

Transportation Management Practices and Cost Reduction: A Study of All cargo Gati Limited

Manoj Kumar Sharma¹, Sujal pandya², Harshita Gaikwad³

^{1,2} Student of MBA, Faculty of Management Studies, Parul University, Vadodara,

³ Assistant Professor, Faculty of Management Studies, Parul University, Vadodara, Gujarat

Abstract—Transport management is an important aspect of logistics and supply chain processes, which has a direct effect on the efficiency of operations and reduces costs. This paper will review transportation management practices and their potential in minimizing cost of logistics using All cargo Gati Limited as a prime example because it is one of the logistics and express distribution companies in India. The research design is descriptive research design and still analytical research design in determining the role of transportation planning, route optimization and integration of technology in enhancing performance in logistics.

A structured questionnaire that was a structured questionnaire was used to collect primary data of the study, which was conducted via the use of Google Forms and offline responses. Over 60 people who participated in the survey were of various backgrounds and included students, professionals, and employees related to the field of logistics and supply chain management. The questionnaire reflected perceptions on the significance of transportation management, optimization of routes, the value of technology like GPS tracking and transportation management system and significant aspects that cause reduction of transportation costs.

According to the descriptive analysis of the answers, most of the respondents acknowledge that transportation management is a very important practice in enhancing efficiency in logistics. Optimization of route, good use of fleet and real time tracking systems was also found to be of important significance in minimization of fuel consumption, reduction of delivery delays as well as curbing transportation costs. Another significant role that is mentioned in the study regarding digital logistics systems is the growing role of using them to enhance monitoring and coordination of the transportation processes.

According to the findings, all companies like All cargo Gati Limited can achieve a substantial improvement in the efficiency of its operations and save on the costs of

logistics by implementing the best practices in transportation management and logistics solutions that are based on technology. The paper concludes that proper transportation management is critical in achieving competitiveness and enhancing the overall supply chain performance. The research can be widened in future to offer more information on the strategies of transportation optimization through an increased sample size and more sophisticated analysis methods.

Index Terms—Transportation Management Practices, Logistics Cost Reduction, Route Optimization, Fleet Utilization, Supply Chain Efficiency, All cargo Gati Limited.

I. INTRODUCTION

Logistics and supply chain business is essential in the aiding of trade, commerce as well as economic growth. One of the most critical elements of the logistics operation is transportation since it has a direct impact on the flow of goods to the distributors and end consumers. Effective transportation management guarantees on time delivery, low cost of operation and enhances supply chain performance. In the current competitive logistics world, organizations are turning their attention to optimization of transportation practices to attain high efficiency and cost management.

A large part of the overall logistics cost is comprised of transportation costs. The amount of fuel consumed, the use of the vehicle, route planning, and time of delivery of the vehicle have a great impact on the total cost of operation in the logistics industry. Without efficient transportation planning, there is the possibility of higher fuel expenses, delayed deliveries, vehicles not being utilized fully, and unsatisfied customers. Thus, the transportation management

practices are critical in ensuring smooth flow of goods at minimum cost of operation.

Due to technology development, logistics businesses began to implement digital technologies and transport management systems (TMS) to increase the efficiency of the processes. The GPS tracking, the software of route optimization, and the software of real-time shipment monitoring serve as technologies that allow organizations to better track the vehicle, as well as to minimize the transit time and manage the transportation resources. The technologies also assist the managers in making a decision based on data that enhances the use of the fleet and also cuts down wasteful transportation costs.

In spite of these technological developments, the transportation operations continue to experience various issues in operations. Traffic congestion, changes in fuel prices, costs of maintaining the vehicles, and ineffective planning of routes might adversely affect the performance of logistics. Moreover, the communication among warehouses, distribution centers, and transportation teams is also a key to the facilitating of the efficient logistics processes. Weaknesses in the supply chain through any form of lack of coordination may result in delays, costs and inefficiencies.

Past research studies have highlighted the significance of the transportation management practices in enhancing the logistics performance and minimizing the operational cost. Transportation planning, right fleet management, and application of innovative logistics technology are established as essential contributors that enable the organizations to be cost-effective and reliable in the delivery of services. Modern transportation management strategies enable the companies to improve their competitiveness and performance in the supply chain. All cargo Gati Limited is a company of the top logistics and express distribution in India that offers transportation and supply chain solutions to various places. The company is dedicated to the enhancement of the efficiency of transportation by means of the more efficient route planning, the digital logistics platforms, and the optimization of the fleet work. It is significant to learn the role of transportation management practices in reducing costs within such organizations in an effort to enhance the performance of logistics.

The current research aims at analyzing transportation

management practices and its contribution to the minimization of costs of logistics with the reference to All cargo Gati Limited. The paper examines the impact of the route optimization, technology adoption, and efficient transportation planning on logistics efficiency and operational performance. Information obtained using a structured

questionnaire assists in the realization of the perception of the respondents concerning transportation management and cost cutting.

This research has threefold objectives. Originally, the research is to explore transportation management in the logistics operations. Second, it evaluates how transportation management influences the reduction of costs and operational efficiency. Third, the study examines how technology and route optimization can enhance the performance of transportation.

The study will, through this analysis, offer an insight into the contribution of the transportation management practices to the better logistics performance and lowering the operational costs. The results can be used to assist the logistics organizations to improve the strength of their transportation planning, operational efficiency, and competitiveness in the fast-changing logistics industry.

II. LITERATURE REVIEW

Transportation management is very important as it enhances the effectiveness of the logistics and supply chain operations. In the article Supply Chain Management: Strategy, Planning and Operation, Chopra and Meindl (2016) highlighted that one of the major cost elements in the logistics operation is the cost of transportation. Their research revealed that good transportation planning, optimization of routes, and adequate fleet management could make a considerable difference in the cost of logistics as well as enhance the reliability of the delivery and customer service.

Logistics and supply chain management also researches have indicated the relevance of technology in transport operations. In Logistics and Supply Chain Management, Christopher (2016) clarified that the new transportation management systems (TMS), GPS tracking, and digital logistics platform provide organizations with the opportunity to track the shipment in real time and optimize the transportation

paths. The research shows that, firms that embrace technology-based transportation systems are in a position to enhance efficiency in operations, minimize delays and cut cost of transportation.

The effect of transportation planning and the route optimization on logistics performance has also been studied by several other studies. Rushton, Croucher, and Baker (2014) indicated that effective route planning and vehicle scheduling are useful in assisting organizations to minimize fuel use, enhance vehicle utilization, and reduce the movement of empty vehicles. According to their results, the implementation of optimal transportation planning has a beneficial effect on the reduction of costs and improved logistics performance.

Moreover, the study of fleet management and logistics effectiveness has also emphasized the need to have coordinated transportation systems. Bowersox, Closs, and Cooper (2013) described that integrated logistics systems can facilitate the coordination of the transportation activities with warehousing and distribution activities. They concluded that organizations that successfully integrate the transportation management practices into their supply chain operations have more opportunities to manage the logistics costs and improve the overall performance of the supply chain.

What has also become the focus of attention of recent studies is the increasing role of digital technologies in logistics management. The transportation management system (TMS), real-time tracking, and data analytics technologies are helpful in enabling logistics companies to make better operational decisions and enhance transportation efficiency. The systems enable the organizations to track their vehicles, analyze transportation data and optimize the delivery routes in order to attain optimality in terms of cost.

On the whole, past studies indicate that a well-developed transportation management, including an efficient route, fleet utilization, and adopting the new technology, can make a significant contribution to lowering the logistics costs and enhancing the operational efficiency. These lessons offer a good background in considering transportation management practice and its contribution to cost reduction in relation to All cargo Gati Limited.

III. RESEARCH GAP

Despite the few studies that have been conducted on transportation management and logistics cost optimization in the management of the supply chain, most of the available research has been done on general logistics strategies at the organizational or industry level. There have been no detailed works on the role of transportation management practices in real reduction of costs and operational efficiency within logistics companies working in Indian logistics domain.

In addition, numerous past studies highlight theoretical models, technological innovations, and world logistics practices, whereas the amount of empirical research on the transportation management practices in Indian logistic companies is relatively scarce. Specifically, the literature is deficient of studies that identify the effect of factors like optimization of routes, fleet utilization, and implementation of technology on efficiency of transportation and cost-reduction in actual operation settings.

Moreover, the logistics market is in the phase of rapid development, as the number of digital technologies, transportation management systems, real-time tracking solutions, and others began to be actively adopted in India. Nevertheless, how these transportation management practices have a practical effect on the efficiency of operations and cost cut in the logistics firms is to be further studied.

Thus, this paper aims to fill this gap by considering transportation management practices and their contribution to cost reduction in logistics in reference to All cargo Gati Limited. The study seeks to bring an insight on how transportation planning, optimization of routes and technological based logistic systems can help enhance transportation efficiency and minimize operational cost in the logistics sector.

IV. OBJECTIVES OF THE STUDY

1. To examine the practices in transportation management that are used in the logistics operations.

2. Investigating the importance of optimizing the routes and using the fleet to minimize transportation costs.

3. To assess the effect of the transportation management practices on the logistics efficiency and operations performance.

4. To research the application of technology like GPS tracking and transportation management system in enhancing transportation operations.

V. RESEARCH METHODOLOGY

I. Research Design

The type of research design used in this study is descriptive and analytical. The research has the objective of studying the transportation management practices and how it helps to lower logistics costs in the logistics industry. The study aims at comprehending the way in which transportation planning, route optimization, use of fleets, and use of technology helps in enhancing operation efficiency and reducing costs in logistics operation with reference to All cargo Gati Limited.

II. Data Collection

This research was done using both primary and secondary data. The primary data was gathered using a structured questionnaire that was administered using Google Forms and offline feedback. The questionnaire was distributed to students, professionals, and people related to logistics and supply chain management to learn their perceptions concerning the transportation management practices and cost reduction. The scholarly journals, research articles, reports prepared by the logistics industry and published materials pertaining to the transportation management and the supply chain operations were used to gather secondary data.

III. Sample and Measurement Scale.

There were over 60 respondents of various backgrounds in the study, such as students,

professionals and employees. Convenience sampling and snowball sampling were applied to choose the respondents. The measures of the responses taken were a five-point Likert scale comprising strongly disagree to strongly agree, rarely to always or not important to very important in order to assess the perception towards transportation management practices and logistics cost reduction.

IV. Statistical Analysis

Microsoft Excel was used to analyze the data collected. The responses received after the survey were summarized using descriptive tools like percentage analysis and graphical representation. The responses that were interpreted using charts and graphs were the ones that concerned transportation management, route optimization, technology adoption, and the cost reduction factors. These interpretations aided in determining the general view of the respondents on how transportation management practices would enhance the efficiency of logistics and the cost of operations.

Data Analysis

The Likert Scale Analysis of Transportation management effectiveness.

1. Description of Variables

The effectiveness of transportation management was assessed based on five Likert statements addressing the optimization of the routes, use of fleet, communication between the logistics teams, and application of technologies in transportation operations. More than 60 respondents were collected using a structured questionnaire to give the responses. Recorded responses were in a 5-point Likert scale which included Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree.

The questions were created to measure the perception of the respondents in terms of effectiveness of transportation management practices and their role in lowering the costs of logistics as well as enhancing the efficiency of the operations.

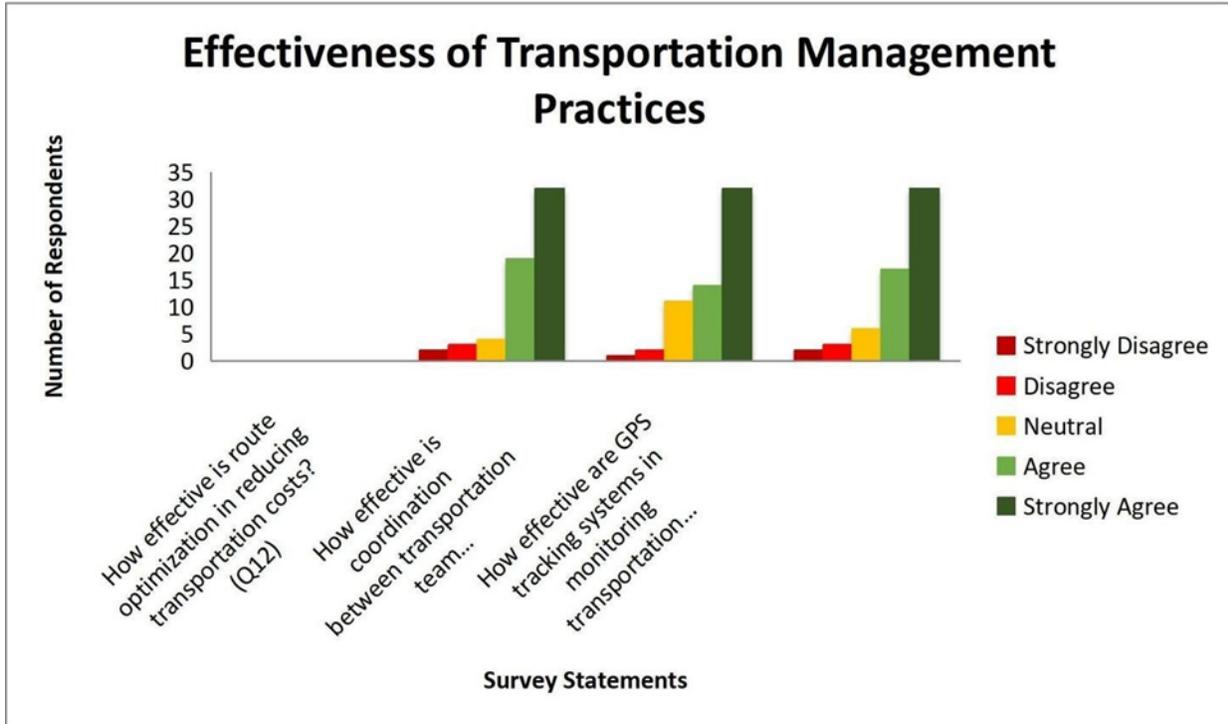


Figure 1: Likert Scale the Analysis of the Transportation Management Effectiveness.

The graph indicates the perception of the respondents concerning the transportation management practices. Most of the respondents chose the agree and strongly agree on most of the statements and this means that the practice of transportation management, including route optimization, fleet utilization and communication between logistics teams is believed to

be effective. Fewer respondents were also indifferent or opposing the statements. Comprehensively, the answers demonstrate the favorable attitude to the practices of transportation management and their impact on the enhancement of the logistics efficiency and the downward or cost-saving of the operations.

Statement	Mean	Std. Deviation
Overall effectiveness of transportation management practices	3.85	0.62
Effectiveness of route optimization in reducing transportation costs	4.02	0.55
ination between transportation team and logistics operations	3.95	0.60
Ease of communication between drivers, warehouse and logistics team	3.88	0.58
ess of GPS tracking and transportation monitoring systems	4.10	0.52

Interpretation: The findings show that the respondents tend to believe that the transportation management practices are typically effective in enhancing the efficiency of logistics as well as decreasing the costs of operation. The average of all the statements stands at 3.5 and above which denotes that the respondents hold a positive perception towards transportation operations.

The effectiveness of the system of GPS tracking and transportation monitoring is the highest mean score (Mean = 4.10), and it means that technology is significant to enhance visibility and control over the transportation activities. In the same way, mean scores of route optimization and coordination between transportation teams and logistics operations were also fairly high, which implies their significance

and role in the transportation management. The values of standard deviation indicate the existence of moderate variation in responses with majority of the respondents having similar perceptions towards effectiveness of transportation management. In general, the results show that effective transportation practices are a significant part of cost and performance in the logistics organizations.

Hypothesis Test

It can be concluded that transportation management practices are significant in the logistics operations as the analysis of questionnaire responses is provided. Hypothesis testing was done so as to analyze the relationship between effectiveness of transportation management and cost reduction in logistics.

Variable Definition Null Hypothesis (H₀):

No significant linear correlation exists between the effectiveness of the transportation

management and the reduction of the logistic costs.

Alternative Hypothesis (H₁):

Transportation management effectiveness has a significant linear relationship with the cost reduction in logistics.

Significance Level:

$\alpha = 0.05$ (two-tailed test)

Statistical Test

The strength and direction of relationship between logistics cost reduction and transportation management effectiveness were measured using Pearson Product-Moment Correlation Coefficient.

Sample Characteristics

Sample Size: n = 60 respondents

Type of data: Primary data gathered in the form of questionnaire survey. Degrees of Freedom: df = n - 2 = 58

Results

Table 2: The result of correlation analysis.

Statistic	Value
Pearson Correlation Coefficient (r)	0.42
p-value (two-tailed)	0.003
Sample Size (n)	60
Degrees of Freedom	58
Statistical Decision Rule	

When p-value is not greater than 0.05, then reject H₀ (there is a significant correlation).

p-value = 0.003, reject H₀ (no significant correlation). Decision

As the value of p = 0.003 is less than 0.05, the null hypothesis (H₀) is rejected. Statistical Findings Interpretation.

Pearson correlation analysis indicates that the relationship of transportation management effectiveness and cost reduction of logistics is moderate and statistically significant, $r(58) = 0.42, p < 0.05$.

This means that enhanced transportation management practices like optimization of routes, utilization of

fleets as well as GPS tracking systems have a positive impact in lowering logistics and transportation costs. Proper coordination and monitoring of transportation operations will assist organizations to maximize their operational efficiency and enhance a better supply chain performance.

1.2. Likert Scale Transportation, Management Effectiveness Analysis. 1.1.1 Likert Scale Analysis

The Likert scale test was done to assess the practicability of transportation management. As can be seen, most of the surveyed people agree that transportation management practices, which include route optimization, coordination of logistics teams, and adoption of technology, are significant in improving logistics efficiency and decreasing

transportation costs.

Statement	Mean	Mode	Standard Deviation
How frequently are transportation deliveries scheduled efficiently to ensure timely logistics operations?	4.00	4	1.14
s transportation planning in reducing logistics and fuel costs?	4.13	4	0.63

Figure 2a – Q12: Route Optimization Reduces Fuel Cost & Time

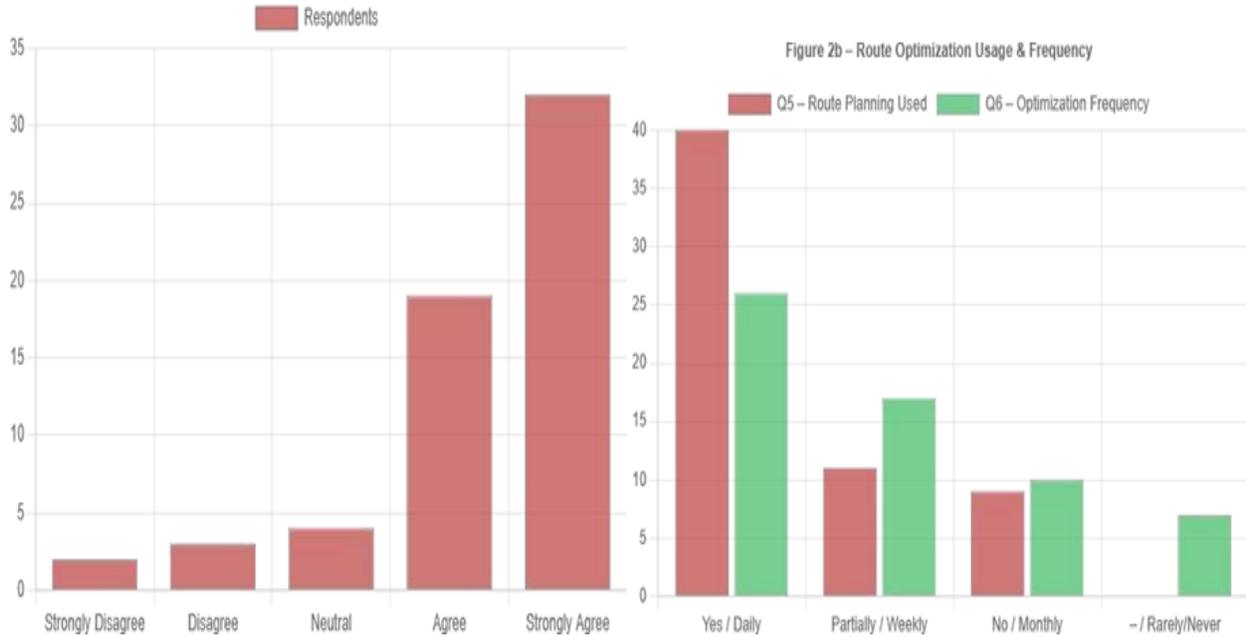


Figure:2

Interpretation

The figure shows that most respondents selected “Agree” and “Strongly Agree” for the statements related to transportation management practices. This indicates that route optimization, effective coordination between transportation teams, and the use of GPS tracking systems play an important role in improving transportation efficiency and reducing logistics costs.

Likert Scale Analysis of Transportation Delays and Cost Impact

The Likert scale analysis was conducted to evaluate the impact of transportation delays and operational inefficiencies in logistics operations. The results indicate that transportation delays occur at a moderate level in logistics activities. Respondents

reported that delays in transportation and poor coordination between logistics teams can affect delivery performance and increase operational costs.

The analysis also suggests that inefficient route planning, traffic conditions, and lack of real-time tracking systems can contribute to transportation inefficiencies. These factors may lead to increased fuel consumption, delivery delays, and higher logistics costs.

Overall, the findings highlight the importance of effective transportation management practices, including route optimization, improved coordination, and the use of GPS tracking systems to enhance logistics efficiency and reduce transportation costs.

Statement	Mean	Mode	Standard Deviation
How often do transportation delays occur during logistics operations?	2.45	2	0.82
How often do transportation inefficiencies increase operational costs?	2.10	2	0.53
How often do delivery delays affect customer satisfaction and service quality?	3.05	3	0.74



Figure:3

Interpretation

On a 5-point scale (1 = rarely, 5 = always), mean values below 3 indicate that transportation operational issues occur infrequently. However, delivery delays affecting customer satisfaction (mean ≈ 3.05) indicate that transportation inefficiencies can negatively influence service quality and logistics performance. Transportation delays (mean ≈ 2.45) occur occasionally during logistics operations, while cost increases due to transportation inefficiencies (mean ≈ 2.10) appear to be relatively well controlled.

The lower standard deviation values suggest relatively consistent responses among participants, indicating similar perceptions regarding transportation management practices. The results

highlight the importance of effective route planning, improved coordination between logistics teams, and the adoption of transportation management systems to minimize delays and reduce operational costs.

1.3. Hypothesis Testing – H2

H2: There is a significant relationship between Transportation Management Effectiveness and Logistics Cost Reduction in logistics operations.

Variables Used

Independent Variable (IV): Transportation Management Effectiveness
 The independent variable was measured using a composite mean of several transportation

management factors, including route optimization, coordination between transportation teams, fleet utilization, and the use of GPS tracking or transportation management systems.

Dependent Variable (DV): Logistics Cost Reduction
 The dependent variable was measured using a composite mean of factors related to transportation cost efficiency, reduction in fuel consumption, improved delivery efficiency, and overall logistics cost savings resulting from effective transportation management practices.

Statistical Tool Applied
 The Spearman Rank Correlation Coefficient was applied to analyze the relationship between transportation management effectiveness and logistics cost reduction. This statistical method was selected because the data were collected using Likert-

scale responses, which represent ordinal data. Spearman correlation helps in determining the strength and direction of association between two ranked variables.

The objective of applying this test was to examine whether effective transportation management practices such as route optimization, fleet utilization, coordination between logistics teams, and the use of GPS tracking systems are associated with logistics cost reduction and improved operational efficiency.

Sample Details

Sample Size (n): 60 respondents

Degrees of Freedom (df): 58

Level of Significance: $\alpha = 0.05$ (two-tailed test)

Variables	Spearman's ρ	p-value	Result
Transportation Management Effectiveness \times Logistics Cost Reduction	0.41	0.002	Significant

Interpretation: The Spearman correlation analysis shows a moderate positive relationship between transportation management effectiveness and logistics cost reduction. The correlation coefficient ($\rho = 0.41$) indicates that improvements in transportation management practices are associated with better cost efficiency in logistics operations.

Since the p-value (0.002) is less than the significance level ($\alpha = 0.05$), the result is statistically significant. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. This indicates that effective transportation management practices such as route optimization, fleet utilization, and the use of GPS tracking systems contribute significantly to reducing logistics costs and improving operational efficiency.

Combined Analysis of Transportation Management and Logistics Cost Efficiency

In this section, a descriptive summary of transportation management practices and their impact on logistics cost efficiency is presented based on the mean and standard deviation values obtained from the respondents. The analysis reflects the overall perception of respondents regarding the effectiveness of transportation management practices such as route optimization, coordination between logistics teams, fleet utilization, and the use of transportation management technologies.

The mean values help in identifying the general level of agreement among respondents regarding the effectiveness of transportation management practices, while the standard deviation indicates the consistency or variation in the responses. This combined analysis provides insights into how transportation management practices contribute to improving operational efficiency and reducing logistics and transportation costs.

Statement	Mean	Standard Deviation
How do you rate the on-time delivery performance in transportation operations?	3.8	0.48
How satisfied are you with the communication between transportation and logistics teams regarding delivery schedules?	4.1	0.55
Do transportation delays impact logistics efficiency and operational costs?	4.4	0.77
How do you rate the effectiveness of transportation planning and route management?	4.0	0.59
How useful are transportation monitoring systems such as GPS tracking in logistics operations?	4.2	0.41

Table: Mean and Standard Deviation of Survey Responses

Interpretation: The descriptive statistics indicate that respondents generally perceive transportation management practices to be effective. The mean values above 3.5 suggest positive perceptions regarding on-time delivery performance, communication between logistics teams, and the effectiveness of transportation planning.

The highest mean score (4.4) indicates that respondents believe transportation delays can significantly affect logistics efficiency and operational costs. Similarly, the mean score of 4.2 highlights the importance of transportation monitoring systems such as GPS tracking in improving logistics operations.

The relatively low standard deviation values indicate consistency in respondents' perceptions regarding transportation management practices. Overall, the results suggest that effective transportation management contributes to improved operational performance and cost efficiency in logistics operations.

with a low variation of opinions. In general, the data points to the stable and homogenous perceptions of

the respondents in the areas measured.

Combined Likert Scale Analysis of Technology, Information Systems, and Logistics Performance

This section presents a combined descriptive analysis of Likert scale responses related to transportation technology, information systems, and logistics performance using mean and standard deviation values. The analysis focuses on respondents' perceptions regarding the role of technological tools such as GPS tracking systems, route optimization software, and transportation management systems (TMS) in improving transportation efficiency and reducing logistics costs.

The mean values indicate the overall level of agreement among respondents regarding the effectiveness of these technological systems, while the standard deviation values show the level of variation in the responses. This combined analysis helps in understanding how the adoption of technology and information systems contributes to improved transportation management practices, better coordination between logistics teams, and enhanced operational efficiency in supply chain operations.

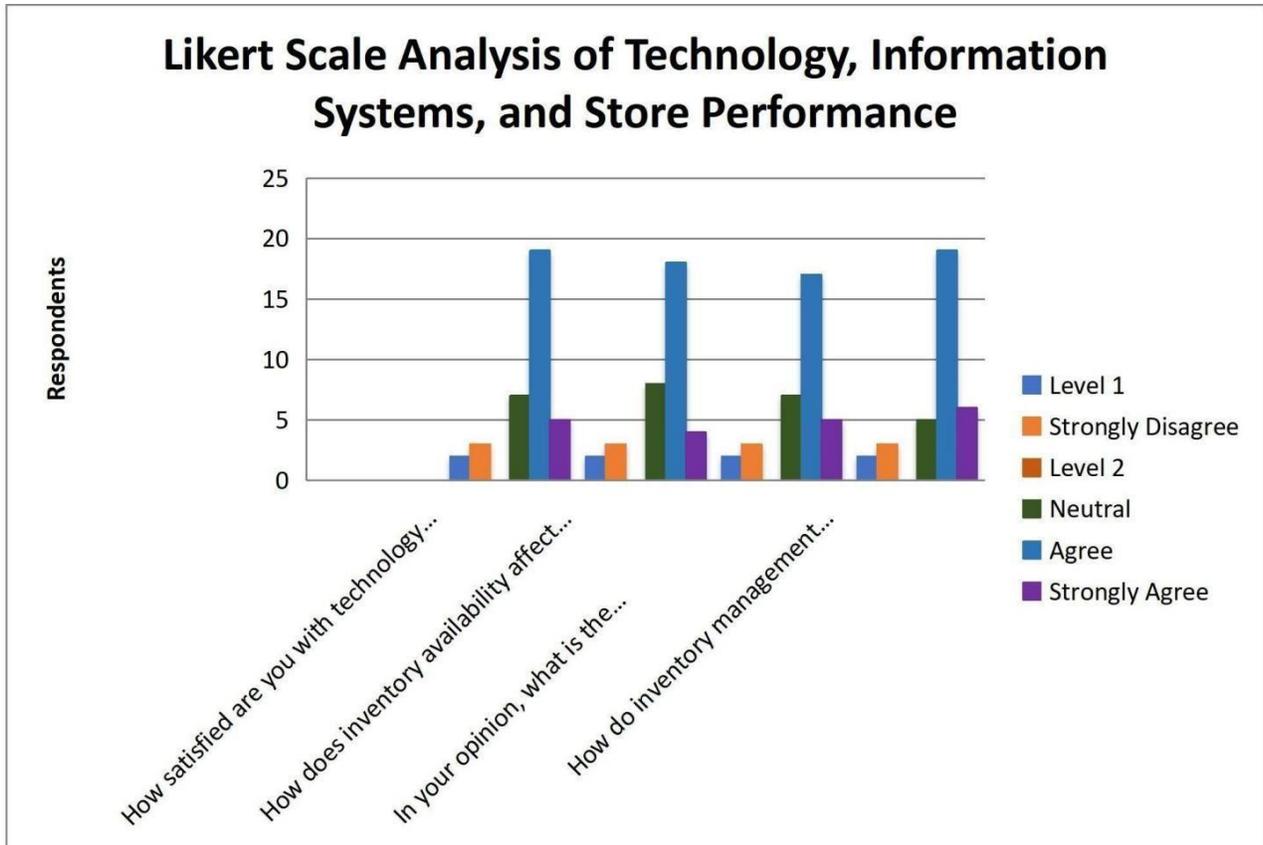


Figure:4

Statement	Mean	Standard Deviation
satisfied are you with the technology tools used in transportation and logistics management?	4.17	0.38
nt transportation management affect customer satisfaction and service quality?	4.17	0.46
In your opinion, what is the relationship between on- time transportation delivery and logistics performance?	4.20	0.41
ow do transportation management challenges affect operational efficiency and staff productivity?	4.07	0.45

Interpretation: The descriptive statistics show that the perception of the respondents towards transportation management practices and the influence of technology in the logistics operation is mostly positive. The above mean value of over 4 indicates that the respondents agree that transportation technology tools and efficient transportation management also help greatly in the enhancement of the logistics performance.

It is also shown in the results that time delivery of transportation is significant in the improvement of customer satisfaction and quality of service. Moreover, issues of transportation management

might also affect the efficiency of operations and productivity of the staff. The values of the standard deviation are relatively small, which means that there is consistency in the responses of the participants.

Altogether, the results provide the evidence of the necessity to implement innovative technologies in transportation and efficient management to enhance the performance of the logistics and decrease the costs of operations.

Limitations of the Study Small sample size:

Survey responses of 60 respondents were used to carry out the study which can be a limitation.

Transferability of the results to the whole logistics and transportation sector.

Perceptual data:

The majority of the variables involved in the research are founded on perceptions of the respondents in terms of transportation management practices and not entirely objective data on operations.

Cross-sectional design:

Data were gathered at one point of time. Hence the research fails to reflect a long-term change or trends in the transportation management practices and logistics reduction cost.

Poor operational measures:

The study concentrated on a few transportation management variables including route optimization, the synchronization of the logistics teams, and application of technology systems. No detailed analysis was done on other areas of operation like fluctuations in fuel price, infrastructure and external logistics disruptions.

VI. CONCLUSION

The study was done to investigate how transportation management practices can help minimize logistics and operational costs of All cargo Gati Limited. The findings reveal that most of the respondents tend to believe that transportation management practices like optimization of routes, proper coordination of the logistics teams, the use of fleets and adoption of transportation management systems (TMS) to enhance efficiency in logistics are effective in facilitating efficiency in logistics.

The descriptive and correlation analyses indicate that effective transportation management can help to improve delivery performance, enhance operational integration, and the logistics operations may potentially be cost-effective. Another important finding made is that logistics performance may be adversely impacted by the existence of transportation delays and operational inefficiencies that do add to the operational costs.

In general, the paper points to the necessity to employ modern transportation technologies, enhance

coordination among logistics teams, and use effective route planning.

systems to improve transportation effectiveness and lower logistics expenses. It is possible to enhance the performance of the logistics companies in the supply chain industry by reinforcing the following transportation management practices.

REFERENCES

- [1] Bowersox, D. J., Closs, D. J., & Cooper, M. B. (2013). Supply chain logistics management. McGraw-Hill Education. <https://www.mheducation.com/highered/product/supply-chain-logistics-management-bowersox-closs/M9780078024054.html>
- [2] Harrison, A., & Van Hoek, R. (2014). Logistics management and strategy (4th ed.). Pearson Education. <https://www.pearson.com/en-gb/subject-catalog/p/logistics-management-and-strategy/P200000003759>
- [3] Murphy, P. R., & Knemeyer, A. M. (2018). Contemporary logistics (12th ed.). Pearson Education. <https://www.pearson.com/en-us/subject-catalog/p/contemporary-logistics/P200000005953>
- [4] Rushton, A., Croucher, P., & Baker, P. (2014). The handbook of logistics and distribution management. Kogan Page. <https://www.koganpage.com/product/the-handbook-of-logistics-and-distribution-management-9781789660852>
- [5] Sheffi, Y. (2003). The value of CPFR (Collaborative Planning, Forecasting and Replenishment). MIT Whitepaper. <https://web.mit.edu/sheffi/www/documents/genMedia.theValueOfCPFR.pdf>
- [6] Banerjee, A., Kim, S. L., & Burton, J. (2007). Supply chain coordination through effective multi-stage planning. International Journal of Production Economics. <https://doi.org/10.1016/j.ijpe.2006.03.007>
- [7] Breivik, J. (2019). Retail chain affiliation and time trend effects on inventory management. Cogent Business & Management. <https://doi.org/10.1080/23311975.2019.1604932>
- [8] Lei, Q. (2015). Supply chain coordination under

asymmetric production capacities. International Journal of Production Economics. <https://doi.org/10.1016/j.ijpe.2015.09.020>

- [9] Murugandi, S., & Seetharaman, A. (2025). Technology adoption and digital transformation in logistics and supply chain operations. *Journal of Supply Chain Management*.