Translated from Portuguese to English - www.onlinedoctranslator.com



# COMPETITIVE ADVANTAGE IN CHAIN MANAGEMENT SUPPLIES

COMPETITIVE ADVANTAGE IN SUPPLY CHAIN MANAGEMENT

Geisse Martins[7]

**Summary**
The present work aims to analyze and investigate how supply chain management can represent a competitive advantage for organizations. With the advent of the pandemic caused by Covid-19, there was exponential growth in global electronic commerce, and this has required managers and companies to adopt new economic models capable of anchoring the planning, execution and control of effective actions. management of fundamental assets for the oxygenation of purchasing, logistics, storage, production and delivery processes to consumer markets. New communication and telecommunications technologies, which place new tools, such as artificial intelligence, robotics and Big Data, at the service of this intricate mechanism of Supply Chain Management, at the same time also pose new challenges to administrators and organizations that need to adapt to new requirements and demands from the markets and consequently new ways of thinking strategically about delivering value and competitive advantage to stakeholders.

**Key words:**management; markets; logistics; management; economy

**Abstract**
This paper aims to analyze and investigate how supply chain management can represent a competitive advantage for organizations. With the advent of the pandemic caused by the covid-19, there has been an exponential growth in the world e-commerce, and this has required managers and companies to adopt new models of economy capable of anchoring the planning, execution and control of effectiveness actions the management of fundamental assets for the oxygenation of purchasing, logistics, storage, production and delivery processes to consumer markets. The new technologies of communication and telecommunications, which put new tools, such as artificial Intelligence, robotics and Big Data, at the service of this intricate gear of Supply Chain Management, at the same time also pose new challenges to the administrators and the organizations that need to adapt to the new demands and demands of the markets and consequently to the new ways of thinking strategically the delivery of value and the competitive advantage for the stakeholders.
**Keywords:**management; markets; logistics; management; economy.

## 1. Introduction

Managing the supply chain is not something new. At the height of ancient Egyptian civilization, as well as at the height of the Roman Empire, this activity was one of the pillars of these societies. In the last two decades, managing the intricate and complex context of the supply chain has presented itself as a challenge for organizational managers. With highly competitive markets, cost management (storage and transportation) supported by methodologies such as Just In Time and Kanban is, increasingly, a visceral reality for organizations.

[7]Graduated in Pedagogy and Telecommunications, he has an MBA in Strategic Management and specialization in: Neuroscience and Learning, Psychopedagogy, School Coordination/Supervision, School Inspection with an emphasis on Inclusive Special Education and Business Pedagogy. Master in Emerging Technologies in Education, master's degree in Administration from Must University and PhD in Education from Eikon University. Email: geisse@geisse.com.br

Far beyond just managing purchases and storing products, Supply Chain Management — or supply chain management — is a technical administration activity, which requires planning, organization and control of assets and is extremely important in organizations. This administration currently involves focusing on business strategies that have a direct impact on competitiveness and value recognition actions on the part of customers. As Silva and Braga (2017, p. 112) offers us:

> Supply chain management has been presented as an important organizational strategy for obtaining competitive advantages, its objective is to integrate the functional areas of organizations seeking to reduce costs, create value for customers and, consequently, competitive advantage in the market. .

Supply chain management that is efficient and effective in markets that are increasingly volatile and rapidly changing requires decision-making that enables harmony and integration between the different areas of organizations. It is also necessary for it to establish synergy between customers and companies, so that they can enjoy advantages in which both build or consolidate the perception of added value in relation to the brands and the benefits that the products offer them.

Although, at first glance, supply chain management may seem like an activity without complexity, its real activities and its level of strategic importance are impressive due to the level of complexity and also the requirement of skills and competencies necessary for administrators in their activities, in order to of keeping the areas that make up the pulsating part of organizations oxygenated with raw materials, products, packaging and a multitude of other items.

In this sense, decision-making in companies, from the point of view of managing these assets, needs to be carried out with a very high level of quality and efficiency, since this decision has a direct and profound impact on the results of the objectives included in the planning strategic. Managing the supply chain is an administration action that can be understood not only as important, but also as surgical. The critical points in each department are interconnected (in times and movements) and consequently are also integrated into deterministic actions in the medium and short-term results plan, regardless of the size of the organizations. In the current context in which technology tools provide an arsenal of products and services, what in the recent past could be understood and illustrated as linear, with radical changes in the behavior of players, if

established new configurations and, in the same proportion and measure, the challenges for managers and administrators are consolidated. Faced with this tangled mosaic of concepts, techniques, abstractions and realities, this article seeks to present supply chain management as a factor of competitive advantage in the strategic planning of organizations. As a methodology, bibliographic and documentary research was used.

## 2 Theoretical foundation

Moving goods and products and transacting these aggregated goods with services is something very old, dating back to civilizations such as ancient Egypt, many others in the Roman Empire, as well as movements called the second and third globalization. In fact, globalization movements can be considered a significant factor that contributes to boosting the development of logistics around the world.

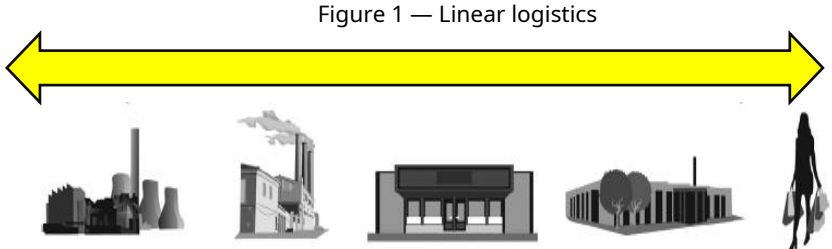
It is worth mentioning that another preponderant factor for this progress was the advancement of technology and telecommunications, which are inserted in the context of globalization; This favored communication mechanisms, breaking down barriers and bringing buyers and sellers together.

Therefore, from the 1990s until now, the use of telecommunications, automation, robotics, artificial intelligence and, more recently, Big Data promotes a true revolution in supply chain management.

In this perspective of changes and high volatility in the goods and consumption markets — often attributed to innovations (in information technologies) sometimes accelerated by electronic commerce, which grew exponentially due to the pandemic — two other factors drive the growth of commerce world: access to new technologies ( *smartphones*, *tablets* and computers with internet access) and also payment and receipt technologies using, for example, QR-Codes, increasingly accessible to consumers, facilitating the purchasing process.

Without any obstacles, it should be noted that new supply chain management concepts now focus on the consumer, who is the central point of sales efforts. The entire chain is interconnected at this epicenter and deconstructs the old concept of linear logistics.

Figure 1 — Linear logistics



Source: prepared by the author.

Increasingly, organization managers are replacing the linear model with a circular economy system. In this new structure, supply chain management is not dissociated from the interests of stakeholders, which bring to the fore issues related to the environment, cost reduction and management and production on a scale that does not compromise the local and global economy, which it is called business/ industrial ecology. All of this new dynamic represents other important points that need to be incorporated into strategic planning and that represent a competitive advantage for organizations that harmonize with these new precepts. As Silva and Braga (2017, p. 112) guide us:

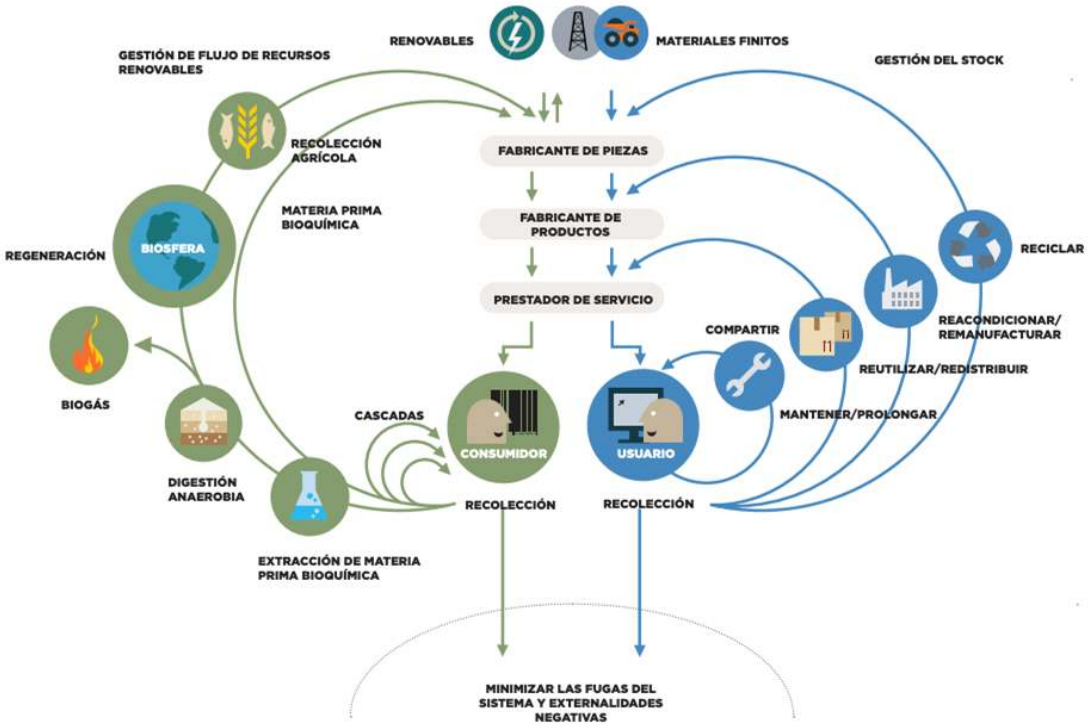
> Supply chain management is adopted when two or more organizations, with a supply chain orientation, decide to dedicate their efforts to an integrated strategy, adopting a set of practices that improve satisfaction, customer value and, consequently, the competitive advantage of the chain as a whole.

In effect, for organizations that are in tune with the new paradigms of supply chain management, when deriving their effective actions and commitment in the activities of purchasing, logistics, storage, marketing strategies and at the end of the process, sales and services, in order to obtain a competitive advantage, these organizations will focus their efforts on the following points:

- offer high added value (products and services);
- greater efficiency and effectiveness than its competitors;
- differentiation of brands, products;
- affordable prices dissolved throughout the chain;
- partnerships with consumer markets and supplier markets;
- intense use of technologies (artificial intelligence, robotics, Big Data);
- cost reduction and management;

- implementation of circular economy.

Figure 2 - Circular Economy Diagram




Source: Ellen MacArthur Foundation (2019).

**Final considerations**

The concepts related to supply chain management, also known as Supply Chain Management, although they may seem current, are in reality part of the historical construction of humanity, as the activity of negotiating and moving goods and merchandise has been present since ancient times. .

Currently, with the advent of the pandemic that has accelerated consumer purchasing procedures, as a result of the growing use of new information technologies — with emphasis on telecommunications, which were already presenting a true revolution in that they made devices (cell phones, tablets) available and computers) with internet access — and also new technologies and payment facilities (digital and online), there has been exponential growth in the transactional processes of goods and services.

Concepts and applications for reducing order cycle times and assured delivery (using robotics and virtual intelligence) are now a reality to reduce costs and consequently boost profits. The use of technologies such as identification by

radio frequency (RFID) allows you to more efficiently control the entries and exits of stocks and, in effect, strengthen partnerships with customers and suppliers as there is optimization in production processes (with quality and precision) from the origin to the end, when obtains customer satisfaction regarding goods and products delivered in accordance with marketing and sales strategies.

Being a preponderant factor for the organization, new asset management models related to the supply chain are presented to satisfy the demands and requirements of stakeholders. Leaving a linear logistics structure and moving towards a more ecological model, the so-called circular economy is understood as sustainable and considered to be at the forefront of supply chain management processes, as it meets the needs of communities at the same time. which represents a competitive advantage within the strategic planning of organizations, by delivering goods, products and services that are recognized as having high added value for consumer markets and by providing profitability for companies.

**References**

DA SILVA, MM; BRAGA, RM. Supply Chain Management as a Source of Competitive Advantage for Organizations.**IPTEC Magazine**, [Ps], v. 6, no. 1, p. 111-123, jun. 2018. ISSN 2318-9851. Available at: http://www6.uninove.br/ojs/journaliji/index.php/iptec/article/view/127/179. Accessed on: 29 April. 2021. doi:10.5585/iptec.v6i1.127.

ELLEN MacArthur Foundation. Diagram of the circular economy system.**Ellen MacArthur Foundation.**2019.Available at: https://www.ellenmacarthurfoundation.org/assets/images/Diagrama-siste%CC%82mico.png. Accessed on: 29 April. 2021.