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## An Empirical Analysis on Supply Chain Problems, Strategy, and Performance with Reference to SMEs

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### Abstract

Free trade, globalization of economy, digital business, and introduction of new technology are posing new challenges to all organizations, especially for small and medium enterprises (SMEs). The purpose of this research paper was to identify the problems faced by SMEs while being a part of the supply chain. The study focused on textile units of SMEs. Around 60 samples were taken, and respondents were also considered as key people of the companies. The data were analyzed using mean, rank, standard deviation, and correlation between independent and dependent variables. To measure improvement in supply chain performance, we considered different measures related to increased production, waste reduction, reduce machine breakdown, low transport and inventory cost, and business performance such as sales and revenue increases. The findings showed that supply chain strategy had a significant relationship with the supply-chain performance.

**Keywords:** supply chain management, SCM strategy, SCM performance, textile, SMEs

**JEL Classification:** L25, L67, M1, M11

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Supply chain management (SCM) has gained significant importance among the researchers and practitioners. It is considered as a competitive strategy which puts a limelight on how to maximize the overall value of the firm by adding value added activities and better utilizing the resources across the firm. In today's dynamic business environment coupled with trade liberalization and fierce competition, survival is even a big question mark for large enterprises (LEs); in this scenario, what will be the case of SMEs with respect to survival in a dynamic market? The survival of SMEs will be determined by their ability to produce quality products, shorter lead times, reduced wastages, effective coping mechanisms, affordable prices, and good marketing strategy with effective services. Small and medium enterprises (SMEs) form a cluster of manufacturing firms which provide manufacturing products and adequate technical support services to LEs (Ganeshan, 2013). Hence, there is a growing demand to take SCM as a holistic view in order to secure more profitable outcomes for all parties in the chain (Baymout, 2015).

Due to globalization, SMEs have an ocean of opportunities to increase their business network. Indian SMEs have been facing numerous challenges over the years - like poor designing of supply chain, inefficient suppliers, cost cutting, non-optimal scale operation, gaps in technology advancement, supply chain inefficiencies, handling the national and international competition, working capital shortages, non-reliable suppliers, delays in on time

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