

# Improvement in Performance across the Supply Chain by Market Strategic Alignment in the Textile Sector of Indonesia

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**Abstract**—Recently, supply chain practices are considered the effective practices because they enhance business performance by improving their processes and also capture the emphasis of the researchers. Thus, the ongoing study's aim is to inspect the role of market strategies and market performance along with the supply chain performance on the firm performance of the textile sector in Indonesia. The examination of the mediation role of supply chain performance among the links of market strategies, market performance and firm performance. The workers of marketing along with the supply chain department are the respondents and data were extracted from them by questionnaires that was analyzed by PLS-SEM. The findings indicated that market strategies and market performance have a positive impact on the firm performance while the outcomes also elaborated that supply chain performance has positive mediation among the nexus of market strategies, market performance and firm performance. These findings give the insight to the regulators that they should improve their emphasis towards the supply chain and marketing performance that enhance the firm performance of the industry.

**Keywords**; Market Strategies, Market Performance, Supply Chain Performance, Firm Performance

## 1. Background

The supply chain is a chain that starts with the firm's supplier and ends at the final consumers. The integration of business activities across the chain is required by SC management to satisfy the constantly changing demands of ultimate consumers [1]. The business activities which should be integrated comprise buying material, production of goods, delivery, marketing strategies, and information. Scholars argue that the progress of a coordinated supply system has broadened the scope of competition, now the whole system competes against other systems to bring efficiency and customer value at all the nodes in the system.

In Indonesia, the firms' capability to establish long time strategic association with SC partners is the source of successful SC management. The nature of SC associations directly as SC performance, Successful SC management

adds value to the final consumers in SC not only in the form of satisfaction by providing quality products or services but also in the form of the lower cost of services or products than earlier. It's the responsibility of the SC manager to solve the problems regarding the demand for products and their supply in successful chains. The purpose of typical supply practices is to minimize costs, while the goal of typical demand practices is to bring effectiveness in the SC system by pleasing ultimate consumers. The analysis of SC practices in the Textile sector in Indonesia has proved that this integration of business practices is a source of energy but it is difficult to develop such integration [1].

Recent research suggests that the alignment of SC systems improves firms' performance. Some scholars empirically support that integration of SC systems puts positive influences on firms' performance in the market by presenting valuable equity. In the same way, they support their suggestion by saying that technical coordination with firms' suppliers brings better gains for managers [2]. The researchers analyze the SC system in the Textile sector in Indonesia and come to the point that the potentially long time associations among the partners in chain especially sellers and buyers, help the firms' to be able to compete over their rivals in the markets [3].

The integration of marketing procedures in SC has gained much attention from scholars. They emphasize that better strategies of marketing are efficiently integrated within the chain. Firms' capability to coordinate is of the highest importance for satisfying the final consumers' demands within the chain system [4]. Though cost arises to coordinate, the effective response by SC partner firms to the constantly changing customer demands decreases T-cost. The marketing logistics of individual organizations must be integrated in such a way as the overall supply chain itself becomes market-oriented. The literature on SC integration and firms' performance shows the effects of SC coordination on firms' performance [5].

The literature on the progress and application of a firm's marketing logistics, which are needed for the satisfaction of final customers gets developed efficiently

day by day. The literature on the significance of coordination of SC partner firms for the satisfaction of final customers of the chain get developed more effectively with time. It's not the matter for the literature that supports the necessity of integration of marketing logistics across SC. This provides a theoretical foundation for the alignment of marketing logistics and it is argued in short notes in literature [6]. The scholars have theorized the effects of alignment of marketing logistics on performance treating marketing logistics alignment as an antecedent to SC performance and firms' performance. This study broadens the concept of alignment of marketing logistics by discussing it not only on the firm's level but also on the level of the supply chain [7]. It argues that SC partner firms' organizational and functional strategies must be merged into SC level strategies that focus on SC customers' satisfactions. The long term research on the chain performance throws light on the question if the purpose of marketing strategy at SC level to satisfy final consumers puts positive effects on SC performance and firms' organizational performance [8].

In the Textile sector in Indonesia, it has been observed that the arrangement of strategies of marketing by the SC partner firms positively influences the SC performance that in turn puts positive influences on partner firms' organizational performance. The arrangement of strategies of marketing has been described and for its measurement, a multidimensional scale has been introduced. For example, the SC members of Textile firms in Indonesia knowing SCM initiatives have given the data, which is essential to measure the model of the alignment of marketing strategies. This paper shows the thinking of the managers who lie in the chain and have integrated their marketing strategies [9]. At the last of this paper, different hypotheses on the effects of alignment of SC marketing strategies on performance are developed and tested.

**Table 1.** Retail supply chain strategies (SCS) in Indonesia

	Absolutely in percentage	Only as an enabler in percentage
All sector average 2012	59	31
Retail 2012	40	50

**Figure 1.** Retail supply chain strategies (SCS) in Indonesia through the question: Do you believe your CEO and executive management team appreciate the alignment of business strategy and supply chain strategy?

## 2. Literature Review

Production firms develop internal strategies and try to implement these strategies in inter-organizational operations. These internally merged strategies enable the firms to manufacture higher quality products at a lower cost than earlier. But these internal plans are not enough to

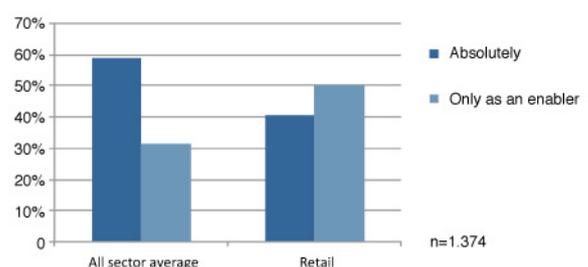
compete in the market. In this highly competitive age, the SC partner firms should be able to integrate their strategies to satisfy the demands of final consumers at a lower cost. Thus, they may compete in the market place by showing the innovation-based superior performance [10].

Some scholars raise the question of why the production managers should make decisions in support of SC performance, why they cannot directly affect SC performance. The decision-makers should keep SC focused decisions in mind. Thus they would be able to improve individual firm's performance. The decision-makers should emphasize on direct efficient associations with suppliers and clients for overall SC performance. This paper suggests that the alignment of firms' marketing strategies leads to SC performance which further leads to organizational performance [11].

It is argued that the implementation of marketing orientation at SC level is essential for a successful supply chain as indicated by Textile firms in Indonesia. Market orientation at SC level is dependent upon the SC partner firms' capabilities to create inter-relationships among them which facilitate the flow of information and communication regarding the constantly changing demands of the final consumers or clients of the supply chain. The firm's customer-focused approach and Relation exchange theory are, therefore, considered as the foundations of this piece of literature [12]. For the satisfaction of the demands and requirements of final consumers of SC, it is compulsory for the partner firms to adopt and integrate market strategies at SC level and to execute them through their collaboration across the chain. To renowned scholars, relational exchange includes wide-scale communication, contract, and long-lasting orientation [13].

SC partner firms should create market strategies that have the potential to meet the demands and requirements of final consumers and clients of SC [14]. Partner firms should arrange these strategies efficiently across the supply chain [15]. Such an arrangement motivates the firms to establish several traditions within the SC system that have integration of strategies and practices regarding marketing [16]. Such an arrangement also motivates firms to exchange information, which makes it possible to cope

Do you believe your CEO and executive management team appreciate the alignment of business strategy and supply chain strategy?



Source: SCM World Chief Supply Chain Officer Report 2012

with the changes in the preferences of final customers. In this piece of literature, a relational exchange approach provides a strong foundation to adopt, and integrate strategies and processes for successful marketing across the chain [17].

Marketing strategy alignment (MSA) can be defined as an act of SC partner firms to create and apply market strategies at SC level to satisfy the demands of SC final customers as is done in the Textile sector in Indonesia [18]. It is the requirement of the successful arrangement of market strategies that an organization's staff who represent marketing department should coordinate with SC partners for 1) planning and implementation of the concepts of newly-produced goods for final customers, 2) planning and execution of strategies regarding development, pricing, and distribution for selling newly-produced goods to final consumers, 3) development of coordinated procedures which transfer the developed value to final consumers [19].

Based on the study conducted to Norwegian and Portugal MSMEs, past found that the level of education had no significant impact on the global mind-set application of the company, however, the capacity, work experiences, and characteristics of the companies could provide significantly positive impacts on the global mind-set application, which were in contrast with the aspect of domestic companies' performance that indeed only contributed negative impacts. Broadly speaking, the global mind-set application significantly affects the competitiveness level of small companies on the international scale. However, the secondary and Higher Education institutions have yet taught the types of entrepreneurial education that could lead to the development of a global mind-set. The lacks of less satisfying MSMEs' performance in mind-set development were revealed due to unjustified distribution of the whole mind-set concept promotion. With regards to the phenomenon, the decision-makers and companies are the responsible parties that indeed have the ability to organize mind-set development project. Through the idea, the MSMEs can elevate their competitiveness at the international stage by developing a global mind-set. To implement the concept, credible individuals or institutions are demanded to guide and assist the mind-set management empowerment MSA is somewhat difficult to develop as it is not easy to determine the SC values for final customers and to properly share the changing demands of customers with all SC partners. For instance, the textile firms in Indonesia are considered best from the perspective of sales and profitability, which shows the high level of intra-organizational coordination and inter-organizational coordination [20]. These firms have created coordinative abilities that raise their position among competitors for the identification of demand changes of SC customers and respond to them [21].

It is required for the satisfaction of final SC customers that SC partner firms should adopt, coordinate, and integrate marketing strategies across the supply chain. MSA requires that SC partner firms should arrange marketing strategies in such a way as to improve SC's ability to provide products that have no defects, in minimum time, and in small quantities, as required by final SC customers [22]. Moreover, MSA should improve SC's abilities to provide innovation-based better quality services by eliminating incomplete, damaged or late orders, and by removing customers' complaints in a short time [23]. Such efforts on the part of the supply chain improve its capability to fulfill customer demands at lower T-cost. SC marketers cooperate with other SC partners to know the latest changes in goods and services and to implement the coordinated promotion, distribution, and pricing strategies which should develop better quality and communicate it to final consumer [24]. Such integrated market strategies lead to an improvement in the performance of the supply chain. Analysis of MSA in Textile firms in Indonesia proves that best organizations concerning sales and their profitability from new quality products show the capability to efficiently integrate with SC partners to meet customers' demands [25]. SC management is the coordination and collaboration of business strategies and activities across the supply chain. SC's performance is driven by the ability of SC partner firms to arrange strategies as, if the individual SC firm's interests are not integrated with interests on SC partners, SC performance can't be improved [19]. Thus:

**Hypothesis 1:** Marketing strategy alignment directly and positively is associated with financial performance in the textile sector of Indonesia.

Managers are considered responsible for the improvement in the performance in a business enterprise for which managers are directly considered accountable. Well, in the context of the supply chain, business managers must also focus on external activities and take into account the effects of a firm's strategies on the performance of their SC partners [26]. The effort on the part of the firm's managers to maximize the firm's performance may also put influences on overall SC performance causing harm to SC's competitive advantage [27]. A learning process is essentially required to develop from the stage of fixed mind-set to the growth mind-set. They stated that the growth mind-set development should be pursued through the learning process and interpretation of an object. Through the mind-set generating process, the growth mind-set will increase more attention to the relevant stimuli based on the tasks and result in a relatively strong change through the time allocation in paying attention to the errors and performing follow-up after the errors, while the mind-set inducing process will boost the attention to deliver responses.

In addition, to develop a type of growth mind-set, someone can stimulate it through a different thinking strategy unlike how most people generally think, however, rather create creative thinking patterns. The thinking patterns will be useful in problem-solving through new ideas. Activating the creative mind-set is very important for an entrepreneur to face challenges and solve the existing problems.

A developing, positive, and creative mind-set must always be oriented to the visions, goals, and dynamic values in terms of MSME development. Vision is an ideology that has a fundamental meaning as a philosophical foundation for life, works, thought, emotion, and dynamic organizations.

Successful companies will continually try to adapt to the ever-changing problems and challenges. Companies must adjust with the existing changes through vision development. With regards to the notion, vision provides guidance and foundation on what things must be maintained and what things must be changed. Vision focuses on our perception and cognitive life to control the complexity of goals. Some scholars suggest that SC performance can be maximized only when the approach to integrate organizational and functional strategies is implemented by all partner firms which are operating in a chain system. Optimization at SC level increases the SC surplus, which is available for distribution among all SC partner enterprises [28]. The strategies that make the SC position strong in this highly competitive age directly improve SC performance. In turn, SC performance positively affects performance at the firm level in every SC partner firm. It has been investigated in the Textile sector in Indonesia that there is a strong association between SC performance and the firm's financial performance [29]. A statistical association is found between firms' financial prosperity and SC position [30]. Thus, SC productivity and performance directly influence on firm's organizational performance.

**Hypothesis 2:** Marketing performance puts direct positive influences on a firm's financial performance in the textile sector of Indonesia.

Managers struggle to maximize marketing performance in the form of a rate of share in the market and the rate of sales. The improvement in the position of the firm in the market brings improvement in the firm's financial performance. Enhanced share in the market of products increases sales income through improvement in return on investment and rate of profitability [31]. It may also encourage economies by reducing per unit average cost, thus it enhances profitability [32]. Firm's ability to satisfy final consumer's measures market performance, which positively affects financial performance and financial performance can be measured by the rate of return on the firm's investment [33]. The survey of plant managers and operation managers in Textile mills in Indonesia

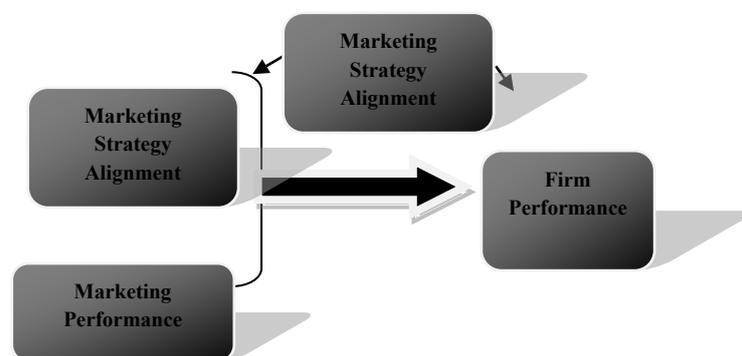
represents that there is a strong link between a firm's marketing performance and its financial performance [34].

**Hypothesis 3:** Supply chain performance positively mediates among the links of marketing strategy alignment and financial performance.

**Hypothesis 4:** Supply chain performance positively mediates among the links of marketing performance and financial performance.

### 3. Research Methods

The ongoing study's aim is to inspect the role of market strategies and market performance along with the supply chain performance on the firm performance of the textile sector in Indonesia [30]. The examination of mediation role of supply chain performance among the links of market strategies, market performance and firm performance [35].



**Figure 2.** Conceptual Framework

The workers of marketing along with the supply chain department are the respondents and data were extracted from them by questionnaires that was analyzed by PLS-SEM. The questionnaire method is consider the appropriate quantitative method to collect the data and Smart-PLS is also consider appropriate tool to test the data. The marketing strategy alignment (MSA) has 20 items, marketing performance (MP) has 18 items, supply chain performance (SCP) has 8 items and firm performance (FP) has 10 items. These variables are mentioned in Figure 2.

### 4. Findings

The results exposed that items are extensively linked with each other and showed the valid convergent validity because the figures of loadings are larger than 0.50, the statistics of Ave are more than 0.50 and Alpha along with CR are more than 0.70 and these statistics are shown in Table 2.

Discriminant and convergent validity are assessed in the first part. Composite reliability Average Variance Extracted, and factor loadings are used for examining the convergent validity. As suggested by literature, the value of factor loading for every element must not be greater than 0.4. In the similar way, the value of composite reliability must be greater than 0.7 and that of AVE to be lesser than 0.5. Table 1, 2, and 3 and figure 2 shows the results of assessment for inner model. The results reflect that the value of AVE is greater than 0.5 and value of composite reliability is greater than 0.7. Some elements in factor loadings with value less than 0.4 were removed to obtain the satisfactory level of validity.

**Table 2.**Convergent Validity

Items	Loadings	Alpha	CR	AVE
<b>MSA1</b>	<b>0.592</b>	<b>0.960</b>	<b>0.967</b>	<b>0.584</b>
MSA10	0.712			
MSA11	0.817			
MSA12	0.794			
MSA13	0.836			
MSA14	0.826			
MSA15	0.794			
MSA16	0.802			
MSA17	0.715			
MSA18	0.801			
MSA2	0.584			
MSA3	0.688			
MSA4	0.797			
MSA5	0.692			
MSA6	0.822			
MSA7	0.818			
MSA8	0.785			
MSA9	0.802			
<b>MP1</b>	<b>0.841</b>	<b>0.967</b>	<b>0.975</b>	<b>0.646</b>
MP10	0.774			
MP11	0.769			
MP12	0.838			
MP13	0.798			
MP14	0.827			
MP15	0.814			
MP16	0.808			
MP17	0.719			
MP18	0.784			
MP2	0.826			
MP20	0.768			
MP3	0.794			
MP4	0.846			

<b>MP5</b>	<b>0.836</b>			
<b>MP6</b>	<b>0.824</b>			
<b>MP7</b>	<b>0.828</b>			
<b>MP8</b>	<b>0.803</b>			
<b>MP9</b>	<b>0.715</b>			
<b>FP1</b>	<b>0.574</b>	<b>0.929</b>	<b>0.935</b>	<b>0.586</b>
<b>FP10</b>	<b>0.782</b>			
<b>FP2</b>	<b>0.767</b>			
<b>FP3</b>	<b>0.841</b>			
<b>FP4</b>	<b>0.641</b>			
<b>FP5</b>	<b>0.810</b>			
<b>FP6</b>	<b>0.792</b>			
<b>FP7</b>	<b>0.781</b>			
<b>FP8</b>	<b>0.819</b>			
<b>FP9</b>	<b>0.805</b>			
<b>SCP1</b>	<b>0.821</b>	<b>0.934</b>	<b>0.941</b>	<b>0.664</b>
<b>SCP10</b>	<b>0.570</b>			
<b>SCP2</b>	<b>0.868</b>			
<b>SCP3</b>	<b>0.857</b>			
<b>SCP4</b>	<b>0.817</b>			
<b>SCP5</b>	<b>0.834</b>			
<b>SCP6</b>	<b>0.842</b>			
<b>SCP7</b>	<b>0.835</b>			
<b>SCP8</b>	<b>0.725</b>			

The composite reliability value for the variables has been shown in table, which reflects that the range of the values is higher than 0.90 and these values are greater than 0.70 making it acceptable. Therefore, the reliability in the research is acceptable. The convergent validity has been described by Ngah, Zainuddin [36] at the level with which an item is determined by multiple items. The convergent validity has been determined in this study based on the AVE as per the support of Tzempelikos and Gounaris [37]. It is recommended that the value of AVE should be greater than 0.5 and any value lesser than 0.5 should be eliminated to improve the value of AVE [38].

The results also exposed that constructs are not extensively linked with each other and showed the valid discriminant validity because the figures of Heterotrait Monotrait ratio are not greater than 0.90 and these statistics are shown in Table 3.

**Table 3.**HeterotraitMonotrait Ratio

	MSA	MP	FP	SCP
<b>MSA</b>				
<b>MP</b>	0.210			
<b>FP</b>	0.241	0.519		
<b>SCP</b>	0.233	0.469	0.432	

The regression results show that MSA and MP have positive association with the financial performance of the textile sector in Indonesia and accept H1 and H2. Moreover, SCP has positive mediation among the links of

MSA, MP and firm performance and accept H3 and H4. These statistics are shown in Table 4. The results indicated the positive beta that means positive association among the variables along with greater than 1.64 t-values and lower than 0.05 p-values that means links are significant. In addition, if 1 percent change in MSA the FP will also change by 0.145 and vice versa. Additionally, if 1 percent change in MP the FP will also change by 0.387 and vice versa. Lastly, if 1 percent change in SCP the FP will also change by 0.206 and vice versa. Moreover, if the SCP has increase by one units the links among the MSA and FP also increase by 0.037 units and vice versa. Furthermore, if the SCP has increase by one units the links among the MP and FP also increase by 0.083 units and vice versa.

### 5. Discussions

The findings indicated that market strategies and market performance have positive impact on the firm performance while the outcomes also elaborated that supply chain performance has positive mediation among the nexus of market strategies, market performance and firm performance. These findings give the insight to the regulators that they should improve their emphasis towards the supply chain and marketing performance that enhance the firm performance of the industry [39]. Such integrated market strategies lead to an improvement in the performance of the supply chain. Analysis of MSA in Textile firms in Indonesia proves that best organizations concerning sales and their profitability from new quality products show the capability to efficiently integrate with SC partners to meet customers’ demands. To discuss the objective of this study, the broad SC view “from firms’ suppliers to their final customers” has been taken into account which puts influences on the firm’s capability to provide better quality products at a lower cost to customers [40]. Though firms’ managers are responsible for their performance, this performance is led by their respective SC performance [41]. The ability of SC partners firms to develop a high energy environment is a source of SC performance [42]. Recently the performance of the supply chain has been defined as the SC capability to provide innovation-based products in small quantities and in minimum time and to reduce the T-cost of products to final customers in SC [43].

In this study, two constructs of the firm’s business performance marketing and financial performance have been discussed. Financial performance includes a firm’s profitability and its capability to attain returns on sales and investment in comparison with the industry average. Marketing performance stresses on a firm’s capability to maximize sales in comparison with the industry average [44].

### 6. Conclusion

The conclusion includes that the textile sector in Indonesia have established effective market strategies and that enhance the marketing and supply chain performance that leads the organization towards high performance . Strategies of marketing are based upon market orientation which is market driving or market-driver. In each of the two cases the main focus is on the satisfaction of final customers, the market-driven approach implies that everyone in the market should respond to the demand changes of customers, while the market driving approach implies that market strategies should shape demand changes of customers. The scholars have theorized the effects of alignment of marketing logistics on performance treating marketing logistics alignment as an antecedent to SC performance and firms’ performance. A learning process is essentially required to develop from the stage of

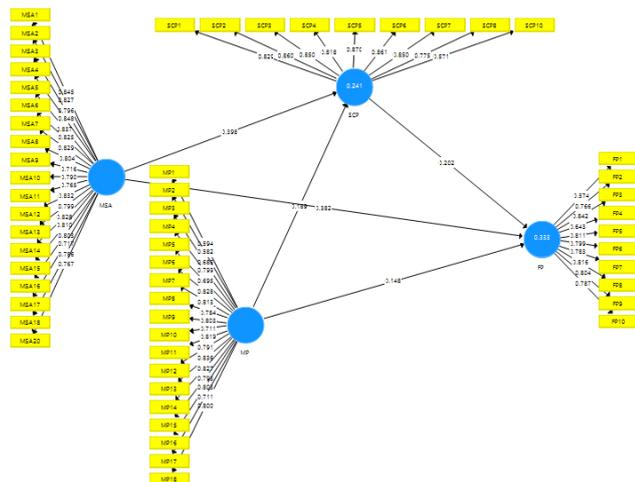


Figure 3.Measurement Model Assessment

Table 4.Path Analysis

	Beta	S.D.	t-stat	p-values
MSA -> FP	0.145	0.056	2.561	0.016
MP -> FP	0.387	0.064	5.895	0.020
SCP -> FP	0.206	0.068	2.907	0.032
MSA -> SCP -> FP	0.037	0.018	2.021	0.043
MP -> SCP -> FP	0.083	0.027	2.738	0.004

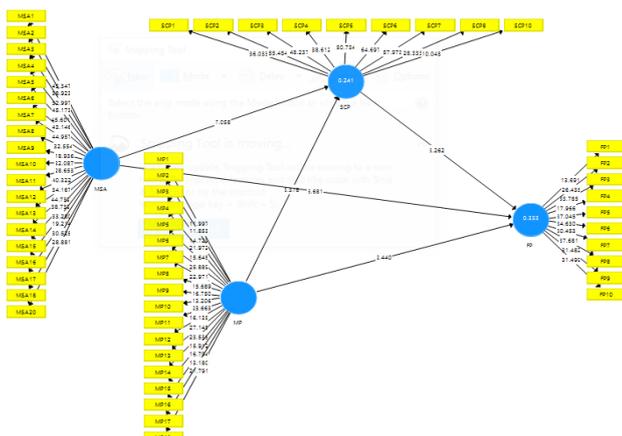


Figure 4.Structural Model Assessment

fixed mind-set to the growth mind-set. They stated that the growth mind-set development should be pursued through the learning process and interpretation of an object. Through the mind-set generating process, the growth mind-set will increase more attention to the relevant stimuli based on the tasks and result in a relatively strong change through the time allocation in paying attention to the errors and performing follow-up after the errors, while the mind-set inducing process will boost the attention to deliver responses.

This study broadens the concept of alignment of marketing logistics by discussing it not only on the firm's level but also on the level of the supply chain. Some scholars emphasize the argument that many organizations may jointly drive the market. SC partner firms should collaborate to create and apply integrated market strategies that are needed to satisfy the constantly changing customer demands whether the customers themselves change their demands or their demands are influenced by market approaches at SC level.

## 7. Limitations and Future Directions

The limitation includes that this study focuses inly the two dimension of the marketing such as marketing strategies alignment and marketing performance and ignore other dimensions and suggested that future studies should add more dimensions of the marketing in their studies while investigating this area in future [45,46].

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