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The "Triple-A" Strategy for Enhancing Supply Chain Performance

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ABSTRACT:

This study addresses challenges faced by Micro, Small, and Medium Enterprises (MSMEs) in the Cibaduyut shoe center, Bandung, Indonesia, focusing on their management issues, particularly the timely acquisition of crucial raw materials. The research centers on evaluating the effectiveness of the Triple A strategy (Agility, Adaptability, and Alignment) in improving supply chain performance (SCP) within these MSMEs. The study aimed to understand how this strategy, addressing prevalent challenges such as delays in raw material acquisition, can enhance overall business performance. Data collection involved a convenience sampling technique, distributing questionnaires to 76 business units. The questionnaire aimed to gather insights into the Triple A strategy's implementation and its perceived impact on SCP. Collected data underwent thorough validation for reliability, and multiple linear regression analysis was employed to test relationships between Triple-A components and SCP. The research highlights the Triple A strategy's pivotal role in revitalizing business units by minimizing production costs and reducing raw material waste through effective collaboration with suppliers, reinforcing its potential as a strategic tool for optimizing supply chain performance in MSMEs.

Keywords:
Adaptability, Agility, Alignment, Supply Chain Performance

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1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) in the city of Bandung, Indonesia have overgrown. The data from (Diskopumkm, 2020) shows the growth from 2014 to 2019 shot up to 76% (Puspita, 2019). Specifically, for honey products and traditional medicines, they increase by 100% in 2020 (Nizar, 2021). It is not surprising that these MSMEs have contributed 61% of the national GDP (Gross Domestic Product) (Nizar, 2021; Thaha, 2020) and 80% of the GDP of the city of Bandung (BPS Kota Bandung, 2020; Puspita, 2019).

The MSME sector greatly influences the macroeconomy (Halim, 2020; Pratiwi, 2020). It is expected to boost the rate of economic growth (Laoli, 2020; Rahmah et al., 2020; Sumselupdate.com, 2019). Such as being able to create jobs (Hartomo, 2021; Laoli, 2020), i.e., 97% of employment comes from MSMEs (Meilanova, 2020; Nizar, 2021; Thaha, 2020), can increase income (Laoli, 2020; Sari & Karmini, 2019), and alleviating poverty (Ariwibowo, 2017; Indika & Marliza, 2019). However, supply chain performance (SCP) determines vendor transportation activities, payments, suppliers, warehousing, banks and distributors, order fulfillment, customer information, and production (Heizer & Render, 2005).

The management of MSMEs in the city of Bandung has been inadequate, leading to delays in the procurement of necessary raw materials for the enterprise. One of them happened at the Cibaduyut shoe center in Bandung. This resulted in the non-fulfillment of sales targets due to producers' low reliability in completing orders, which affected consumers' purchasing power. The decline occurred in both business units, production capacity, and labor until a very significant decrease. By 2020, there were only 95 business units in the Cibaduyut shoe center (diskopumkm, 2020). The Cibaduyut Bandung shoe center needs to identify its supply chain strategy to increase its capacity, capability, and performance.

Supply chain strategy is an essential part of business development. This strategy requires continuous actions for customer service and the company's internal operating efficiencies (Subroto et al., 2015; Susanto, 2013). Therefore, the Triple-A supply chain constructs various dimensions of agility (AG), adaptability (AD), and alignment (AL). Successful MSMEs must be able to respond to changing consumer demands quickly, adapt to changes in the environment, and align the interests of all partners and company goals (Maulida, 2018), also in promotional activities where MSMEs are still less than optimal (Suarsa et al., 2021). In line with the research of (Feizabadi et al., 2019; Whitten et al., 2012), the combination of the Triple-A supply chain strategy leads the company to superior and advances organizational performance, This has a good effect on the company's marketing and profitability. Then (Attia, 2016), succeeded in proving that AG, AD, and AL positively contributed to improving company performance. On the other hand, research (Eckstein et al., 2015) shows that AG and AD contribute positively to cost performance and company performance. Organizations must build AG, AD, and AL to create a competitive advantage to respond to consumer demand faster than their competitors (Maulida, 2018).

The AG method is beneficial in building cooperative relationships with suppliers, creating flexible product designs, and sharing risks, costs, and benefits reasonably to produce optimal organizational performance. The AL method is beneficial in building a buffer inventory by maintaining critical lists of low-cost components, evaluating customer needs, and exchanging information with suppliers and customers to produce optimal SCP. The AD method is indispensable in adapting to any short or long-term changes (Dubey et al., 2018). It makes everything in harmony and does not feel disadvantaged when establishing a partnership (Prasetya et al., 2019). Based on theoretical studies, phenomena, and previous research, this research aims to find out how the influence of Triple-A strategy in improving SCP at MSMEs in Cibaduyut shoe centers in Bandung City.

2. LITERATURE REVIEW

2.1 Supply Chain Management (SCM)

Supply Chain Management (SCM) is an approach used to achieve efficient integration of suppliers, distributors, retailers, and consumers (Tubagus et al., 2016), where the exchange of information and the use of technology (Kurniawan et al., 2018) involves producing, shipping, storing, distributing, and selling products (Labdhagati & Mahfudz, 2017) into the hands of consumers. It also encompasses the identification of carriers, payment methods, suppliers, distributors, and banks, as well as the management of accounts payable and receivable, order fulfillment, and the exchange of information regarding demand forecasts, production, and inventory control activities. (Herda & Setyawan, 2017).

2.2 Supply Chain Performance (SCP)

According to (Arif-Uz-Zaman & Ahsan, 2014), SCP is a process for determining the efficiency and efficacy of a business's supply chain performance. It is a strategic supply chain action that creates a reconciliation between what the end customer needs and the capabilities of the existing resources in the supply chain (Maulida, 2018). It is an opportunity to be studied deeper to assess whether the supply chain strategy is appropriate to continue. For that, the company must create a supply chain strategy. One supply chain strategy that can be used is the Triple-A Strategy.

2.3 Triple-A Strategy

Agility in the supply chain refers to a supply chain's capacity to adjust rapidly and efficiently to environmental and market changes (Lee, 2002, 2004; Swafford et al., 2006). Academics define agility as a business's ability to alter its supply chain strategies and operations in response to opportunities, environmental changes, and dangers (Eckstein et al., 2015; Gligor et al., 2013; Gligor & Holcomb, 2014). Although there is research on flexibility as a construct with three dimensions (adaptation (AD), alignment (AL), and agility (AG) (Stevenson & Spring, 2007), none of the attributes associated with AD, AL, or AG have been explored in combination.

Supply chain adaptability refers to the ability of a supply chain to modify its architecture in reaction to changes in market structure and to adjust supply networks in response to changes in strategy, technology, and products (Lee, 2004). According to (Ketchen & Hult, 2007), Supply chain flexibility pertains to an organization's readiness to reconfigure its supply chains as necessary, without being hindered by legacy concerns or prior operations. Supply chain agility, as described by Stevenson and Spring (2007), refers to the ability of supply chain participants to adjust to changes in the supply network. Consequently, we contend that AD empowers supply chain participants to adjust to evolving circumstances and attain the desired competitive edge.

According to (Lee, 2004), supply chain AL refers to the supply chain's ability to ensure that risks, costs, and rewards are distributed equally among all players. To have a competitive edge, organizations' operations such as production, marketing, purchasing, and logistics must be integrated both externally and internally along the supply chain, according to (Whitten et al., 2012).

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Supply chain AG is the capability of a supply chain that enables it to identify and react to short-term, transient changes in the supply chain and market environment. Supply chain adaptability refers to the ability of a supply chain to recognize significant and enduring changes in the supply chain and market conditions, and to respond with flexibility by reconfiguring the supply network. AL is the supply chain's quality. The interests of all organizations involved in the supply chain are synchronized through unimpeded information exchange, which precisely delineates the role of each member and guarantees equitable distribution of risks, costs, and benefits. Figure 1 depicts the current research paradigm.

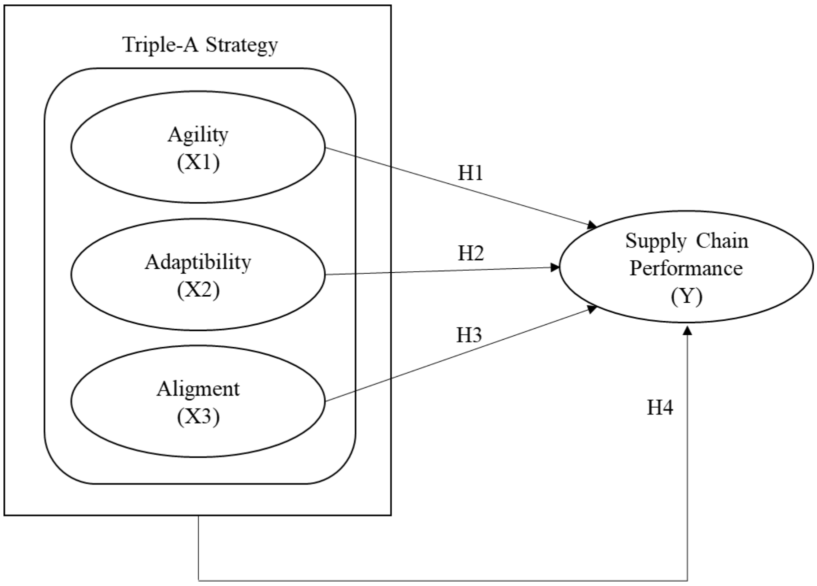

Figure 1. Research Paradigm

The Research paradigm above can be used to generate three sets of hypotheses:

H_1: AG plays a role in increasing the SCP of MSMEs in the Cibaduyut shoe center in Bandung City

H_2: AD plays a role in increasing the SCP of MSMEs in the Cibaduyut shoe center in Bandung City

H_3: AL plays a role in increasing the SCP of MSMEs in the Cibaduyut shoe center in Bandung City

H_4: The "Triple A" Supply Chain Strategy plays a role in increasing the SCP of MSMEs in the Cibaduyut shoe center in Bandung City

3. METHODS

This research adopts a quantitative approach, by integrating a survey to explore the dynamics of MSMEs within the Cibaduyut shoe center in Bandung, Indonesia. The study targets a population of MSMEs engaged in shoe production in this locality, with a specific focus on understanding the Triple A strategy's impact on supply chain performance. A comprehensive sample size of 76 MSMEs has been strategically determined for this investigation.

To gather data, a structured questionnaire, employing a 5-level semantic differential scale, was distributed to the selected MSMEs. The distribution process spanned three months, commencing in July and concluding in September 2023. This extensive timeframe allowed for thorough data collection, ensuring a comprehensive understanding of the MSMEs' perspectives on the implementation of the Triple A strategy, specifically focusing on the variables of Agility, Adaptability, and Alignment. Additionally, the data collection approach involved a survey using a questionnaire and an in-depth review of relevant literature, contributing to a well-rounded analysis of the factors influencing supply chain performance in the Cibaduyut shoe center. Before analyzing the data, the instrument was tested through the Pearson product-moment validity test with an r value > 0.222 and a reliability test with Cronbach Alpha > 0.60 (Ilmiyati & Munawaroh, 2016). After the data was declared valid and reliable, it was then analyzed using descriptive methods and multiple linear regression.

4. RESULTS AND DISCUSSION

4.1 Descriptive Statistic Calculation Results

The SPSS 23 program was utilized to generate descriptive statistical analysis findings, encompassing the maximum value, minimum value, standard deviation, and average value. The results of these descriptive statistical computations for each indicator and research variable are presented in Table 1.

Table 1. Descriptive Statistics AG Variable

Item	N	Min	Max	Mean	Std Deviation
Exchange Information	76	4	5	4,52	0,479
Building Relationships	76	4	5	4,67	0,479
Reliable Supplier	76	3	5	4,50	0,572
Backup Planning	76	4	5	4,68	0,507
Valid N (Listwise)	76			4,59	

Table 1 shows the average value of 4.59, meaning that the speed level of the Cibaduyut shoe center MSMEs business actors in responding to market changes that occur suddenly and unexpectedly is very clever. They build exemplary communication and cooperative relationships with suppliers and consumers utilizing collaborative relationships. To promptly respond to any modifications, they might establish direct coordination with suppliers to manufacture products that are currently in demand in the market. This business unit also applies quickly and precisely in its business. Fast means meeting customer needs at "at that time" and precise means according to specifications. The maximum score is on the Backup planning item, indicating that they have good inventory planning. So when there are uncertain circumstances such as scarce raw materials in the market, rising raw material prices, declining sales, and inaccuracy in delivery of raw materials by suppliers, they have a contingency plan. With good cooperation with suppliers, an excellent collaborative relationship can be created to grow AG and improve SCP.

Table 2. Descriptive Statistics AD Variable

Item	N	Min	Max	Mean	Std Deviation
Monitor	76	4	5	4,57	0,504
Adapt	76	4	5	4,47	0,507
Develop	76	4	5	4,60	0,498
Flexible Product	76	4	5	4,70	0,466
Product Image	76	4	5	4,57	0,504
Valid N (Listwise)	76			4,58	

Table 2 shows the average value of 4.58, meaning that the ability of MSMEs in the Cibaduyut shoe center to adapt to change is very adaptive. They oversee the progress of the company landscape, given that most sales are presently conducted via social and e-commerce platforms, they are commencing this monitoring process. The maximum score is on flexible product items to adapt to sudden market changes, indicating that they have and adjust product variants that consumers can choose and need when market changes occur. Not only producing shoes, but this business unit also produces various bags, wallets, etc.

Table 3. Descriptive Statistics AL Variable

Item	N	Min	Max	Mean	Std Deviation
Informative	76	4	5	4,63	0,504
Deal	76	4	5	4,47	0,504
Share The Risk	76	4	5	4,57	0,490
Valid N (Listwise)	76			4,50	

Table 3 shows the average value of 4.50, meaning that the ability of the MSMEs in the Cibaduyut shoe center to align the interests of suppliers and consumers is very much aligned. They convey information related to the raw materials needed to suppliers, and what products they have informed consumers. The maximum score is on informative question items, which shows that they provide clear and comprehensive information about products such as materials, size variations, colors, models, etc., to consumers and suppliers so that each party obtains the information needed.

Table 4. Descriptive Statistics SCP Variable

Item	N	Min	Max	Mean	Std Deviation
Without Defects	76	4	5	4,50	0,509
Value-Added	76	4	5	4,57	0,504
Quality	76	4	5	4,43	0,504
Quick Response	76	4	5	4,57	0,504
On-Time	76	4	5	4,60	0,498
Quantity	76	4	5	4,57	0,504
Consistent	76	4	5	4,57	0,504
Variant	76	4	5	4,73	0,450
Production Minimization	76	3	5	4,40	0,563
Efficiency	76	4	5	4,43	0,504
Minimize Raw Materials	76	3	5	4,50	0,572
Valid N (Listwise)	76			4,53	

Table 4 shows the average value of 4.53, meaning that the implementation of the SCP has been perfect. These business units have been able to run the supply chain by providing flawless products, fulfilling consumer orders on time, and minimizing all types of waste such as hoarding of raw materials, etc. So that SCP can run well, and MSME actors do not hoard unused raw materials. The maximum score is on the Variant question item with 4.73, indicating they can fulfill small and large-scale consumer orders.

4.2 Calculation Results of Multiple Linear Regression Statistics

The purpose of regression analysis is to explore and comprehend the connections among variables within a statistical framework. By constructing models, this method enables an exploration of how changes in one or more independent variables are linked to variations in the dependent variable (Sugiana et al., 2023). Consequently, this research employs a multiple regression test, allowing an assessment of the impact of AG, AD, and AL on SCP. The data processing is executed using the SPSS 23 program, and the resulting findings are detailed below :

Table 5. Calculation Results of Multiple Linear Regression

Model	***Unstandardized Coefficients***		***Standardized Coefficients***	t	Sig
	B	**Std. Error**	**Beta**		
Constant	9,846	6,670		1,476	0,000
AG	0,660	0,337	0,205	1,961	0,004
AD	0,802	0,238	0,347	3,369	0,001
AL	0,759	0,318	0,247	2,388	0,002

Based on Table 5, the regression is determined: $Y = 9.846 + 0.660\ X_1 + 0.802\ X_2 + 0.759\ X_3$. Meaning: The constant 9.846 states that the SCP has a strong and unidirectional effect on AG (X_1) if AG, AD, and AL remain constant or if the value is 0. It is anticipated that if AG increases and other variables stay the same, SCP will also increase since AD (X_2) has a positive and significant impact on SCP. The coefficient value for this relationship is 0.660. The correlation is 0.802. It is presumable that if AD rises and other factors stay the same, SCP will rise as well; SCP is positively and significantly impacted by AL (X_3). The coefficient's positive value is 0.759. It is presumable that if AL grows and other factors stay the same, SCP will rise.

4.3 Result And Discussion

To investigate the impact of the Triple A strategy on enhancing supply chain performance (SCP) in the Cibaduyut shoe center in Bandung, this research formulates four hypotheses that will be addressed in detail:

H_1: AG plays a role in increasing the SCP of MSMEs in the Cibaduyut shoe center in Bandung City

The findings demonstrate empirically that AG significantly affects SCP by 0.205. This research is supported by (Attia, 2016; Eckstein et al., 2015; Feizabadi et al., 2019; Maulida, 2018; Whitten et al., 2012), that the higher the AG, the higher the SCP. AG can be a competitive advantage because it makes differentiation from competitors. When there are changes or opportunities in the market, companies can see and respond quickly.

H_2: AD plays a role in increasing the SCP of MSMEs in the Cibaduyut shoe center in Bandung City

According to an empirical study, AD significantly affects SCP by 0.347. It means that the higher the adaptability made by the SMEs in the Cibaduyut shoe center, the SCP will increase. This statement is supported by (Dubey et al., 2018; Eckstein et al., 2015; Feizabadi et al., 2019; Maulida, 2018; Whitten et al., 2012), who argue that when a company can adapt to change and adjust its supply chain design, then the company is successful. Adaptability can adjust to the new market environment when changes occur and must adjust the suppliers needed to deal with these changes.

H_3: AL plays a role in increasing the SCP of MSMEs in the Cibaduyut shoe center in Bandung City

Empirical investigations have shown that AL has a considerable impact on SCP, with a coefficient of 0.247. It means that the higher the alignment carried out by the SMEs in the Cibaduyut shoe center, the SCP will increase. This research is supported by (Dubey et al., 2018; Feizabadi et al., 2019; Maulida, 2018; Whitten et al., 2012), that companies need to align internal and external interests involved in the supply chain. AL can produce a supply chain with the same goal of providing the best service to consumers to grow a competitive advantage. Through the synchronization of stakeholders' interests, tasks, responsibilities, and agreements are allocated among all supply chain participants, ensuring that no party feels disadvantaged in the establishment of a partnership.

H_4: The "Triple A" Supply Chain Strategy plays a role in increasing the SCP of MSMEs in the Cibaduyut shoe center in Bandung City

The research findings provide empirical evidence that the Triple-A method has a substantial impact on 13,702. SCP encompasses the provision of products that are free from faults, possess additional value, and minimize delays, damage, and incompleteness. In addition to prompt responsiveness, ensuring timely delivery and maintaining consistent product quantities. Consistently fulfilling orders of different quantities, optimizing production costs, minimizing waste, and preventing excessive accumulation of raw materials with valuable attributes. Respondents' Responses: The company provides good products and can respond to consumer requests quickly and correctly to fulfill the number of orders. In addition, respondents rate that the company has been able to minimize the total costs incurred during the production process and can reduce waste and hoarding of raw materials with good collaboration with suppliers. The results of this study are supported by research conducted by (Feizabadi et al., 2019; Maulida, 2018; Whitten et al., 2012) which states that AG, AD, and AL jointly affect SCP.

5. CONCLUSION

The conclusion that can be drawn from this research is that consumers rate AG at the MSMEs of the Cibaduyut shoe center as agile and very good. At the same time, for AD, it is perceived that when there is a change in their needs, they can adjust their supply chain very well. For AL, the business actors of the Cibaduyut Shoe Center MSMEs perceive that aligning the interests of suppliers and consumers involved in their supply chain with their products is good. As for the description of SCP, MSMEs have been able to respond well to sudden and unexpected market changes. So overall, it can be concluded that The Triple-A supply chain strategy (AG, AD, and AL) has a positive and significant effect either partially or simultaneously in increasing SCP.

The scope of this study is limited to Cibaduyut Shoe Center MSMEs in Bandung. Therefore, any future efforts are suggested to expand the study scope and cover other major cities in Indonesia, both with the same industry, namely the shoe industry or other industries. Several strategies can be used to increase SCP. Therefore, it is necessary to expand indicators to measure SCP in terms of design other than Triple-A. The predictor variables can be further extended to measure SCP. Analytical tools can be further developed in line with the increasing number of predictors used.

6. MANAGERIAL IMPLICATION

The managerial implications of this research underscore the importance of leveraging positive consumer perceptions, particularly in nurturing Agility, Adaptability, and Alignment. This is reinforced by the proven ability of MSMEs to effectively respond to sudden and unexpected market changes, highlighting the crucial need to maintain a flexible and responsive supply chain strategy. Managers are encouraged to consider investments in mechanisms enabling swift responses to market dynamics. Simultaneously, sustained improvements in overall performance can be achieved by continually strengthening and refining aspects of the Triple-A supply chain strategy.

Emphasizing effective responses to market changes and maintaining alignment with consumer needs is key to empowering MSMEs in the Cibaduyut shoe industry. Given the dynamic landscape of the MSME industry, a focus on adaptability and continuous improvement in the supply chain strategy is crucial for sustained enhancements in overall performance. Considering the study's limited scope to the Cibaduyut Shoe Center in Bandung, future managerial efforts could involve expanding the study to include other major cities and industries. This broader perspective can provide comprehensive insights into industry-specific variations and improvement opportunities. Moreover, to enhance SCP, managers are advised to explore additional indicators beyond the Triple-A framework. Expanding predictor variables and refining analytical tools in line with the evolving complexities of the supply chain can provide more accurate assessments and support better strategic decision-making.

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