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Appendices

Appendix 1 - List of Experts

Name	University	Country
Bretzke, Wolf-Rüdiger	Universität Köln (Emeritus)	Germany
Jayaram, Jayanth	University of South Carolina	United States of America
Leenders, Michiel	University of Western Ontario	United States of America
Stock, James	University of South Florida	United States of America
Svensson, Göran	Halmstadt University	Sweden
Vokurka, Robert	Texas A&M University	United States of America
Wynstra, Finn	University of Rotterdam	Netherlands

Appendix 2 - Expert Study Questionnaire

Question 1

Another characteristic of a scientific paradigm in the sense of Kuhn is that the existence of unresolved research questions capable of guiding future research in the field. Within SCM, we identified the following fundamental unresolved questions:

1. What can be a suitable definition of Supply Chain Management that can be accepted by all researchers within the field?
2. Where does SCM need to end / what are the boundaries of SCM?
3. How can comprehensive (i.e. comprising all tasks and functions described in table 1) SCM be implemented in practice?

- Do you have additional suggestions for fundamental unresolved research questions?
- Do you believe these questions have been formulated correctly?

Question 2

Kuhn defined anomalies as those research findings which run counter to the results anticipated by the paradigm they have been formulated in. From my literature review, no anomalies could be found within SCM.

- Are you aware of any anomalies within SCM and which are they?
- How would you describe these anomalies?

Question 3

Do you have any other ideas and thoughts on the perception of Supply Chain Management as a scientific paradigm in the sense of Thomas Kuhn that you would like to share with us?

Appendix 3 - Sample Articles

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Appendix 4 - Codebook

1) Overview of Classification Scheme and Categories

Level	Class	Category
Philosophy of Science	Ontology & Epistemology	Positivist Approaches Critical Theory Constructivism Participatory
Scientific Practice	Definition	None Modified Existing Own
	Constructs	Closed-Loop Supply Chain & Environmental Protection Demand Chain Management Human Resource Management Information Technology & E-Business Inventory Management Knowledge Management Lean Supply Chain Management & Integration Legal Affairs Marketing & Sales Organization Structure & Processes Performance Measurement & Reward Systems Power, Reach, Interdependence Product Management Production Management Quality Management Relationships, Alliances & Collaboration Risk Management Strategy & Leadership Supply Chain Design Supply Management & Purchasing Transportation & Logistics Others
	Level of Analysis	Internal Dyadic Chain Network
	Research Strategy	Conceptual Exploratory Conceptual Structured Empirical Quantitative Empirical Qualitative Empirical Triangulation
	Research Analysis	Conceptual Literature Review Simulation Mathematical Modelling Experiment Survey

Level	Class	Category
		Empirical Literature Review Action Research Case Study Focus Group Judgement Task Interview Others
Operational Practice	<i>Industry</i>	Agriculture Mining Construction Manufacturing Transportation Wholesale Trade Retail Trade Finance, Insurance, Real Estate Services Public Administration Not Applicable
	<i>Region</i>	North America South America Europe Asia Australia Single Multiple Not Applicable

Data language for all categories:

0 = the recording unit is not classified into the category

1 = the recording unit is classified into the category

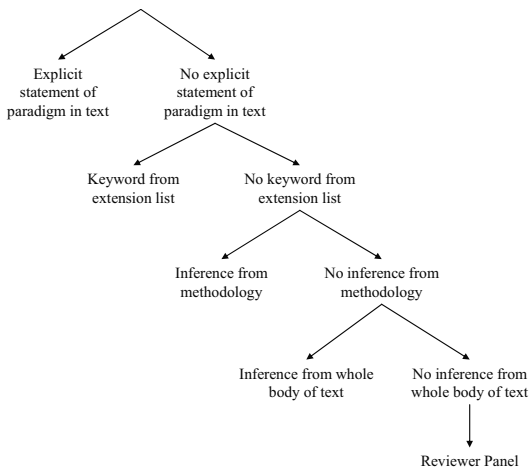
2) Section: Philosophy of Science

Code (Paradigm)	Definition	Extensional List
Positivist Approaches	<i>Ontology:</i> Critical realism; reality imperfectly apprehendable because of flawed human intellectual mechanisms and intractable nature of phenomena <i>Epistemology:</i> Modified dualist and objectivist; dualism cannot be maintained; objectivity as regulatory ideal; replicated findings are probably true <i>Methodology:</i> Modified experimental and manipulative; falsifying or verifying of hypotheses; natural settings, situational information, increased use of qualitative techniques	falsification, falsify, support of hypothesis, Karl Popper, verification, verification of hypotheses, true, truth, modelling, determine, determination, confirmation, proof
Critical Theory	<i>Ontology:</i> Historical realism; reality shaped over time by congeries of social, political, cultural, economic, ethnic, and gender factors; inappropriately taken as "real" <i>Epistemology:</i> Transactional/subjectivist; inevitable linkage	Historical realism, poststructuralism, postmodernism, restitution

	of investigator and object; value-mediated findings <i>Methodology:</i> Dialogic/dialectical; dialogue between investigator and subjects of inquiry	
Constructivism	<i>Ontology:</i> Relativist; multiple, intangible mental constructions, socially and experimentally based, local and specific in nature, dependent of persons <i>Epistemology:</i> Transactional and subjectivist; investigator and investigated object are interactively interlinked; findings are created during investigation <i>Methodology:</i> Hermeneutical/dialectical; interaction between and among investigator and respondents; data interpretation through hermeneutical techniques to distil sophisticated constructions	construction, constructed, reconstruction
Participatory	<i>Ontology:</i> Participative reality; subjective/objective reality, co-created by mind and given cosmos <i>Epistemology:</i> Critical subjectivity in participatory transaction with cosmos, extended epistemology of experimental, propositional and practical knowing; co-created findings <i>Methodology:</i> Political participation in collaborative action inquiry; primacy of practical; use of language grounded in shared experiential context	co-creation, critical subjectivity

The extensional list provides an overview of keywords that, in the context of the interpretation of results and the corresponding conclusions of an article assist to identify the correct paradigm. This is section provides exclusive categories, i.e. an article can be classified into one paradigm, only. This paradigm receives the code “1” whereas all remaining paradigms receive “0” for this article.

Decision Scheme for Philosophy of Science



In case that it is necessary to recur to the reviewer panel, this needs to come to a consensus on the final classification of an article.

3) Section: Scientific Practice - Object of Study

Class	Code	Definition
Definition	Own	Explicit definition stated without reference
	Existing	Direct citation of a definition with reference (track reference)
	Modified	Indirect citation of a definition with reference (track reference)
	None	No definition explicitly stated
Level of Analysis	Internal	Integration of business functions involved in the flow of materials and information from inbound to outbound ends of the business
	Dyadic	The management two party relationships with immediate suppliers or customers
	Chain	The management of a chain of businesses including a supplier, a supplier's suppliers, a customer, a customer's customer, and so on
	Network	The management of network of interconnected businesses that must not be directly linked to the process of production and delivery of a good or services (e.g. consultancy agency)
Objectives	Cost	All activities targeted at and related to the reduction of costs and prices
	Delivery & reliability	All activities related to improve the features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs
	Environmental protection	All activities related to the protection the environment
	Flexibility	All activities targeted at improving the capability to adapt or vary.
	Innovation	All activities related to the generation of value by means of new products, services or features that are valuable from the perspective of the customer.
	Learning	All activities related to the development of skills and competencies.
	Quality	All activities related to improve the features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs.
	Security	All activities related to the prevention and minimization of risks of supply disruption.

In this section, the classes “definition” and “level of analysis” provide mutually exclusive codes, i.e. an article can be classified into one of the respective categories, only. This category receives a “1” whereas all remaining codes receive “0” for this article. Codes in the classes

“objectives” and “constructs” are not mutually exclusive, i.e. one article can be placed into more than one of the predefined objectives.

Coding instructions for level of analysis

Classification of an article into the highest level of analysis an article is concerned with.

Example 1: An article describes the activities of the purchasing function (i.e. internal) in order to best integrate its direct suppliers.

Classification: Dyadic

Example 1: An article describes the activities of the purchasing function (i.e. internal) in order to best integrate its direct suppliers and the suppliers to the organization’s direct suppliers

Classification: Chain

Code	Definition	Extensional list
Closed-Loop Supply Chain & Environmental Protection	Activities, processes, methodologies and tools related to returns management and remanufacturing.	Green SCM, Recycling, Waste Removal, Returns, Closed-loop, Remanufacturing
Demand Chain Management	Activities, processes, methodologies and tools to recognize customer needs and customer value and to respond to these expectations for the benefit of the supply chain.	Customer Value, Customer Relationship Management, Customer Service, Customer Perspective, Demand Chain Management, Customer Involvement, Customer Needs, Delivery
Human Resource Management	Activities, processes, methodologies and tools related to personnel recruitment, development retention with a specific emphasis on particular requirements in a Supply Chain Management context. This includes measures for the generation and development of skills, competences and capabilities at the level of the individual.	Personnel Retention, Job Satisfaction, Balanced Scorecards, Training, Personnel Selection, Personnel Recruitment, Learning, Coaching, Education, Career Development, Training, Ability
Information Technology & E-Business	Activities, concepts and procedures related to the design of information technology and technology infrastructure in a supply chain context as well as internet-based tools and communication procedures to execute front-end and back-end business processes.	Communication, Communication Technologies, Computer Architecture, Virtual Enterprise, Virtual Supply Chain, Technology, E-Commerce, Internet, B2B, B2C, EDI, E-Business, Intranet, e-Procurement
Inventory Management	All policies and procedures that monitor inventory levels and determine the timing and quantities of replenishment.	Stocks, Lot-Size, Inventory Control, Consignment

Code	Definition	Extensional list
Knowledge Management	Climate, processes and infrastructure targeted at the generation of knowledge and (inter-) organizational learning at the level of the organization and the supply chain as a whole.	Knowledge Management, Organizational Learning, Inter-Organizational Learning
Lean Supply Chain Management & Integration	Activities, processes, methodologies and tools targeted at synchronizing, smoothening and balancing the flow of products in the supply chain.	JIT, Kanban, Channel Coordination, Channel Flow, Bullwhip-Effect, Build-to-stock, Build-to-order
Legal Affairs	Topics related to the impact of laws and legal regulations upon Supply Chain Management.	Law, Act, Contract
Marketing & Sales	Activities, processes, methodologies and tools related to the development, implementation and execution of a marketing strategy in a supply chain context and to selling the respective products and services.	Market Segmentation, Marketing Management, Marketing Channels, Marketing Strategy
Organization Structure & Processes	Activities and procedures related to the organization internal design of processes and structures.	Business Planning, Process Improvement, Organization Structure
Performance Measurement & Reward Systems	Concepts, tools and methodologies to determine the financial impact of Supply Chain Management and to develop systems for reward sharing among supply chain partners.	Performance, Performance Measurement, Reward Sharing, Incentives, Controlling, Key Performance Indicator
Power, Reach, Interdependence	Topics related to the degree of influence and impact one partner in a supply chain has upon associates.	Power, Reach, Interdependence, Dependence
Product Management	Activities related to conceptualization, development and testing of existing and new products.	Product Development, Product Life Cycle, Product Control, Product Safety, Product Obsolescence, Modularization, Product Range, Standardization of Products
Production Management	Design and management of the transformation processes of goods and services.	Agile Production, Enterprise Resource Planning, Customization, Forecasting, Workload Control, Capacity Management
Quality Management	Methodologies and techniques related to quality assurance and quality improvement.	Continuous Improvement, Quality Control, Total Quality Management
Relationships, Alliances & Collaboration	Activities, tools and procedures related to the design and implementation of alliances with external partner organizations. This includes all activities related to the identification of suppliers, supplier selection, supplier base management and	Embeddedness, Trust, Commitment, Relationships, Partnerships, Alliances, Values, Norms, Culture, Cultural Difference

Code	Definition	Extensional list
	supplier development	
Risk Management	Activities and procedures related to the identification, evaluation and mitigation of risks.	Risk Management, Risk Assessment, Risk Sharing, Risk Mitigation
Strategy & Leadership	All questions related to the development of Supply Chain Strategies, the achievement of strategic fit of a company's strategy and its Supply Chain Strategy and the generation of competitive advantage with Supply Chain Management.	Leadership, Strategy Alignment, Environmental Uncertainty, Strategy Alignment, Strategic Fit, Competitive Capabilities, Competitive Priority, Competitive Strategy, Critical Success Factor
Supply Chain Design	Decisions and activities related to the optimal configuration of supply chains in terms of plant locations, warehouse locations, supply chain partner locations etc. This category differs from the "organization and process" category in terms of its long-term orientation and the difficulty to revise a realized decision.	Plant Location, Outsourcing, Industrial Design, Industrial Clusters, Industrial Engineering, Warehousing
Supply Management & Purchasing	Activities related to the procurement of goods and services including supply management and category sourcing strategies, gathering of market information, handling RFx processes, negotiating and supply contract management. Supplier Management is not included into this category but considered as part of the relationships and alliances construct.	Purchasing Process, Negotiation, Ordering, RfX, Bargaining, Procurement, Industrial Procurement, Materials Management, Selection, Certification, Development, Involvement, Early Involvement, Evaluation, Supply Base Management
Transportation & Logistics	Activities related to planning, implementing and controlling the efficient and effective forward and reverse flow of goods, services and related information.	Business Logistics, Cargo Handling, Logistics, Transportation, 3 PL
Others	All articles that do not directly address one of the previously identified parts but contribute purely to the theoretical base of SCM research.	

This section provides codes that are not mutually exclusive, i.e. one article can be classified into several constructs.

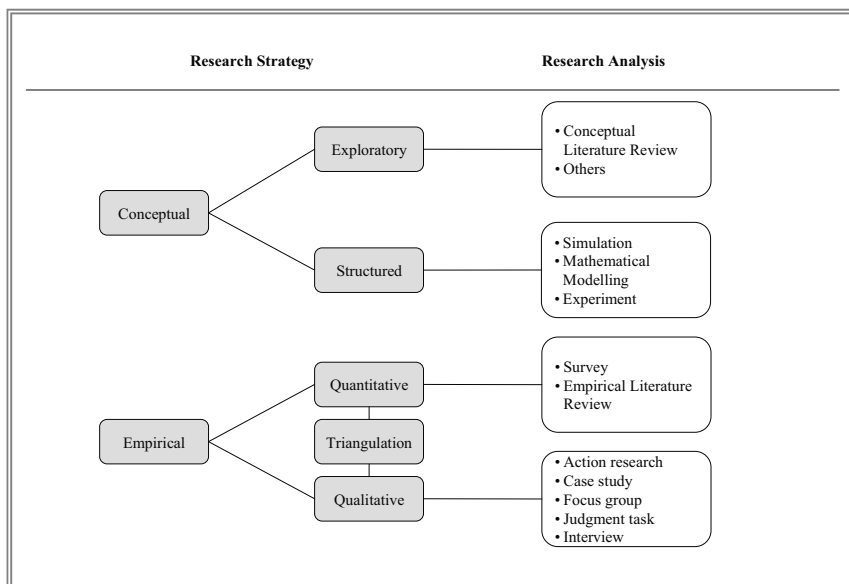
4) Section: Scientific Practice - Methodology

Class	Construct	Definition
Research Strategy	Conceptual Exploratory	Encouragement of theoretical debate; theory development without using any kind of field data.
	Conceptual Structured	No empirical field data; use of structured tools to increase reliability and validity.
	Empirical Quantitative	Usage of field data; emphasis on measurement and analysis of causal relationships between variables; attempt to establish cause effect laws.
	Empirical Qualitative	Usage of field data; emphasis on qualities of entities, processes and meanings; no measurement in terms of quantity, amount, intensity or frequency.
	Empirical Triangulation	Combination of both empirical quantitative and empirical qualitative.
Research Analysis	Conceptual literature review	The objective of the conceptual literature review is to critically review existing literature and to map knowledge in an area in order to conceptualize models for empirical testing; classification of only those articles that used a literature review as core methodology in the main body of text.
	Others	No empirical research; no indication of applied research strategy technique; research strategy applied not covered in coding scheme.
	Simulation	Simulations refer to experiments on the reactions of a model through targeted manipulation of variables in an artificial environment. They can be realized with the assistance of computers (computer simulation) that involve the artificial creation of data and the realization of the simulation by means of specialized software programmes and techniques.
	Mathematical Modelling	Mathematical modelling is a research analysis technique that uses abstract mathematical language to describe the behaviour of a system.
	Experiment	As in simulation, the researcher uses an experiment to manipulate some variable(s) in order to observe the resulting changes. What differentiates an experiment from a simulation is that they take place in natural settings
	Survey	A survey uses an instrument (usually a questionnaire) for the collection of factual-data on a certain topic in order to enable statistical data analyses
	Empirical literature review	The objective of this type of literature review is to empirically summarize knowledge in an area without necessarily developing models for empirical testing. The major difference between a conceptual literature review and an empirical one is that the former relies on statistical techniques to map knowledge whereas the latter relies on narrative summarizing techniques. Classification of only those articles that used a literature review as core methodology in the main body of text
	Action research	Action research is a social change process of a phenomenon that requires the direct involvement and participation of the researcher in the object of study. Characteristics: direct involvement of the researcher, the object of study might vary in the course of investigation
	Case Study	A case study is a method of inquiry that investigates a phenomenon within its real-life context in order to understand the dynamics present

Class	Construct	Definition
		in single settings; no direct involvement of the researcher
	Focus Group	Focus groups are collective conversations or group interviews. Unlike panel studies (see below), the group is physically assembled on the invitation of a facilitator who asks questions. Each member has the opportunity to give his opinion on the question to the entire group. The overall goal is to reach consensus on the topic of discussion.
	Judgement Task	The primary objective of a panel study is to obtain consensus on a certain questions, e.g. on the definition of a term or the identification of future trends. A panel study requires the identification of experts in the field of investigation. These experts are invited to respond to questions in written form. Anonymous responses are distributed randomly to the members of the panel who are asked to give further comments and to revise their own responses. This procedure is repeated until consensus is reached.
	Interview	An interview study is one where the data and findings are based on researcher-to-respondent conversations by means of a questionnaire. What differentiates interviews from survey research is that the questions asked are open questions that ensure conversation.
	Not applicable	No empirical research; no indication of applied research strategy technique; research strategy applied not covered in coding scheme

This section comprises mutually exclusive and non-exclusive categories:

- Exclusive: nature of theory building and approach for theory building
- Non-exclusive: forms of empirical data collection (triangulation), research strategy and research analysis



5) Section: Operational Practice - Industrial Sector

Category	Definition
Agriculture, Forestry, Fishing	Establishments primarily engaged in agricultural production, forestry, commercial fishing, hunting and trapping, and related services
Mining	Establishments primarily engaged in mining. The term mining is used in the broad sense to include the extraction of minerals occurring naturally: solids, such as coal and ores; liquids, such as crude petroleum; and gases such as natural gas
Construction	Establishments primarily engaged in construction. The term construction includes new work, additions, alterations, reconstruction, installations, and repairs
Manufacturing	Establishments engaged in the mechanical or chemical transformation of materials or substances into new products. These establishments are usually described as plants, factories, or mills and characteristically use power driven machines and materials handling equipment
Transportation, Communications, Electric, Gas, Sanitary Services	Establishments providing, to the general public or to other business enterprises, passenger and freight transportation, communications services, or electricity, gas, steam, water or sanitary services
Wholesale Trade	Establishments or places of business primarily engaged in selling merchandise to retailers; to industrial, commercial, institutional, farm, construction contractors, or professional business users; or to other wholesalers; or acting as agents or brokers in buying merchandise for or selling merchandise to such persons or

	companies
Retails Trade	Establishments engaged in selling merchandise for personal or household consumption and rendering services incidental to the sale of the goods
Finance, Insurance, Real Estate	Establishments operating primarily in the fields of finance, insurance, and real estate. Finance includes depository institutions, non-depository credit institutions, holding (but not predominantly operating) companies, other investment companies, brokers and dealers in securities and commodity contracts, and security and commodity exchanges. Insurance covers carriers of all types of insurance, and insurance agents and brokers. Real estate includes owners, lessors, lessees, buyers, sellers, agents, and developers of real estate
Services	Establishments primarily engaged in providing a wide variety of services for individuals, business and government establishments, and other organizations. Hotels and other lodging places; establishments providing personal, business, repair, and amusement services; health, legal, engineering, and other professional services; educational institutions; membership organizations, and other miscellaneous services, are included
Public Administration	The executive, legislative, judicial, administrative and regulatory activities of Federal, State, local, and international governments
Not applicable	No empirical research; no indication of industrial sectors from which empirical data were gathered

This section provides non-exclusive codes.

6) Section: Operational Practice - Region

Code / Category	Definition
Africa	Empirical data gathered from organizations in African countries.
Asia-Pacific	Empirical data gathered from organizations in Asian-Pacific countries.
Australia	Empirical data gathered from organizations in Australia.
Europe	Empirical data gathered from organizations in European countries.
North America	Empirical data gathered from organizations in North American countries.
South America	Empirical data gathered from organizations in South American countries.
Single	Empirical data gathered from organizations in a single country.
Multiple	Empirical data gathered from organizations in multiple countries.
Not applicable	No empirical research; no indication of regions/countries from which empirical data were gathered

This section provides non-exclusive codes for the contents and exclusive codes for the number of countries covered during the empirical data collection process.

Appendix 5 - Krippendorff's Alpha Results for Test - Retest

Class	Category	Krippendorff's Alpha	Rate of Agreement
Paradigm	Positivist Approaches	0,74	90,00%
	Critical Theory	0,84	96,67%
	Constructivism	1,00	0,00%
	Participatory	1,00	0,00%
Definition	None	0,72	86,67%
	Own	1,00	100,00%
	Modified	0,79	96,67%
	Existing	0,66	86,67%
Analysis Level	Internal	0,76	90,00%
	Dyadic	0,76	90,00%
	Chain	0,74	86,67%
	Network	0,65	96,67%
Objective	Cost reduction	0,61	90,00%
	Quality	0,72	86,67%
	Delivery	0,73	86,67%
	Flexibility	0,79	90,00%
	Innovation	0,72	86,67%
	Security	1,00	100,00%
	Environmental Protection	1,00	100,00%
	Capability, Competence	0,76	93,33%
	Integration	0,73	86,67%
Construct	Closed-Loop Supply Chain	1,00	100,00%
	Demand Chain Management	0,85	93,33%
	Human Resource Management	1,00	100,00%
	Information Technology & E-Business	0,92	96,67%
	Inventory Management	1,00	100,00%
	Knowledge Management	0,84	96,67%
	Lean Supply Chain Management & Integration	0,65	83,33%
	Legal Affairs	1,00	100,00%
	Marketing & Sales	1,00	100,00%
	Organization Structure & Processes	0,84	96,67%

	Performance Measurement & Reward Systems	0,84	96,67%
	Power, Reach, Interdependence	1,00	100,00%
	Product Management	1,00	100,00%
	Production Management	0,84	96,67%
	Quality Management	0,84	96,67%
	Relationships, Alliances & Collaboration	0,84	96,67%
	Risk Management	1,00	100,00%
	Strategy & Leadership	0,80	93,33%
	Supply Chain Design	0,65	96,67%
	Supply Management & Purchasing	0,87	96,67%
	Transportation & Logistics	1,00	100,00%
	Others	1,00	100,00%
Res. Strategy	Conceptual Exploratory	1,00	100,00%
	Empirical Qualitative	1,00	100,00%
	Empirical Quantitative	1,00	100,00%
	Empirical Triangulation	1,00	100,00%
	Conceptual Structured	1,00	100,00%
Res. Analysis	Action Research	1,00	100,00%
	Case Study	0,84	93,33%
	Simulation	1,00	100,00%
	Ethnography	1,00	100,00%
	Focus Group	-0,02	93,33%
	Judgement Task / Delphi Study	0,00	96,67%
	Literature Review	-0,14	56,67%
	Survey	0,83	93,33%
	Mathematical Modelling	0,74	90,00%
Industry Sector	Agriculture	1,00	100,00%
	Mining	1,00	100,00%
	Construction	1,00	100,00%
	Manufacturing	0,82	93,33%
	Transportation	0,65	96,67%
	Wholesale	0,65	96,67%
	Retail Trade	1,00	100,00%
	Finance, Insurance	1,00	100,00%
	Services	0,71	90,00%
	Public Administration	1,00	100,00%

	Not Applicable	0,87	93,33%
Region	North America	0,87	96,67%
	South America	1,00	100,00%
	Europe	0,80	90,00%
	Asia	1,00	100,00%
	Australia	1,00	100,00%
	Single	0,90	96,67%
	Multiple	0,91	96,67%
	Not Applicable	0,73	86,67%
