology for supply chain information support system.
Journal / Year	Data and Knowledge Engineering / 2007
Research method	Case study
SCM area	Scheduling
KM processes	Creation; Storage; Transfer; Application
<b>29. Author(s)</b>	<b>Chen, D.Q., Preston, D.S., &amp; Xia, W.</b>
Article title	Enhancing hospital supply chain performance: A relational view and empirical test
Journal / Year	Journal of Operations Management / 2013
Research method	Survey
SCM area	Supply chain integration
KM processes	Transfer
<b>30. Author(s)</b>	<b>Chen, H.H., Kang, H.Y., Xing, X., Lee, A. H.I., &amp; Tong, Y.</b>
Article title	Developing new products with knowledge management methods and process development management in a network
Journal / Year	Computers in Industry / 2008
Research method	Other
SCM area	Product development
KM processes	Creation
<b>31. Author(s)</b>	<b>Chen, Y.J., Chen, Y.M., &amp; Wu, M.S.</b>
Article title	Development of an Ontology-based Expert Recommendation System for Product Empirical Knowledge Consultation
Journal / Year	Concurrent Engineering: Research and Applications / 2010
Research method	Other
SCM area	Product development
KM processes	Creation; Storage; Transfer; Application
<b>32. Author(s)</b>	<b>Chen, Y, &amp; Li, L</b>
Article title	Deriving information from CRM for knowledge management - A note on a commercial bank
Journal / Year	Systems Research and Behavioral Science / 2006
Research method	Case study
SCM area	Customer service management
KM processes	Creation

<b>33. Author(s)</b>	<b>Chen, Y.-H., Lin, T.-P., &amp; Yen, D.C.</b>
Article title	How to facilitate inter-organizational knowledge sharing: The impact of trust
Journal / Year	Information and Management / 2014
Research method	Survey
SCM area	Intra and inter-firm relations
KM processes	Transfer
<b>34. Author(s)</b>	<b>Cheng, H.L.</b>
Article title	Seeking knowledge or gaining legitimacy? Role of social networks on new practice adoption by OEM suppliers.
Journal / Year	Journal of Business Research / 2010
Research method	Survey
SCM area	Customer relationship management
KM processes	Creation; Transfer
<b>35. Author(s)</b>	<b>Cheng, J.H., Yeh, C.H., &amp; Tu, C.W.</b>
Article title	Trust and knowledge sharing in green supply chains.
Journal / Year	Supply Chain Management: An International Journal / 2008
Research method	Survey
SCM area	Green supply chain
KM processes	Transfer
<b>36. Author(s)</b>	<b>Cheung, C.F., Cheung, C.M., Kwok, S.K.</b>
Article title	A Knowledge-based Customization System for Supply Chain Integration
Journal / Year	Expert Systems with Applications / 2012
Research method	Case study
SCM area	Supply chain integration
KM processes	Creation; Storage; Transfer; Application
<b>37. Author(s)</b>	<b>Cheung, M.S., &amp; Myers, M.B.</b>
Article title	Managing knowledge sharing networks in global supply chains.
Journal / Year	International Journal of Management and Decision Making / 2008
Research method	Case study
SCM area	Global supply chain
KM processes	Transfer
<b>38. Author(s)</b>	<b>Cheung, M.S., Myers, M.B., &amp; Mentzer, J.T.</b>
Article title	The value of relational learning in global buyer-supplier exchanges: a dyadic perspective and pie-sharing premise.
Journal / Year	Strategic Management Journal / 2011
Research method	Survey
SCM area	Global supply chain
KM processes	Transfer
<b>39. Author(s)</b>	<b>Cheung, M.S., Myers, M.B., &amp; Mentzer, J.T.</b>
Article title	Does relationship learning lead to relationship value? A cross-national supply chain investigation
Journal / Year	Journal of Operations Management / 2010
Research method	Survey
SCM area	Intra and inter-firm relations
KM processes	Transfer

<b>40. Author(s)</b>	<b>Chirumalla, K.</b>
Article title	Managing Knowledge for Product-Service System innovation The Role of Web 2.0 Technologies
Journal / Year	Research Technology Management / 2013
Research method	Survey and Interview
SCM area	Product development
KM processes	Creation; Storage; Transfer; Application
<b>41. Author(s)</b>	<b>Choi. T.Y., Budny. J., &amp; Wank. N.</b>
Article title	Intellectual property management: A knowledge supply chain perspective
Journal / Year	Business Horizons / 2004
Research method	Case study
SCM area	Outsourcing
KM processes	Transfer
<b>42. Author(s)</b>	<b>Chong, A.Y.L., &amp; Bai, R.</b>
Article title	Predicting open IOS adoption in SMEs: An integrated SEM-neural network approach
Journal / Year	Expert Systems with Applications / 2014
Research method	Case study
SCM area	Supply chain integration
KM processes	Creation; Transfer
<b>43. Author(s)</b>	<b>Chong, A.Y.L., Chan, F.T.S., Goh, M., &amp; Tiwari, M.K.</b>
Article title	Do interorganisational relationships and knowledge-management practices enhance collaborative commerce adoption?
Journal / Year	International Journal of Production Research / 2013
Research method	Survey
SCM area	Intra and inter-firm relations
KM processes	Creation; Transfer; Application
<b>44. Author(s)</b>	<b>Chow, H.K.H., Choy, K.L., &amp; Lee, W.B.</b>
Article title	Knowledge management approach in build-to-order supply chains
Journal / Year	Industrial Management & Data Systems / 2007
Research method	Review
<b>45. Author(s)</b>	<b>Chong, A.Y.L., Ooi, K.B., Bao, H., &amp; Lin, B.</b>
Article title	Can e-business adoption be influenced by knowledge management? An empirical analysis of Malaysian SMEs
Journal / Year	Journal of Knowledge Management / 2014
Research method	Survey
SCM area	Decision-making
KM processes	Creation; Application
<b>46. Author(s)</b>	<b>Choy, K.L., Tan, K.H., &amp; Chan, F.T.S.</b>
Article title	Design of an intelligent supplier knowledge management system - an integrative approach
Journal / Year	Journal of Engineering Manufacture / 2007
Research method	Case study
SCM area	Procurement / Supplier management
KM processes	Creation; Storage; Transfer; Application
<b>47. Author(s)</b>	<b>Christopher, M., &amp; Gaudenzi, B.</b>
Article title	Exploiting knowledge across networks through reputation management

Journal / Year	Industrial Marketing Management / 2009
Research method	Conceptual model
SCM area	Supply chain network
KM processes	Transfer
<b>48. Author(s)</b>	<b>Collins, J.D., Worthington, W.J., Reyes, P.M., &amp; Romero, M.</b>
Article title	Knowledge management, supply chain technologies, and firm performance
Journal / Year	Management Research Review / 2010
Research method	Conceptual model
SCM area	Supply chain strategy
KM processes	Creation
<b>49. Author(s)</b>	<b>Corso, M., Dogan, S.F., Mogre, R., &amp; Perego, A.</b>
Article title	The role of knowledge management in supply chains: evidence from the Italian food industry.
Journal / Year	International Journal of Networking and Virtual Organisations / 2010
Research method	Conceptual model
SCM area	Supply chain collaboration
KM processes	Transfer
<b>50. Author(s)</b>	<b>Corso, M., Martini, A., Paolucci, E., &amp; Pellegrini, L.</b>
Article title	Knowledge management in product innovation: an interpretative review.
Journal / Year	International Journal of Management Reviews / 2001
Research method	Conceptual model
SCM area	Product development
KM processes	Creation; Transfer
<b>51. Author(s)</b>	<b>Corso, M., &amp; Paolucci, E.</b>
Article title	Fostering innovation and knowledge transfer in product development through information technology.
Journal / Year	International Journal of Technology Management / 2001
Research method	Survey
SCM area	Product development
KM processes	Transfer
<b>52. Author(s)</b>	<b>Craighead, C.W., Hult, G.T.M., &amp; Ketchen Jr., D.J.</b>
Article title	The effects of innovation-cost strategy, knowledge and action in the supply chain on firm performance
Journal / Year	Journal of Operations Management / 2009
Research method	Survey
SCM area	Supply chain strategy
KM processes	Transfer
<b>53. Author(s)</b>	<b>Daghfous, A.</b>
Article title	Absorptive capacity and innovative enterprise systems: A two-level framework
Journal / Year	International Journal of Innovation and Learning / 2007
Research method	Conceptual model
SCM area	Supply chain learning
KM processes	Creation; Storage; Transfer; Application
<b>54. Author(s)</b>	<b>de Vries, E.J., &amp; Brijder, H.G.</b>
Article title	Knowledge management in hybrid supply channels: a case study

Journal / Year	International Journal of Technology Management / 2000
Research method	Case study
SCM area	Supply chain strategy
KM processes	Transfer
<b>55. Author(s)</b>	<b>Desouza, K.C., Chattaraj, A., &amp; Kraft, G.</b>
Article title	Supply chain perspectives to knowledge management: research propositions.
Journal / Year	Journal of knowledge Management / 2003
Research method	Conceptual model
SCM area	Customer relationship management
KM processes	Creation; Transfer; Application
<b>56. Author(s)</b>	<b>Douligeris, C., &amp; Tilipakis, N.</b>
Article title	A knowledge management paradigm in the supply chain
Journal / Year	EuroMed Journal of Business / 2006
Research method	Conceptual model
SCM area	Customer service management
KM processes	Creation; Storage; Transfer; Application
<b>57. Author(s)</b>	<b>Duanmu, J.L., &amp; Fai, F.M.</b>
Article title	A processual analysis of knowledge transfer: From foreign MNEs to Chinese suppliers
Journal / Year	International Business Review / 2007
Research method	Case study
SCM area	Procurement / Supplier management
KM processes	Creation; Transfer
<b>58. Author(s)</b>	<b>Dyer, B., &amp; Ha-Brookshire, J.E.</b>
Article title	Apparel import intermediaries' secrets to success; Redefining success in a hyper-dynamic environment
Journal / Year	Journal of Fashion Marketing and Management / 2008
Research method	Interview
SCM area	Import/export requirements
KM processes	Creation
<b>59. Author(s)</b>	<b>Eng, T.Y.</b>
Article title	An investigation into the mediating role of cross-functional coordination on the linkage between organizational norms and SCM performance.
Journal / Year	Industrial Marketing Management / 2006
Research method	Survey
SCM area	Supply chain collaboration
KM processes	Transfer
<b>60. Author(s)</b>	<b>Esper, T.L., Ellinger, A.E., Stank, T.P., Flint, D.J., &amp; Moon, M.</b>
Article title	Demand and supply integration: A conceptual framework of value creation through knowledge management
Journal / Year	Journal of the Academy of Marketing Science / 2010
Research method	Conceptual model
SCM area	Supply chain integration
KM processes	Creation; Transfer
<b>61. Author(s)</b>	<b>Fahey, L., Srivastava, R., Sharon, J.S., &amp; Smith, D.E.</b>
Article title	Linking e-business and operating processes: The role of knowledge management



Journal / Year	Ibm Systems Journal / 2001
Research method	Other
SCM area	Customer relationship management
KM processes	Creation
<b>62. Author(s)</b>	<b>Fathallah, A., Stal-Le Cardinal, J., Ermine, J.L., &amp; Bocquet, J.C.</b>
Article title	Enterprise modelling: Building a product lifecycle management model as a component of the integrated vision of the enterprise
Journal / Year	International Journal on Interactive Design and Manufacturing / 2010
Research method	Conceptual model
SCM area	Customer relationship management
KM processes	Creation; Transfer; Application
<b>63. Author(s)</b>	<b>Filieri, R., &amp; Alguezaui, S.</b>
Article title	Extending the enterprise for improved innovation.
Journal / Year	Journal of Business Strategy / 2012
Research method	Conceptual model
SCM area	Supply chain strategy
KM processes	Transfer
<b>64. Author(s)</b>	<b>Fugate, B.S., Autry, C.W., Davis-Sramek, B., &amp; Germain, R.N.</b>
Article title	Does knowledge management facilitate logistics-based differentiation? the effect of global manufacturing reach
Journal / Year	International Journal of Production Economics / 2012
Research method	Survey
SCM area	Logistics management
KM processes	Creation; Transfer
<b>65. Author(s)</b>	<b>Fugate, B.S., Mentzer, J.T., &amp; Flint, D.J.</b>
Article title	The role of logistics in market orientation
Journal / Year	Journal of Business Logistics / 2008
Research method	Interview
SCM area	Logistics management
KM processes	Creation; Transfer
<b>66. Author(s)</b>	<b>Fugate, B.S., Stank, T.P., &amp; Mentzer, J.T.</b>
Article title	Linking improved knowledge management to operational and organizational performance
Journal / Year	Journal of Operations Management / 2009
Research method	Survey and Interview
SCM area	Logistics management
KM processes	Creation; Transfer
<b>67. Author(s)</b>	<b>Gambetti, R.C., &amp; Giovanardi, M.</b>
Article title	Re-visiting the supply chain: a communication perspective.
Journal / Year	Corporate Communications: An International Journal / 2013
Research method	Conceptual model
SCM area	Supply chain strategy
KM processes	Transfer
<b>68. Author(s)</b>	<b>Gelderman, C.J., &amp; Semeijn, J.</b>
Article title	Managing the global supply base through purchasing portfolio management.

Journal / Year	Journal of Purchasing and Supply Management / 2006
Methodological approach	Case study
Supply chain management area	Global supply chain
Knowledge management processes	Creation; Transfer
<b>69. Author(s)</b>	<b>Giunipero, L., Handfield, R.B., &amp; Eltantawy, R.</b>
Article title	Supply management's evolution: key skill sets for the supply manager of the future
Journal / Year	International Journal of Operations & Production Management / 2006
Research method	Survey and Interview
SCM area	Procurement / Supplier management
KM processes	Creation
<b>70. Author(s)</b>	<b>Glisby, M., &amp; Holden, N.</b>
Article title	Applying knowledge management concepts to the supply chain: How a Danish firm achieved a remarkable breakthrough in Japan
Journal / Year	Academy of Management Executive / 2005
Research method	Conceptual model
SCM area	Supply chain strategy
KM processes	Creation; Transfer
<b>71. Author(s)</b>	<b>Gunasekaran, A., &amp; Ngai, E.W.T.</b>
Article title	Knowledge management in 21st century manufacturing
Journal / Year	International Journal of Production Research / 2007
Research method	Review
<b>72. Author(s)</b>	<b>Gupta, V.K.</b>
Article title	Flexible strategic framework for KM factors with the perspective of continuity and change: Study of supply chain of MNCs in electrical and lighting industry
Journal / Year	International Journal of Value Chain Management / 2012
Research method	Case study
SCM area	Supply chain strategy
KM processes	Creation; Transfer
<b>73. Author(s)</b>	<b>Halley, A., Nolle, J., Beaulieu, M., Roy, J., &amp; Bigras, Y.</b>
Article title	The impact of the supply chain on core competencies and knowledge management: Directions for future research
Journal / Year	International Journal of Technology Management / 2010
Research method	Conceptual model
SCM area	Supply chain integration
KM processes	Creation; Transfer
<b>74. Author(s)</b>	<b>Haug, A.</b>
Article title	Improving the design phase through interorganisational product knowledge models
Journal / Year	International Journal of Production Research / 2013
Research method	Case study
SCM area	Supply chain integration
KM processes	Creation; Transfer

<b>75. Author(s)</b>	<b>He, Q., Ghobadian, A., &amp; Gallear, D.</b>
Article title	Knowledge acquisition in supply chain partnerships: The role of power
Journal / Year	International Journal of Production Economics / 2013
Research method	Interview
SCM area	Supply chain partnership
KM processes	Creation; Transfer
<b>76. Author(s)</b>	<b>Hedtrich, F., Loy, J.P., &amp; Müller, R.A.</b>
Article title	Prediction markets: a powerful tool for supply network management?
Journal / Year	British Food Journal / 2009
Research method	Conceptual model
SCM area	Decision-making
KM processes	Transfer
<b>77. Author(s)</b>	<b>Hernández-Espallardo, M., Rodríguez-Orejuela, A., &amp; Sánchez-Pérez, M.</b>
Article title	Inter-organizational governance, learning and performance in supply chains
Journal / Year	Supply Chain Management / 2010
Research method	Case study
SCM area	Intra and inter-firm relations
KM processes	Transfer
<b>78. Author(s)</b>	<b>Huang, C.C., &amp; Lin, S.H.</b>
Article title	Sharing knowledge in a supply chain using the semantic web.
Journal / Year	Expert Systems with Applications / 2010
Research method	Case study
SCM area	Supply chain interoperability
KM processes	Creation; Transfer
<b>79. Author(s)</b>	<b>Huang, T.T.A., Stewart, R.A., &amp; Chen, L.</b>
Article title	Identifying key enablers to improve business performance in Taiwanese electronic manufacturing companies.
Journal / Year	International Journal of Operations and Production Management / 2010
Research method	Survey
SCM area	Procurement / Supplier management
KM processes	Transfer
<b>80. Author(s)</b>	<b>Hult, G.T.M., Ketchen, D.J., &amp; Arrfelt, M.</b>
Article title	Strategic supply chain management: improving performance through a culture of competitiveness and knowledge development.
Journal / Year	Strategic Management Journal / 2007
Research method	Survey
SCM area	Supply chain strategy
KM processes	Creation; Storage; Transfer; Application
<b>81. Author(s)</b>	<b>Hult, G.T.M., Ketchen Jr, D.J., Cavusgil, S.T., &amp; Calantone, R.J</b>
Article title	Knowledge as a strategic resource in supply chains.
Journal / Year	Journal of Operations Management / 2006
Research method	Survey
SCM area	Supply chain strategy
KM processes	Creation; Transfer; Application

<b>82. Author(s)</b>	<b>Hung, S.W., Chen, P.C., &amp; Chung, C.F.</b>
Article title	Gaining or losing? The social capital perspective on supply chain members' knowledge sharing of green practices.
Journal / Year	Technology Analysis and Strategic Management / 2014
Research method	Survey
SCM area	Green supply chain
KM processes	Transfer
<b>83. Author(s)</b>	<b>Im, G., &amp; Rai, A.</b>
Article title	Knowledge sharing ambidexterity in long-term interorganizational relationships.
Journal / Year	Management Science / 2008
Research method	Survey
SCM area	Intra and inter-firm relations
KM processes	Creation; Storage; Transfer; Application
<b>84. Author(s)</b>	<b>Irani, Z., Sharif, A., Kamal, M.M., &amp; Love, P.E.D.</b>
Article title	Visualising a knowledge mapping of information systems investment evaluation
Journal / Year	Expert Systems with Applications / 2014
Research method	Simulation
SCM area	Purchasing
KM processes	Creation; Storage; Transfer; Application
<b>85. Author(s)</b>	<b>Jayaram, J., &amp; Pathak, S.</b>
Article title	A holistic view of knowledge integration in collaborative supply chains
Journal / Year	International Journal of Production Research / 2013
Research method	Survey
SCM area	Product development
KM processes	Transfer; Application
<b>86. Author(s)</b>	<b>Jean, R.J., Sinkovics, R.R., &amp; Hiebaum, T.P.</b>
Article title	The Effects of Supplier Involvement and Knowledge Protection on Product Innovation in Customer–Supplier Relationships: A Study of Global Automotive Suppliers in China
Journal / Year	Journal of Product Innovation Management / 2014
Research method	Survey and Interview
SCM area	Global supply chain
KM processes	Creation
<b>87. Author(s)</b>	<b>Jüttner, U., &amp; Maklan, S.</b>
Article title	Supply chain resilience in the global financial crisis: an empirical study
Journal / Year	Supply Chain Management: An International Journal / 2011
Research method	Case study
SCM area	Risk management
KM processes	Creation
<b>88. Author(s)</b>	<b>Kai, Q., Wei, C., &amp; Meng-Lin, B.</b>
Article title	Green supply chain knowledge sharing mechanism based on principal-agent theory
Journal / Year	Journal of Chemical and Pharmaceutical Research / 2014
Research method	Conceptual model
SCM area	Green supply chain
KM processes	Transfer

<b>89. Author(s)</b>	<b>Kanat, S., &amp; Atilgan, T.</b>
Article title	Effects of knowledge management on supply chain management in the clothing sector: Turkish case
Journal / Year	Fibres and Textiles in Eastern Europe / 2014
Research method	Survey
SCM area	Import/export requirements
KM processes	Transfer
<b>90. Author(s)</b>	<b>Kant, R., &amp; Singh, M.D.</b>
Article title	Knowledge management implementation in supply chains: A strategic plan
Journal / Year	International Journal of Business Information Systems / 2009
Research method	Case study
SCM area	Supply chain strategy
KM processes	Creation; Storage; Transfer; Application
<b>91. Author(s)</b>	<b>Kayakutlu, G., &amp; Büyüközkan, G.</b>
Article title	Effective supply value chain based on competence success
Journal / Year	Supply Chain Management / 2010
Research method	Case study
SCM area	Decision-making
KM processes	Transfer
<b>92. Author(s)</b>	<b>Ke, W., &amp; Wei, K.K</b>
Article title	Factors affecting trading partners' knowledge sharing: Using the lens of transaction cost economics and socio-political theories
Journal / Year	Electronic Commerce Research and Applications / 2007
Research method	Interview
SCM area	Supply chain partnership
KM processes	Transfer
<b>93. Author(s)</b>	<b>Kiessling, T., Harvey, M., &amp; Moeller, M.</b>
Article title	Supply-chain corporate venturing through acquisition: Key management team retention
Journal / Year	Journal of World Business / 2012
Research method	Survey
SCM area	Intra and inter-firm relations
KM processes	Transfer
<b>94. Author(s)</b>	<b>Kim, K.K., Umanath, N.S., Kim, J.Y., Ahrens, F., &amp; Kim B.</b>
Article title	Knowledge complementarity and knowledge exchange in supply channel relationships
Journal / Year	International Journal of Information Management / 2012
Research method	Interview
SCM area	Intra and inter-firm relations
KM processes	Transfer
<b>95. Author(s)</b>	<b>Koh, S.C.L., &amp; Tan, K.H.</b>
Article title	Translating knowledge of supply chain uncertainty into business strategy and actions
Journal / Year	Journal of Manufacturing Technology Management / 2006
Research method	Survey
SCM area	Decision-making
KM processes	Transfer

<b>96. Author(s)</b>	<b>Kovács, G., &amp; Spens, K.</b>
Article title	Knowledge sharing in relief supply chains
Journal / Year	International Journal of Networking and Virtual Organisations / 2010
Research method	Conceptual model
SCM area	Humanitarian logistics
KM processes	Transfer
<b>97. Author(s)</b>	<b>Kumar, S.</b>
Article title	A knowledge based reliability engineering approach to manage product safety and recalls
Journal / Year	Expert Systems with Applications / 2014
Research method	Conceptual model
SCM area	Reverse logistics
KM processes	Creation; Storage; Transfer; Application
<b>98. Author(s)</b>	<b>Lau, H.C.W., Ho, G.T.S., Zhao, Y., &amp; Chung, N.S.H.</b>
Article title	Development of a process mining system for supporting knowledge discovery in a supply chain network.
Journal / Year	International Journal of Production Economics / 2009
Research method	Case study
SCM area	Supply chain network
KM processes	Creation
<b>99. Author(s)</b>	<b>Le, H.Q., Arch-Int, S., Nguyen, H.X., &amp; Arch-Int, N.</b>
Article title	Association rule hiding in risk management for retail supply chain collaboration.
Journal / Year	Computers in Industry / 2013
Research method	Case study
SCM area	Risk management
KM processes	Transfer
<b>100. Author(s)</b>	<b>Lee, M.C., &amp; Chang, T.</b>
Article title	Linking knowledge management and innovation management in e-business
Journal / Year	International Journal of Innovation and Learning / 2007
Research method	Conceptual model
SCM area	Customer relationship management
KM processes	Creation; Storage; Transfer
<b>101. Author(s)</b>	<b>Li, X., &amp; Chandra, C.</b>
Article title	A knowledge integration framework for complex network management.
Journal / Year	Industrial Management and Data Systems / 2007
Research method	Conceptual model
SCM area	Risk management
KM processes	Creation; Transfer
<b>102. Author(s)</b>	<b>Li, X., &amp; Hu, J.</b>
Article title	Business Impact Analysis Based on Supply Chain's Knowledge Sharing ability
Journal / Year	Procedia Environmental Sciences / 2012
Research method	Other
SCM area	Supply chain strategy
KM processes	Transfer

<b>103. Author(s)</b>	<b>Li, Y., Kramer, M.R., Beulens, A.J.M., &amp; Van Der Vorst, J.G.A.J.</b>
Article title	A framework for early warning and proactive control systems in food supply chain networks
Journal / Year	Computers in Industry / 2010
Research method	Case study
SCM area	Decision-making
KM processes	Creation; Storage; Transfer; Application
<b>104. Author(s)</b>	<b>Li, Y., Tarafdar, M., &amp; Rao, S.S.</b>
Article title	Collaborative knowledge management practices: Theoretical development and empirical analysis
Journal / Year	International Journal of Operations and Production Management / 2012
Research method	Survey
SCM area	Supply chain integration
KM processes	Creation; Storage; Transfer; Application
<b>105. Author(s)</b>	<b>Li, Y., Liu, Y., &amp; Liu, H.</b>
Article title	Co-opetition, distributor's entrepreneurial orientation and manufacturer's knowledge acquisition: Evidence from China
Journal / Year	Journal of Operations Management / 2011
Research method	Conceptual model
SCM area	Intra and inter-firm relations
KM processes	Creation
<b>106. Author(s)</b>	<b>Liao, S.H., Chen, C.M., &amp; Wu, C.H.</b>
Article title	Mining customer knowledge for product line and brand extension in retailing
Journal / Year	Expert Systems with Applications / 2008
Research method	Simulation
SCM area	Product development
KM processes	Creation; Storage
<b>107. Author(s)</b>	<b>Liao, S.H., Chen, Y.N., &amp; Tseng, Y.Y.</b>
Article title	Mining demand chain knowledge of life insurance market for new product development
Journal / Year	Expert Systems with Applications / 2009
Research method	Survey
SCM area	Product development
KM processes	Creation
<b>108. Author(s)</b>	<b>Liew, C.B.A.</b>
Article title	Strategic integration of knowledge management and customer relationship management
Journal / Year	Journal of Knowledge Management / 2008
Research method	Conceptual model
SCM area	Customer relationship management
KM processes	Creation; Transfer; Application
<b>109. Author(s)</b>	<b>Lin, C.H., Hung, H.C., Wu, J.Y., &amp; Lin, B.S.</b>
Article title	A knowledge management architecture in collaborative supply chain
Journal / Year	Journal of Computer Information Systems / 2002
Research method	Other
SCM area	Supply chain collaboration
KM processes	Creation; Storage; Transfer; Application



<b>110. Author(s)</b>	<b>Lin, H.F.</b>
Article title	The impact of socialization mechanisms and technological innovation capabilities on partnership quality and supply chain integration.
Journal / Year	Information Systems and e- Business Management / 2014
Research method	Survey
SCM area	Supply chain integration
KM processes	Transfer
<b>111. Author(s)</b>	<b>Lintukangas, K.</b>
Article title	Supplier relationship management capability in global supply management
Journal / Year	International Journal of Procurement Management / 2011
Research method	Survey
SCM area	Procurement / Supplier management
KM processes	Creation
<b>112. Author(s)</b>	<b>Liu, H., Ke, W., Wei, K.K., &amp; Hua, Z.</b>
Article title	The impact of IT capabilities on firm performance: The mediating roles of absorptive capacity and supply chain agility
Journal / Year	Decision Support Systems / 2013
Research method	Survey
SCM area	Other (SC agility)
KM processes	Creation; Storage; Transfer; Application
<b>113. Author(s)</b>	<b>Liu, H., Ke, W., Wei, K.K., &amp; Hua, Z.</b>
Article title	Effects of supply chain integration and market orientation on firm performance: Evidence from China
Journal / Year	International Journal of Operations and Production Management / 2013
Research method	Survey
SCM area	Supply chain integration
KM processes	Transfer
<b>114. Author(s)</b>	<b>Liu, S., Leat, M., Moizer, J., Megicks, P., &amp; Kasturiratne, D.</b>
Article title	A decision-focused knowledge management framework to support collaborative decision making for lean supply chain management
Journal / Year	International Journal of Production Research / 2013
Research method	Case study
SCM area	Lean supply chain
KM processes	Creation; Storage; Transfer; Application
<b>115. Author(s)</b>	<b>Liu, S., Moizer, J., Megicks, P., Kasturiratne, D., &amp; Jayawickrama, U.</b>
Article title	A knowledge chain management framework to support integrated decisions in global supply chains
Journal / Year	Production Planning and Control / 2014
Research method	Interview
SCM area	Global supply chain
KM processes	Creation; Storage; Transfer; Application
<b>116. Author(s)</b>	<b>Liu, Y., Huang, Y., Luo, Y., &amp; Zhao, Y.</b>
Article title	How does justice matter in achieving buyer-supplier relationship performance?
Journal / Year	Journal of Operations Management / 2012
Research method	Survey

SCM area	Intra and inter-firm relations
KM processes	Transfer
<b>117. Author(s)</b>	<b>Loke, S.P., Downe, A.G., Sambasivan, M., Kalid, K., &amp; Ooi, K.B.</b>
Article title	A structural approach to integrating total quality management and knowledge management with supply chain learning
Journal / Year	Journal of Business Economics and Management / 2012
Research method	Survey
SCM area	Supply chain learning
KM processes	Creation; Transfer; Application
<b>118. Author(s)</b>	<b>London, K., &amp; Singh, V.</b>
Article title	Integrated construction supply chain design and delivery solutions
Journal / Year	Architectural Engineering and Design Management / 2013
Research method	Case study
SCM area	Decision-making
KM processes	Creation
<b>119. Author(s)</b>	<b>Lopez, G., &amp; Eldridge, S.</b>
Article title	A working prototype to promote the creation and control of knowledge in supply chains
Journal / Year	International Journal of Networking and Virtual Organisations / 2010
Research method	Conceptual model
SCM area	Supply chain learning
KM processes	Creation; Storage; Transfer; Application
<b>120. Author(s)</b>	<b>Lu, Q., Meng, F., &amp; Goh, M.</b>
Article title	Choice of supply chain governance: Self-managing or outsourcing?
Journal / Year	International Journal of Production Economics / 2014
Research method	Mathematical model
SCM area	Outsourcing
KM processes	Transfer
<b>121. Author(s)</b>	<b>Maçada, A.C.G., Costa, J.C., Oliveira, M., &amp; Curado, C.</b>
Article title	Information management and knowledge sharing in supply chains operating in Brazil
Journal / Year	International Journal of Automotive Technology and Management / 2013
Research method	Case study
SCM area	Intra and inter-firm relations
KM processes	Transfer
<b>122. Author(s)</b>	<b>Machikita, T., &amp; Ueki, Y.</b>
Article title	Knowledge transfer channels to Vietnam for process improvement
Journal / Year	Management Decision / 2013
Research method	Survey
SCM area	Intra and inter-firm relations
KM processes	Transfer
<b>123. Author(s)</b>	<b>Machikita, T., &amp; Ueki, Y.</b>
Article title	Impacts of Incoming Knowledge on Product Innovation : Technology Transfer in Auto-Related Industries in Developing Economies
Journal / Year	Asian Journal of Technology Innovation / 2012

Research method	Survey
SCM area	Product development
KM processes	Transfer
<b>124. Author(s)</b>	<b>Mak, K.T., &amp; Ramaprasad, A.</b>
Article title	Knowledge supply network
Journal / Year	Journal of the Operational Research Society / 2003
Research method	Conceptual model
SCM area	Supply chain network
KM processes	Transfer
<b>125. Author(s)</b>	<b>Malhotra, A., Gosain, S., &amp; El Sawy, O.A.</b>
Article title	Absorptive capacity configurations in supply chains: Gearing for partner-enabled market knowledge creation
Journal / Year	MIS quarterly / 2005
Research method	Case study
SCM area	Supply chain partnership
KM processes	Creation
<b>126. Author(s)</b>	<b>Malhotra, A., Gosain, S., &amp; El Sawy, O.A.</b>
Article title	Leveraging standard electronic business interfaces to enable adaptive supply chain partnerships
Journal / Year	Information Systems Research / 2007
Research method	Interview
SCM area	Supply chain partnership
KM processes	Transfer
<b>127. Author(s)</b>	<b>Maqsood, T., Walker, D., &amp; Finegan, A.</b>
Article title	Extending the knowledge advantage: Creating learning chains
Journal / Year	Learning Organization / 2007
Research method	Case study
SCM area	Supply chain learning
KM processes	Creation; Transfer
<b>128. Author(s)</b>	<b>Marra, M., Ho, W., &amp; Edwards, J.S.</b>
Article title	Supply chain knowledge management: A literature review
Journal / Year	Expert systems with applications / 2012
Research method	Review
<b>129. Author(s)</b>	<b>Mazzola, E., &amp; Perrone, G.</b>
Article title	A strategic needs perspective on operations outsourcing and other inter-firm relationships
Journal / Year	International Journal of Production Economics / 2013
Research method	Conceptual model
SCM area	Intra and inter-firm relations
KM processes	Creation
<b>130. Author(s)</b>	<b>McCoy, A.P., Thabet, W., &amp; Badinelli, R.</b>
Article title	Understanding the role of developer/builders in the concurrent commercialization of product innovation
Journal / Year	European Journal of Innovation Management / 2009
Research method	Survey and Interview
SCM area	Product development

KM processes	Transfer
<b>131. Author(s)</b>	<b>McLaughlin, S.</b>
Article title	Six tenets for developing an effective knowledge transfer strategy
Journal / Year	VINE / 2010
Research method	Case study
SCM area	Supply chain strategy
KM processes	Transfer
<b>132. Author(s)</b>	<b>McLaughlin, S., Paton, R.A., &amp; Macbeth, D.K.</b>
Article title	Barrier impact on organizational learning within complex organizations
Journal / Year	Journal of knowledge management / 2008
Research method	Conceptual model
SCM area	Supply chain learning
KM processes	Creation; Transfer
<b>133. Author(s)</b>	<b>Meixell, M.J., Shaw, N.C., &amp; Tuggle, F.D.</b>
Article title	A methodology for assessing the value of knowledge in a service parts supply chain
Journal / Year	IEEE Transactions on Systems, Man and Cybernetics, Part B / 2008
Research method	Simulation
SCM area	Forecasting / Demand planning
KM processes	Creation; Storage; Transfer; Application
<b>134. Author(s)</b>	<b>Mentzas, G., Apostolou, D., Kafentzis, K., &amp; Georgolios, P.</b>
Article title	Inter-organizational networks for knowledge sharing and trading
Journal / Year	Information Technology and Management / 2006
Research method	Case study
SCM area	Intra and inter-firm relations
KM processes	Transfer
<b>135. Author(s)</b>	<b>Modi, S.B., &amp; Mabert, V.A</b>
Article title	Supplier development: improving supplier performance through knowledge transfer.
Journal / Year	Journal of operations management / 2007
Research method	Interview
SCM area	Procurement / Supplier management
KM processes	Transfer
<b>136. Author(s)</b>	<b>More, D., &amp; Basu, P.</b>
Article title	Challenges of supply chain finance: A detailed study and a hierarchical model based on the experiences of an Indian firm
Journal / Year	Business Process Management Journal / 2013
Research method	Survey
SCM area	Supply chain relationship
KM processes	Transfer
<b>137. Author(s)</b>	<b>Muñoz, E., Capón-García, E., Láinez-Aguirre, J.M., Espuña, A., &amp; Puigjaner, L.</b>
Article title	Considering environmental assessment in an ontological framework for enterprise sustainability
Journal / Year	Journal of Cleaner Production / 2013
Research method	Case study
SCM area	Scheduling

KM processes	Creation; Storage; Transfer; Application
<b>138. Author(s)</b>	<b>Muñoz, E., Capón-García, E., Laínez, J.M., Espuña, A., &amp; Puigjaner, L.</b>
Article title	Using mathematical knowledge management to support integrated decision-making in the enterprise
Journal / Year	Computers and Chemical Engineering / 2014
Research method	Mathematical model
SCM area	Scheduling
KM processes	Creation; Transfer
<b>139. Author(s)</b>	<b>Nachiappan, S.P., Gunasekaran, A., &amp; Jawahar, N.</b>
Article title	Knowledge management system for operating parameters in two-echelon VMI supply chains
Journal / Year	International Journal of Production Research / 2007
Research method	Case study
SCM area	Inventory management
KM processes	Creation; Storage; Transfer; Application
<b>140. Author(s)</b>	<b>Nagarajan, S., Ganesh, K., &amp; Sundarakani, B.</b>
Article title	Organisational readiness assessment framework and model for knowledge management - Application for manufacturing supply chain
Journal / Year	International Journal of Electronic Customer Relationship Management / 2009
Research method	Case study
SCM area	Customer relationship management
KM processes	Creation
<b>141. Author(s)</b>	<b>Nagati, H., &amp; Rebolledo, C.</b>
Article title	Improving operational performance through knowledge exchange with customers
Journal / Year	Production Planning and Control / 2013
Research method	Survey
SCM area	Supply chain integration
KM processes	Transfer
<b>142. Author(s)</b>	<b>Nikabadi, M.S.</b>
Article title	A framework for technology-based factors for knowledge management in supply chain of auto industry
Journal / Year	VINE / 2014
Research method	Survey
SCM area	Supply chain integration
KM processes	Creation; Storage; Transfer; Application
<b>143. Author(s)</b>	<b>Nikabadi, M.S., &amp; Zamanloo, S.O.Z.</b>
Article title	A multidimensional structure for describing the influence of supply chain strategies, business strategies, and knowledge management strategies on knowledge sharing in supply chain
Journal / Year	International Journal of Knowledge Management / 2012
Research method	Survey
SCM area	Supply chain strategy
KM processes	Transfer
<b>144. Author(s)</b>	<b>Norbis, M., Meixell, M.J., &amp; Tuggle, F.D.</b>
Article title	Modelling security in the maritime supply chain using knowledge constructs
Journal / Year	International Journal of Logistics Systems and Management / 2013
Research method	Other

SCM area	Logistics management
KM processes	Transfer
<b>145. Author(s)</b>	<b>Oke, A., Prajogo, D.I., &amp; Jayaram, J.</b>
Article title	Strengthening the innovation chain: The role of internal innovation climate and strategic relationships with supply chain partners
Journal / Year	Journal of Supply Chain Management / 2013
Research method	Survey
SCM area	Supply chain partnership
KM processes	Creation; Transfer
<b>146. Author(s)</b>	<b>Ordoobadi, S.M., &amp; Wang, S.</b>
Article title	A multiple perspectives approach to supplier selection
Journal / Year	Industrial Management and Data Systems / 2011
Research method	Case study
SCM area	Procurement / Supplier management
KM processes	Transfer
<b>147. Author(s)</b>	<b>Patil, S.K., &amp; Kant, R.</b>
Article title	A hybrid approach based on fuzzy DEMATEL and FMCDM to predict success of knowledge management adoption in supply chain
Journal / Year	Applied Soft Computing Journal / 2014
Research method	Case study
SCM area	Decision-making
KM processes	Creation; Storage; Transfer; Application
<b>148. Author(s)</b>	<b>Patil, S.K., &amp; Kant, R.</b>
Article title	A fuzzy AHP-TOPSIS framework for ranking the solutions of Knowledge Management adoption in Supply Chain to overcome its barriers
Journal / Year	Expert Systems with Applications / 2014
Research method	Case study
SCM area	Decision-making
KM processes	Creation; Storage; Transfer; Application
<b>149. Author(s)</b>	<b>Patil, S.K., &amp; Kant, R.</b>
Article title	Ranking the barriers of knowledge management adoption in supply chain using fuzzy AHP method
Journal / Year	International Journal of Business Innovation and Research / 2014
Research method	Other
SCM area	Other (KM adoption)
KM processes	Creation; Storage; Transfer; Application
<b>150. Author(s)</b>	<b>Patil, S.K., &amp; Kant, R.</b>
Article title	Knowledge management adoption in supply chain: Identifying critical success factors using fuzzy DEMATEL approach
Journal / Year	Journal of Modelling in Management / 2014
Research method	Other
SCM area	Other (KM adoption)
KM processes	Creation; Storage; Transfer; Application
<b>151. Author(s)</b>	<b>Patil, S.K., &amp; Kant, R.</b>
Article title	A fuzzy DEMATEL method to identify critical success factors of knowledge management adoption in supply chain



Journal / Year	Journal of Information and Knowledge Management / 2013
Research method	Case study
SCM area	Decision-making
KM processes	Creation; Storage; Transfer; Application
<b>152. Author(s)</b>	<b>Paton, R.A., &amp; McLaughlin, S.</b>
Article title	Services innovation: Knowledge transfer and the supply chain.
Journal / Year	European Management Journal / 2008
Research method	Other
SCM area	Customer service management
KM processes	Transfer
<b>153. Author(s)</b>	<b>Paulraj, A., Lado, A.A., &amp; Chen, I.J.</b>
Article title	Inter-organizational communication as a relational competency: antecedents and performance outcomes in collaborative buyer-supplier relationships.
Journal / Year	Journal of operations management / 2008
Research method	Survey
SCM area	Intra and inter-firm relations
KM processes	Transfer
<b>154. Author(s)</b>	<b>Pedroso, M.C., &amp; Nakano, D.</b>
Article title	Knowledge and information flows in supply chains: A study on pharmaceutical companies.
Journal / Year	International Journal of Production Economics / 2009
Research method	Interview
SCM area	Forecasting / Demand planning
KM processes	Transfer
<b>155. Author(s)</b>	<b>Prakash, A., Chan, F.T.S., Liao, H., &amp; Deshmukh, S.G.</b>
Article title	Network optimization in supply chain: A KBGA approach
Journal / Year	Decision Support Systems / 2012
Research method	Other
SCM area	Supply chain network
KM processes	Creation; Storage; Transfer; Application
<b>156. Author(s)</b>	<b>Purwaningrum, F., &amp; Evers, H.D.</b>
Article title	Knowledge Flow in the Academia-industry Collaboration or Supply Chain Linkage? Case Study of the Automotive Industries in the Jababeka Cluster
Journal / Year	Procedia-Social and Behavioral Sciences / 2012
Research method	Interview
SCM area	Supply chain network
KM processes	Transfer
<b>157. Author(s)</b>	<b>Qi, K., &amp; Chen, W.</b>
Article title	Research on green supply chain knowledge sharing mechanism
Journal / Year	Energy Education Science and Technology Part A: Energy Science and Research / 2014
Research method	Other
SCM area	Green supply chain
KM processes	Transfer
<b>158. Author(s)</b>	<b>Raisinghani, M.S., &amp; Meade, L.L.</b>
Article title	Strategic decisions in supply-chain intelligence using knowledge management: An analytic-network-

	process framework
Journal / Year	Supply Chain Management / 2005
Research method	Case study
SCM area	Decision-making
KM processes	Creation; Storage; Transfer; Application
<b>159. Author(s)</b>	<b>Ranganathan, C., Teo, T.S., &amp; Dhaliwal, J.</b>
Article title	Web-enabled supply chain management: Key antecedents and performance impacts
Journal / Year	International Journal of Information Management / 2011
Research method	Survey and Interview
SCM area	Other (web-enabled SCM)
KM processes	Transfer
<b>160. Author(s)</b>	<b>Rao, N.H.</b>
Article title	A framework for implementing information and communication technologies in agricultural development in India
Journal / Year	Technological Forecasting and Social Change / 2007
Research method	Case study
SCM area	Supply chain network
KM processes	Transfer
<b>161. Author(s)</b>	<b>Reychav, I.</b>
Article title	Knowledge sharing in a trade show: A learning spiral model
Journal / Year	VINE / 2009
Research method	Survey
SCM area	Distribution channels
KM processes	Creation; Transfer
<b>162. Author(s)</b>	<b>Rollins, M., Pekkarinen, S., &amp; Mehtälä, M.</b>
Article title	Inter-firm customer knowledge sharing in logistics services: An empirical study
Journal / Year	International Journal of Physical Distribution and Logistics Management / 2011
Research method	Survey
SCM area	Logistics management
KM processes	Transfer
<b>163. Author(s)</b>	<b>Samaddar, S., Nargundkar, S., &amp; Daley, M.</b>
Article title	Inter-organizational information sharing: The role of supply network configuration and partner goal congruence.
Journal / Year	European Journal of Operational Research / 2006
Research method	Case study
SCM area	Supply chain network
KM processes	Transfer
<b>164. Author(s)</b>	<b>Sambasivan, M., Loke, S.P., &amp; Abidin-Mohamed, Z.</b>
Article title	Impact of knowledge management in supply chain management: A study in Malaysian manufacturing companies
Journal / Year	Knowledge and Process Management / 2009
Research method	Survey
SCM area	Supply chain learning
KM processes	Creation; Transfer; Application

<b>165. Author(s)</b>	<b>Samuel, K.E., Goury, M.L., Gunasekaran, A., &amp; Spalanzani, A.</b>
Article title	Knowledge management in supply chain: An empirical study from France
Journal / Year	Journal of Strategic Information Systems / 2011
Research method	Survey
SCM area	Supply chain strategy
KM processes	Creation; Transfer
<b>166. Author(s)</b>	<b>Saxena, A., &amp; Wadhwa, S.</b>
Article title	Flexible configuration for seamless supply chains: Directions towards decision knowledge sharing
Journal / Year	Robotics and Computer-Integrated Manufacturing / 2009
Research method	Simulation
SCM area	Forecasting / Demand planning
KM processes	Transfer
<b>167. Author(s)</b>	<b>Scheuermann, A., &amp; Leukel, J.</b>
Article title	Supply chain management ontology from an ontology engineering perspective
Journal / Year	Computers in Industry / 2014
Research method	Review
<b>168. Author(s)</b>	<b>Schoenherr, T., Griffith, D.A., &amp; Chandra, A.</b>
Article title	Knowledge management in supply chains: The role of explicit and tacit knowledge
Journal / Year	Journal of Business Logistics / 2014
Research method	Survey
SCM area	Other (The role of explicit and tacit knowledge)
KM processes	Creation; Application
<b>169. Author(s)</b>	<b>Schrettle, S., Hinz, A., Scherrer-Rathje, M., &amp; Friedli, T.</b>
Article title	Turning sustainability into action: Explaining firms' sustainability efforts and their impact on firm performance
Journal / Year	International Journal of Production Economics / 2014
Research method	Conceptual model
SCM area	Sustainable supply chain
KM processes	Creation; Transfer; Application
<b>170. Author(s)</b>	<b>Sherwood, A.L., &amp; Covin, J.G.</b>
Article title	Knowledge Acquisition in University–Industry Alliances: An Empirical Investigation from a Learning Theory Perspective
Journal / Year	Journal of Product Innovation Management / 2008
Research method	Survey
SCM area	Supply chain partnership
KM processes	Transfer; Application
<b>171. Author(s)</b>	<b>Shih, S.C., Hsu, S.H.Y., Zhu, Z., &amp; Balasubramanian, S.K.</b>
Article title	Knowledge sharing-A key role in the downstream supply chain
Journal / Year	Information and Management / 2012
Research method	Case study
SCM area	Supply chain network
KM processes	Transfer
<b>172. Author(s)</b>	<b>Shunk, D.L., Carter, J.R., Hovis, J., &amp; Talwar, A.</b>
Article title	Electronics industry drivers of intermediation and disintermediation.

Journal / Year	International Journal of Physical Distribution and Logistics Management / 2007
Research method	Survey and Interview
SCM area	Supply chain integration
KM processes	Transfer
<b>173. Author(s)</b>	<b>Singh, P.J., &amp; Power, D.</b>
Article title	Innovative knowledge sharing, supply chain integration and firm performance of Australian manufacturing firms.
Journal / Year	International Journal of Production Research / 2013
Research method	Survey
SCM area	Supply chain integration
KM processes	Transfer
<b>174. Author(s)</b>	<b>Sivakumar, K., &amp; Roy, S.</b>
Article title	Knowledge redundancy in supply chains: A framework
Journal / Year	Supply Chain Management / 2004
Research method	Conceptual model
SCM area	Customer relationship management
KM processes	Creation
<b>175. Author(s)</b>	<b>Smith, A.D.</b>
Article title	Customer relationship management: A look at incentive programmes and their usefulness in selected service firms
Journal / Year	International Journal of Business Innovation and Research / 2009
Research method	Case study
SCM area	Customer relationship management
KM processes	Transfer
<b>176. Author(s)</b>	<b>Su, H.Y., Fang, S.C., &amp; Young, C.S.</b>
Article title	Influences of relationship transparency from intellectual capital reporting on supply chain partnerships with suppliers: A field experiment
Journal / Year	Supply Chain Management / 2013
Research method	Survey and Interview
SCM area	Supply chain partnership
KM processes	Creation
<b>177. Author(s)</b>	<b>Sudhindra, S., Ganesh, L.S., &amp; Arshinder, K.</b>
Article title	Classification of supply chain knowledge: A morphological approach
Journal / Year	Journal of Knowledge Management / 2014
Research method	Conceptual model
SCM area	Other (Classification of supply chain knowledge)
KM processes	Creation
<b>178. Author(s)</b>	<b>Tah, J.H.M., &amp; Carr, V.</b>
Article title	Towards a framework for project risk knowledge management in the construction supply chain
Journal / Year	Advances in Engineering Software / 2001
Research method	Case study
SCM area	Risk management
KM processes	Storage
<b>179. Author(s)</b>	<b>Tatham, P., &amp; Spens, K.</b>

Article title	Towards a humanitarian logistics knowledge management system
Journal / Year	Disaster Prevention and Management / 2011
Research method	Conceptual model
SCM area	Humanitarian logistics
KM processes	Creation
<b>180. Author(s)</b>	<b>Tatikonda, M.V., &amp; Stock, G.N.</b>
Article title	Product technology transfer in the upstream supply chain
Journal / Year	Journal of Product Innovation Management / 2003
Research method	Conceptual model
SCM area	Product development
KM processes	Transfer
<b>181. Author(s)</b>	<b>Tennant, S., &amp; Fernie, S.</b>
Article title	Organizational learning in construction supply chains
Journal / Year	Engineering, Construction and Architectural Management / 2013
Research method	Interview
SCM area	Supply chain learning
KM processes	Transfer
<b>182. Author(s)</b>	<b>Thomas, R.W., Fugate, B.S., &amp; Koukova, N.T.</b>
Article title	Coping with time pressure and knowledge sharing in buyer-supplier relationships.
Journal / Year	Journal of Supply Chain Management / 2011
Research method	Case study
SCM area	Supply chain relationship
KM processes	Transfer
<b>183. Author(s)</b>	<b>Thomas, S.P., Thomas, R.W., Manrodt, K.B., &amp; Rutner, S.M</b>
Article title	An experimental test of negotiation strategy effects on knowledge sharing intentions in buyer-supplier relationships.
Journal / Year	Journal of Supply Chain Management / 2013
Research method	Conceptual model
SCM area	Supply chain strategy
KM processes	Transfer
<b>184. Author(s)</b>	<b>Tseng, S.M.</b>
Article title	The impact of knowledge management capabilities and supplier relationship management on corporate performance
Journal / Year	International Journal of Production Economics / 2014
Research method	Interview
SCM area	Procurement / Supplier management
KM processes	Creation; Application
<b>185. Author(s)</b>	<b>Ulieru, M., Norrie, D., Kremer, R., &amp; Shen, W.</b>
Article title	A multi-resolution collaborative architecture for web-centric global manufacturing
Journal / Year	Information Sciences / 2000
Research method	Simulation
SCM area	Supply chain collaboration
KM processes	Creation; Storage; Transfer; Application
<b>186. Author(s)</b>	<b>Uusipaavalniemi, S., &amp; Juga, J.</b>

Article title	Information integration in maintenance services
Journal / Year	International Journal of Productivity and Performance Management / 2008
Research method	Case study
SCM area	Maintenance services
KM processes	Transfer
<b>187. Author(s)</b>	<b>Van Hoof, B.</b>
Article title	Organizational learning in cleaner production among Mexican supply networks
Journal / Year	Journal of Cleaner Production / 2014
Research method	Case study
SCM area	Sustainable supply chain
KM processes	Creation
<b>188. Author(s)</b>	<b>Verma, A., &amp; Tiwari, M.K.</b>
Article title	Role of corporate memory in the global supply chain environment.
Journal / Year	International Journal of Production Research / 2009
Research method	Case study
SCM area	Global supply chain
KM processes	Creation
<b>189. Author(s)</b>	<b>Viswanadham, N., &amp; Gaonkar, R.</b>
Article title	A conceptual and analytical framework for management of integrated knowledge based logistics providers.
Journal / Year	International Journal of Logistics Systems and Management / 2009
Research method	Mathematical model
SCM area	Logistics management
KM processes	Transfer
<b>190. Author(s)</b>	<b>Volpato, G., &amp; Stocchetti, A.</b>
Article title	Knowledge management in the automotive supply chain: Exploring suppliers' point of view
Journal / Year	International Journal of Automotive Technology and Management / 2007
Research method	Conceptual model
SCM area	Procurement / Supplier management
KM processes	Creation; Transfer
<b>191. Author(s)</b>	<b>Wadhwa, S., &amp; Saxena, A.</b>
Article title	Decision knowledge sharing: Flexible supply chains in KM context
Journal / Year	Production Planning and Control / 2007
Research method	Simulation
SCM area	Supply chain collaboration
KM processes	Transfer
<b>192. Author(s)</b>	<b>Wamba, S.F.</b>
Article title	Achieving supply chain integration using RFID technology: the case of emerging intelligent B-to-B e-commerce processes in a living laboratory
Journal / Year	Business Process Management Journal / 2012
Research method	Case study
SCM area	Supply chain integration
KM processes	Transfer
<b>193. Author(s)</b>	<b>Wang, C., Fergusson, C., Perry, D., &amp; Antony, J.</b>

Article title	A conceptual case-based model for knowledge sharing among supply chain members
Journal / Year	Business Process Management Journal / 2008
Research method	Conceptual model
SCM area	Supply chain learning
KM processes	Creation; Storage; Transfer
<b>194. Author(s)</b>	<b>Wang, X., Wong, T.N., &amp; Fan, Z.P.</b>
Article title	Ontology-based supply chain decision support for steel manufacturers in China
Journal / Year	Expert Systems with Applications / 2013
Research method	Case study
SCM area	Global supply chain
KM processes	Creation; Storage; Transfer; Application
<b>195. Author(s)</b>	<b>Warkentin, M., Sugumaran, V., &amp; Sainsbury, R.</b>
Article title	The role of intelligent agents and data mining in electronic partnership management
Journal / Year	Expert Systems with Applications / 2012
Research method	Conceptual model
SCM area	Supply chain partnership
KM processes	Creation; Storage; Transfer; Application
<b>196. Author(s)</b>	<b>Whitman, L.E., &amp; Panetto, H.</b>
Article title	The missing link: Culture and language barriers to interoperability.
Journal / Year	Annual Reviews in Control / 2006
Research method	Conceptual model
SCM area	Supply chain interoperability
KM processes	Transfer
<b>197. Author(s)</b>	<b>Williams, A.J.</b>
Article title	Transporting tacit supply knowledge in competitive environments: A storytelling perspective
Journal / Year	International Journal of Procurement Management / 2014
Research method	Conceptual model
SCM area	Supply chain strategy
KM processes	Creation; Transfer
<b>198. Author(s)</b>	<b>Wong, W.P., &amp; Wong, K.Y.</b>
Article title	Supply chain management, knowledge management capability, and their linkages towards firm performance
Journal / Year	Business Process Management Journal / 2011
Research method	Survey
SCM area	Supply chain partnership
KM processes	Creation; Storage; Transfer; Application
<b>199. Author(s)</b>	<b>Woolliscroft, P., Caganova, D., Cambal, M., Holecek, J., &amp; Pucikova, L.</b>
Article title	Implications for optimisation of the automotive supply chain through knowledge management.
Journal / Year	Procedia CIRP / 2013
Research method	Case study
SCM area	Just-in-time
KM processes	Creation; Storage; Transfer; Application
<b>200. Author(s)</b>	<b>Worasinchai, L., &amp; Daneshgar, F.</b>



Article title	Identifying knowledge transfer requirement in global organisational contexts.
Journal / Year	International Journal of Innovation and Learning / 2012
Research method	Case study
SCM area	Global supply chain
KM processes	Transfer
<b>201. Author(s)</b>	<b>Wrigley, N., Coe, N.M., &amp; Currah, A.</b>
Article title	Globalizing retail: conceptualizing the distribution-based transnational corporation (TNC)
Journal / Year	Progress in Human Geography / 2005
Research method	Conceptual model
SCM area	Retailing
KM processes	Creation; Transfer
<b>202. Author(s)</b>	<b>Wu, C.</b>
Article title	Knowledge creation in a supply chain.
Journal / Year	Supply Chain Management: An International Journal / 2008
Research method	Case study
SCM area	Customer relationship management
KM processes	Creation
<b>203. Author(s)</b>	<b>Wu, D.J.</b>
Article title	Software agents for knowledge management: Coordination in multi-agent supply chains and auctions
Journal / Year	Expert Systems with Applications / 2001
Research method	Case study
SCM area	Supply chain collaboration
KM processes	Creation; Storage; Transfer; Application
<b>204. Author(s)</b>	<b>Wynn, M., &amp; Olubanjo, O.</b>
Article title	Demand-supply chain management: Systems implications in an SME packaging business in the UK
Journal / Year	International Journal of Manufacturing Research / 2012
Research method	Case study
SCM area	Forecasting / Demand planning
KM processes	Transfer
<b>205. Author(s)</b>	<b>Xiuhong, W.</b>
Article title	Knowledge transfer research in the supply chain based on system dynamic model
Journal / Year	ICIC Express Letters / 2014
Research method	Simulation
SCM area	Supply chain integration
KM processes	Transfer
<b>206. Author(s)</b>	<b>Yam, A.Y.K., Chan, M.F.S., &amp; Chung, W.W.C.</b>
Article title	Networked enterprise: A case study of implementing an information network system for global product development
Journal / Year	Benchmarking / 2007
Research method	Case study
SCM area	Product development
KM processes	Creation; Storage; Transfer; Application
<b>207. Author(s)</b>	<b>Yang, J.</b>

Article title	Harnessing value in knowledge management for performance in buyer-supplier collaboration
Journal / Year	International Journal of Production Research / 2013
Research method	Conceptual model
SCM area	Supply chain relationship
KM processes	Creation; Transfer
<b>208. Author(s)</b>	<b>Yang, J.</b>
Article title	A structural model of supply chain performance in an emerging economy
Journal / Year	International Journal of Production Research / 2012
Research method	Survey
SCM area	Supply chain collaboration
KM processes	Transfer
<b>209. Author(s)</b>	<b>Yang, J., Rui, M., Rauniar, R., Ikem, F.M., &amp; Xie, H.</b>
Article title	Unravelling the link between knowledge management and supply chain integration: An empirical study
Journal / Year	International Journal of Logistics Research and Applications / 2013
Research method	Case study
SCM area	Supply chain integration
KM processes	Creation; Transfer
<b>210. Author(s)</b>	<b>Yang, J., Wong, C.W.Y., Lai, K.H., &amp; Ntoko, A.N.</b>
Article title	The antecedents of dyadic quality performance and its effect on buyer-supplier relationship improvement
Journal / Year	International Journal of Production Economics / 2009
Research method	Survey
SCM area	Supply chain relationship
KM processes	Creation; Storage; Transfer; Application
<b>211. Author(s)</b>	<b>Yazici, H.J.</b>
Article title	Buyer perceptions on the buyer-supplier collaborative relationship and performance: A service example
Journal / Year	International Journal of Services and Operations Management / 2012
Research method	Survey
SCM area	Supply chain relationship
KM processes	Transfer
<b>212. Author(s)</b>	<b>Ye, Y., Yang, D., Jiang, Z., &amp; Tong, L.</b>
Article title	Ontology-based semantic models for supply chain management.
Journal / Year	The International Journal of Advanced Manufacturing Technology / 2008
Research method	Case study
SCM area	Supply chain interoperability
KM processes	Creation; Storage; Transfer
<b>213. Author(s)</b>	<b>Yu, W., Jacobs, M.A., Salisbury, W.D., &amp; Enns, H.</b>
Article title	The effects of supply chain integration on customer satisfaction and financial performance: An organizational learning perspective
Journal / Year	International Journal of Production Economics / 2013
Research method	Survey
SCM area	Supply chain integration

KM processes	Creation
<b>214. Author(s)</b>	<b>Zacharia, Z.G., Nix, N.W., &amp; Lusch, R.F.</b>
Article title	Capabilities that enhance outcomes of an episodic supply chain collaboration
Journal / Year	Journal of Operations Management / 2011
Research method	Survey
SCM area	Supply chain collaboration
KM processes	Creation; Storage; Transfer; Application
<b>215. Author(s)</b>	<b>Zdravković, M., Panetto, H., Trajanović, M., &amp; Aubry, A.</b>
Article title	An approach for formalising the supply chain operations
Journal / Year	Enterprise Information Systems / 2011
Research method	Conceptual model
SCM area	Intra and inter-firm relations
KM processes	Creation; Storage; Transfer
<b>216. Author(s)</b>	<b>Zernand-Vilson, M., &amp; Elenurm, T.</b>
Article title	Differences in implementing management and organization development directions between domestic and foreign companies in Estonia.
Journal / Year	Baltic Journal of Management / 2010
Research method	Survey
SCM area	Global supply chain
KM processes	Transfer
<b>217. Author(s)</b>	<b>Zhang, M., &amp; Huo, B.</b>
Article title	The impact of dependence and trust on supply chain integration.
Journal / Year	International Journal of Physical Distribution and Logistics Management / 2013
Research method	Survey
SCM area	Supply chain integration
KM processes	Transfer
<b>218. Author(s)</b>	<b>Zhang, X., Chen, W., Tong, J., &amp; Liu, X.</b>
Article title	Relational mechanisms, market contracts and cross-enterprise knowledge trading in the supply chain: empirical research based on Chinese manufacturing enterprises
Journal / Year	Chinese Management Studies / 2012
Research method	Survey and Interview
SCM area	Intra and inter-firm relations
KM processes	Transfer
<b>219. Author(s)</b>	<b>Zhu, X., Mukhopadhyay, S.K., &amp; Kurata, H.</b>
Article title	A review of RFID technology and its managerial applications in different industries.
Journal / Year	Journal of Engineering and Technology Management / 2012
Research method	Survey
SCM area	Inventory management
KM processes	Transfer

Note: SCM (supply chain management); KM (knowledge management)



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