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The Impact of Supplier Relationship Management on E-commerce Brand Reputation

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The Impact of Supplier Relationship Management on E-Commerce Brand Reputation

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Abstract: This qualitative research explores the impact of Supplier Relationship Management (SRM) on e-commerce brand reputation, focusing on the strategic imperatives, operational challenges, and economic implications within digital supply chains. Trust emerges as a foundational element in effective SRM practices, facilitating consistent product quality, timely delivery, and consumer trust, thereby enhancing brand credibility and loyalty. Strategic alignment of SRM with organizational goals enables e-commerce brands to leverage supplier capabilities for mutual growth and innovation. Operational challenges such as technological constraints and logistical complexities underscore the importance of digital integration and proactive risk management strategies to optimize SRM effectiveness. Digital technologies, including AI and blockchain, play a transformative role in enhancing transparency, efficiency, and resilience in SRM strategies, enabling e-commerce firms to mitigate risks and capitalize on market opportunities. Emotional intelligence (EI) competencies among supply chain professionals facilitate effective communication, conflict resolution, and sustainable supplier relationships that bolster brand reputation resilience. Economically, effective SRM practices yield cost efficiencies, improved financial performance, and resilience against supply chain disruptions, supporting sustainable growth in competitive digital markets. This study contributes valuable insights for practitioners and scholars aiming to enhance SRM strategies, optimize supplier relationships, and strengthen brand reputation management in e-commerce. By prioritizing trust, strategic alignment, digital innovation, EI competencies, and proactive risk management, e-commerce brands can navigate complexities, capitalize on opportunities, and foster positive brand reputations in the evolving landscape of digital commerce.

Keywords: supplier relationship management; e-commerce; brand reputation; trust; digital technologies; emotional intelligence; operational challenges

1. Introduction

In the ever-evolving landscape of e-commerce, where digital platforms dominate consumer interactions and transactions, brand reputation stands as a cornerstone of success. With the proliferation of online shopping, consumers increasingly rely on digital cues such as reviews, ratings, and social media presence to make purchasing decisions. Consequently, e-commerce brands are tasked with not only delivering quality products and services but also with managing their online reputation effectively. The concept of brand reputation encompasses perceptions and sentiments held by consumers, stakeholders, and the broader public regarding a brand's trustworthiness, reliability, and overall credibility. These perceptions are not formed in isolation but are influenced by a myriad of factors, including product quality, customer service experiences, and importantly, relationships with suppliers. Supplier Relationship Management (SRM) emerges as a critical determinant in shaping these perceptions, as it directly impacts a brand's ability to deliver on promises and maintain consistency in product offerings. Recent studies underscore the pivotal role of SRM in e-commerce settings, where effective management of supplier relationships has been shown to correlate with improved operational efficiency, enhanced product quality, and strengthened supply chain resilience (Foo et al., 2021; Wong & Wong, 2020). However, the implications of SRM extend beyond operational efficiencies to encompass broader brand equity dimensions, including reputation. A positive brand reputation not only attracts new customers but also fosters loyalty among existing ones, thereby driving sustainable business growth in competitive digital markets (Cao et al., 2022). Moreover, the digital age has brought about new dynamics in supplier relationships within e-commerce. The emergence of global supply chains, the integration of advanced technologies like artificial intelligence and blockchain, and the growing emphasis on sustainability and ethical sourcing practices have reshaped traditional SRM strategies (Wagner & Bode, 2023; Zhu et al., 2023). These developments underscore the need for e-commerce brands to adapt their SRM approaches to align with evolving consumer expectations and market demands. Understanding the impact of SRM on e-commerce brand reputation requires a nuanced examination of how supplier relationships are managed, cultivated, and leveraged within digital ecosystems. This qualitative research seeks to delve into these complexities, exploring the mechanisms through which SRM influences brand reputation in the context of e-commerce. By elucidating these relationships, this study aims to provide insights that can inform strategic decisions aimed at enhancing brand reputation through effective supplier relationship management. In summary, as e-commerce continues to reshape global markets and consumer behaviors, the importance of brand reputation cannot be overstated. SRM emerges not only as a facilitator of operational efficiency but also as a crucial determinant of brand equity and reputation in digital environments. This research endeavors to contribute to the existing body of knowledge by offering a qualitative exploration of how SRM practices influence e-commerce brand reputation, thereby addressing a critical gap in current literature and offering actionable insights for practitioners and scholars alike.

2. Literature Review

The literature surrounding supplier relationship management (SRM) and its impact on e-commerce brand reputation is rich and multifaceted, reflecting the complex interplay between supply chain dynamics, consumer perceptions, and organizational strategies in digital environments. SRM, defined as the systematic approach to managing supplier interactions to optimize value and minimize risks, has garnered increasing attention in academic and managerial circles alike due to its potential to enhance operational efficiencies and bolster competitive advantage (Wong & Wong, 2020). Central to the discussion is the role of SRM in fostering positive brand reputations within e-commerce contexts. Research indicates that effective SRM practices contribute significantly to brand equity by ensuring consistent product quality, timely delivery, and responsiveness to consumer needs (Foo et al., 2021). A study by Cao et al. (2022) underscores the correlation between robust supplier relationships and enhanced brand trust, highlighting the pivotal role of trust in shaping consumer perceptions and purchase decisions in digital markets. Moreover, the digital transformation of supply chains has reshaped traditional SRM strategies, necessitating adaptations to leverage technological advancements and meet evolving consumer expectations (Wagner & Bode, 2023). Khan et al. (2024) discuss the integration of marketing strategies with SRM, emphasizing the role of digital marketing channels in amplifying brand reputation through strategic supplier partnerships. This integration underscores the interconnectedness of marketing practices and supply chain management in driving brand visibility and consumer engagement in e-commerce. Emotional intelligence (EI) has also emerged as a critical factor in effective SRM, with Emon & Chowdhury (2024) highlighting the role of EI competencies in fostering collaborative supplier relationships and mitigating conflicts. EI competencies such as empathy and relationship management skills enable e-commerce brands to navigate complex supplier dynamics and maintain alignment with brand values, thereby enhancing reputation resilience in volatile market conditions. From an economic perspective, Emon (2023) discusses the economic implications of SRM strategies, emphasizing cost efficiencies and resource optimization through strategic supplier collaborations. Effective SRM not only reduces procurement costs but also mitigates supply chain risks, thereby enhancing overall business sustainability and financial performance in e-commerce settings. Despite the potential benefits, barriers to effective SRM implementation remain a significant challenge for e-commerce brands (Khan et al., 2020). These barriers include technological constraints, organizational inertia, and cultural differences among global suppliers, which hinder seamless collaboration and limit the realization of SRM's full potential in enhancing brand reputation. Furthermore, Emon et al. (2024)

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explore the multifaceted nature of supplier relationships in global supply chains, highlighting the complexities involved in managing diverse supplier portfolios across geographies. Global supply chain dynamics necessitate adaptive SRM strategies that account for geopolitical risks, regulatory compliance, and ethical sourcing practices, all of which impact brand reputation in global e-commerce operations (Khan et al., 2019). Microfinance initiatives also intersect with SRM strategies, as discussed by Khan et al. (2019), who explore the role of microfinance institutions in facilitating inclusive supplier partnerships and supporting small-scale suppliers' integration into e-commerce supply chains. These initiatives not only enhance supplier diversity but also contribute to social responsibility efforts, thereby bolstering brand reputation through ethical procurement practices. In summary, the literature underscores SRM's pivotal role in shaping e-commerce brand reputation through effective supplier management practices. By integrating marketing strategies, leveraging emotional intelligence competencies, addressing economic implications, overcoming barriers to growth, and navigating global supply chain complexities, e-commerce brands can optimize SRM strategies to enhance brand equity and resilience in competitive digital markets. This comprehensive review provides a foundation for further research and practical insights into optimizing SRM practices to foster positive brand reputations in the dynamic landscape of e-commerce.

3. Materials and Method

The research methodology employed in this study aimed to provide a comprehensive qualitative exploration of the impact of Supplier Relationship Management (SRM) on e-commerce brand reputation. A qualitative approach was chosen to delve deeply into the nuances of supplier relationships and their implications for brand reputation within digital contexts. The study utilized a purposive sampling technique to select participants, focusing on e-commerce companies known for their strategic SRM practices and strong brand reputations. Data collection was conducted through semi-structured interviews with key stakeholders, including supply chain managers, marketing executives, and procurement officers from selected e-commerce firms. These interviews were designed to elicit insights into the strategies, challenges, and outcomes associated with SRM initiatives aimed at enhancing brand reputation. Interviews were conducted in-person and remotely, depending on participant availability and preference, and ranged from 45 minutes to one hour in duration. To ensure data rigor and reliability, thematic analysis was employed to identify recurring patterns, themes, and relationships within the interview transcripts. The analysis process involved coding and categorizing qualitative data to uncover key findings related to the influence of SRM on brand reputation. This iterative approach allowed for the identification of both commonalities and divergences in participant perspectives, enhancing the richness and depth of the qualitative findings. Throughout the research process, ethical considerations were paramount, with participants providing informed consent prior to their involvement in the study. Confidentiality and anonymity were maintained to protect the identities and proprietary information of participating e-commerce companies. Additionally, reflexivity was integrated into the research design to acknowledge and mitigate potential biases that could influence data interpretation and analysis. The research methodology facilitated a nuanced understanding of how SRM practices influence e-commerce brand reputation, offering insights into the strategic alignments, operational challenges, and managerial implications of effective supplier relationship management in digital environments. By adopting a qualitative approach grounded in stakeholder perspectives and organizational realities, this study aimed to contribute valuable insights and practical recommendations for enhancing brand reputation through optimized SRM strategies in e-commerce settings.

4. Results and Findings

The results of this qualitative study revealed multifaceted insights into the impact of Supplier Relationship Management (SRM) on e-commerce brand reputation. Across the interviews conducted with supply chain managers, marketing executives, and procurement officers from diverse e-commerce firms, several key themes and findings emerged, highlighting the intricate dynamics and strategic imperatives associated with effective SRM practices. Firstly, the study underscored the

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critical role of trust as a foundational element in supplier relationships and its direct correlation with brand reputation. Participants consistently emphasized that trust forms the cornerstone of successful SRM initiatives, enabling e-commerce brands to rely on suppliers for consistent product quality, timely deliveries, and responsiveness to market demands. Trustworthiness was perceived not only as a driver of operational efficiencies but also as a catalyst for fostering positive consumer perceptions and loyalty toward the brand. Strategic alignment emerged as another pivotal finding, with participants highlighting the importance of aligning SRM practices with broader organizational goals and brand values. Effective SRM was described as a strategic imperative that goes beyond transactional interactions to encompass collaborative partnerships aimed at achieving mutual growth and innovation. Participants noted that strategic alignment enables e-commerce brands to leverage supplier capabilities and expertise in ways that enhance product offerings, differentiate brand positioning, and strengthen competitive advantage in the marketplace. Moreover, the study uncovered significant insights into the operational challenges and complexities associated with SRM in digital environments. Participants cited technological constraints, such as compatibility issues with supplier management systems and data integration challenges, as barriers to seamless collaboration and communication with suppliers. Additionally, the global nature of e-commerce supply chains introduced logistical hurdles, including shipping delays, regulatory compliance issues, and cultural differences, which posed challenges to maintaining consistent supplier performance and meeting consumer expectations. The findings also illuminated the evolving role of digital technologies in transforming SRM practices within e-commerce. Participants noted that advancements in digital platforms, artificial intelligence, and blockchain have revolutionized supplier management strategies by enhancing transparency, traceability, and real-time decision-making capabilities. Digital tools were identified as enablers of efficiency gains and operational agility, empowering e-commerce brands to optimize inventory management, mitigate supply chain risks, and respond swiftly to market fluctuations. Furthermore, the study highlighted the strategic benefits of emotional intelligence (EI) competencies in fostering collaborative supplier relationships and mitigating conflicts. Participants emphasized the role of EI in enhancing communication effectiveness, resolving disputes amicably, and nurturing long-term partnerships built on mutual respect and understanding. EI competencies, such as empathy and relationship management skills, were identified as essential attributes for supply chain managers and procurement officers tasked with cultivating productive supplier relationships that contribute to brand reputation enhancement. In terms of economic implications, the study revealed that effective SRM practices yield tangible benefits for e-commerce firms, including cost savings through optimized procurement processes, reduced lead times, and improved inventory turnover. Participants highlighted that strategic supplier partnerships enable e-commerce brands to negotiate favorable pricing terms, secure volume discounts, and achieve economies of scale, thereby enhancing profitability and financial performance in competitive digital markets. Finally, the study provided insights into the strategic approaches adopted by e-commerce firms to mitigate risks and enhance resilience in their supplier relationships. Participants emphasized the importance of diversifying supplier portfolios, conducting rigorous due diligence, and establishing contingency plans to mitigate supply chain disruptions, geopolitical risks, and unforeseen market fluctuations. Proactive risk management strategies were identified as critical enablers of brand reputation resilience, safeguarding e-commerce brands against reputational damage and ensuring continuity in supply chain operations. Overall, the findings of this qualitative study underscored the intricate interplay between SRM practices and e-commerce brand reputation. By illuminating the strategic imperatives, operational challenges, and economic implications associated with effective supplier relationship management, this research contributes valuable insights and practical recommendations for optimizing SRM strategies to foster positive brand reputations in the dynamic and competitive landscape of digital commerce.

Table 1. Key Themes Identified in SRM Strategies.

Theme	**Description**
Strategic Supplier Selection	Many e-commerce brands emphasized the importance of rigorous supplier selection criteria, focusing on factors such as reliability, quality standards, and alignment with brand values. Strategic partnerships were forged with suppliers who could contribute to enhancing product differentiation and customer satisfaction.
Collaborative Relationship	The establishment of collaborative relationships emerged as a crucial theme, with e-commerce firms emphasizing the importance of open communication, mutual trust, and shared goals with suppliers. Collaborative efforts centered on joint problem-solving, innovation initiatives, and continuous improvement to meet evolving consumer demands and market dynamics.
Technology Integration	Integration of advanced technologies, including AI-driven analytics and blockchain, was highlighted as a strategy to streamline communication, enhance transparency, and optimize supply chain efficiencies. Technologies facilitated real-time data sharing, predictive analytics for demand forecasting, and traceability across the supply chain, fostering agility and responsiveness in e-commerce operations.
Ethical Sourcing Practices	Ethical considerations in supplier partnerships were paramount, with e-commerce brands prioritizing suppliers' adherence to ethical sourcing practices, sustainability standards, and regulatory compliance. Initiatives included audits, certifications, and partnerships with socially responsible suppliers to mitigate reputational risks and align with consumer expectations for corporate social responsibility (CSR).

The key themes identified in SRM strategies underscore the multifaceted approaches adopted by e-commerce brands to optimize supplier relationships and enhance brand reputation. Strategic supplier selection ensures alignment with brand values and quality standards, essential for maintaining consistent product offerings and customer satisfaction. Collaborative relationships emphasize the importance of mutual trust and shared goals in fostering innovation and responsiveness to market changes, contributing to long-term sustainability. Technology integration enhances operational efficiencies and transparency, enabling e-commerce firms to leverage data-driven insights for strategic decision-making and supply chain optimization. Ethical sourcing practices reflect growing consumer demands for transparency and sustainability, positioning brands as responsible corporate citizens while mitigating risks associated with unethical supplier behavior.

Table 2. Challenges in Implementing Effective SRM Practices.

Challenge	**Description**
Technological Integration	The integration of complex technologies posed significant challenges, including compatibility issues, data security concerns, and the need for substantial investment in IT infrastructure and staff training.

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Cultural Differences	Managing cultural differences and communication barriers among global suppliers presented challenges in aligning expectations, resolving conflicts, and maintaining consistent standards across diverse operational contexts.
Supply Chain Disruptions	Disruptions in global supply chains, exacerbated by geopolitical events, natural disasters, and pandemics, posed challenges in maintaining supply chain resilience, meeting demand fluctuations, and ensuring timely product delivery to customers.
Compliance and Risk Management	Compliance with regulatory requirements, ethical standards, and risk mitigation strategies required continuous monitoring and adaptation to evolving legal frameworks and industry best practices.

The identified challenges in implementing effective SRM practices highlight the complexities and obstacles faced by e-commerce brands in managing supplier relationships and safeguarding brand reputation. Technological integration presents both opportunities and challenges, requiring substantial investments in infrastructure and cybersecurity measures to harness the full potential of digital solutions while mitigating associated risks. Cultural differences among global suppliers underscore the importance of cultural sensitivity and effective communication strategies in building trust and achieving operational alignment across diverse markets. Supply chain disruptions underscore the need for robust risk management strategies and contingency plans to minimize the impact of external shocks on supply chain continuity and customer service levels. Compliance with regulatory requirements and ethical standards remains a critical priority, necessitating proactive measures to ensure adherence to legal frameworks and industry guidelines, thereby safeguarding brand reputation and consumer trust.

Table 3. Impact of Effective SRM on Brand Reputation Metrics.

Brand Reputation Metric	**Impact**
Consumer Trust	Effective SRM practices were found to enhance consumer trust through consistent product quality, reliable delivery, and responsive customer service, fostering positive brand perceptions and repeat purchases.
Brand Loyalty	Strengthened supplier relationships contributed to enhanced brand loyalty among existing customers, who perceived e-commerce brands as reliable partners committed to meeting their evolving needs and preferences.
Market Differentiation	Differentiated product offerings and innovative solutions stemming from collaborative supplier relationships positioned e-commerce brands as market leaders, driving competitive advantage and attracting new customer segments.
Reputation Resilience	Effective SRM practices enhanced brand resilience against crises and negative events, enabling proactive management of reputational risks and swift recovery through transparent communication and ethical business practices.

The impact of effective SRM on brand reputation metrics underscores its strategic significance in shaping consumer perceptions and market positioning for e-commerce brands. Enhanced consumer trust, facilitated by reliable supply chain performance and responsive customer service, reinforces positive brand associations and strengthens customer loyalty over time. Collaborative supplier relationships foster market differentiation through innovative product offerings and customized solutions, enabling brands to meet diverse consumer demands and maintain competitive advantage in dynamic market environments. Furthermore, reputation resilience is bolstered by proactive risk management strategies and transparent communication practices, ensuring brands can effectively navigate crises and uphold trustworthiness in the face of challenges, thereby safeguarding long-term brand reputation and sustainability.

Table 4. Managerial Insights for Optimizing SRM Strategies.

Managerial Insight	Description
Cross-Functional Collaboration	Encouraging cross-functional collaboration between supply chain, marketing, and finance teams facilitates holistic SRM strategies aligned with organizational goals and enhances decision-making processes.
Continuous Performance Evaluation	Implementing regular performance evaluations and KPI monitoring metrics enables proactive identification of supplier performance gaps, fostering continuous improvement and alignment with brand expectations.
Adaptive Strategy Formulation	Developing adaptive SRM strategies that can flexibly respond to market changes, technological advancements, and regulatory shifts ensures resilience and agility in navigating dynamic e-commerce landscapes.
Stakeholder Engagement	Engaging stakeholders, including suppliers, employees, and consumers, in transparent communication and relationship-building initiatives fosters mutual trust, strengthens partnerships, and enhances overall brand reputation.

The managerial insights derived from the study provide actionable recommendations for e-commerce brands seeking to optimize SRM strategies and enhance brand reputation in competitive digital markets. Cross-functional collaboration facilitates synergistic approaches to SRM, integrating diverse perspectives and expertise to align supplier relationships with overarching business objectives effectively. Continuous performance evaluation fosters a culture of accountability and improvement, enabling brands to address supplier performance gaps promptly and sustain high standards of service delivery and product quality. Adaptive strategy formulation supports flexibility and responsiveness to external dynamics, enabling brands to proactively capitalize on opportunities and mitigate risks in rapidly evolving market environments. Stakeholder engagement emerges as a cornerstone of effective SRM, promoting transparency, trust, and collaboration among key stakeholders, thereby reinforcing brand credibility and resilience in the face of challenges.

The qualitative study on the impact of Supplier Relationship Management (SRM) on e-commerce brand reputation yielded several key insights into the complex dynamics and strategic imperatives within digital supply chains. Central to the findings is the critical role of trust as a foundational element in supplier relationships, essential for fostering operational reliability, consistency in product quality, and consumer trust. Strategic alignment emerged as pivotal, emphasizing the importance of aligning SRM practices with organizational goals and values to drive mutual growth and innovation. Operational challenges highlighted in the study include technological constraints, logistical hurdles in global supply chains, and the need for enhanced digital integration to optimize communication and collaboration with suppliers. Digital technologies, such as AI and blockchain, were identified as transformative tools that enhance transparency, efficiency, and agility in SRM practices, enabling e-commerce brands to mitigate risks and respond swiftly to market dynamics. Emotional intelligence (EI) competencies were found to play a crucial role in cultivating productive supplier relationships, facilitating effective communication, conflict resolution, and long-term partnership sustainability. Economically, effective SRM practices were shown to yield cost savings, improved financial performance through optimized procurement processes, and enhanced resilience against supply chain disruptions. Strategic risk management approaches, including diversification of supplier portfolios and proactive risk mitigation strategies, were identified as critical for safeguarding brand reputation and ensuring continuity in supply chain operations. Overall, the findings underscored the strategic imperatives, operational challenges, and economic benefits associated with SRM in enhancing e-commerce brand reputation, offering valuable insights for practitioners seeking to optimize supplier relationships in digital commerce contexts.

5. Discussion

The findings of this study provide a comprehensive understanding of how Supplier Relationship Management (SRM) practices impact e-commerce brand reputation. Central to the discussion is the pivotal role of trust in supplier relationships, which emerged as a critical determinant of brand reputation. Trust facilitates consistent product quality, timely delivery, and responsiveness to consumer needs, thereby enhancing brand credibility and fostering consumer loyalty. Strategic alignment of SRM practices with organizational goals and values was identified as essential for driving mutual growth and innovation, enabling e-commerce brands to leverage supplier capabilities effectively. Operational challenges highlighted in the study underscore the complexities inherent in managing global supply chains and integrating digital technologies into SRM strategies. Technological constraints, logistical hurdles, and the need for enhanced digital integration pose significant challenges to seamless collaboration with suppliers and effective communication across geographies. Despite these challenges, digital technologies such as AI and blockchain offer transformative potential in enhancing transparency, efficiency, and resilience in SRM practices, enabling e-commerce brands to mitigate risks and capitalize on opportunities in dynamic market environments. Emotional intelligence (EI) competencies emerged as a critical factor in fostering collaborative supplier relationships and navigating interpersonal dynamics within digital supply chains. EI facilitates effective communication, conflict resolution, and relationship management skills among supply chain professionals, enhancing the sustainability and trustworthiness of supplier partnerships. Economically, effective SRM practices yield tangible benefits for e-commerce firms, including cost savings through optimized procurement processes, improved financial performance, and resilience against supply chain disruptions. Strategic risk management strategies, such as diversifying supplier portfolios and implementing proactive risk mitigation plans, were identified as essential for safeguarding brand reputation and ensuring continuity in supply chain operations. By anticipating and mitigating potential risks, e-commerce brands can enhance their reputation resilience and maintain operational excellence even in challenging market conditions. Overall, the discussion underscores the strategic imperatives, operational challenges, and economic implications associated with SRM in shaping e-commerce brand reputation. By leveraging trust, strategic alignment, digital technologies, emotional intelligence competencies, and proactive risk management strategies, e-commerce brands can optimize their SRM practices to foster positive brand reputations and achieve sustainable competitive advantage in the evolving landscape of digital commerce.

6. Conclusion

This qualitative research has shed light on the intricate dynamics and strategic imperatives of Supplier Relationship Management (SRM) in shaping e-commerce brand reputation. The findings underscore the critical importance of trust, strategic alignment, and effective communication in cultivating productive supplier relationships that enhance operational reliability, product quality, and consumer trust. Operational challenges, including technological constraints and logistical complexities in global supply chains, highlight the need for enhanced digital integration and proactive risk management strategies to optimize SRM practices. Digital technologies such as AI and blockchain offer transformative potential in enhancing transparency, efficiency, and resilience in SRM strategies, enabling e-commerce brands to mitigate risks and capitalize on market opportunities. Emotional intelligence (EI) competencies among supply chain professionals play a crucial role in fostering collaborative relationships, resolving conflicts, and sustaining long-term partnerships that contribute to brand reputation resilience. Economically, effective SRM practices yield cost efficiencies, improved financial performance, and resilience against supply chain disruptions, positioning e-commerce firms for sustained growth and competitive advantage. Moving forward, practitioners and scholars can leverage the insights from this study to refine SRM strategies, enhance supplier relationships, and optimize brand reputation management in the dynamic and competitive landscape of digital commerce. By prioritizing trust, strategic alignment, digital innovation, emotional intelligence, and proactive risk management, e-commerce brands can navigate challenges, capitalize on opportunities, and foster positive brand reputations that resonate with consumers in an increasingly digital marketplace.

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