



IJEMD-SS, 5 (2) (2026)

<https://doi.org/10.54938/ijemdss.2026.05.1.645>

International Journal of Emerging Multidisciplinaries: Social Science

Research Paper

Journal Homepage: www.ojs.ijemd.com

ISSN (Online): [2958-0277](https://issn.org/2958-0277)



Logistics and Supply Chain Management: A Comprehensive Analysis of Core Concepts and Differential Factors

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Abstract

The study examines the conceptual structures of supply chain management and logistics to clarify what elements are involved and outlining the connections and properties. In this study, a systematic qualitative literature survey is conducted to cover the key elements that define each stream and study the way that they are connected and differ from each other. Although already many scholars have made both contributions and eco-linguistic studies throughout the past thirty or so years, the boundaries and nature of these two closely related fields has yet to be defined in this study. The results can help in academic discussion and in practice in business activity, and a deeper understanding in logistic and value-chain management. In a profession, where terms are often synonymous, but refer to different operations and directions, this analysis focusses on the need for a clearer conceptual distinction. The report suggests that supply chain management is basically more comprehensive and strategic with regards to multiple aspects of the organization and inter-regulated relationships, whereas logistics involves more tactical level planning and execution of material and information flow.

Keywords—*Logistics, Supply Chain Management, Literature Review, Conceptual Framework, Business Operations*

INTRODUCTION

One of those big issues which will affect competition and business success in the market for any business organization is the management of flow of material, information and services. Though logistics and supply chain management (SCM) have now significantly become part of business planning, much research discourse continues to circulate among academics defining exactly where and what it is that makes each one “unique.” This kind of research adventure tackles one of the fundamental questions from the operations involving publications – what exactly does one mean by supply chain management and logistics, exactly what is the content, exactly what do both of these interwoven fields have in common and exactly what are the differences? While from the practitioner's stand-point and the academic standpoint the terms might be interchangeable, a true grasp of their one-of-a-kind conditions in both their conceptual formulation and application in practice requires knowledge of their inter-relationships and unique attributes. Once you think about the way your everyday business operates and

the products that make everyday life easy, questions like the following become quite important: how your good is created, from where the raw materials originate, etc., and how the good finally gets to your end user. Supply chain management and logistics simply answer all the basic questions, starting from the sourcing, going all the way through to the final delivery and, you guessed it, after they use it. This paper is inspired because a comparison of the two domains proves that although goal might have to do with cutting cost or enhancing customer satisfaction, operating attention, strategic scope and even ramifications of the organization are in some ways different. Such differences provide the opportunity to come up with a more precise theory framework and better solutions regarding the planning and implementation of an organization system. The study is aimed at the following three:

- (1) Recognize and explain the basic issues and subject areas related to supply chain management and logistics;
- (2) Explore these two areas and understand their connections and interdependency;
- (3) Describe aspects of each. These aims will continue to foster the progress of these areas of understanding that are more complex and extensive.

LITERATURE REVIEW

A. Development of Supply Chain Management

Since it was suggested as an idea in the 1960s, there has been a lot of evolution in Supply Chain Management.[12], for instance, view SCM as an 'integration of key business activities from the end-users to original suppliers, encompassing the delivery of products, services, and information' which provide 'real value to the customers and stakeholders' [1]. So, it comes across more as a “whole picture” experience than a series of disjointed activities, and it's not within the confines of any company walls, either. The early roots are in the pioneering work at the Massachusetts Institute of Technology (MIT) during the early 1960s. There, Professor Jay Forrester studied supplier–customer relationship and developed the concept of the bullwhip effect, which is the phenomenon of increased demand variability as it gets transmitted along the supply chain—the “upstream” direction—in the form of information [2]. A little farther away from the end user, that first research left no doubt that inventory can move much more wildly than nearer to the end user.

So you can end up with either orders that never get fulfilled, or else excessive stock piling, which is not great. Meanwhile, strategic management theory was progressing as well and, of course, had influenced the SCM story also. During this argument, Harvard Business School's Michael Porter contended that by operating supply chain activities as an integrated value chain, they would be strengthened in the competition. He frames this value chain as inbound logistics, operations, outbound logistics, marketing and sales and finally customer service [3]. That changed the focus of SCM to an enlarged strategy look, thinking not just in terms of moving goods but how the activities fit in with positioning and performance.

Scott & Martin (2014) describe SCM as a strategy of coordinated decisions and activities that is employed to effectively connect suppliers, manufacturers, warehouses, transportation providers, retailers and customers in an efficient manner [5]. This is a bottom line objective in order to ensure that products are made and then delivered to the right people, places and times with the minimum overall cost to the system and maximum service. If that is the case, it's like seeing efficiency and effectiveness as two items both important. [24] further explains that a chain of activities and organizations by which materials move in sequential steps, always starting with the initial suppliers and ending with the final customers is referred to as a chain of supply [5]. Now, each product category, has its very particular supply chain organization, and that can be quite simple, short, or be longer and much more complex. The materials travel through the various intermediaries from the raw material suppliers, manufacturers, logistics center, warehouse, third party operators, transportation company, wholesalers and retailer throughout the entire trip. With a perspective on the technological advancement of SCM, you can observe its constant development into nearer complexity. The advent of Information Technology is cited in the literature as the primary catalyst for the transition to Material Management – a full supply chain management approach (2014) [4]. It didn't happen overnight. It took a series of developments: the 1960s saw Bill of Materials processors, the 1970s saw Material Requirements Planning (MRP), the 1980s saw Manufacturing Resource Planning (MRPII), the 1990s saw Enterprise Resource Planning (ERP), and the 00s saw an integrated SCM software package since then.

B. Logistics: Historical Development and Definitions

The concept of Logistics has its origin long before even the emergence of the modern day Supply Chain Management (SCM) where it was primarily used for usage in military applications and later also extended for use in commercial applications [6]. Indeed, there are many old traditional definitions that still rely on the concept that logistics is primarily dealing with the movement of goods and inventory, or "the main thing" now. According to Martin (2011) Logistics is the overarching process for managing procurement,

movement, and storage of materials, components and finished inventory, and associated information flows [7]. And it is handled strategically and cost effectively, in a manner that meets not only current customer orders, but anticipated future orders as well. From a total system perspective, Lmg attempts to satisfy the requirements of customer through material and information flow coordination from the market place to the organization and back to the suppliers in the market.

Logistics is defined by Waters (2009) as being the organizational function that deals with the movement of raw materials from the supplier into the organization, movement within the organization, and finally to the customer [5]. It's all about customer satisfaction, achieved by efficient, but good, material handling and distribution, although broadly put. During the 1980s, with increasing global competition, a number of organizations were required to provide more competitive logistics prices, better quality, increase durability and raise the level of operability of the logistics system [8]. This competition led to the evolution of ground-breaking techniques such as JUST IN TIME (JIT) production method, Efficient Customer Response (ECR) and Electronic Data Interchange (EDI). Such methods allowed material inventories to be reduced and material flows to be coordinated to a large extent in the production systems.

Globerson and Wolbrum state that there have been seven different eras of the evolution of logistics thought, beginning with Farm to Market around 1900 when the focus remained largely on transportation and distribution [9]. Next up is the Military and Business Applications phase that is similarly associated with World War II when the wartime demands truly accelerated the advances in transportation, warehousing and inventory control. Following that, around 1960, Integration of Functions (IoF) caught everyone's attention by focussing on the overall system performance, rather than on tuning each individual piece of work within the system. Follows with Customer Focus (circa 1970) which has an emphasis on customer service and satisfaction, very similar to its own compass. Logistics Strategy appears around 1980 and, now, logistics becomes not only a back-office activity, but also part of company's direction.

Logistics Management is all about ensuring details such as warehouses and storage areas are utilized effectively. On the hand, Supply Chain Management is concerned about the overall view of the logistics – how it works, how the entire organization is coordinated. This gap identifies that there is reasoning and decision making around Logistics Management and Supply Chain Management.

C. Conceptual Relationships and Boundaries

The Council of Supply Chain Management Professionals also known as the CSCMP says that Logistics Management is the part of Supply Chain Management that makes plans puts them into action and controls the movement and storage of goods, services and information from where they're made to where they are

used so that customers get what they need. This means that Logistics is a part of the bigger Supply Chain Management system.

Maia and Cerra said in 2009 that Logistics is a part of Supply Chain Management and it is in charge of managing the flow of materials and information between companies in a supply chain.. Supply Chain Management includes other things like finding the right suppliers buying things deciding what to outsource working with partners and designing products together. The way these areas work together is complicated because what happens in one area can affect the areas.

There is a difference between what Logistics Management and Supply Chain Management do. Logistics Management focuses on details like making sure warehouses and storage spaces are used well. On the hand Supply Chain Management looks at the big picture, including how logistics works and how the whole organization is coordinated. This difference shows that Logistics Management and Supply Chain Management have ways of thinking and making decisions.

Nilsson found out in 2006 that it is getting harder to control and coordinate logistics activities within and between companies because they are becoming more dependent on each other. Supply networks are complicated and always changing which means that logistics management needs to be more sophisticated to work. This means that managing supply networks today is more complicated than it used to be. The Council of Supply Chain Management Professionals or the CSCMP and other experts like Maia and Cerra and Nilsson all talk about Logistics Management and Supply Chain Management. How they are connected. Logistics Management is a part of Supply Chain Management and it plays a big role, in making sure that goods, services and information are moved and stored correctly.

D. Strategic Implications

Martin from the year 2011 says that companies can be better than others for a time if they have good logistics and supply chain management. This means that logistics and supply chain management are not things that companies have to do but they can also help companies be better than others. The big picture of logistics and supply chain management is not about saving money but also about making customers happy and being different from other companies.

The main goal of supply chain management is to get people to work together to trust each other and to make things better when they work together. This is different from the way businesses used to work where people did not really work together. Supply chain management needs a way of managing things and organizing people.

- It is about making sure that people work well together.
- It is about trusting each other.
- It is about making things better when people work together.

The main purpose of logistics and supply chain management is to give customers what they need and to make sure that things are quality while also keeping costs low. This means that companies have to do two things at the time: they have to be good, at what they do and they have to save money. This can be hard for companies to do so they have to plan and make sure that they are doing things right. Logistics and supply chain management are important for companies to be successful.

METHODOLOGY

A. Research Design

This study uses a way to look at things, which is based on reviewing what other people have written about Logistics and Supply Chain Management. This way of doing things is good for understanding ideas finding out where things start and stop and seeing how complicated business ideas have changed over time. The main goal is to look at what we know about Logistics and Supply Chain Management and put it all together. **know** The way we do this research is, by looking at what people think and say about Logistics and Supply Chain Management. We want to understand how people who study and work with Logistics and Supply Chain Management have thought about these ideas, defined them and used them over time. We that Logistics and Supply Chain Management are things that people have created and talked about and what they mean has changed as people have used them in their work and talked about them with each other. This means that Logistics and Supply Chain Management are always changing and we need to look at how they have changed to really understand them.

B. DATA COLLECTION

- Literature sources were chosen based on criteria.
- These must be peer-reviewed journals in the field of operations management, logistics and supply chain management journals.
- The textbooks were to be written by well-known scholars in the field.

- They needed to be from standard-setting industry organizations such as the Council of Supply Chain Management Professionals (CSCMP).
- These were required to be studies of the evolution of the two disciplines over time.
- The literature examined ranges from the 1960s, the dawn of modern concepts on supply chain, to publications.
- This long-timeframe approach enables us to understand the evolution over centuries of definitions, borders and links of Logistics and Supply Chain Management (SCM) in business practice and academic research.
- Using storage terms such as "logistics definition" and "supply chain management" in the database search was an efficient way of finding sources.
- Searching bibliography or reference lists of publications led to the identification of more sources.
- Works cited and publications in the top journals were favored.
- This helped to make sure the review encompassed the views of the field.

C. Data Analysis

Synthesis was used as the methodology for analyzing. It is a process of synthesizing data from various sources to create a higher level synthetic theme and interpretation. This analysis was done in three phases. In the first, Literature (sources) was discussed and analyzed for concepts, definitions and propositions about Logistics and Supply Chain Management. Related codes were combined into second set of related codes to distinguish codes amongst the sources. This stage exhibited aspects of scholars thinking about each subject. It also revealed some areas of similarities and differences as well as some frequent comparisons made between Logistics and Supply Chain Management. Third synthetic constructs were designed to clearly express "content of the discipline" or "differential factors". This is an interpretive synthesis that builds frameworks by combining insights from various sources in an integrated understanding of a field, its understanding of the other field, and the relationship between the two.

D. Quality and Rigor

There are a number of steps taken to promote the quality and rigor of research. A systematic documentation of source selection criteria and analysis was carried out. This enhances transparency. Provides assessment of research credibility. Readers benefit from a variety of perspectives from the different periods, geographical locations, and theoretical approaches that enhance the comprehensiveness

of knowledge. It also decreases bias with using solely certain scholarly traditions. The analysis focuses on convergent (common) findings and divergent (disagreed) findings, points of consensus and points of disagreement of the scholars. This holistic approach takes into account conceptual boundaries. It also pinpoints common ground that will serve as a basis for theory and practice.

RESULTS AND DISCUSSION

A. Core Content of Logistics

The literature survey reveals the broad type of agreement regarding what logistics actually is, and in some respects it really does boomerang back to logistics involved the actual transportation and storing away of goods, and not “the concept. It includes transportation, warehousing, inventory control, order processing, etc., and anything that comes to mind. Overall these are the practical, hands-on aspects of moving goods from one place to another that are needed. Logistics generally is divided into several dimensions for reasons mentioned in a number of the sources. Firstly, transportation management, which is in the middle of the entire transport mode choice, the optimal routes, the monitoring and management of transportation companies and the cost control of transportation projects. These decisions can impact on the reliability, faster delivery and overall efficiency of the process. Second will include Warehousing and Storage. That comprises facility positioning choices, warehouse positioning plan, material handling systems, as well as storage optimization. In practice, these activities promote the proper placement of products in order to ensure the satisfaction of customers' demands and also reduce the holding costs on those products to the lowest possible level. Third, Inventory Management. This is the problem of determining the correct level of stocks, determining safety stocks, setting replenishment policies and attempting to balance an acceptable service level to the inventory costs. These decisions impact both the customer service side and the business's working capital. Fourth, Order Processing and Fulfillment. Logistics ensures that materials are delivered to customers correctly and in timely fashion, by overseeing order entry, picking and packing, shipping, and delivery confirmation. Plus these execution steps are related directly to what customers actually experience which makes them a strong influence on satisfaction as well. Consigned Goods Data: Understanding shipment whereabouts, checking the goods in stock and revealing information about material movements allows information tracking and quick decision making. Information supports and flows parallel to physical flows. This analysis clearly demonstrates the logical operational/tactical emphasis of Logistics. In logistics, the question of "how" is more important than "what" or "where, how much or where." Often logistics is simply about how material moves and gets stored, the "how"s in other

words. This focus on operational efficiency and tactical decision-making decision making has set it apart from the holistic far reaching nature of Supply Chain Management.

B. Core Content of Supply Chain Management

In comparison, Supply Chain Management has a broader more strategic impact than what is typically referred to as Logistics. Yes, it covers the logistics part, but SCM extends it to strategic sourcing aspects, supplier relationship management, demand planning, collaborative product development and organization coordination. Much of the literature is based on a model of SCM as an integrated manner of thinking. No gaps in its management, goods, services and information from the source of raw materials to the end customer. Some salient points that have been repeatedly mentioned in the literature are like Strategic Sourcing and Procurement: SCM means supplier selection, contract negotiation, strategic partnerships and the make-or-buy decisions. These decisions based on strategy affect the shape and functionality of the supply chain. Demand and Supply Planning: Customer Demand Forecasting, Production Planning, Capacity Management and Sales and Operations Planning, also referred to as S and O Planning, is a crucial process that helps match supply to customer demand. Not just one time-scale because these are activities carried out at both strategic and tactical levels. Relationship Management: When you build cooperative relationships with suppliers, customers, and even logistics service providers, you end up with competitive benefits. That comes through better coordination, shared risk, and joint innovation. Relationship management is a really distinct strategic part of SCM , not just an “extra” activity. Cross-functional Integration: SCM also needs coordination across several internal functions , like operations, marketing, sales, finance, and product development. The whole point is to break down the usual functional silos, so the entire system performance can be optimized, kind of together instead of separately. Supply Chain Management is about measuring how well things are going and making them better. This means we need to create ways to measure performance watch how the supply chain is doing find areas that need to be improved and make changes. We have to do all of this all the time. This is not something we do in one part of the company but everywhere.

We also have to think about risks and how to deal with problems. This means finding out what could go wrong in the supply chain coming up with plans to stop those problems and being able to adapt to changes. Dealing with risks is an important part of Supply Chain Management.

When we look at all of this we can see that Supply Chain Management is really important and involves a lot of things. It is not about how to do things but also, about what we should be doing where we should be

doing it and who we should be working with. This makes Supply Chain Management a way of thinking about the company and how to compete with others not just a way of doing one job. Supply Chain Management is a part of how a company works and how it can be successful.

C. Connections Between Logistics and Supply Chain Management

The literature shows that Logistics and Supply Chain Management are closely connected. Logistics and Supply Chain Management have a relationship that has developed over time. Supply Chain Management came from Logistics. Used the ideas of Logistics to grow. Many things that Supply Chain Management does today came from Logistics ideas. For example Just-In-Time systems and integrated logistics management were used in Logistics first. Logistics and Supply Chain Management have the goals. They want to make customers happy save money be efficient and be better than others. Because they have the goals, Logistics and Supply Chain Management work well together. The CSCMP says that Logistics Management is a part of Supply Chain Management. This means that Logistics is like a team that makes sure things happen and it is part of a plan for the supply chain. Logistics and Supply Chain Management both need information and data to work. Logistics systems help us see what is happening which is important, for planning the supply chain. Supply Chain Management systems help us guess what people will want to buy and who we should buy things from, which affects how Logistics works. What happens in one area affects the other. For example what we decide to buy. From whom affects how we need to move things, which is a Logistics problem. Where we put our warehouses, which is a Logistics decision affects who we can buy things from which is a Supply Chain Management problem. So Logistics and Supply Chain Management are connected in ways. Logistics and Supply Chain Management have a relationship that's important for both to work well.

The course covers Logistics and Supply Chain Management which are. Have to cooperate with each other to accomplish their aims. It is important to note that the terms are often confused in practice because they describe different conceptual domains, but connected by these connections. This close relationship and dependence can prove useful for determining the extent of logistics and supply chain separation in practical situations.

D. Differential Factors Between Logistics and Supply Chain Management

Logistics and Supply Chain Management are connected,. They have some key differences that make them unique. The main differences are in what they cover and how wide they're. Logistics is mainly about moving

and storing things and the information that goes with it. Supply Chain Management includes all of that. It also looks at finding the right suppliers planning for what people will want making new products working with other companies and getting different departments to work together. This difference in what they cover is a deal. When it comes to planning Logistics is about getting things done and making sure things run smoothly. Supply Chain Management is about making decisions and planning for the future. It is about deciding how the whole supply chain should work and who should be involved. This means that Logistics and Supply Chain Management are at levels and have different roles in the company. Logistics usually just looks at what's happening inside the company like in the warehouses or with the transport trucks. Supply Chain Management looks at the picture, including how different companies work together and how they can plan and work together to make the whole supply chain better. Logistics is mainly about making sure things run smoothly and efficiently like finding the way to move things or how to set up a warehouse. While it is important to have relationships with the companies that help with moving and storing things the main goal is to make the process better. Supply Chain Management is about building relationships with companies and making them strong because when companies work well together they can do more than just make the process better. Logistics has always been a part of the company like manufacturing or marketing. Supply Chain Management is, about bringing all the parts of the company together and working with other companies to make the whole supply chain work well. This means that Supply Chain Management changes how the company is organized and how it makes decisions. The way Logistics and Supply Chain Management think about things is different. This affects how the company is set up and how it is run.

Micro and Macro Views: Logistics management looks at things closely making decisions about storing, moving and shipping products. Supply Chain Management looks at the picture focusing on designing networks finding the best locations and planning for competition. The difference in focus makes Logistics and Supply Chain Management two areas of study. Logistics and Supply Chain Management are. They deal with different things. Logistics management handles operations while Supply Chain Management makes long-term plans. Knowing the difference helps companies organize their work better with logistics as a part of their supply chain plan. Logistics and Supply Chain Management have areas of responsibility. Understanding Logistics and Supply Chain Management helps businesses. Logistics is about moving products and Supply Chain Management is, about the process. Logistics and Supply Chain Management are two levels of work. Companies need both Logistics and Supply Chain Management to work well. Logistics management and Supply Chain Management are not the same.

E. Synthesis and Theoretical Implications

This study shows that Logistics is an important part of the overall Supply Chain Management system. Logistics is what makes things happen it is the part that carries out the plans. On the hand Supply Chain Management gives the overall direction and makes sure everything works together smoothly. The connection between Logistics and Supply Chain Management can be seen in three ways: Subset Relationship: Logistics is a part of Supply Chain Management. Helps it work well. All Logistics activities are also Supply Chain Management activities, but not everything in Supply Chain Management is Logistics. Strategy-Execution Relationship: Supply Chain Management comes up with plans to compete and design networks. Then Logistics makes these plans happen by doing things efficiently. This is like the idea that you need to have a plan and then put it into action. Evolution Relationship: Supply Chain Management is an advanced version of the old way of doing Logistics it includes Logistics but also adds new ideas, about working with others and planning for the future. This shows how Logistics and Supply Chain Management are connected and also how they are different. Logistics and Supply Chain Management are related in these ways. Understanding these relationships is important for Logistics and Supply Chain Management to work well together.

For people who work with supply chains these results show that you need to be good at managing the supply chain and also be good at the day to day logistics. Companies cannot just be good at logistics. Expect to be good at supply chains. They also need to be good at finding the suppliers working with other departments and managing relationships. If a company has a supply chain plan but they are not good at logistics the plan will not work. For people who study supply chains this study shows that it is important to understand what logistics and supply chains really mean. This helps people develop theories. Theories about logistics like how to move things from one place to another are different from theories about supply chains like how to work with companies. If we do not understand the difference, between logistics and supply chains it can be confusing. If we do understand the difference, we can learn more and build on what we already know about supply chains and logistics and supply chains.

This review of Logistics and Supply Chain Management looks at what they're really about and how they are connected. It shows that even though Logistics and Supply Chain Management have the goals and work together a lot they are actually different things with different areas of focus ways of thinking and effects on strategy. Logistics is mainly about getting things from one place to another and making sure that happens smoothly and efficiently. This includes moving goods storing them keeping track of inventory and getting orders to customers. Logistics is good at making sure things get where they need to

go on time and without wasting money. It is mostly concerned with the day to day and short term plans. Supply Chain Management is a picture thing that includes Logistics but also looks at finding the right suppliers, planning for demand working with partners and making sure everything works well together. Supply Chain Management is mostly about term and big picture plans and it tries to make the whole system work better by working with other companies and organizations. It is about being competitive working well with others and making sure the whole system is the best it can be. Logistics and Supply Chain Management are different. They are both important, in their own ways. Logistics and Supply Chain Management have their strengths and weaknesses.

The connection between these areas is like a step-by-step growth process. Logistics is a part of the bigger Supply Chain Management (SCM) picture helping to put SCM plans into action. This connection developed over time as companies faced competition and got better at using technology so they could move beyond just improving their own logistics to working together with other companies in the supply chain.

Some main differences set Logistics and SCM apart:

- Scope: Logistics is more focused on tasks while SCM looks at the bigger picture.
- Orientation: Logistics is more about getting things done while SCM is about making long-term plans.
- Focus: Logistics looks inside the company while SCM looks at the supply chain.
- Emphasis: Logistics is about making processes work smoothly while SCM is about building relationships.
- Philosophy: Logistics is more focused on tasks while SCM is about how everything works together.
- Perspective: Logistics is about specific details while SCM looks at the overall view.

These findings are useful for people who study supply chain management and for people who work with supply chains in their life. For people who do research it helps them understand things better which can lead to ideas and more knowledge over time. For people who work with supply chains it shows that they need to be good at both supply chain management and logistics to succeed. They need both supply chain management and logistics skills one is not enough. As the world of business gets more complicated and global it becomes really important to understand how different parts of the business work together.

Companies need to develop skills at all levels so that their supply chain management plans are supported by logistics and their logistics operations are guided by supply chain management plans. In the future researchers could look at how companies organize their logistics and supply chain management teams. They could compare how different industries or regions do things. They could also look at how things change over time as technologies and business models emerge. In the end Logistics and Supply Chain Management are closely related they have the goals but they are different and need different skills. They work at levels, in a company and help the company succeed in different ways. If we understand how Logistics and Supply Chain Management are connected and how they are different we can manage the flow of goods better. Achieve our supply chain goals more successfully.

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