# The Effect of Supply Chain Management on Competitive Advantage of Fabric Business in Cigondewah Textile Area in Bandung City

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**Abstract.** The establishment of the ASEAN Economic Community brings an opportunity as well as a challenge for Indonesia in the form of free-market flow. Therefore, supply chain management is needed so that a product has high competitiveness. Problems related to SCM so that low competitiveness is high prices, limitations in accessing products and relatively long delivery time. This is influenced by the lack of communication and good relations between SCM actors. This study aims to achieve profits by implementing SCM. This research is a quantitative descriptive. The sample in this study was 73 shop taking into account the competitive advantage that was expected to be less than optimal. The results of data analysis showed that there were partial and simultaneous influences. SCM can be developed to assist fabric shop owners in making decisions, selecting suppliers, selecting raw materials and reducing overall costs to meet and serve the needs of consumers.

**Keywords:** Competitive advantage · AEC · Supply chain management · Fabric business



## 1 Introduction

The establishment of the ASEAN Economic Community (AEC), Indonesia and nine other ASEAN members entered a very fierce competition and experienced a free market flow. Since the establishment of the MEA in 2015, various problems have emerged such as Indonesia's unpreparedness in terms of economic fundamentals, infrastructure, and human resources so that the competitiveness of Indonesia's export products is relatively [1]. This condition occurs in the textile and textile product industry, the textile industry and textile products is one of the industrial sectors whose development is prioritized to contribute to the national economy [2].

At present competition is not only competing among companies but competition between supply chain networks. The competition is mainly triggered by the high prices of domestic raw materials, so the marketing success of a product must be supported by a supply chain network from suppliers to distributors who deliver products to consumers so that products produce high competitiveness [3]. Problems that often arise related to SCM so that low product competitiveness is high prices, limitations in accessing products and relatively long delivery time. This is influenced by the absence of good communication and the existence of disharmony between fellow members of



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SCM which results in a decrease in the competitiveness of textile products.

The textile industry needs to improve its corporate strategy, innovation, and competitive activity planning to bring a company to have a competitive advantage. For this reason, textile companies must compete to find solutions to improve their competitiveness. The competitiveness of the textile industry in Indonesia has generally been recognized as good quality to meet the needs of clothing, the needs of military uniforms and fashion. One way to improve product competitiveness is to run SCM well.

West Java as one of the provinces that helped generate contributions from the industrial sector to Gross Domestic Product (GDP). According to West Java Provincial Government data, West Java accounts for 60% of the Gross Domestic Product (GDP) of the national manufacturing industry sector [4]. One area of West Java, Bandung City has a relatively large number of textile industries and textile markets, one of the largest textile markets in Bandung is in the Cigondewah Textile Area which is a fabric shopping area and a shopping center for textile products or fabric markets.

## 2 Literature Review

Supply chain management is an approach that is used efficiently. The focus of SCM is to implement a total systems approach and to manage the flow of information, services from suppliers of raw materials through factories and warehouses to end customers. SCM describes the overall supply chain activities starting with raw materials and ending with satisfied customers [5]. Furthermore, SCM as the management of materials, money, and information to maximize customer satisfaction and enhance the competitive advantage [6]. The definition is based on several things: (1) SCM is an organizing activity in managing the flow of information, products/services, companies, and corporate partners, starting from raw materials and ending with satisfied end customers who provide added value. (2) The purpose of SCM is to ensure a product is in the right place and time to meet consumer demand without creating excessive stock or shortage. (3) SCM emphasizes an integrated pattern in the process of production flow from upstream to downstream. In the supply chain there are three types of flow, namely [7]: (1) Upstream supply chain is an upstream supply chain process that includes the activities of a company with suppliers. In the upstream supply chain, the main activity is the process of procuring goods/services. (2) The internal supply chain is an internal supply chain process covering all processes of receiving goods to the warehouse, handover to end-users. In the internal supply chain, the main activity is the process of quality control, storage, and inventory control. (3) The downstream supply chain is a downstream supply chain process covering all activities involving the transportation and distribution process from the allocation of inventory or goods available to consumers. In the downstream supply chain, the main activities are transportation, distribution, handover and after-sales services. SCM as the key to implementation is divided into strategic supplier partnerships, customer relationships, information sharing [6].

### 2.1 Strategic Supplier Partnership

Suppliers are important partners in supporting the company's strategy. Supplier

selection must be careful because it has a positive impact or can be detrimental to the company [8]. SRM is defined as a process involved in managing preferred suppliers and finding new ones while reducing costs, making predictable and repeatable procurement, pooling buyer experience and extracting the benefits of supplier partnerships [9]. The cooperative relationship between suppliers and companies must be managed properly to create a sustainable relationship that will become a long-term relationship to increase profitability for companies and suppliers that are mutually beneficial [8].

## 2.2 Customer Relationship

Success in market demand will exceed satisfactory exchanges with customers, therefore companies must be able to build good relationships with customers [6]. Building a good CRM will allow the company to be able to differentiate its products from competitors, maintain customer loyalty and can provide added value to create competitive advantage [6]. CRM is the strategic process of selecting customers that a firm can most profitably serve and shaping interactions between a company and these customers. The ultimate goal is to optimize the current and future values of customers for the company [10].

## 2.3 Information Sharing

Information sharing needs to be done by the company because it can help in making decisions related to meeting the needs of consumers. With quality, clear, and transparent information, companies can avoid the bullwhip effect [11]. Information sharing is defined as the degree to which individual parties mutually provide information in the context of supply chain management. Information sharing thus has been considered an essential element for successful supply chain management and therefore a critical element for the maintenance of efficiency, effectiveness, and competitive advantage [12]. With information sharing can help companies to understand market desires, consumer needs, get new ideas in creating products and improving company business processes.

## 2.4 Competitive Advantage

Competitive advantage is a position to maintain the competitiveness of products / services compared to competitors [13]. Competitive advantage is defined as the ability of an organization to add value to its customers rather than competitors to achieve a position of relative advantage [14]. Therefore the strategic choice of pursuing sustainability can be a determining factor that enables companies to create competitive advantage [15]. The four elements of competitive advantage are as follows [16]: (1). Cost. In company competition, price is an important thing that must be maintained by a company to produce more profit than competitors by providing lower prices compared to competitors for the same benefits with the same product quality. (2). Time. Delay of time or speed of operation can be measured as the time between customer requests for a product to be able to serve the demand or on time delivery of products so that customers feel satisfied so that the company's competitiveness is higher. (3). Quality.

Quality is the priority that plays an important role in competitive advantage so that quality can provide satisfaction to customers to provide increased dependence from consumers to constantly use, use products / services. (4). Flexibility. Flexibility is needed so that the company can adapt to changing customer needs and varying demands.

## 3 Methodology

The study begins by identifying the problem, formulating the problem, then determining the research objectives, namely analyzing the influence of the SCM dimension on competitive advantage in the fabric business in the Cigondewah Textile Area, Bandung City. This research is quantitative descriptive by distributing questionnaires consisting of 32 statements and using a Likert scale. Population characteristics used as respondents in this study were 73 shop owners and all members of this population were used as samples. Validity and reliability tests were performed using SPSS software. The data is said to be valid if the value of r count > r table [17]. And reliable < 0.60 means low, 0.70 means enough and > 0.80 means good [18]. After that the data of 73 respondents were processed by SEM-PLS. Evaluation of the PLS model is divided into two namely [19]: 1) Evaluation of the outer model, including values: Indicator reliability (valid when outer lading > 0.5). Discriminant validity (cross loading is valid if the value of indicator variables is greater than other latent variables). Internal consistency (reliable when CR > 0.6). Convergent validity (valid when AVE > 0.5). 2) Evaluation of the inner model includes the significance value and R square ($R^2$). Below is a research model:

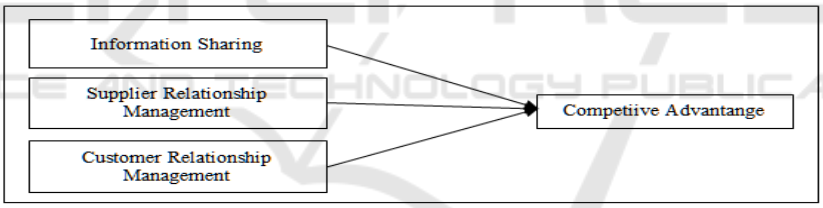


**Fig. 1.** Research Conceptual Model.

Judging from the conceptual model in Figure 1, the research hypothesis is as follows: $H_1$) Information sharing has a positive effect on competitive advantage. $H_2$) SRM has a positive effect on CA. $H_3$) CRM has a positive effect on CA. $H_4$) IS, SRM, CRM affect competitive advantage.

## 4 Results and Discussion

### 4.1 Descriptive Analysis of Supply Chain Management

Analysis of supply chain management variables is based on primary data obtained through questionnaires. The results are presented as follows.

**Table 1.** Descriptive Analysis of Supply Chain Management.

| Dimension *Supply Chain Management* | Percentase (%) | Category |
|---|---|---|
| *Information sharing* | 3.38 | Sufficient Good |
| *Supplier relationship management* | 3.33 | Sufficient Strong |
| *Customer relationship management* | 3.40 | Hurry Up |
| Average supply chain management variable | 3.37 | Sufficient |

From the table above, the dimensions of IS, SRM are in a sufficient category. This means that the owners of fabric shops in the Cigondewah Textile Area are still less active in implementing SCM in their businesses. These results are in accordance with Labdhagati & Mahfudz (2017) [20] and Rachbini (2016) [21].

## 4.2 Descriptive Analysis of Competitive Advantage

Excellence Competing in a fabric business shop in Bandung City Cigondewah Textile Area is measured in 4 dimensions: cost, time, quality, and flexibility. The results are explained as follows.

**Table 2.** Descriptive Analysis of Competitive Advantage.

| Indicator | Percentase (%) | Category |
|---|---|---|
| *Cost* | 3.01 | Sufficient Appropriate |
| *Time* | 3.37 | Sufficient Appropriate |
| *Quality* | 3.61 | Appropriate |
| *Flexibility* | 3.34 | Sufficient Appropriate |
| Average Competitive Advantage | 3.34 | Sufficient Appropriate |

From the table above, the dimensions of cost, time, and flexibility are in a sufficient category. This means that the competitive advantage of fabric products must still be increased because, for the dimensions of price, time and flexibility are still Sufficient appropriate. Although it already has a competitive advantage, the owner of a fabric shop in the Cigondewah Textile Area must be able to improve its competitiveness. Because competitive advantage always has the ability to understand changes in market structure and be able to choose effective marketing strategies. These results are in accordance with Yun & Kurniawan (2017) [22].

## 4.3 Partial Least Square Data Analysis - Structural Equation Model (PLS-SEM)

Before testing the hypothesis to predict the relationship between latent variables in the structural model, an evaluation of the measurement model is first performed. The first criterion, Indicator reliability shows how much the variance of the indicator can be explained by latent variables as in the following figure.

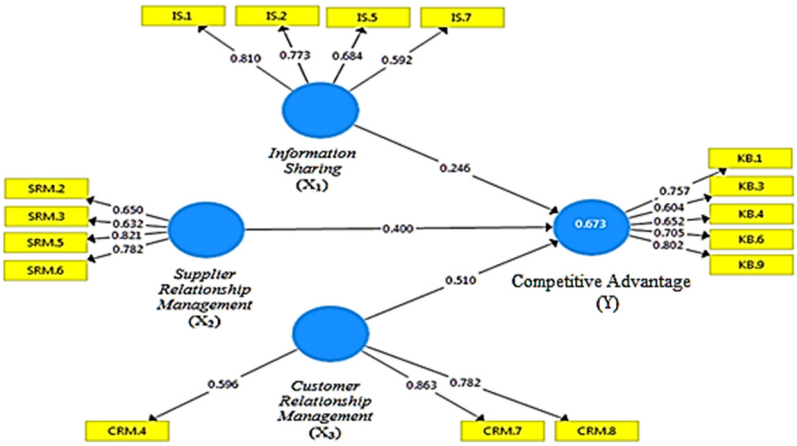


**Fig. 2.** PLS *Alghoritm.*

Based on Figure 2 above, the outer loading values of the indicators IS.1, IS.2, IS.5 IS.7, SRM.2, SRM.3, SRM.5, SRM.6, CRM.4, CRM.7, CRM .8, CA.1, CA.3, CA.4, CA.6, and CA.9> 0.5. So, overall each latent variable has been able to explain the variance of each indicator that measures> 0.5, meaning that the indicator variable must be maintained.

The next criterion is Discriminant validity which compares correlations with other latent variables.

**Table 3.** Discriminant Validity (Cross Loading) Value.

| *Discriminant Validity* | | | | |
|---|---|---|---|---|
| *Cross Loading* | | | | |
| Variables Indicator | IS ($X_1$) | SRM ($X_2$) | CRM ($X_3$) | CA (Y) |
| IS.1 | 0.810 | 0.055 | -0.130 | 0.175 |
| IS.2 | 0.773 | -0.045 | -0.125 | 0.174 |
| IS.5 | 0.684 | 0.073 | 0.061 | 0.186 |
| IS.7 | 0.592 | 0.046 | 0.012 | 0.081 |
| SRM.2 | 0.086 | 0.650 | 0.243 | 0.435 |
| SRM.3 | 0.273 | 0.632 | 0.255 | 0.345 |
| SRM.5 | -0.116 | 0.821 | 0.583 | 0.659 |
| SRM.6 | 0.009 | 0.782 | 0.362 | 0.459 |
| CRM.4 | 0.090 | 0.306 | 0.596 | 0.346 |
| CRM.7 | -0.093 | 0.531 | 0.863 | 0.613 |
| CRM.8 | -0.101 | 0.346 | 0.782 | 0.590 |
| CA.1 | 0.019 | 0.632 | 0.564 | 0.757 |
| CA.3 | 0.332 | 0.289 | 0.361 | 0.604 |
| CA.4 | -0.030 | 0.351 | 0.672 | 0.652 |
| CA.6 | 0.311 | 0.521 | 0.417 | 0.705 |
| CA.9 | 0.214 | 0.559 | 0.417 | 0.802 |

From table 4 above, it can be seen that the value of cross-loading for each indicator of each latent variable has the greatest correlation value compared to the correlation

value of other latent variables. So that each latent variable already has good discriminant validity or can be said to be feasible to advance to the next stage.

The next criterion, internal consistency, is used to measure the reliability of a construct by looking at the value of composite reliability and Cronbach's as follows:

**Table 4.** Composite Reliability and Cronbach's Alpha Value.

| *CONSTRUCT RELIABILTY* | | | |
|---|---|---|---|
| Variables | *Cronbach's Alpha* | *Composite Reliability* | Criteria |
| IS ($X_1$) | 0.697 | 0.809 | Reliable |
| SRM ($X_2$) | 0.705 | 0.815 | Reliable |
| CRM ($X_3$) | 0.623 | 0.796 | Reliable |
| CA (Y) | 0.747 | 0.832 | Reliable |

Based on table 4 above, it can be concluded that all constructs meet the reliable criteria, this is indicated by the value of composite reliability and Cronbach's alpha above 0.60, meaning that the established indicators have been able to measure each latent variable properly or it can be said that all four measurement models have values good internal consistency.

The next criterion is convergent validity. The better is shown by the higher correlation between the indicators that make up a construct.

**Table 5.** *Average Variance Extracted* (AVE).

| Variables | AVE |
|---|---|
| IS ($X_1$) | 0.518 |
| SRM ($X_2$) | 0.527 |
| CRM ($X_3$) | 0.570 |

The AVE value is shown in table 5 above, it can be concluded that the square root value of AVE shows that the four latent variables have AVE values above the minimum criteria, which is 0.50 so that the convergent validity size is good or can be said to have met the convergent validity criteria.

Inner model testing is done to see the relationship between construct, significance value and R-square of the research model. The structural model was evaluated using R-square for the latent construct of the t-test dependent and the significance of the coefficient of structural path parameters.

The coefficient of determination measures how much variation in the dependent latent variable is explained by the independent latent variable. The following is a table of estimated R-square adjusted results:

**Table 6.** R-*Square* Value.

| R *Square* | | | |
|---|---|---|---|
| Dependent Latent Variable | R S*quare* | R S*quare Adjusted* | Category |
| CA (Y) | 0.687 | 0.673 | Strong |

Based on table 6 above, it can be concluded that the value of R square adjusted (R2) of 67.30% is a contribution from the supply chain management variable. This means that there is an effect of variations of the SCM variable on CA of 67.30% and the remaining 32.70% is explained by other factors not examined. From the results of

67.30%, it can be said that the implementation of supply chain management is in the strong category of competitive advantage in the fabric shop in the Cigondewah Textile Area. These results are in accordance with Yun & Kurniawan (2017) [22], Nurdianti, et al (2017) [23], Suharto & Devie (2013) [24].

The next criterion is testing the hypothesis. In PLS statistical testing is done by bootstrapping the sample. The loading results along with the t-statistic value obtained from the bootstrapping process using 73 samples for resampling and 5000 repetitions are as follows:

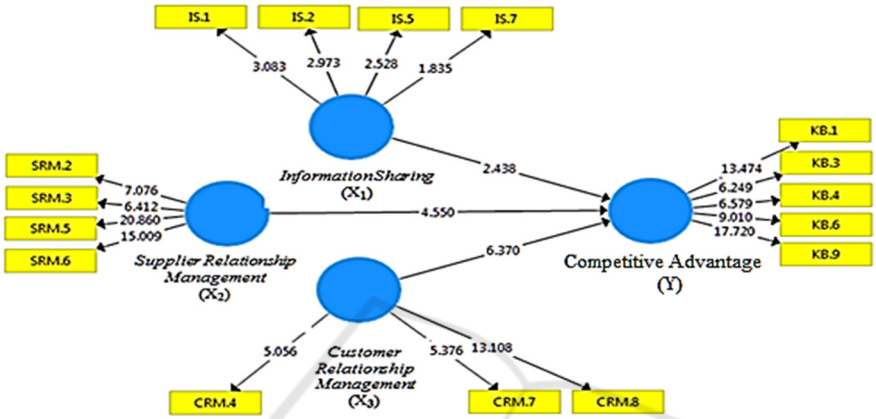


**Fig. 3.** PLS *Bootstrapping.*

The results of PLS Bootstrapping in Figure 2 above show that the value of t-count IS affects CA by 2.438, SRM affects CA by 4.550, and CRM affects CA by 6.370. Based on Figure 2 above, the form of the equation in this study is as follows

$$\eta = 2.438\xi_1 + 4.550\xi_2 + 6.370\ \xi_3 + \varsigma \quad (1)$$

**Table 7.** Output Result for Total Effect (Inner Weights).

| *RESULT FOR INNER WEIGHT* | | | | | | |
|---|---|---|---|---|---|---|
| Independent Variable to Dependent Variable | *Original Sample* (O) | *Sample Mean* (M) | *Standard Deviation (Stddev)* | T *Statistic* (Io/stdevI) | P *Value* | Information |
| IS ($X_1$)→ CA (Y) | 0.246 | 0.239 | 0.101 | 2.438 | 0.008* | Accepted |
| SRM ($X_2$)→CA (Y) | 0.400 | 0.407 | 0.088 | 4.550 | 0.000* | Accepted |
| CRM ($X_3$)→CA (Y) | 0.510 | 0.486 | 0.08 | 6.370 | 0.000* | Accepted |

*) Significance with a level of 0.05

Hypothesis 1st test results in Table 7 show the value of t-count (2.438) > t-table (1.667) and a significance value of 0.008 ≤ 0.05. This means that information sharing activities can influence increasing competitive advantage for fabric business shop owners in the Cigondewah Texture Area of the City of Bandung City. From these results, hypothesis 1st is accepted. These results are in accordance with Quynh & Huy (2018) [6], Nurdianti, et al (2017) [23], Ilmiyati & Munawaroh (2016) [25], Sanjaya, et al (2016) [11] and Rachbini (2016) [21].

Hypothesis 2nd test results in table 7 t-count (4.550) > t-table (1.667) and a

significance value of 0,000 ≤ 0.05. This means that the activities between suppliers and fabric shop owners must be managed well and always be improved so that there is a sustainable relationship with suppliers to increase good relationships in the long term and mutual trust. From these results, hypothesis 2nd is accepted. These results are consistent with Quynh & Huy (2018) [6], Sanjaya, et al (2016) [11], and Ilmiyati & Munawaroh (2016) [25].

Hypothesis 3rd test results table 7 shows the value of t-count (6.370) > t-table (1.667) and a significance value of 0.000 ≤ 0.05. This means that CRM activities can have an effect on increasing competitive advantage for fabric shop owners to be able to support and support the company's goals in terms of creating potential customers who can make repeat purchases of products and can increase the competitiveness of products produced by fabric shop owners in the fabric business in the Cigondewah Texture Area. From these results, hypothesis 3th is accepted. These results are following Quynh & Huy (2018) [6], Nurdianti, et al (2017) [23], Ilmiyati & Munawaroh (2016)[25].

The simultaneous test results give a calculated value of 47.336. The value of f-count (47.336) > f-table (2.737) so that Ho is rejected Ha is accepted, meaning that there is a simultaneous influence of the SCM variable dimensions on CA. These results then hypothesis 4th is accepted. These results are following Handoko, et al (2015) [26].

## 5 Conclusion

Based on the foregoing discussion, the dimension of CRM CRM gives a direct effect of 6.370 to CA. This means that the owner of a fabric shop in the Cigondewah Textile Area of Bandung City must maintain that a good relationship strategy with customers can continue to support and is very important because it will help increase profits and increase customer loyalty in generating added value. Also, IS and SRM must be improved because the dimensions of IS and SRM are still in a sufficient category. The competitive advantage in fabric shops must still be improved because, for the dimensions of cost, time and flexibility are still in the sufficient category. This means that even though it already has a competitive advantage, the owner of a fabric business shop in Cigondewah Textile Area, Bandung City, must be able to improve its competitiveness. SCM has a strong influence on CA in the fabric business in Cigondewah Textile Area, Bandung City. So to be able to maintain the sustainability of the fabric business, it must pay attention to SCM that can provide good added value for fabric products offered by fabric shop owners in Cigondewah Textile Area, Bandung City.

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