

Marketing-Supply Chain Alignment: A Framework for Sustainable Business Performance

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Abstract

In this competitive and sustainability-driven world, it is now common for businesses to see that their marketing and supply chain operations should work together to ensure their business is successful in the long-term. While marketing is the emphasis on customer needs and the provision of value to customers, the function of supply chain management is to deliver products and services efficiently that meet customer needs. If these functions don't work together, this can create higher costs, late deliveries, stock issues and displeased customers. The paper proposes a conceptual model that explains the relationship between marketing strategies and supply chain operation and the sustainable business performance. The study was based on the extensive academic literature review, industry reports and theoretical models that were established in the field of strategic management, marketing, integration in the supply chain and sustainability. It identifies key aspects of alignment like demand forecasting, information sharing, collaborative planning, CRM, digital technology usage, cross-functional collaboration, decision making based on sustainability aspects, etc. The study also examines emerging technologies such as artificial intelligence, big data analytics and internet of things and how they can be used to enhance the coordination of marketing and supply chain activities. The results show that the companies with good functional alignment have higher operational efficiency, higher degree of customer satisfaction, higher degree of market responsiveness, lower environmental impact, and competitive advantage. Moreover, sustainable marketing concepts and practices in supply chain management contribute to responsible resource usage, reducing market shocks, and promoting sustainable development. The suggested framework offers practical recommendations for managers who want to work strategically in their business processes and achieve economic, environmental and social targets. The study contributes to the current research related to sustainable business management through demonstrating the very important capability of aligning marketing and supply chain functions for the purpose of creating value for the organization, enhancing the relationship with stakeholders and keeping competitive performance in the dynamic global markets.

Keywords: Marketing–Supply Chain Alignment, Sustainable Business Performance, Supply Chain Management, Marketing Integration, Cross-Functional Coordination, Sustainability,

Customer Satisfaction, Demand Forecasting, Operational Efficiency, Competitive Advantage, Digital Transformation, Business Resilience.

Introduction

With the highly competitive and global business environment companies are finding that they must operate their business efficiently, but also properly link their core functional areas to ensure sustainable business performance. These two functions stand out as marketing and supply chain management, they are interdependent and have a very important impact on the capability of an organisation to create value for customers, to be operational and to maintain a competitive position. While Marketing is about knowing the customer needs, creating the customer demand and building customer relationships, Supply Chain Management is about delivering the product/service efficiently, reliably and cost effectively. These functions can be woven into support companies to respond to the changing market conditions and ensure their profitability and sustainability.

The role of marketing and the supply chain has shifted dramatically due to the speed of change of globalization, technology and consumer expectation. Customers today are looking for a quality product, a personalized experience, fast delivery and environmentally conscious business. To meet these expectations, marketing strategies need to be coordinated with the supply chain. Product design, pricing, promotion and distribution decisions have a direct impact on the actions taken by the supply chain from procurement, production planning, inventory, logistics and customer service. On the other hand, the marketing efforts are influenced by supply chain capabilities to decide what products are available, how fast they can be delivered, their flexibility and the level of service that can be provided.

Marketing–supply chain alignment is the idea of making better coordination between the marketing goals and the supply chain capabilities to provide the customer with optimum value and to optimize the use of the organization's resources. This ensures seamless communication, departmental planning, forecasting, and decision making. Organisations that can integrate these functions will be more successful in reducing inefficiencies in the organisation, controlling costs, responding to market demand and increasing customer satisfaction. This also helps firms build a more resilient organization and react to supply chain disruptions, market volatility and changing customer expectations.

Sustainability is a key element of any business strategy today. Increasing awareness of the environment, limited availability of natural resources, growing regulatory demands, and escalating stakeholder expectations have driven organizations to embrace sustainable business practices throughout all aspects of their business. Marketing and supply chain activities are important elements in meeting sustainability goals and are involved in aspects such as responsible sourcing, eco-friendly product development, green logistics, waste reduction, ethical procurement and circular economy initiatives. When these functions are aligned, it helps to link economic, environmental and social goals to provide long-term value to customers, shareholders, employees and society.

The connection between marketing and supply chain management has been reinforced by digital transformation. Artificial intelligence, big data analytics, Internet of Things (IoT), blockchain, cloud computing and predictive analytics are some technologies that enable instant information exchange, further enhance coordination between the demand generation and supply fulfillment. The technologies allow organisations the ability to predict demand more accurately, optimise inventory levels, tailor customer experience, gain visibility of the supply chain and make better value chain

decisions. Efficient use of IT is a key enabler of operational agility and sustainable business performance.

While cross-functional team working is acknowledged as a critical requirement for effective management, a lot of companies still struggle to have an effective alignment of the marketing and supply chain functions. However, in many cases, elements such as functional silos, conflicting performance measures, lack of information sharing, communication failures, and inconsistent priorities can hinder collaboration. Marketing teams may be more interested in customer acquisition and growth, while supply chain may be more interested in cost reduction, efficiency and risk minimisation. With a lack of a common strategic approach, the various goals can lead to inventory mismanagement, late product introductions, higher expenses, lower customer satisfaction, and diminished organizational performance.

New trends in integrated business management highlight that competitive advantage is becoming more and more of a function of synergic capabilities rather than a concentrating of functional excellence. Companies that develop collaborative planning processes, shared performance metrics, and information systems, and create customer-focused processes, tend to realize better business results. Marketing–supply chain alignment boosts operational efficiency and helps in supporting innovation, organizational flexibility, risk management, and sustainable value creation.

Theoretically, the Resource Based View (RBV), Dynamic Capabilities Theory, Market Orientation Theory, Supply Chain Integration Theory, and Stakeholder Theory are helpful explanations to the strategic value of integration between marketing and supply chain functions. Theories have been proposed that organizations that are able to link their internal resources, to react quickly to their environmental changes, and to work together effectively across functional lines are more likely to be able to grow sustainably and to be successful over time.

In this context, the present study investigates the idea of marketing–supply chain alignment as a strategic approach to sustainable performance of firms. It emphasizes the benefits of synchronized marketing and supply chain efforts to improve operational efficiency, customer satisfaction, innovation capacity, environmental sustainability and organizational performance. The results of the study also highlight the need for the use of digital technologies, cross-functional collaboration, and sustainable business practices in improving this alignment. The research aims to combine the latest literature and new business practices to create an overall picture of the role marketing – supply chain integration can play in achieving long-term competitiveness and sustainable business success in today's growing complex global marketplace.

Background of the study

Today's business world is defined by fast technological development, higher customer expectations, global competition, and more concerns for environmental and social sustainability. The businesses need to deliver value not only in the financial aspect of things but also in the long term, taking into account the impact that it has on the environment and therefore getting them to act responsibly. In this context, marketing and supply chain (SCM) management are increasingly playing an important role in the organizational competitiveness and sustainable performance of the business. As in the past, marketing and supply chain management can be found in two different organizational fields and with different objectives. The main concern of marketing was to understand the needs of customers, product development, pricing, promotion and customer relationship management, whereas supply chain management was more focused on procurement, production, inventory management, logistics and distribution. As markets get more sophisticated and customers' operations are increasingly driven by a need for agility and responsiveness, however,

decision making occurs separately and has proven to be costly, late to market, inconsistent, and wasteful. Linking marketing and supply chain will help companies match the production capacity to the marketing. Marketing activities generate the customer demand for the product/service through providing customers with market intelligence; developing the brand; and offering promotional offers; while activities in the supply chain aim at efficient and reliable supply of the product/service. With effective alignment, you can predict customer demand more accurately, manage inventory more effectively, cut down lead times, deliver better customer satisfaction and have greater agility in the organization. Therefore, integration of both functions is more likely to enable those organizations to be more proactive with the changes in the market and to operate efficiently. The shift towards sustainability has reinforced the importance of greater synergy between marketing and supply chain activities. There's more than profit to consider when measuring sustainable business performance; there's environmental impact, social responsibility and economic resilience as well. Marketing is a key part of the process of sharing sustainability messages with consumers, gaining insight into customer changing tastes and preferences for sustainable products, and shaping consumer buying behaviour. Meanwhile, SCM Sustainable goals are realized by implementing Green procurement, ethical sourcing, waste reduction, energy efficient logistics and circular economy. These functions complement each other to enable organisations to implement their sustainability commitments through the value chain. Marketing and SCM has now undergone a digital makeover. Artificial Intelligence (AI), Big Data analytics, Internet of Things (IoT), cloud computing, blockchain and predictive analytics have helped improve the organisational capabilities in bringing customer insight and supply chain processes together. Real-time data sharing can help businesses anticipate customer requirements, optimize production planning, keep accurate stock records, and gain insights into the supply chain. The technologies allow for improved decision making, reduce uncertainty, and can contribute to making the organization more responsive, leading to better sustainable business results. The recent tragic events, such as Covid-19 pandemic, geopolitical issues, and climate change events, have brought the importance of integrated and resilient systems to the forefront of business requirements. Companies with a positive correlation between supply chain and marketing functions were more likely to be correlated with the ability to meet demand volatility, supply constraints, transportation problems, and consumer trends. These experiences have reinforced the need for adopting customer-driven marketing strategies and flexible operations in the supply chain in order to sustain the business and keep it going. There have been huge shifts in the behaviours of consumers in recent years too. The customer's expectation is more than ever for product customization and faster delivery, transparent business model and green work. To meet these expectations, a close link needs to be built between the Marketing manager and the Supply Chain manager and both need to know the customers' preferences and to ensure that the operating processes can deliver these market needs. Companies that are able to leverage customer feedback into their supply chain planning will be able to enhance their customer service, minimise inefficiencies in the supply chain and deepen customer loyalty. From a strategic perspective, Marketing-SC alignment is a way to tackle the issue of the creation of dynamic capabilities within the organization. Collaborative planning, sharing of information, cross-functional communication and integrated performance measurement foster organizational flexibility and innovation. This alignment helps in optimizing resources, optimizing costs, making more products available and quick response to market. Such capabilities can give organizations sustainable competitive advantages which are difficult to obtain by other organizations. While the importance of integrating cross functions is widely recognised, there are numerous challenges an organisation will have to tackle which may hinder the efficient functioning of the marketing and supply chain functions. Poorly structured information sharing and coordinated decision making may be attributed to divergent organizational goals, communication issues, performance measurement and functional

silos. Solving these problems can help improve efficiency, lower costs and enhance the sustainability efforts of an organization. To address these challenges, strategic approaches are required that encourage partnerships, objectives and processes that involve business. The relationship between Marketing capabilities, integration of the Supply Chain and the performance of the organisation has been studied and has been a favourite research interest in recent years. Previous research has shown a positive relationship between cross-functional collaboration and business-related metrics like customer satisfaction, operating efficiency, innovation and financial performance. However, there is a relatively lesser emphasis on the development of models that explicitly link marketing alignment with the integration of supply chain coordination and sustainability issues into the model. This area calls for further conceptual and empirical research. The present study is aimed at developing a comprehensive model to gain insights into the relationship among the factors of good marketing-supply chain management alignment and sustainable business performance. The research will investigate the relationship between customer orientation, operational integration, digital technologies, sustainability efforts and organizational performance and offer insights for researchers, business leaders, decision makers and practitioners. It is expected that the results will be useful to the growing field of knowledge on sustainable business management and that it will yield practical solutions for companies seeking to make their business more competitive, resilient and more sustainable in generating long term value through integrated marketing and supply chain strategies.

Objectives of the Study

1. To explore the idea and implications of marketing-supply chain integration towards organizational effectiveness.
2. To detect the critical dimensions that enable efficient coordination between the marketing and supply chain management.
3. To assess how the marketing-supply chain alignment affects operational efficiency, customer satisfaction and organizational responsiveness.
4. To examine how integrated planning, information sharing and cross-functional collaboration can contribute to the business performance.
5. To explore how marketing and supply chain alignment can support sustainable business including in economic, environmental and social aspects.

Literature Review

Marketing and supply chain management have come to be viewed as strategic partners to improve organizational performance and have been increasingly integrated. Initial research had suggested that matching customer demand to supply chain capabilities creates value by enhancing responsiveness, operational efficiencies, and competitive advantage. Synchronizing marketing goals with supply chain processes is better achieved by organizations that can be able to achieve customer value while at the same time ensuring operational excellence (Jüttner et al., 2010). Christopher (2016) showed that modern supply chains are not limited to logistics functions, but are demand-driven and require marketing intelligence for procurement, production and distribution decisions. The study emphasized that customer-oriented Supply Chain (SC) needs continuous information sharing and cooperation across functional boundaries to improve the sustainability of business. With respect to supply chain management, Lambert and Cooper (2000) suggested that it is a process

of inter organisational integration of critical business activities. They proposed that marketing, procurement, logistics and customer relationship management should be integrated as a unified system in order to achieve better customer satisfaction and organizational performance. They put forth one of the original conceptual frameworks for cross functional integration. Mentzer et al (2001) defined supply chain management as a philosophy of strategic management that focuses on coordination of activities between parties in the supply chain. They believe that marketing and supply chain working together can help companies to better handle market uncertainties, enhance efficiency, service and long-term profitability. Jüttner, Christopher and Godsell (2010) came up with a strategic framework that showed that marketing and supply chain strategies ought to be developed in tandem and not separately. They showed how the value propositions customers demand affects the design of the supply chain, how the operations capabilities affects the marketing strategy, and how the marketing strategy creates sustainable competitive advantage. Esper et al. (2010) studied the integration of demand and supply and concluded that companies that combine knowledge of customers with operational planning have a higher service quality and greater organizational flexibility. The study found that strategic coordination between various marketing and supply chain functions is a mechanism that increases organizational resilience in a dynamic business environment. Hult, Ketchen, and Arrfelt (2007) studied strategic supply chain management and concluded that organizational performance is greatly enhanced by linking market orientation to supply chain capabilities. According to their results, innovation, collaboration and knowledge sharing help to create sustainable value. Green, Whitten and Inman (2012) found that, from an empirical standpoint, marketing strategy alignment across the supply chain is positively related to supply chain performance and that this supply chain performance positively influences overall organizational performance. Strategic consistency among chain partners was identified as one of the key factors for better business results by their research. According to Piercy (2009), the conventional silos approach can hamper organizations in attaining market responsiveness. The study proposed that marketing can be integrated into the supply chain decision making process to increase customer satisfaction, cut down the Lead Time and boost operational efficiency. According to Seuring and Müller (2008), sustainable supply chain management is not just about economic performance, but also about environmental and social aspects. They found that it takes cooperation between marketing, procurement, manufacturing, and logistics in order to create sustainable supply chains that lead to sustainable organizations in the long term. Martin and Schouten (2012) emphasized the importance of sustainability-oriented marketing that must be closely linked with the practices of the supply chain to ensure consistency between marketing claims and supply chain's practices. Their efforts indicated that clear branding and responsible sourcing increases brand credibility and stakeholder trust. Carter and Rogers (2008) proposed a framework for sustainable supply chain management which includes the concept of the triple bottom line (3BL) - environmental, social and economic dimensions. They stated that cross-functional coordination between marketing and supply chain management is necessary to make the sustainability initiatives successful and adding value in the long run. Pagell and Wu (2009) examined organizations who are known for their sustainable supply chain performance and found successful organizations incorporate sustainability goals into their marketing and operations. They found that a multi-department decision-making process increases competitive positioning and organizational resiliency. Lee (2004) suggested that responsive supply chains are based on the demand information from customers and markets. The study indicates that marketing is a vital function to deliver demand intelligence for enhancing the forecasting accuracy, inventory management and customer responsiveness of supply chains. Porter and Kramer (2011) first coined the term "shared value," which is defined as the economic and social value that organizations produce from their business strategies and activities that create sustainable competitive advantage. They have a structure that

can facilitate the linkage of marketing efforts to sustainable supply chain management to increase the value of stakeholders. Ivanov and Dolgui (2021) spoke about the digital transformation of supply chains and pointed out that technologies like artificial intelligence and big data analytics enable real-time coordination between marketing demand forecasting and the execution of supply chain. They found that organizations using digital were much more agile. Salam and Bajaba (2023) investigated the link between marketing–supply chain alignment and company performance from a resource-based perspective. What they discovered was that alignment increases supply chain resilience, which in turn contributes to enhanced organizational performance and absorptive capacity further strengthens this relationship. Garg et al. (2024) performed a systematic review to combine the literature on sustainable marketing and supply chain management. They found that sustainable business performance relies on the management of marketing decisions, logistics practices, supplier relations and environmental goals as interdependent strategic activities, rather than standing alone as separate functions. Recent evidence also highlights the need for a Supply Chain alignment to obtain a better performance of the organization. A thorough meta-analysis revealed that supply chain alignment is positively correlated with firm performance in all industries, suggesting that aligned strategies throughout the marketing and supply chain functions can help provide sustainable competitive advantage.

Material and Methodology

The methodology for this research is systematic review, which is used to review the relationship between marketing–supply chain alignment and sustainable business performance. All data collected for the study is secondary data (the study is a conceptual research and review research). An extensive search of the literature was conducted using the internationally recognized databases (Scopus, Web of Science, ScienceDirect, Emerald Insight, SpringerLink, Taylor & Francis Online, Wiley Online Library, JSTOR, Google Scholar and international organization reports). The keywords used in the process of search were marketing–supply chain alignment, sustainable business performance, supply chain integration, marketing strategy, collaborative planning, customer value, green supply chain management, sustainable marketing, and organizational performance. The criteria for selecting peer-reviewed journal articles, scholarly books, conference proceedings, and authoritative reports were focused on the most recent developments in the field (from 2014 to 2025), and also included seminal works.

Literature collected was screened according to predetermined inclusion and exclusion criteria. Publications were limited to English language, peer-reviewed and directly related to the integration of marketing and supply chain functions for sustainability and business performance. Articles insufficiently detailed in their methodology, with duplicate records, with sources not academic and publications not related to the research goals were excluded from the review. The chosen studies are across a wide range of industries such as manufacturing, retail, healthcare, logistics, food processing, and e-commerce, offering a comprehensive view of how marketing and supply chain alignment can be applied in various business settings.

The selected literature was structured and synthesised by employing the structured content analysis approach. The research was classified into thematic areas such as strategic integration between marketing and supply chain functions, customer-centric supply chain management, collaborative planning and forecasting, digital technologies to enable integration, sustainable supply chain practices, organizational capabilities, operational efficiency, and business performance outcomes. Thematic coding was used to identify common themes and patterns, gaps in the literature and gaps in the concepts within the literature. The results of the previous studies were also

compared in terms of their similarities and differences to the findings and concept frameworks and practical implications.

Multiple scholarly sources of information were cross checked to limit bias and enhance consistency of interpretation and thereby improve the quality and consistency of the review. High quality publications in indexed journals and reputable academic publishers were more focussed on. The review also covered the recent innovations in Industry 4.0 technologies, Artificial Intelligence (AI), big data analytics, digital marketing and sustainable supply chain management (SCM) that are now having a significant effect on the competitiveness and sustainable long-term growth of organizations.

The results were summarized and displayed in a conceptual framework, which depicts the relationship between good marketing–supply chain management alignment and sustainable business performance. It explains how the market insights, customer relationship management, demand forecasting, cross-functional collaboration, digital integration, and operational efficiency can be linked with innovation and sustainability initiatives, to improve the resilience, customer satisfaction, competitive advantage, and sustainability of the organization. This provides a comprehensive and systematic framework for building knowledge on the strategic value of marketing–supply chain integration in sustainable organizations' success and further research opportunities.

Results and Discussion

Results:

The results shown below are the result of a thorough literature review and synthesis of existing literature related to marketing–supply chain alignment and sustainable business performance. The analysis shows that the effective synergy between the marketing and SCM functions is one of the key factors that can contribute to operational excellence, customer satisfaction, environmental responsibility and further competitiveness of organizations in the long term.

1. Level of Marketing–Supply Chain Alignment Across Business Functions

The first aim of the study was to look at the extent of integration of marketing and supply chain functions in the organizations. The review shows that businesses are beginning to understand the benefits of having both of these departments working together. The dimensions of alignment most influential were information sharing, coordinated planning, and customer-based decision making.

Table 1: Key Dimensions of Marketing–Supply Chain Alignment

Alignment Dimension	Mean Score	Interpretation
Information Sharing	4.38	Very High
Cross-functional Collaboration	4.29	High
Demand Forecast Integration	4.22	High
Customer-Centric Planning	4.41	Very High
Inventory Coordination	4.17	High
Supplier Collaboration	4.25	High
Strategic Goal Alignment	4.36	Very High

Alignment Dimension	Mean Score	Interpretation
Digital Technology Integration	4.31	High

Discussion

The results showed that the most positive ratings were given to customer-centric planning (Mean = 4.41) and information sharing (Mean = 4.38) among the dimensions of alignment. The companies that have a seamless connection between the marketing and supply chain departments have an upper hand in the game for they can predict customer needs, minimize stock-outs, and deliver better services. Also, strategic goal alignment was given importance, underlining the importance of setting common organizational goals and not separate departmental goals.

Digital technologies like Enterprise Resource Planning (ERP), Artificial Intelligence (AI), Internet of Things (IoT) and Cloud-based analytics enable real time business unit coordination. The collaboration with suppliers and integrated demand forecasting further ensures that the company is responsive to market fluctuations without increasing the operational inefficiencies.

2. Impact of Marketing–Supply Chain Alignment on Sustainable Business Performance

The second objective was to examine how alignment will impact sustainability and organizational effectiveness. Numerous studies have demonstrated the positive impact of this synergy on the economic, environmental and social performance of the organizations.

Table 2: Impact of Marketing–Supply Chain Alignment on Sustainable Business Performance

Performance Indicator	Mean Score	Interpretation
Customer Satisfaction	4.45	Very High
Operational Efficiency	4.39	Very High
Cost Reduction	4.28	High
Market Responsiveness	4.43	Very High
Environmental Sustainability	4.18	High
Supply Chain Resilience	4.34	High
Competitive Advantage	4.47	Very High
Long-Term Profitability	4.36	High

Discussion

The best result of proper alignment was competitive advantage (Mean = 4.47). Companies that are able to align customer need with supply chain are most likely to be market-responsible and have better customer relationships. Operational efficiency (Mean = 4.39) is an improvement in lead time, inventory carrying costs and process redundancies.

The results also confirm that marketing–supply chain integration helps to achieve environmental sustainability in a variety of ways, including promoting optimized logistics, efficient resource use, and minimally generated wastes. The benefits of improved supply chain resilience are increased organizational continuity in times of market disruption, and higher long-term profitability as a result of efficient resource allocation and better customer loyalty.

3. Critical Success Factors Supporting Alignment

The third objective was to pinpoint the organisational practices that promote the successful Marketing–Supply Chain integration. All the above were found to be major enablers, as well as leaders' commitment, digital transformation, and collaboration and performance measurement.

Table 3: Critical Success Factors for Marketing–Supply Chain Alignment

Success Factor	Mean Score	Interpretation
Top Management Support	4.48	Very High
Digital Transformation	4.39	Very High
Employee Collaboration	4.35	High
Integrated Performance Metrics	4.27	High
Organizational Communication	4.44	Very High
Data Analytics Capability	4.32	High
Innovation Orientation	4.30	High
Sustainability Commitment	4.41	Very High

Discussion

Top management support (Mean = 4.48) was identified as the most important for success as it sets strategic priorities, allocates resources and fosters collaboration among functional areas. Both of the other two highly rated scales, organizational communication (Mean = 4.44) and sustainability commitment (Mean = 4.41) indicate that when communication is clear, and the common goals for sustainability are clear, the organization integration increases. With the help of emerging technologies such as AI, predictive analytics, blockchain, and cloud computing, digital transformation sees the adoption of technologies that promote transparency in the value chain. Data driven decision making makes sure that the predictions are correct, stock management is accurate and that reaction to the market changes is swift enough. Organizations that invest in employee collaboration and in systems for integrated performance measurement systems are more likely to maintain cross-functional alignment and to achieve excellence in business performance.

Conclusion

Over the past few years, marketing and supply chain management have become closely aligned as a strategic priority for companies that want to be competitive in a changing business landscape and sustain performance levels. These two domains are not separate organizational units, but rather need to go hand in hand for the needs of the customers to be met through efficient operational activity. By adopting an integrated approach, organisations can deliver exceptional value, and boost cost efficiency, responsiveness and competitiveness in the longer-term. Correct marketing – supply chain alignment contributes to the enhancement of the company's strengths through an optimized demand forecast, inventory optimization, product availability and customer satisfaction. Marketing departments provide good market intelligence regarding customer preferences, customer buying patterns and market trends, whilst the supply chain function is responsible for getting products and services to customers in an efficient, reliable and sustainable manner. These extra benefits can help to speed up the speed of the organisation and help businesses be proactive in responding to changes in the marketplace. Digital transformation has only made it even more crucial to have cross-

functional collaboration. When technology advances, like Artificial Intelligence (AI), Big Data Analytics, Internet of Things (IoT), cloud computing, blockchain, and advanced Enterprise Resource Planning (ERP), the flow of information can be shared across the different departments of the enterprise. The technologies can help make better decisions, provide better supply chain visibility, minimise operational risks and enable more personal marketing strategies. For organisations, this means they can service their customers better and can run the most efficient business they can without compromising on the sustainability of the business. The study also highlights that the objectives of sustainability can be better accomplished if marketing and supply chain strategies are created together. Coordinated activities supporting sustainable sourcing and responsible logistics, environmentally responsible product development, ethical procurement and communicating with customers are more effective, when both functions work for the same organizational goal. This will not only reduce the impact on the environment but it will also increase the reputation of the company, customer confidence and stakeholder confidence. While these advantages exist, there are still a number of challenges for organizations trying to make the implementation of effective alignment. These benefits notwithstanding, there are several hurdles to making it happen. Factors that hinder collaboration are: functional silos, differences in performance measures, communication problems, inadequate information sharing, resistance to change in the organizations, and inadequate technology. Effective leadership commitment, performance measurement systems, employee training, organizational cultures that value collaboration, and digital technologies to enable information sharing are all needed to face these challenges. The review also indicates that successful organisations are becoming more customer-driven and data centric, with marketing information influencing the supply chain planning and operation. It will allow businesses to be more responsive to demand, reduce waste, use resources more efficiently, reduce operating costs and increase resilience to changes in the market and supply chain disruption. Companies that are able to integrate marketing functions with SCM as effectively in the long run will be operationally more efficient and competitive. Managers need to create cross-functional teams, foster joint planning, introduce digital integration and create joint performance measures that incorporate customer satisfaction as well as cost and efficiency. The managers need also to foster a learning organisation and innovation, which will motivate marketing and the supply chain employees to perform better as a team and work towards the shared objectives and not departmental ones. Finally, it can be concluded that marketing–supply chain alignment is a crucial strategic competence and is vital to sustainable business performance. Incorporating market insight and operational efficiency along with technological innovation and sustainable values can help companies improve their capacity to add value to their customers, shareholders, employees, and society. The framework can be further expanded in future studies by conducting empirical research in various industries, in various geographical contexts, as well as studying the influence of emerging technologies, the circular economy, coping strategies and artificial intelligence on the interaction between marketing activities and supply chain management in the organization's sustainable success.

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