

Systematic Literature Review on New Product Development Issues in a Supply Chain Management

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Abstract

Objective – This research aims to systematically review and synthesize research on New Product Development (NPD) from a Supply Chain Management (SCM) perspective, identifying dominant themes, research methods, and future directions.

Design/methodology/approach – A systematic literature review (SLR) using secondary data consisting of 30 international journals related to new product development from a supply chain perspective. The selection of international journals is following the discussion contained in the research conducted by researchers related to new product development and its relationship to the supply chain, or journals that examine the causal relationship between the two.

Findings – The review reveals that case study is the most frequently employed method, accounting for over half of the studies. Key research themes include supply chain configuration, customer fit, framework development, decision support, supplier collaboration, risk management, and sustainable SCM. A notable shift is observed from product-focused innovation toward more customer-driven and collaborative approaches. Modeling approaches such as Mixed Integer Linear Programming (MILP) have begun to incorporate uncertainty into NPD decisions, though their application remains limited.

Research limitations/implications – The literature remains concentrated in manufacturing sectors and developed regions, limiting the generalizability of many conceptual frameworks. Additionally, methodological diversity remains low, with few studies employing advanced quantitative or hybrid approaches.

Practical implications – The study provides insights for managers and practitioners on aligning NPD with supply chain strategies. It highlights the need for adaptable and resilient SCM configurations to support rapid, customer-focused product development.

Originality/value – This review offers a comprehensive map of the current academic landscape on NPD in SCM, identifies methodological and thematic gaps, and provides a foundation for future cross-industry, multidisciplinary, and sustainability-oriented research.



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INTRODUCTION

New Product Development (NPD) is a critical organizational function, alongside procurement, production, and distribution. It plays a key role in enhancing product quality and ensuring a company's competitive edge in dynamic business environments. NPD is defined as the process of transforming ideas, market opportunities, and technological assumptions into marketable products. To maintain competitiveness in today's fast-paced economy, organizations must implement NPD processes efficiently and effectively. However, applying a uniform NPD model across diverse projects can lead to inconsistent success rates, as noted by (Pienaar et al., 2019).

In recent decades, the number of new product introductions has increased dramatically as companies have recognized the strategic importance of innovation. At the same time, managing NPD has become increasingly complex, requiring substantial financial and human resources, and being highly sensitive to time constraints (Bhuiyan, 2011). The degree of innovation embedded in product development efforts also has a significant impact on supply chain performance. As Ganji et al. (2017) noted, a lack of expertise in engineering and supply chain management may hinder the success of NPD initiatives. Moreover, operational challenges can influence NPD outcomes, necessitating collaborative efforts between manufacturing divisions and design departments to ensure that products meet customer needs (Azlan & Nasir, 2018).

NPD must deliver innovative products aligned with customer preferences, while Supply Chain Management (SCM) must deliver responsive and efficient supply chain solutions, both of which require close collaboration (Hilletoft et al., 2018; Petersen et al., 2005). The growing popularity of SCM is driven by global sourcing trends, the need to coordinate material flows effectively, and increasing market pressure for shorter lead times and faster delivery (De Matos et al., 2017). SCM represents a strategic evolution from traditional material management toward an integrated and comprehensive approach that aims to reduce costs, add value to final products, and improve customer service. Synergy between suppliers and customers plays a crucial role in value creation and overall profitability through personalized products and advanced capabilities.

A key success factor for NPD is its alignment with a segmentation model that accounts for varying consumer preferences. Products should be developed based on clearly defined market segments, each with specific expectations regarding lead times, service levels, and delivery solutions. A strong demand-side focus in NPD may place significant pressure on the supply-side (SCM), thus requiring integration of core supply functions into the NPD process. To create a truly customer-oriented organization, both NPD and SCM need to operate under a unified segmentation framework, necessitating close coordination between these managerial domains.

Given this context, the objective of this study is to investigate the key issues, research themes, and methodological approaches found in New Product Development (NPD) literature from a Supply Chain Management (SCM) perspective. Through a systematic literature review, this study aims to map the current state of knowledge, identify research gaps, and suggest potential directions for future research.

THEORETICAL BACKGROUND AND RESEARCH MODEL

New Product Development (NPD) is a comprehensive and multi-stage process—from idea generation to product launch—vital for companies to maintain competitiveness in dynamic markets (Cooper, 2019; Ulrich & Eppinger, 2015). NPD serves as a key driver for business growth and strategic differentiation by translating market opportunities and technological advances into viable commercial products. However, due to increasing product complexity and market uncertainty, the effectiveness of NPD depends not only on internal capabilities but also on strategic collaboration across the supply chain (Bhuiyan, 2011; Chen et al., 2010).

In recent years, integrating Supply Chain Management (SCM) into NPD has become crucial. SCM involves the strategic coordination of business functions within and across companies to improve long-term performance and deliver value to end customers (Christopher, 2016; Mentzer et al., 2001). As the market becomes more volatile and customer expectations rise, SCM plays a

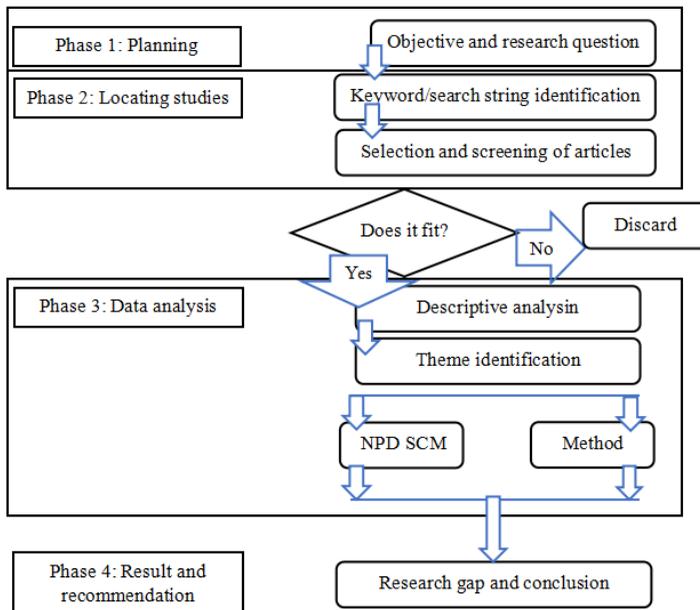
central role in ensuring that new products are delivered efficiently, responsively, and with minimal cost (De Matos et al., 2017)

The relationship between NPD and SCM is no longer viewed as sequential but rather as concurrent and integrated. Companies that coordinate product development and supply strategies can reduce time-to-market, lower operational risks, and better respond to fluctuating customer demands (Petersen et al., 2005; Van Echtelt et al., 2008). For instance, segment-based product development aligns NPD with supply chain segmentation, ensuring that both demand-side (product features) and supply-side (lead time, logistics) requirements are simultaneously addressed (Hilletoft et al., 2018).

The theoretical foundation for this integration often draws upon the Resource-Based View (RBV), which emphasizes leveraging firm-specific resources such as supplier relationships for competitive advantage (Barney, 1991). As well as the Dynamic Capabilities framework, which focuses on the firm’s ability to adapt, integrate, and reconfigure internal and external competencies (Teece et al., 1997). Social capital theory also plays a role in explaining how trust and shared norms among supply chain partners can facilitate knowledge transfer and innovation (Suurmond et al., 2020). In conclusion, a well-integrated approach to NPD and SCM enables firms to achieve a balance between innovation, cost-efficiency, and customer responsiveness. As markets continue to evolve, the alignment of supply chain strategies with product development initiatives will remain a central concern for both practitioners and scholars.

RESEARCH METHODS

This study adopts a **Systematic Literature Review (SLR)** approach to investigate and synthesize the existing body of knowledge on New Product Development (NPD) from a Supply Chain Management (SCM) perspective. The SLR method was selected for its structured, transparent, and replicable procedures in identifying, evaluating, and synthesizing relevant studies (Tranfield et al., 2003). The systematic literature review aims to identify themes that are widely studied by researchers in the topic of new product development in the supply chain. There are four stages in the implementation of a systematic literature review (Jose & Shanmugam, 2020).



Source: Adaptation of Jose & Shanmugam (2020)

Figure 1. STAGES IN SYSTEMATIC LITERATURE REVIEW

The literature search was conducted using major academic databases such as Scopus, Web of Science, and ScienceDirect. The search was limited to peer-reviewed journal articles published between 2010 and 2021. The following keywords and Boolean operators were used: “New Product Development”, “Product Innovation”, “Supply Chain Management”, “Supply Chain Integration”. A total of 103 articles were initially identified. After removing duplicates and applying the inclusion/exclusion criteria, 30 articles were selected for full review. These articles were then analyzed using descriptive and content analysis techniques.

ANALYSIS AND RESULTS
DESCRIPTIVE ANALYSIS

Descriptive analysis was conducted on the selected literature by identifying research themes related to new product development in the supply chain context. This review includes aspects of the year of publication, type of literature, geographical location of the research, and the industrial sector studied. Of the 30 articles reviewed, one article was published before 2000, six articles between 2001–2010, and 23 articles between 2011–2021. The cut-off year of 2021 was chosen because the article's analysis was conducted during 2022, at which time articles from 2022 onward were not yet fully indexed or accessible in major databases. Moreover, limiting the literature to 2021 allowed the authors to capture a coherent 10-year trend (2011–2021), which represents the dominant period of publication and aligns with the study's analytical framework. This shows that around 76% of the literature analyzed comes from the last decade.

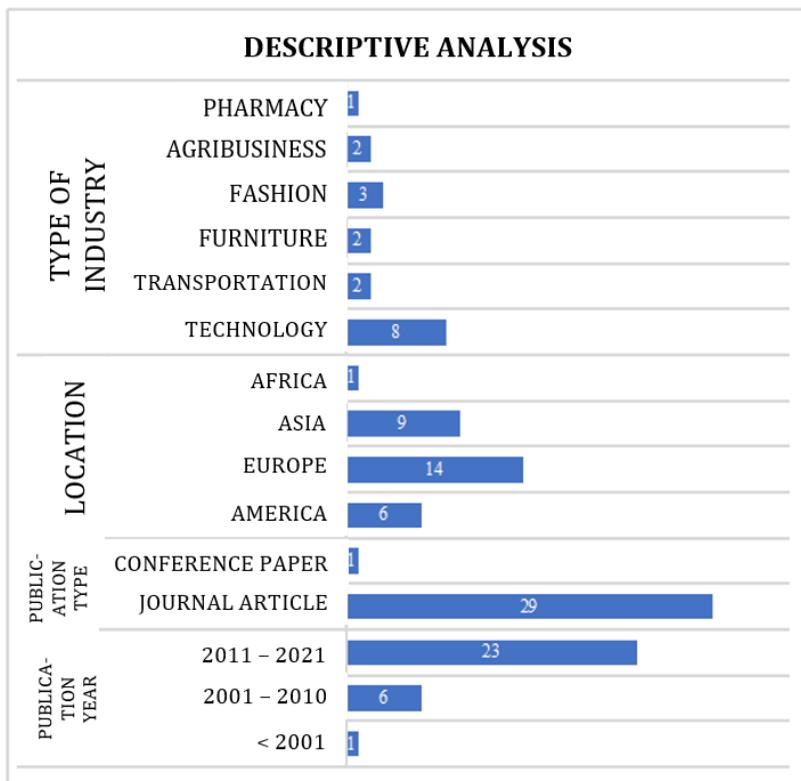


Figure 2. Descriptive Analysis

Based on geographical area, 14 articles came from Europe, 9 from Asia, 6 from America, and 1 from Africa. This means that 66% of the literature comes from continents dominated by developed countries. The research methods used in these studies vary. Case studies dominate with 16 articles, followed by literature reviews (4), qualitative (3), evidence-based research (1), rationale (1), mixed method with MILP (1), strategic and tactical model (1), and descriptive statistical analysis (1). This shows that the case study approach is still the most commonly used method in studying this topic. In terms of industrial sectors, the technology and electronics industry is the most widely studied (8 articles), followed by transportation manufacturing (2), furniture (2), fashion (3), agribusiness (2), and pharmaceuticals (1). The rest are conceptual or framework studies that do not focus on a particular industry.

Research Theme Trends

The research theme that is often raised is research on the configuration between the supply chain and new product development. Each research related to the configuration has its own uniqueness, according to the statement from (Goulding, 1983). Because it is dominated by case studies, the themes carried out by researchers are also diverse, ranging from the configuration of new product development with the supply chain, framework formation, customer fit, decision support, risk, and SSCM.

Since the development of the concept of research views on New Product Development from the perspective of Supply Chain Management, changes in trends have occurred since Goulding (1983) raised the issue of creativity in business. New product development is a must to survive in changing situations. Over the past decade, various themes on new product development research have begun to emerge, including:

Configuration

In the selected literature, configuration is a research theme that has been raised by Crippa et al. (2011) who studied the ability of the supply chain to adjust demand and supply, which clearly examines the ability of the supply chain configuration to the emergence of new product development. Graves & Willems (2005) raised configuration as a way for companies to save expenses, cost optimization can be done with aligned inventory costs and production costs. However, in configuration between the supply chain and new product development is not without risk, Sabzevari et al. (2020) emphasized that companies need to anticipate risks in business, especially risks in the supply chain that are directly related to new product developers. Hilletoft et al. (2018) who have published previous research in (Hilletoft & Eriksson, 2011) examined the supply chain configuration that allows companies to respond responsively to new demands. An effective NPD approach will be considered by all businesses looking to innovate and transform their supply chains and implement advanced project management practices to increase their profitability (Ganji et al., 2017)

Framework

To achieve market competition success, a company's efforts are needed to develop new products, therefore Bhuiyan (2011) proposed a framework that can be used to align the supply chain with new product development. A study conducted with a literature review by Salmiah et al. (2020) suggests integration between players in the supply chain so that there is a meeting point that brings together consumer needs and offers by producers. According to Pero et al. (2010) variety, modularity, and innovation are features that are raised when studying alignment. From a supply chain perspective, the variables that influence are configuration, collaboration, and coordination complexity. Innovation is the variable that has the strongest influence on variation in the supply chain. The findings in this study indicate that adjusting product features to the supply chain improves supply chain performance. Ansari & Kant (2017) conducted a literature study to conclude a sustainable supply chain framework, as an insight for companies to be able to adjust the products they produce to market expectations sustainably.

Customer fit

To develop new products that follow market desires, Ganji et al. (2017) Conducted a study on the consumer perspective from the demand side, which was studied using the Demand Driven Chain concept, which contributed to NPD in the form of a description of new product desires by consumers from a market perspective. This study enriches the view of new product development in the supply chain by providing insights into supply chain management. Horvat et al. (2019) conducting a study approach using a database already owned by a British food company enriches research on new product development, namely utilizing consumer databases to be processed into considerations in developing new products, and found that the need to see the consumer perspective in developing new products is something that can produce new products that have a long life cycle in the market.

Decision support

Valenzuela et al. (2020) and Kapiyangoda & Karunaratne (2021) both studied decision-making assistants, because new products require long and precise considerations, especially since both studies discuss food products. Valenzuela et al. (2020) suggest that companies use consumer data optimally to develop new products, so that their life cycle is not short, and can last a long time. While in agribusiness products, Kapiyangoda & Karunaratne (2021) help farmers' decisions in determining new products in the agribusiness sector so that the products produced can be optimally absorbed by the market.

Risk

The new product development approach from the risk side in the chain was developed by Tang et al. (2009) who studied the development of the new Boeing 787 aircraft. The risk approach means identifying every possible risk that will occur in the supplier network in the Boeing 787 product supply chain. This study identifies risks and provides suggestions on how to deal with them, such as building partnership contracts with suppliers rather than making outright purchases for the development of the Boeing 787 product.

Sustainable Supply Chain Management (SSCM)

Azlan & Nasir (2018) developed a novel concept that can be applied by companies in developing new products, specifically by incorporating environmental factors into the relationship between supply chain operations and product development processes. Their research identifies three strategic approaches adopted by firms to implement SSCM: proactive, reactive, and anticipatory. These strategies are distinguished in the literature and are based on five key dimensions: supply chain leadership, SSCM governance, supply chain learning, supply chain risk management, and SSCM performance. These dimensions serve to identify the critical success factors for SSCM implementation. Furthermore, products with longer life cycles are believed to enhance supply volume and flexibility, which supports the fulfillment of sustainable production requirements. SSCM remains an important and relevant research area, especially in terms of its practical application across industries. Although researchers have proposed various frameworks to support their implementation, few studies have critically analyzed the limitations of these frameworks.

It has been observed that most SSCM frameworks are newly developed, with very few adapted from existing models. This is largely because frameworks tailored for specific industries may not be suitable for others and could even lead to adverse outcomes. Given the uncertain and context-specific nature of sustainability parameters, scholars tend to develop new frameworks tailored to the unique characteristics of each industry, rather than relying on generalized or pre-existing models (Ansari & Kant, 2017).

Supplier contracts

New product development carried out by companies is not far from uncertainty, so Hong & Lee, (2019) Conducted a study on electronics manufacturing companies to discuss appropriate contracts with suppliers who play a role in their supply chain. By involving suppliers as partners, it

has been proven that new products can be developed at a more cost-effective cost and with safer risks. Profit-sharing contracts allow manufacturing companies to be more flexible in developing new products with their suppliers, so that the dynamics of market changes can be optimally addressed.

R&D supply chain

Mazzola et al. (2015) Conducted a study on the innovation supply chain, namely the supply chain carried out by a company’s research or R&D team. The research team in the company requires supplies from first and third parties in developing new products for the company, thus creating a separate supply chain network outside the company. Therefore, a study was conducted on the Supply Chain of Innovation. Mazzola et al. (2015) concluded that the more the company provides the breadth for the research team to make purchases, the more optimal the development of new products will be.

Research Theme Trends

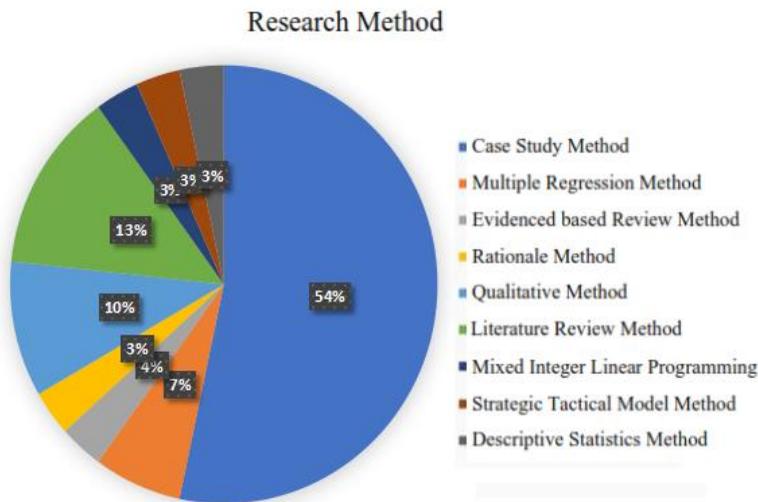


Figure 3. Research Methods Trends

The figure shows the distribution of research methods used in studies related to new product development (NPD) in the context of supply chain management (SCM), based on 30 reviewed literatures.

Case studies

The development of literature on new product development (NPD) within the context of supply chain management (SCM) has been significantly shaped by numerous case studies, including those conducted by (Ansari & Kant, 2017; Azlan & Nasir, 2018; Crippa et al., 2011; Eshraqi & Eshraqi, 2019; Graves & Willems, 2005; Hilletoft et al., 2018; Hong & Lee, 2019; Kapiyangoda & Karunaratne, 2021; Pero et al., 2010; Pienaar et al., 2019; Tang et al., 2009; Tyler et al., 2006). The increasing demand for market-oriented new product development has led to the emergence of diverse case studies, each aiming to solve real-world problems observed empirically in specific organizational or industrial contexts. Case study approaches, ranging from supply chain configuration and framework design to customer perspective analysis, have expanded the scope of research from mere theoretical exploration toward practical contributions that enhance supply chain performance and strategic development.

Multiple regression

To examine the relationship between company growth and R&D expenditure, Mazzola et al. (2015) applied multiple regression analysis, comparing corporate research spending data with company growth figures. The symmetric relationship identified in their findings highlights that investment in research significantly contributes to new product development. This underscores the importance of establishing a strong supply chain infrastructure for R&D teams, rather than focusing solely on material supply chains. Similarly, Petersen et al. (2005) investigated the impact of supplier work culture on their performance in supporting new product development efforts. Using a quantitative approach with multiple regression analysis, the study assessed the correlation between supplier organizational culture and their effectiveness in collaborative product innovation.

Evidence-based research

Ganji et al. (2017) employed the Evidence-Based Research method to investigate consumer perspectives through the concept of the Demand-Driven Chain. This approach combines both primary and secondary data, offering a more comprehensive understanding of customer expectations and needs. The study also highlights a paradigm shift in product development—from being product-focused to becoming increasingly customer-driven. This shift signifies a transfer of influence within the supply chain, where the key driver of change is no longer the upstream supplier but the downstream consumer.

Rationale

In studying New Product Development (NPD) from the perspective of Supply Chain Management (SCM), the uniqueness of each research context often leads to the development of inconsistent or non-standardized frameworks. To address this, Dhargalkar et al. (2015) employed a rationale-based approach to construct a conceptual framework for NPD–SCM that can be applied across both goods and service-based enterprises. This method aims to provide a logically structured and adaptable foundation that supports broader organizational implementation.

Qualitative

Tsinopoulos & Mena, (2015) Conducted a qualitative study to examine the dynamic nature of supply chain integration, highlighting that the level of collaboration between suppliers and customers may vary over time. Their research identifies and discusses four primary supply chain configurations: customized, elevated, repetitive, and coordinated. A qualitative approach was also adopted by Tolonen et al. (2017) to expand the traditional scope of New Product Development (NPD) to include activities aligned with supply chain (SC) processes. Similarly, Ganji et al. (2017) employed qualitative methods to investigate the Dreamliner case, which represents the aircraft manufacturing industry. The study further suggests that different industries may require alternative approaches and emphasizes the need for full life cycle analysis to mitigate the environmental impact of aircraft production.

Literature review

To identify research trends and developments, several studies have conducted literature reviews, including those by (Bhuiyan, 2011; De Matos et al., 2017; Goulding, 1983; Salmiah et al., 2020), focusing on the evolution of NPD research within the SCM context.

Goulding (1983) reviewed existing literature to examine the historical progression and the need for continuous innovation driven by organizational creativity to ensure business sustainability. He emphasized that ongoing innovation is essential for adapting to changing environments.

Meanwhile, Salmiah et al. (2020) conducted a review of prior studies and proposed a conceptual framework that illustrates the integration between NPD processes and supply chain management.

Mixed Integer Linear Programming (MILP)

Mixed Integer Linear Programming is a mathematical modeling technique used to optimize specific objectives by incorporating integer decision variables and constraints. Sabzevari et al.

(2020) applied this method to quantitatively represent the relationship between NPD and SCM through mathematical equations. The MILP model allows researchers to integrate risk factors into the product development process, enabling simulation and analysis of uncertainties within the supply chain context. In their study, Sabzevari emphasized that MILP serves as an effective tool for evaluating risks associated with NPD, particularly when facing complex and dynamic supply chain environments.

Strategic and Tactical Model

Given that the focus of (Valenzuela et al., 2020) was to support farmers in making decisions about introducing new agribusiness products, their study employed a combination of strategic and tactical modeling approaches. These models were developed to provide both practical guidance and long-term planning tools for farmers engaged in new product development.

The strategic and tactical models aim to enhance farmers' ability to select suitable products based on market conditions while also helping them design effective supply chain strategies for fresh produce, which is highly sensitive to time and quality. This approach highlights the importance of balancing short-term decisions with long-term sustainability in managing agribusiness product development.

Descriptive Statistics

(Horvat et al., 2019) conducted a study on the alignment between new products and consumer preferences. The study focused on food companies in Europe that utilized consumer data to develop new products with longer shelf lives compared to previous offerings.

A descriptive statistical approach was employed to illustrate the behavior of these companies, which tended to develop products merely in response to market trends, rather than actively involving consumers in the development process. The findings also revealed that most respondents rarely implemented a comprehensive *Product Life Cycle* approach, resulting in products with relatively short lifespans in the market.

DISCUSSION

This systematic literature review highlights several significant patterns in how New Product Development (NPD) is studied within the context of Supply Chain Management (SCM). The findings reveal a dominant reliance on qualitative and case-based research, with 54% of the studies using case study methodologies. This suggests that NPD–SCM integration is highly context-sensitive and best understood through detailed empirical exploration. However, it also indicates a methodological gap, where quantitative approaches such as regression analysis, simulation, and optimization models remain underutilized.

Several key research themes emerged from the literature, including configuration, framework development, customer fit, decision support, supplier contracts, and sustainable SCM. The shift in focus from product-centric to customer-driven innovation reflects the growing influence of downstream actors—particularly consumers—in shaping supply chain strategy. This trend aligns with Ganji et al., (2017) who emphasize the importance of demand-driven chains, and illustrate how innovation is no longer confined to upstream R&D but must be integrated with market responsiveness.

The review also underscores the increasing attention to sustainability and risk in NPD–SCM. Studies by Azlan & Nasir (2018) and Ansari & Kant (2017) highlight the role of environmental considerations in supply chain strategy, while Sabzevari et al. (2020) demonstrate the potential of advanced modeling tools like MILP to quantify and incorporate risk into product development planning.

Despite these insights, the literature remains concentrated in manufacturing sectors—particularly electronics, automotive, and food—and is geographically skewed toward studies from Europe and Asia. This raises questions about the generalizability of existing frameworks, especially when applied to service-based industries or underrepresented regions such as Africa or Latin

America.

Another notable gap is the lack of continuity or validation in framework development. Many conceptual models were found to be industry-specific and rarely tested across different contexts, limiting their adaptability. This is consistent with observations by Ansari & Kant (2017), who note that most SSCM frameworks are newly developed and not designed for cross-industry application. Overall, this discussion highlights the need for more integrative and transferable frameworks, greater methodological diversity, and expanded empirical coverage across regions and sectors. To address the observed methodological gaps, future research could adopt more diverse and rigorous approaches. In particular, the use of mixed methods—combining qualitative case studies with quantitative techniques such as structural equation modeling (SEM), regression analysis, or system dynamics modeling—could provide both contextual depth and generalizable insights. Furthermore, longitudinal studies could help track the evolution of NPD–SCM integration over time, while experimental designs or simulation-based approaches (e.g., agent-based modeling or discrete event simulation) could test decision-making frameworks in a controlled environment. These methodological approaches would not only enrich the empirical foundation but also strengthen the predictive and prescriptive power of future studies.

CONCLUSIONS

This study presents a systematic literature review that synthesizes 30 peer-reviewed articles on the integration of New Product Development (NPD) within the framework of Supply Chain Management (SCM). The review identifies prevailing research themes, methodological approaches, and industry applications that characterize this interdisciplinary domain.

The findings reveal that case study methods dominate the literature, emphasizing the context-dependent nature of NPD–SCM integration. Key themes that emerged include supply chain configuration, customer fit, framework development, decision support, supplier collaboration, risk management, and sustainable supply chain strategies. These themes reflect a shift in focus from product-centric innovation to more customer-driven and collaborative approaches.

The literature also highlights emerging trends such as the incorporation of environmental concerns, the use of modeling tools like MILP to handle uncertainty, and the growing role of consumers in driving product innovation. Despite these advances, there remain significant gaps—particularly in the use of quantitative methods, the validation of conceptual frameworks, and the inclusion of diverse industry sectors and geographies.

This review contributes to the academic discourse by mapping the current landscape of NPD research within SCM and offering a foundation for future inquiry. It suggests that future studies should prioritize cross-industry validation, explore underrepresented sectors, and adopt hybrid research methods to deepen our understanding of how supply chains can support innovation in a rapidly changing global environment.

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