

Supply Chain Management Performance of the Furniture Industry in Ambon during the Covid-19 Pandemic

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Abstract

Supply Chain Management (SCM) is implemented within a company with the objective of improving operational performance, in order to create a competitive advantage. Information sharing, long term relationship, cooperation and process integration are important elements in Supply Chain Management, which function to accelerate supply chain processes from suppliers to the markets or to the consumers. This research is conducted on the furniture industry in the city of Ambon. The problems that are often encountered by the furniture industry are typical problems such as, lack of capital and limited access to raw materials, especially seasonal ones. In addition, there is also the problem of partnership, which is triggered by the difficulty of integrating farmers (raw material suppliers) and raw material processing companies into a solid partnership, due to differences in interests. The purpose of this research is to analyze the influence of information sharing, long term relationship, cooperation, and process integration towards supply chain management performance within the company. The result of the research is (1) the information sharing variable has a significant influence towards supply chain management performance; (2) long-term relationship variable has no significant influence towards supply chain management performance; (3) the cooperation variable has a significant influence towards supply chain management performance and; (4) the integration process variable has a significant influence towards supply chain management performance

Keywords

Supply chain management; supply chain management performance; information sharing; long term relationship; cooperation; process integration



I. Introduction

The influence of the MSME sector in Indonesia towards gross domestic product has been increasing from 57.84% to 60.34% for the last 5 years. Employment in this sector is also increased from 96.99% to 97.22% in the same period. These indicators show that the role of MSMEs in improving the level of the Indonesian economy is quite substantial

As a leading sector in absorbing labor, the number of MSMEs in Maluku Province has grown significantly every year. In 2013, the number of MSMEs in Maluku Province was 31,188 units, consisting of 26,525 micro-enterprises, 4,279 small-scale enterprises, and 384 medium-sized enterprises. In 2017, this number doubled to 67,099 units, with 64,825 micro-enterprises, 2,055 small-scale enterprises and 219 medium-sized enterprises (Maluku Province's Central Bureau of Statistics, 2020).

This increase in number is immensely influenced by the increase in the number of MSMEs that occur in the city of Ambon, which is the center of government and economy in Maluku Province. In Ambon itself, the number of MSMEs in 2013 was 6,719 units, consisting of 5,972 micro-enterprises, 747 small-scale enterprises, and no medium-sized enterprises. In 2017, there was a very significant increase in micro enterprises, which

tripled to 14,704 entrepreneurs, but there was no increase in small and medium enterprises (Central Bureau of Statistics Ambon City, 2020).

At the beginning of 2020, a non-natural disaster hit the whole world, namely the Covid-19 pandemic. Maluku Province, especially the city of Ambon, is also affected by this situation. The results of a survey conducted by Bank Indonesia to determine the impact of Covid-19 on the economy of Maluku Province displays that the economy in Maluku Province is slowing down. One of the sectors affected is the MSME sector, where 964 units out of the 35,351 units in Maluku Province is experiencing a decrease in income and as many as 868 units (90%) of which are in Ambon (www.bi.go.id).

Several of those 868 MSMEs are the furniture industry. The furniture industry itself is widely spread in the city of Ambon in various scales such as, Istana Mebel, Mebel Sinar Jaya, Mebel Nadia, UD Jepara Putra Mebel Ambon, Logam Indah Mebel, Dunia Baru Mebel, Kadera Furniture Ambon, Manise Furindo CV, Citra Mebel, dan Mebel Sarira. With the implementation of the Large-Scale Social Restrictions (PSBB) system, almost all furniture in Ambon City must experience various obstacles in its operational activities, which vastly affects their income. The flow of raw materials for the furniture industry, such as rattan and wood, has also stalled. To facilitate the flow of raw material supply, good supply chain management is required

This research is conducted on the furniture industry in Ambon City. The problems that are often encountered by the furniture industry business are typical problems. The first problem is the lack of capital. Most of the capital used by furniture industry entrepreneurs is their own private capital. Entrepreneurs cannot borrow capital from banks because they do not understand the procedures. The next problem is the limited access to raw materials, especially those that are seasonal. This causes the price of raw materials to fluctuate and has a direct impact on the continuity of production. The last problem is partnership. Due to different interests, it is very difficult to integrate farmers (raw material suppliers) and raw material processing companies into a solid partnership.

1.1 Statements of the problem

Based on the description of the background above, it can be seen that to improve supply chain management performance, in order to create competitive advantage, companies must be able to optimize Supply Chain Management. Therefore, the statements of the problem in this research are as follows:

1. Is there any influence of Information Sharing towards supply chain management performance in the company?
2. Is there any influence of Long Term Relationship towards supply chain management performance in the company?
3. Is there any influence of Cooperation towards supply chain management performance in the company?
4. Is there any influence of Process Integration towards supply chain management performance in the company?

II. Review of Literature

2.1 Theoretical Foundations and Previous Researches

a. Concept and Definition of Supply Chain Management

Supply Chain Management is an approach applied to achieve a more efficient integration of various organizations from suppliers, factories, distributors, retailers, and

consumers. This means that products are provided in the right quantity, at the right time and at the right place, with the objective of achieving minimum overall operating costs and also obtaining the preferred service level (David Simchi Levi, 2000).

Lambert (1998:71), states that Supply Chain Management is an integration of processes that occur in the supply chain to provide goods, services, and information that can give added value to a company from the consumer's point of view.

Pujawan (2010: 5) defines supply chain as a network of companies that work together to produce and distribute a product into the hands of the end-users. These companies usually include suppliers, manufacturers, distributors, retailers, and other supporting companies, such as logistics service companies.

b. Information Sharing

Information Sharing is the intensity and capacity of the company in its interactions with its partners to share information related to joint business strategies.

Lalonde (1998) suggests that Information Sharing is one of the "building blocks" that shows solid relationships between business partners who are involved in the supply chain. Basically, Information Sharing has two influencing constructs, namely quantity and quality.

The level of information quality is an important factor that must be considered to obtain an effective and efficient supply chain. However, the influence of Information Sharing will only be significant depending on what information is shared, with whom it is shared, when it is shared, and how it is shared (Monezka et al, 1998).

Information sharing can also ensure the availability of data in a timely manner and its distribution throughout the supply chain, so that responses to changing consumer needs and desires can be performed more swiftly and precisely. Therefore, an understanding of the influencing factors and the quality of information is required to support the process of information sharing. Therefore, it can be hypothesized that:

H1: Information Sharing has a positive and significant influence towards supply chain management performance

c. Long Term Relationship

Changes in the economic situation and the flow of globalization, accompanied by rapid and unpredictable technological developments, are the factors that encourage the emergence of the concept of a long-term collaborative relationship between suppliers and material processing companies.

Indriani (2006) defines Long Term Relationship as the ability of a material processing company to establish collaborative relationships with suppliers in the long term. The company cannot always determine the selling price of the product as desired, because several competitors offer a certain price. To produce products that have competitive prices and maintain good product quality to earn a profit, they must be able to sort out, workaround, or even reduce costs or activities that are not needed in the production process so that the profits to be obtained are more optimal. Therefore, a target costing. (Palulun, Y. et al. 2021)

Some of the main advantages of long-term collaborative relationships are: a better understanding of consumer needs and desires if the supplier is the same supplier in the long term, planning that can be formulated together, and also better exchange of information regarding each party's needs. These things will encourage an understanding in planning and strategy so that it will produce a competitive advantage in the long term. Therefore, it can be hypothesized that:

H2: Long Term Relationship has a positive and significant influence towards supply chain management performance

d. Cooperation

Cooperation is a situation that occurs when several parties decide to work within the framework of a common goal. Suppliers and raw material processing companies understand that it needs to be developed and maintained in order to develop a mutually beneficial relationship for both parties.

Indrajit and Djokopranoto (2002) say that cooperation is one of the best alternatives to establish an optimal supply chain management. The reason for it is that the parties involved in the supply chain require an accurate information system and good trust, in order to ensure the smooth process of procuring goods and services. All of these will not be achieved without good cooperation.

According to (Bujang, 2007) the quality of the relationship can be measured by adopting the measurement dimensions applied, namely trust (trust) and honesty (fairness), as the dimensions forming the quality of a solid cooperation.

The existence of solid cooperation in the supply chain will result in a good understanding and understanding of the needs and desires of each party, so as to increase the income (Cempakasari and Yoestini, 2003).

Therefore, it can be hypothesized that:

H3: Cooperation has a positive and significant influence towards supply chain management performance

e. Process Integration

Process Integration is the merging of parts or activities to form a whole. Process Integration can improve relationships, facilitate decision making and enable increased value.

Process integration is the exchange of the flow of information, knowledge, and equipment from suppliers to the end-users. Process integration in the supply chain shows a complex collaboration between the parties involved, which if managed properly will be able to create an efficient operational system, increase profits, and provide satisfaction for all parties (Setiawan and Rahardian, 2005).

Therefore, it can be hypothesized that:

H4: Process Integration has a positive and significant influence towards supply chain management performance

f. Company Performance

Company performance is a description of the level of achievement in the implementation of an organization's tasks, in an effort to accomplish the goals, objectives, visions & missions of the organization (Bastian, 2001). The company's performance is also the company's ability to produce quality products according to the standards desired by consumers, with low production and maintenance costs, to prevent accumulation of stock, to reduce production costs, and to ensure timely distribution of goods.

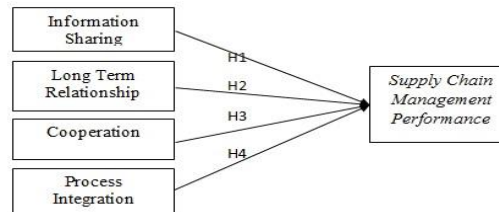
Company performance is a complete display of a company over a certain period of time, which is a result or achievement that is influenced by the company's operational activities in utilizing its resources. Performance is a general term used for part or all of the actions or activities of an organization in a period with reference to standard amounts such as past or projected costs, on the basis of efficiency, management responsibility or accountability, and such (Srimindarti, 2007). 2004).

Performance is the ability to work as indicated by the results of work. Goyal (2001) suggests the following definition of performance: "Performance is: the process or manner of performing, a notable action or achievement, the performing of a play or other

entertainment". Company performance is something that is generated by a company in a certain period with reference to the established standards. The results of the company's performance are matters that can be measured and describe the empirical conditions of a company based on a number of arranged measurement methods. Company performance refers to how well a company is market-oriented and how good is its financial goals.

2.2 Theoretical Framework

Based on the description of the literature review and previous researches, the theoretical framework developed in this research can be described in a chart as follows:



Source: Developed for the purpose of this research

Figure 1. Theoretical Framework

III. Research Method

3.1 Population

The population is a generalization area consisting of objects/subjects that have certain qualities and characteristics, which determined by researchers to be studied and then drawn conclusions from (Sugiyono, 2010). The population in this research is the entire furniture industries in the city of Ambon, which is registered in the Maluku Regional Database Directory 2019.

3.2 Sample

The sample in this research is the furniture industries in Ambon

3.3 Method of collecting data

The method applied for data collection is by using a questionnaire. Questionnaire is a data collection technique that is conducted by giving a set of questions and written statements to respondents to answer (Sugiyono, 2007). This questionnaire is distributed to research respondents, namely furniture store owners or managers, containing questions related to supply chain management and company performance.

IV. Discussion

4.1 Multiple Linear Regression Analysis

Table 1. Multiple Linear Regression Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	.353	7.215		.049
	TOTAL INFORMATION SHARING	.575	.344	.298	1.670
	TOTAL LONG TERM RELATIONSHIP	-.084	.311	-.039	-.271
	TOTAL COOPERATION	.381	.328	.201	1.164
	TOTAL PROCESS INTEGRATION	.642	.294	.359	2.186

a. Dependent Variable: TOTAL SUPPLY CHAIN MANAGEMENT

Based on the results of processing and calculating the data in table 4.1.1, the following regression equation is obtained:

$$\text{SCMP} = 0.353 + 0.575\text{IS} - 0.084\text{LTR} + 0.381\text{C} + 0.642\text{PI}$$

Information:

SCMP : Supply Chain Management Performance

IS : Information Sharing

LTR : Long Term Relationship

C : Cooperation

PI : Process Integration

Interpretation:

1. The constant of 0.353 states that, if the variables of Information Sharing, Long Term Relationship, Cooperation and Process Integration are considered constant, it will have a positive influence towards Supply chain management performance in the furniture industry.
2. The regression coefficient of Information Sharing has a positive value of 0.575. This means that Information Sharing has a positive influence towards Supply chain management performance in the furniture industry.
3. The regression coefficient of the Long Term Relationship has a negative value of -0.084. This means that the Long Term Relationship has a negative influence towards Supply chain management performance in the furniture industry.
4. Cooperation regression coefficient has a positive value of 0.381. This means that Cooperation has a positive influence towards Supply chain management performance in the furniture industry.
5. The Process Integration regression coefficient has a positive value of 0.642. This means that Process Integration has a positive influence towards Supply chain management performance in the furniture industry.

4.2 Coefficient of Determination

Table 2. Coefficient of Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533 ^a	.284	.205	2.118

a. Predictors: (Constant), TOTAL PROCESS INTERGRATION, TOTAL LONG TERM RELATIONSHIP, TOTAL COOPERATION, TOTAL INFORMATION SHARING

b. Dependent Variable: TOTAL SUPPLY CHAIN MANAGEMENT

Source: SPSS Data Processing Results, 2021

Table 4.1.2 displays that the statistical value of R Square is 0, 284 or 28.4%. This means that 28.4% of the dependent variable (Supply Chain Management) can be explained by the independent variables (Information Sharing, Long-Term Relationships, Cooperation, and Process Integration). Meanwhile, the remaining (71.6%) is explained by other reasons beyond this research

4.3 Individual Parameter Significant Test (t-Test)

Table 3. t Statistical Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	.353	7.215		.049
	TOTAL INFORMATION SHARING	.575	.344	.298	1.670
	TOTAL LONG TERM RELATIONSHIP	-.084	.311	-.039	-.271
	TOTAL COOPERATION	.381	.328	.201	1.164
	TOTAL PROCESS INTERGRATION	.642	.294	.359	2.186

a. Dependent Variable: TOTAL SUPPLY CHAIN MANAGEMENT

Based on the results of t statistical test displayed in table 4.1.3, it can be interpreted that:

1. The t-value of the Information Sharing variable is 1.670 with a significant value of $0.104 > 0.05$. Therefore, the hypothesis is accepted. This means that the variable Information Sharing has a significant influence towards Supply chain management performance in the furniture industry.
2. The t-value of the Long Term Relationship variable is -0.271 with a significant value of $0.788 > 0.05$. Therefore, the hypothesis is rejected. This means that the Long Term Relationship variable has no significant influence towards Supply chain management performance in the furniture industry.

3. The t-value of the Cooperation variable is 1.164 with a significant value of $0.252 > 0.05$. Therefore, the hypothesis is accepted. This means that the Cooperation variable has a significant influence towards Supply chain management in the furniture industry.
4. The t-value of the Process Integration variable is 2.186 with a significant value of $0.035 > 0.05$. Therefore, the hypothesis is accepted. This means that the Process Integration variable has a significant influence towards Supply chain management performance in the furniture industry.

4.4 Discussion

Based on the research, it can be seen that the test using t-Test produces different t values for the four variables.

a. Information Sharing Has A Positive And Significant Influence Towards Supply Chain Management Performance.

Information Sharing is the intensity and capacity of the company in its interactions with its partners to share information related to joint business strategies.

Lalonde (1998) suggests that Information Sharing is one of the "building blocks" that shows solid relationships between business partners who are involved in the supply chain. Basically, Information Sharing has two influencing constructs, namely quantity and quality.

Based on the results of research conducted using the T-test on the furniture industry in the city of Ambon, it can be seen that the Information Sharing variable has a positive and significant influence towards the supply chain management performance. It can be observed from its t value of 1.670 with a significant value of $0.104 > 0.05$. Therefore, the hypothesis is accepted.

Information sharing is an influential factor because the sharing of information with good quality and quantity among the parties involved in the supply chain will produce an appropriate response to the needs and desires of consumers.

b. Long Term Relationship Has A Negative And Insignificant Influence Towards Supply Chain Management Performance

Changes in the economic situation and globalization era, accompanied by rapid and unpredictable technological developments, are the factors that encourage the emergence of the concept of a long-term collaborative relationship between suppliers and material processing companies.

Indriani (2006) defines Long Term Relationship as the ability of a material processing company to establish collaborative relationships with suppliers in the long term.

Based on the results of research conducted using the T-test on the furniture industry in the city of Ambon, it can be seen that the Long Term Relationship variable is negative and no significant influence towards the supply chain management performance. It can be observed from its t value of -0.271 with a significant value of $0.788 > 0.05$. Therefore, the hypothesis is rejected.

Long Term Relationships has no significant influence because material processing companies do not always focus on long-term collaborative relationships, but rather on the quality of the raw materials supplied. For example, if the raw materials that have been supplied from one area are not in accordance with the company's demand, the processing company will suffer a loss and switch to suppliers from other regions.

c. Cooperation Has A Positive And Significant Influence Towards Supply Chain Management Performance

Cooperation is a situation that occurs when several parties decide to work within the framework of a common goal. Suppliers and raw material processing companies understand that it needs to be developed and maintained in order to develop a mutually beneficial relationship for both parties.

Indrajit and Djokopranoto (2002) say that cooperation is one of the best alternatives to establish an optimal supply chain management. The reason for it is that the parties involved in the supply chain require an accurate information system and good trust, in order to ensure the smooth process of procuring goods and services. All of these will not be achieved without good cooperation.

Based on the results of research conducted using the T-test on the furniture industry in the city of Ambon, it can be seen that the Cooperation variable has a positive and significant influence towards supply chain management performance. It can be observed from its t value of 1.164 with a significant value of $0.252 > 0.05$. Therefore, the hypothesis is accepted.

Cooperation between the parties involved in the supply chain is very important. This can be experienced when the company requires urgent procurement of raw materials. If there is a solid cooperation, then the supplier will be able to immediately fulfill the request.

d. Process Integration Has A Positive And Significant Influence Towards Supply Chain Management Performance

Process Integration is the merging of parts or activities to form a whole. Process Integration can improve relationships, facilitate decision making and enable increased value.

Process integration is the exchange of the flow of information, knowledge, and equipment from suppliers to the end-users. Process integration in the supply chain shows a complex collaboration between the parties involved, which if managed properly will be able to create an efficient operational system, increase profits, and provide satisfaction for all parties (Setiawan and Rahardian, 2005).

Based on the results of research conducted using the T-test on the furniture industry in the city of Ambon, it can be seen that the Process Integration variable has a positive and significant influence towards supply chain management performance. This can be observed from its t value of 2.186 with a significant value of $0.035 > 0.05$. Therefore, the hypothesis is accepted.

Process Integration is very influential in the supply chain, because it can guarantee the existence of a sustainable production process and an efficient and effective operational system.

V. Conclusion

Based on the results of the research, it can be concluded that:

1. t Statistical Test Results
 - a. The t value for the Information Sharing variable is 1.670 with a significant value of $0.104 > 0.05$. This means that the Information Sharing variable has a positive and significant influence towards supply chain management performance.
 - b. The t value for the Long Term Relationship variable is -0.271 with a significant value of $0.788 > 0.05$. This means that the Long Term Relationship variable has a negative and no significant influence towards supply chain management performance.

- c. The t value for the Cooperation variable is 1.164 with a significant probability of $0.252 > 0.05$. This means that the Cooperation variable has a positive and significant influence towards supply chain management performance.
- d. The t value for the Process Integration variable is 2.186 with a significant probability of $0.035 > 0.05$. This means that the Process Integration variable has a positive and significant influence towards supply chain management performance.

The suggestions that can be given related to this research.

1. for the object of research (furniture industries in Ambon)
This research points out that the furniture industries in Ambon require a proper Supply chain management performance in order to help them to conduct the production and distribution process in the right amount and time. Companies must also be able to maintain beneficial relationship with suppliers, in order to ensure the availability of raw material supplies, so that satisfaction and loyalty of the consumers can be preserved.
2. for further researches
 - a. improve and add indicators used, as well as explain in detail the indicators/question items in supply chain management performance variables, so that the resulting data becomes better.
 - b. examine other possible variables related to supply chain management performance, such as relationship quality and location.

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