

An Issues and Challenges of Supply Chain Efficiency Performance towards Trade Liberalization: A Conceptual Model

Article Classification: Literature Review

Siti Norhadibah Azman¹, Harlina Suzana Jaafar², Azlina Muhamad³, Nasruddin Faisal⁴,

¹Researcher, ²Deputy Director Research and Industrial Linkages, ³Head of Marcel, Malaysia Institute of Transport, Universiti Teknologi MARA (UiTM), 40450 Shah Alam, Selangor

⁴Head of Learning Centre, Faculty of Architecture, Planning and Surveying, Universiti Teknologi MARA (UiTM), 40450 Shah Alam, Selangor

Email: adibahazman@gmail.com

Abstract

This paper discussed the review on issues and challenges on the supply chain efficiency towards trade liberalization. Nowadays trade is being fiercely competitive and came in a very complex flow of supply chain throughout globalization. Better supply chain can reflect better opportunities and development with higher foreign investment coming in. This has giving lot of pressure for developing countries to reach an excellent services in order to provide an efficient supply chain flow with a lower cost and at the same time increasing profitability. Supply chain efficiency is the important key value driver it differentiate reliability of the country's trade in today's competitive market. The intensive growth on productivity when adapting the trade liberalization has given a numerous impact to many countries. The evolution of technological and the effect of globalization have extensively enhanced the potential of free trade around the world. Therefore, global competition has become more and more intense. Survival in the age of free trade will certainly depend of building sustainable competitive capabilities, which may include a variety of key competencies, such as speed, reliability, responsiveness, product quality, and appropriateness of marketing and management strategies. However, in order to have an optimized benefit of trade growth the player in the industries need to use the right approach such as identifying the issues that affect the supply chain efficiency reliability and performance in trade liberalization. The issues and challenges to determine successful trade liberalization will be the main focus of this paper. This study will also highlight the weaknesses and deficiencies in trade industry towards supply chain efficiency. As a developing country, Malaysia can take an early prevention to eliminate such issues and by referring on challenges that took place in other countries, we can improve the efficiency of the supply chain and develop the most efficient productivity in chain network.

Keywords: Supply chain efficiency, trade liberalization, issues in supply chain towards trade liberalization, challenges in trade liberalization, factors, industry performance

Introduction

Since 1950s, the multilateral and bilateral liberalization have shown that an extensively lower the trade barriers in highly developed economies followed more recently by developing countries. According to Henry et al (2009), the average contribution of trade to efficiency was 11 per cent in 1970, rising to 11.6, 11.8 and 12.1 per cent in 1980, 1990 and 1997 respectively and had been observed to have a positive effect towards trade on efficiency. The effect of trade on efficiency has therefore been increased when countries have become more open to international trade over time. Since trade liberalization has been introduced there was a mixed perception on the benefit gained from the growing productivity. Although trade liberalization will increase the economic growth in regards of competitiveness, details on various factors need to be considered. For developing countries, the factors might not be overwhelmed by the presence of liberalization due to difficulties to increase the growth activities in the fiercely competitive market.

One of the important factors is to identify the problem which can encounter the ability of a country to perform in an optimum level and regain economic advantages. A great coordination of supply chain efficiency is one of the improvements that need to be considered. Supply chain efficiency has become

one of the triggers as a key value driver for trade development. It is because in today globalization trade, it is a major concern to battle among them for businesses and appears as a critical tool in gaining the business competitiveness. This has been supported by previous studies (Christopher, 1998, Hult *et al*, 2007; Khalid, 2009; Tukamuhabwa, et al, 2011). According to Ali and Guo (2005), the efficiency of supply chain has arisen as a key factor in determining the ability of developing nations to attract foreign direct investments (FDI) and trade, thus is a key to their economic growth. For trade-dependent economies, the need to enhance their trade competitiveness is an importance nowadays. Indeed, the absence of a competence transportation system can be a hindrance to efficient production which in turn can blunt their trade and national competitiveness. Furthermore, to enhance international trade, investments and economic activities must continuously improve the links between its trade gateways such as ports and its economic hinterlands, and also extend their connection to the global supply chain (Khalid, 2009).

An efficient supply chains are critical (Brooks, 2012), for APEC countries. In order to sustain or even expand the economic benefits from trade, an important focus of the global parts and components trade where aspects of supply chains such as costs, reliability, flexibility, and resilience are crucial. An examination of the state of supply chains in APEC economies through the Logistics Performance Index reveals that a number of APEC economies can further expand trade by improving their supply chains through broad reforms involving both hard and soft infrastructure. Therefore, it is important to identify the critical factor that related to supply chain efficiency issues so as to face trade liberalization in near future to achieve advantages. Thus very limited dissemination of information for the purpose of challenges faced by the practitioner towards this topic has been discussed. Hence, base on the study that is still ongoing, this paper will examine and reviews problem that encounter by the practitioners involved in the industry and produce a conceptual model based on the literature review.

Background of the study

To support the supply chain activity there is a crucial need to have an efficient base line in SCM. Based on Khalid (2009), the importance of supply chain management in facilitating business and trade should become very clear. Without efficient supply chain management, goods cannot flow smoothly from manufacturers to markets. When this happens, a series of negative chain effects will be triggered. To shippers, the cost of holding inventory will rise. Critical goods will not reach consumers. Raw materials will not arrive at factories. Bottlenecks will be formed along the supply chain, and the cost of transporting goods will increase due to the delays and interruptions. With this kind of slack that happen during the trade liberalization implementation it can cause a major disruption along the process to become the world greatest trade productivity achiever and thus a world class supply chain industry. More expenditure has been spent into the supply chain activities by bigger company in order to have optimum profit. This is to strategies their supply chain activities into competitive advantage and eliminates the barriers and wastage of resources that obstruct the efficiency of trade activities. As a result, firms have to recognize the significance of enhancing their supply chain performance (Knowle et. al, 2005).

The World Economic Forum's report in (2013), found that by reducing even a restricted set of supply chain barriers halfway to global best practice would yield a nearly 5% increase in GDP, or six times the benefit of removing all remaining tariffs. They have highlighted; that best practical way to increase the productivity trade is by reducing the bottleneck which affects the trade activities. The initiative's 2013 report also indicated that reducing supply chain barriers could increase the world's gross domestic product (GDP) by over US\$ 2.5 trillion (RM8.5 trillion).

Supply Chain Efficiency

Supply chain has involved many prominent activities which can lead us to an extraordinary results for company who can provide an efficient services such as on time delivery, providing lower cost, giving quality services and able to satisfied the customer will earn the most profitability for a long run (Chibba 2007, Borgstrom, 2008, Khalid 2009, Boonpattarakan 2012). In today's competitive trade and business arena, companies which fail to manage their supply chains well, will risk losing customers and incurring high costs. As companies expand to reach their markets, the costs of production and transportation increase and competition heats up. Companies need to free up resources to focus on coming up with better products and services. The approach of managing supply chains in a detailed and all-

encompassing manner from the production end to the consumption end can promote cost effectiveness, efficiency, reliability, productivity, safety, security and ultimately customer satisfaction (Khalid, 2009).

According to Borgstrom (2008), supply chain efficiency defined as “supply chain is a specific activity system, where the efficiency is compound and negotiated along the chain. The efficiency is therein described as a compound evaluation of quality, delivery, cost, and overall capability that is not only planned and reviewed in the relationship but also a measure of the relationship. The efficiency of the producing/using system is influenced by serial interdependencies through relationships and thus evaluated of several parties within the exchange system and negotiated interdependencies determine on efficiency goals”.

Based on a study by James (2012), there is a direct connection between cost and speed; and cost and reliability. Accordingly, as reliability and speed increase, costs will generally expand and with a decrease in costs, reliability and speed will generally reduce. For instance, if the reliability, speed, and other features of a connection in a supply chain satisfy the needs of its consumers at the lowest cost, that connection can be considered as efficient. The lowest cost would render the connection efficient for society. Only if the lowest budgeting cost to the entire service provider is included, the connection would be efficient. The efficiency of supply chain has emerged as a main factor in determining the ability of developing nations to attract foreign direct investments and trade, and also key to their economic growth (Lu and Yang, 2007).

Issues in Supply Chain Efficiency towards Trade Liberalization

The innovation landscape and direction of industry’s supply chain has taken into different point of view throughout the world because of affection to regain competence and efficient chain connectivity has been major success to provide customer satisfaction. This has been mentioned by a literature that a variety of benefits have been achieved through efficient supply chain management, including reduced costs, improved market share and sales and solid customer associations (Ferguson, 2000). Performance of the supply chain efficiencies has been addressed to weaknesses and deficiencies as a major impediment for a company to uncover the overwhelmed effect which can produce a significant quality of supply chain environment and attain competitiveness beneficial. Arvis in his study with World Bank (2014), stresses that a country cannot improve through developing infrastructure, while failing to address border management and other supply-chain issues.

Therefore, according to Khalid (2009), companies nowadays constantly seek to eliminate bottlenecks to ensure their products reach their customers fast and in a cost efficient manner. In doing so, they are reducing the inventories, keeping a close network of vendors and suppliers, outsourcing logistics services, and enhancing distribution capacity. These issues and challenges that encounter along the liberalization formation can paralyze the successfulness of trade growth and reliability of supply chain activities. As a result, in this paper five major constraints that affect the efficiency of chain connectivity in trade liberalization have been identified. These five factors are extremely important towards a successful efficient liberal economic growth.

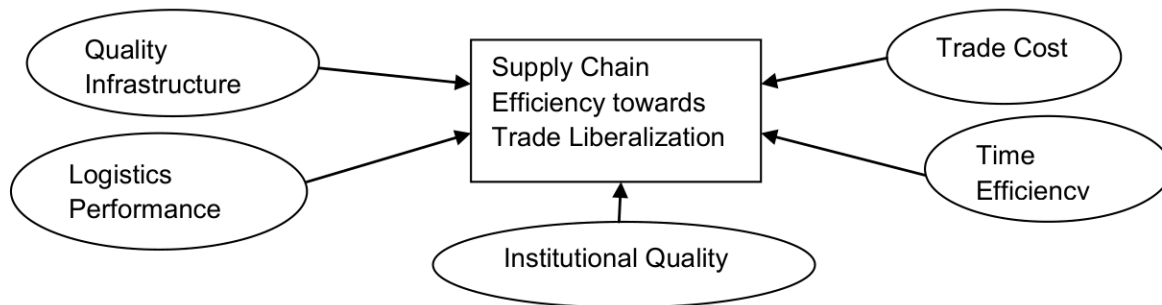


Figure 1: Framework of supply chain efficiency towards trade liberalization

Quality Infrastructure

Trade facilitation was introduced during the negotiation on trade liberalization which has now become a substantial feature in gaining a competitive market. In order to have successful trade liberalization is the quality of infrastructure play a role in the overall successful of trade growth. Burn et al. (2005), also highlighted the importance of the quality of physical infrastructure for trade. Wilson et al. (2004) have quantified the effects of trade facilitation by considering four aspects of trade facilitation effort: ports, customs, regulations, and e-business which are the key for all types of trade to achieve the chain capacity. There are numerous situations that can cause disruptions to supply chains. One of the causes is lack of sufficient infrastructure to handle the demand of the supply chain and provide efficient. If the demand for a commodity grows rapidly, the available capacity may unable to handle the increase in demand and consequently cause delays to the delivery (Gerber, 2010).

According to WEF (2013), insufficient overall infrastructure and poor connectivity are major obstacles for the development of many countries towards achieving efficient competitiveness and this will weaken the reliability of supply chain activities. A practically well-established body of literature has found an understandable link between the quality of infrastructure and transport costs in international trade such as (Limão and Venables 2001; Clark et al. 2004). Limaõ and Venables (2001) have showed that infrastructure is quantitatively important in determining total transport costs. They estimate that poor infrastructure accounts for 40% of predicted transport costs for coastal countries and up to 60% for landlocked countries. Bougheas *et al.*(1999) also provide an evidence by using the gravity model to proven the European countries with connecting infrastructure to transport costs and hence trade which encounter a significant relationship that reflect the deficiencies and also the ability of a supply chain to be efficient. All of this has given an indirect impact to the establishment of supply chain efficiency. Poor infrastructure can cause a rising cost in transportation and delay as well. For supply chain efficiency it aims to achieve on time delivery, minimizations of cost with maximize utilization of resources.

Transportation system

Good supply chain connectivity need to be categorized by how well the infrastructure is being served in the country. A weak infrastructure can lead to severe damage of the performance and effectiveness of a transportation system and thus the ability to attract FDI interest. Therefore, a competent transportation system connecting various transport modes, links and channel is critical to facilitate the higher demand and flow of a nation's production system and also to enhancing its trade competitiveness. Without such transportation system, insufficient distribution channel and infrastructure bottleneck will destroy the chances to become competent with a better supply chain services. Therefore, nations that are unable to hold trade efficiently and with cost effective approach will not be able to survive with the increasing of trade volume. As a result, they could be portrayed as not competitive and might hindered by businesses and investors who increasingly are putting an excellent good transport system and services in their decision to set up foundation hence to invest in a particular country and region. An efficient trade transport network is crucial for developing countries to channel aid in efficient supply chain activities whose economic growth is trade-dependent and export-oriented and also to penetrate the bigger market (Khalid, 2009).

Logistics Performance

According to (World Bank, 2014), the Logistics Performance Index measurement is based on efficiency of trade supply chains. Supply chains are the backbone of international trade and commerce especially in trade liberalization. Supply chains are a complex sequence of coordinated activities. The whole performance depends on government interventions such as infrastructures, logistics services provision, and cross-border trade facilitation. The gap between the countries that perform best and worst in trade logistics is still quite large, despite a slow concentration since 2007. This gap continues due to the complication of logistics-related reforms and investment in developing countries, despite the universal strong recognition that poor supply-chain efficiency is the main barrier to trade integration in the modern world. Logistics performance is strongly associated with the reliability of supply chains and the predictability of service delivery for producers and exporters, and it is also shown that supply chains are only as strong as their weakest links. They are also becoming more and more complex, often across many countries while remaining critical to national competitiveness.

Trade Cost

The excellence of supply chain efficiency is based on cost minimization. Nowadays cost plays a crucial factor to determine the higher impact on trade competitiveness. According to (World Bank, 2011), high transactions costs related to trade are driven by how public policies, regulations, and procedures interact with import and export of supply chains industry. When indirect costs occurred during the supply chain process, delivery times and reliability are being very uncompetitive and this has severely affecting a country's position in highly competitive international markets that demand has to be just-in-time for any delivery. Moreover, the value of products often declines with time while in transit, usually for perishable products, spoilage and waste can increase perpendicular with transit time. These costs can also reflect lost opportunities to party that involves in the chain connectivity, as when critical inputs cannot reach manufacturing plants in time or perishable commodities cannot reach markets in time or when production plants must hold higher-than-optimal levels of raw material inventories to cover for logistics delays (Subramanian, 2012). All this critical issues need to be addressed correctly in order to establish a better supply chain activity and also to gain customers trust.

Logistics Cost

The importance of the logistics industry to different players in the supply chain consists of efficient and timely movement of goods and the provision of competitive services among players. Production, distribution and marketing costs will be high or low depending on how logistics firms are able to efficiently do their part in the supply chain. Inefficiencies in the transport and logistics service industry contribute to the high cost of doing business. Higher logistic costs are mainly due to poor infrastructure facilities in the country. Logistics costs include transport, packaging, storage, inventories, administration and management, are the key consideration for all players in the international logistics chain. Uncontrolled logistics costs prevent companies to sustain in a competitive edge and they will experience trade reduction since higher logistics cost translate the competitive import and export prices. Logistics costs are more important for developing countries, where they have been estimated to be the highest in the world (UNCTAD, 2005). Several factors contributed to differences in cost levels and structure, including the efficiency of distribution systems, the quality of transportation infrastructure, and the regulatory and institutional frameworks. Without these important criteria's a country cannot cope with tremendous trade activities growth.

Time Efficiency

Part of supply chain efficiency factors that can be related to trade liberalization is delivery and delivery has been defined as the time to deliver the goods on time. The precise time goods arrive at the final destination give a great achievement for the supplier and manufacturer and support the growth in trade. When issues like delays arise it will effect overall supply chain of an industry. The time delays caused by the lack of trade facilitation also obstruct the benchmarking on competitiveness. Bin (2009) has identified delays in customs increase warehouse and storage costs as being among others factors that influence barriers. Such delays have an effect on the quality of goods thus lead to the cancellation of orders and claims of damage compensation. According to Djankov et al. (2006), one additional day in export time is equivalent to 1 per cent increase in distance, and a 10 per cent increase in the time it takes to move goods from factory to ship would reduce the exports of time-sensitive goods by 6 per cent. Most of the delays are due to administrative hurdles, such as numerous customs procedures, tax procedures, clearances and cargo inspections.

These issues have been identified by other researcher like Albuero (2009), according to him, on the Petrapole-Benapole border activities, close to 80 per cent of the loss of time is related to parking, customs clearance and crossing the border. Those issues must be addressed by trade facilitation rather than transport-related measures. For example, delays related to the actual border crossing reflect inadequate warehouses, a lack of safety measures at the border, congestion, poor entry formalities, and other factors. The amount of time spent loading and unloading is also related to trade facilitation measures, specifically: (a) loading cargo at the point of departure or exit; (b) unloading cargo carriers from the exiting country at the border; and (c) reloading cargo into carriers of the arrival country. To the extent that there are restrictions on cross-border movement of cargo vehicles, these border activities lead

to time losses on the part of the exporting country (up to the border) and on the part of the importing country (from the border).

Custom Efficiency

The efficient movement of goods to and from manufacturing facility until they reached the customer is crucially essential in which to any world class manufacturing facility must have an access to an outstanding source of material and component. Efficient movement is also important component in supply chain efficiency to achieve a significant benefit. For modest improvement in trade facilitation such as custom administration would lead to increases of US\$ 1.5 trillion (RM 5.1 trillion) equal to 2.6% in global GDP and US\$ 1.0 trillion (RM 3.4 trillion) corresponding to 9.4% in global exports by World Economic Forum (2013). Efficiency of customs administration refers to the speed and ease which imports and exports can clear customs with minimum time along with the quality and range of services provided by the national customs authorities. Inefficiency usually reflects an insufficient distribution of resources to customs agencies or a malfunction to adopt best practices in customs procedures. These issues can include frequent inspections and long wait times. Border delays and burdensome requirements can extend beyond a customs administration to include a lack of coordination between border agencies and compliance with import-export standards. Thus far, nowadays companies spend significant amount of money, time and effort to re-engineer their supply chains through business practice changes and technology. Cost deduction and increasing speed of delivery are the key value to drive in any business these days. A delay and problems arise in standards inspection showing as poor customs procedures can actually create a severe supply chain connectivity problem and thus fail to gain overall of supply chain efficiency.

Institutional Quality

Most of the time when dealing with a globalization and liberalization, a good policy can be an important role in order to achieve an efficient of supply chain coordination. Inefficient ports, poor transport system and logistics services are not the only impediments for exporting and importing firms in developing countries. These firms also facing policy and institutional constraints in the forms of complex laws, burdensome regulations, inadequate enforcement of contracts, poor definition and enforcement of rules of engagement, onerous documentation and other procedures causing delays at customs and border crossings, pilferage in transit, and highly restrictive protocols on movement of cargo (Subramanian, 2001). Besides that, Anderson and Marcouiller (2002), have studied the effects of institutional quality on trade where they have find that higher transactions costs associated with poorly enforced commercial contracts and lack of transparency and impartiality in government policies significantly slow down the international trade. They also find that by 10 percent increase in a country's index of transparency and impartiality leads to a 5 percent increase in its import volume.

De Groot et al, (2004) examine institutional quality which reflected by such dimensions as effectiveness of governance, regulatory quality, voice and accountability, rule of law, and control of corruption. They find a positive and significant link between improved regulatory quality and increment in bilateral trade. The LPI result has shown that good policies matter give impact to developing an efficient supply chains but many developing countries still lag behind to provide a better development. The "logistics gap" evident in the research still prevails and underscores the importance of consistent policies across sectors (trade, customs, and transportation). The imperative of facilitating trade through more transparent and consistent border clearance is now universally recognized and because of that the importance of efficient logistics is now widely accepted by policymakers worldwide (World Bank, 2014).

Conclusion

The literature on the effect of reforms in supply chain efficiency towards trade liberalization shown the evidences that issues and challenges from the failure to provide a better development on infrastructure, logistics services, cost competitiveness and institutional policy can give a critical constraint to support the efficiency of supply chain in a developing country. Countries will mainly being affected from the lack of effective player in competitive global and regional market which encounter from such issues and barriers that cannot be eliminate or improvise by the government. Consequently, by improving the infrastructure, logistics services, trade cost and institutional policy towards trade, the development and operation of

efficient supply chain can be supported and also can help to boost the trade competitiveness of developing countries thus increase the export prospective for economic prosperous. Thus, these papers are based ongoing study that will continue to develop a perception and measurement on supply chain efficiency performance in Malaysia towards trade liberalization and how to strategize a better supply chain efficiency for Malaysia in facing the trade openness in 2015.

References

- Alburo, F. A., (2009), Regional Cooperation on Trade and Transport Facilitation. *Impact of Trade Facilitation on Export Competitiveness: a Regional Perspective. Research Paper in Economic.*
- Ali, S. & Guo, W., (2005), "Determinants of FDI in China", *Journal of Global Business and Technology*, 1(2), Fall 2005, 21-33.
- Anderson, J., & Marcouiller, D. (2002). "Insecurity and the pattern of trade: An empirical investigation". *The Review of Economics and Statistics*, Vol 84, Iss-2, pp.342-352
- Bin, P., (2009), Enhancing export competitiveness through trade facilitation in Asia. *United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)*,. Vol 1, pp.1–17.
- Boonpattarakon, A., (2012), "Competitive Capabilities of Thai Logistics Industry: Effects on Corporate Image and Performance". *International Journal of Business and Management*, 7(5), pp.19–30. Accessed May 20, 2014.
- Borgström, B., (2008). "Exploring efficiency and effectiveness in the supply chain: A conceptual analysis", *Jönköping International Business School*, pp.1–13.
- Bougheassa, S., Demetriades, P.O., Morgenroth, E.L.W. (1997), "Infrastructure, transport cost and trade". *Journal of International Economics* 47 (1999) 169–189, p.21.
- Brooks, D.H., (2012), "Importance of International Supply Chains to Performance of APEC Developing Economies". *Asian Development Bank*, (July).
- Burn, J.-F., Carre`re, C., Guillaumont, P., & De Melo, J. (2005). "Has distance died? Evidence from a panel gravity model". *World Bank, Economic Review*, 19(1), 99-120.
- Chibba, A., (2007). "Measuring supply chain performance measures - prioritizing performance measures", *Luleå University of Technology, Department of Business Administration and Social Sciences, Division of Industrial Management*.
- Christopher, M. (1998), "Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Services". (2nd edition), Pitman Publishing, London, 1998.
- Clark, X., Dollar, D. and Micco, A., (2004), "Port efficiency, maritime transport and bilateral trade", *Journal of Development, Economics, Working Paper 10353, National Bureau Of Economic Research Vol. 75*, pp.417-50.
- Committe on Custom and Trade Regulation, (1999), "Trade liberalization, Foreign direct Investment and Customs Modernization : a virtuous circle". *International Chamber of Commerce, the World Business Organization*.
- De Groot, H. L. F., Linders, G.J., Rietveld, P., & Subramanian, U. (2004). "The institutional determinants of bilateral trade patterns. *Kyklos*, 57, 103-123.
- Djankov, S., Freund, C. and Pham, C., (2006). "Trading on time", *World Bank Working Paper, the World Bank, DC*.
- Goedhals-gerber, L.L., (2010), "The Measurement of Supply Chain Efficiency: Theoretical Considerations and Practical Criteria". *Logistics Management at Stellenbosch University, South Africa*, (March).
- Ferguson, B.R., (2000), "Implementing supply chain management. Production and Inventory". *Inventory Management Journal*. March, 64-7.
- Grainger, A., (2008), "Customs and trade facilitation : from concepts to implementation". *Phd Thesis*.
- Henry, M., Kneller, R. & Milner, C., (2009). "Trade , technology transfer and national efficiency in developing countries". *European Economic Review*, 53, pp.237–254.
- Janvier-James, A.M., (2012). "A New Introduction to Supply Chains and Supply Chain Management: Definitions and Theories Perspective". *International Business Research*, 5(1), pp.194–207, Accessed June 22, 2013.

- Khalid, N., (2009). "Efficient trade transport as a primer to trade competitiveness". Baird Online, Australia. March 30.
- Khalid, N., (2009). "Unchaining the Supply Chain: Supply Chain Management as a Tool in Attaining Business and Trade Competitiveness". *MIMA Bulletin Board*, pp.1–17.
- Khalid, N., (2009)." Adopting Total Supply Chain Management Towards Enhancing Malaysia ' s Competitive Edge as a Trading Nation". *Maritime Institute of Malaysia*, (November), pp.1–40.
- Knowles, G., Whicker, L., Femat, J. H., & Canales, F. D. C. (2005)," A conceptual model for the application of Six Sigma methodologies to supply chain improvement", *International Journal of Logistics: Research and Applications*, 8(1), 51–65.
- Limão, N & Venables, A.J., (2001). Infrastructure, geographical disadvantage, transport cost and trade. *World Bank Economic Review*, pp.1–35.
- Lu, C.S. & Yang, C.C.,(2007), "An evaluation of the investment environment in international logistics zones: A Taiwanese manufacturer's perspective", *Journal of Production Economics*, 107(1), May 2007.
- Reddy, M.V.R. & Raju N.V.S, (2013). "Issues and Challenges of SCM in India". *International Journal of Mechanical and Production Engineering (IJMPE) ISSN No.: 2315-4489*, Vol-2 (Iss-1).
- Subramanian, U., (2001)."Transport, logistics and trade facilitation in the south Asian Sub region". *In Integration of Transport and Trade Facilitation: Selected Regional Case Studies*, World Bank.
- Subramanian, U., (2012)."Trade logistics reforms". *International Finance Corporation of the World Bank Group*.
- Tukamuhabwa, B.R., S. Eyaa and F. Derek, (2011)," Mediating variables in the relationship between trade market orientation and supply chain performance: A theoretical approach", *International Journal of Business Social Science*, 2(22): 101-107.
- UNCTAD,(2005), "Negotiations on transport and logistics services : Issues to consider". *World Trade Report*.
- Wilson, J. S., Mann, C. L., & Otsuki, T. (2004), "Assessing the potential benefit of trade facilitation: A global perspective". *World Economic*, 28, 841-871.
- World Bank, (2012), *Connecting to Compete: trade logistics in global economy*, World Trade Report.
- World Bank, (2013), "Enabling trade valuing growth opportunities", *World Economic Forum, Economic Review, Geneva in Collaboration with Bain & Company*.
- World Bank, (2014), "Connecting to compete : trade logistics in global economy", *World Trade Organization Agreement Report on Trade Facilitation in Bali, Indonesia*.