

# **The Influence of Supply Chain Management Practices in the Enterprise Performance**

**Daniel Spina**  
**Fundação Getulio Vargas**

**Luiz Carlos Di Serio**  
**Fundação Getulio Vargas**

**Luiz Artur Ledur Brito**  
**Fundação Getulio Vargas**

**André Luís de Castro Moura Duarte**  
**Inspere Instituto de Ensino e Pesquisa**

*This empirical research identified which supply chain management (SCM) practices should be adopted by managers in order to achieve superior performance for their companies. Approximately 800 worldwide firms were analyzed, spread across 13 different industries, to understand the impact of 31 practices in five enterprise operational performance indicators.*

## **INTRODUCTION**

First level headings should be bold, all caps, 11 pt Times New Roman, Left Justified with 1 line space above and below the heading. What practices should supply chain managers adopt to increase operational performance of their processes? This question has been the key motivator in developing this investigation, as many researchers have attempted to understand the effect of adopting practices on company performance (Ahmed et al 1996; Alam et al 2012; Cao e Zhang 2011; Chavez et al 2012; Gimenez et al 2012; Gunasekaran et al 2004; Harrison and New 2002; Hayes and Pisano 1994; Hayes and Wheelwright 1984; Hayes and Upton 1998; Li et al 2005; Liu et al 2013; Lockamy and McCormack 2004; Ramanathan 2012; Sukati et al 2013; Tan 2002).

Some studies, however, have not been conclusive (Ketokivi and Schroeder 2004; Pilkington and Fitzgerald 2006) and others only focus on the impact of practices on organizations' financial performance (Venkatraman and Ramanujam 1986). In addition, the use of context variables provides greater explanatory power in understanding the relationship between practices and performance. What we have seen, though, is that many investigations end up failing to duly explore control variables and tend to deal with the influence of practices in isolation rather than collectively (March and Sutton 1997). In other words, it is important for practices to be connected by multiple variables in order for us to understand the broad effect on enterprise performance.