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Supply Chain Performance Evaluation for Songket Pandai Sikek SMEs: A Case Study of Rumah Songket Lima Saudara

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ABSTRACT

The clothing and leather, food and chemical industries are small and medium enterprise (SME) sectors that play an important role in the economy of Tanah Datar Regency, West Sumatra. X Koto District dominates 71.2% of the clothing and leather industry business units, especially in Nagari Pandai Sikek which is famous for the production of Songket Pandai Sikek. As time goes by, the use of songket is no longer limited to traditional events, but also as a wider fashion product. Although the Songket Pandai Sikek industry continues to grow, challenges are still faced, such as high worker turnover and lack of utilization of marketing technology. The supply chain performance scores in Rumah Songket Lima Saudara in 2023 and 2024 respectively were 94.55 and 94.06 which fit in the Excellent category, but the business had weaknesses in excess inventory and production volume. Strategies that can be implemented to strengthen the weaknesses include recruiting social media strategist employees, giving forecasting training for financial managers, improving customer relationships, implementing reward system for workers, creating detailed financial records and collaborating with similar businesses.

Contribution to Sustainable Development Goals (SDGs):

SDG 8: Decent Work and Economic Growth

SDG 9: Industry, Innovation, and Infrastructure

SDG 11: Industry, Innovation and Infrastructure

SDG 12: Responsible Consumption and Production

1. INTRODUCTION

1.1. Research Background

The clothing and leather industry, the food industry and the chemicals industry are the small and medium industries that play a major role in the economy of Tanah Datar Regency, West Sumatra. Over the last 3 years, these industries have experienced an increase in the number of business units, employment and investment value. The food industry absorbs the largest workforce, but the clothing and leather industry provides the largest investment value [1]. The amount of investment value influences economic growth. If the investment value of an industry is large then the industry is considered capable of driving

the economy [2]. X Koto District is the area that dominates 71.2% of the total Clothing and Leather Industry business units in 2021 in Tanah Datar Regency. This is because there is Nagari (village) Pandai Sikek which has traditional cloth art, namely Songket Pandai Sikek [3].

The development of the Songket Pandai Sikek Industry is increasing, as can be seen from the increase in studios or art galleries, which indicates that this industry has become the main livelihood for the people of Nagari Pandai Sikek over the last 30 years. Apart from that, the shift in the meaning, function and form of songket cloth has also influenced the development of this industry. If previously songket was interpreted as a sacred cultural representation of a region, then along with developments in information and technology, songket can be used by the general public [4].



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The increase in the number of businesses in Songket Pandai Sikek Small and Medium Enterprises (SMEs) reflects the increasing competition in the weaving industry in Pandai Sikek. Based on an interview with the owner of the Rumah Songket Lima Saudara, Maita explained that economic conditions were improving after the slump at the start of the Covid-19 pandemic, accompanied by the normalization of the buying and selling process and the establishment of a new songket studio/gallery in this area. However, there are still various problems related to worker turnover which is quite high causing decreased productivity, apart from that the lack of knowledge in utilizing technological developments as a means of commercializing products also affects the selling power of the songket.

Therefore, in order for Rumah Songket Lima Saudara able to increase its competitiveness, it is necessary to integrate supply chain activities to create effective and efficient productivity [5]. Supply Chain Management (SCM) aims to make the entire system efficient and effective, minimizing transportation costs, paying attention to the distribution process to the inventory of raw materials, materials in process and finished goods. Several main players have an interest in MRP, namely suppliers, manufacturers, distributors, retailers and customers [6].

1.2. Literature Review

1.2.1. Songket Pandai Sikek

The word songket comes from the word *sunokit* which means "to pry" or "to hook". Based on the method of manufacture, songket means hooking and taking a pinch of cloth which is then threaded with gold thread or can be interpreted as weaving with gold and silver thread [7].

Songket Pandai Sikek is generally divided into two based on the pattern of motif distribution, namely 8]:

- Balapak Songket which has motifs that are spread throughout the cloth. This songket cloth is usually made from gold thread, silk thread and cotton thread.
- Batabua which has motifs that are spread over the surface of the cloth so that not all of the cloth is covered by the motif. This type of songket is usually made from gold thread, cotton thread, linen thread and silk thread.

1.2.2. Performance Measurement

Performance is the result or level of achievement that is based on standards and criteria that have been determined as authority for work in an organization or company which is calculated periodically, both in quality and quantity. Performance measurement is the process of recording measurements of the level of work implementation to achieve a predetermined mission in the form of products, services or processes [9]. In the supply chain context, performance measurement is interpreted as the achievement of activities carried out to meet customer needs or the achievement of activities to fulfil the company's requests for its customers [10].

1.2.3. Supply Chain

The supply chain is all activities in fulfilling customer demand, both directly and indirectly. The supply chain does not only consist of manufacturers (producers) and suppliers but also includes warehouses, transporters, retailers and customers [6]. Each supply chain has diverse market demands and operational challenges but is based on the same root problems. Companies

must make decisions individually and collectively regarding the actions to be chosen based on the five basic drivers of the supply chain, such as Production, Source, Location, Transportation and Information. The supply chain in simple form consists of manufacturers/companies, suppliers and customers. These units are the basic participants that form a simple supply chain. As technology and markets advance, the presence of additional participants in the supply chain can make companies adapt well [11].

1.2.4. Supply Chain Management (SCM)

Supply chain management is a company and cross-company integration process that includes material, information and financial flows while ensuring supply chain resources are utilized optimally along the value chain, from suppliers to customers [12]. Supply chain management has several objectives, namely having a competitive advantage, increasing efficiency in procurement, production and distribution processes, meeting customer needs, managing costs to produce optimal profits, and managing risks related to the supply chain [13].

1.2.5. Supply Chain Operations Reference (SCOR)

SCOR is a supply chain performance measurement model created by the Supply Chain Council (SCC) in 1996 which later merged with APICS in 2014. The scope of SCOR includes business activities related to meeting customer demand. The SCOR 12.0 model includes six main processes, namely Plan, Source, Make, and Delivery. Return and Enable. This model connects all processes to create an integrated supply chain. Each process has a role in ensuring operational effectiveness, cost efficiency and customer satisfaction. SCOR is a process hierarchy model where there are levels in each supply chain. This model is designed to assist the supply chain analysis process with varying levels of complexity, helping to identify the causes of problems due to the decomposition of metrics from high to low levels. The hierarchy process of the SCOR 12.0 model consists of 4 levels starting from Level 1 - Main Process, Level 2 - Process Category, Level 3 - Process Element, Level 4 - Specific Process. The hierarchical process model describes how the high level provides a strategic overview and the low level provides more detailed operational details. At level 1, it is identified what is done through six main processes. Level 2 answers how processes are configured to meet needs based on company strategy. Level 3 provides answers with detailed steps in implementing the selected process. Level 4 is an implementation level that can be developed by the company according to needs [14].

The SCOR 12.0 model has several performance attributes that describe the strategic characteristics of an organization/company's supply chain performance. The performance attributes of SCOR are described as follows [14]:

- Reliability is an ability to perform tasks as expected. Reliability focuses on the predictability of the results of a process. Common metrics for reliability attributes are on time, right quantity, right quality.
- Responsiveness is the speed of task execution. The speed at which the supply chain provides products to customers.
- Agility is the ability to respond to external influences and, ability to respond to market changes to gain or maintain competitive advantage. SCOR Adaptability Metrics include Adaptability and Overall Value at Risk.

- d. Costs of operating supply chain processes. This includes labor costs, material costs, and management and transportation costs. A common cost metric is Cost of Goods Sold (COGS).
- e. Asset Management Efficiency is an ability to utilize assets efficiently. Asset management strategies in the supply chain include inventory reduction and insourcing vs outsourcing. Asset metrics include inventory days of supply and capacity utilization.

1.2.6. Analytical Hierarchy Process (AHP)

Analytical Hierarchy Process (AHP) is a decision-making system using mathematical models. AHP carries out a comparative analysis of each criterion so that it can help determine priorities [15]. AHP has a functional hierarchical structure with the main input being human perception. Through a hierarchical approach, complex and unstructured problems can be broken down into simpler groups and arranged in a hierarchical form. The advantage of AHP lies in its ability to integrate objective and subjective elements in solving a problem [16].

AHP is able to integrate qualitative and quantitative elements. Qualitative elements can be measured using pairwise comparison scales. The person providing the assessment must have a deep understanding of the variables being compared and their relevance to the goals to be achieved. The pairwise comparison process involves two main questions: which variable has a higher level of importance and how important is it [17].

1.3. Research Objective

This study aims to determine the performance indicators and using it to measure the performance of supply chain management in Rumah Songket Lima Saudara.

2. MATERIALS AND METHODS

The research was carried out in Rumah Songket Lima Saudara, X Koto District, Tanah Datar Regency. The location for this research was determined deliberately (purposive method), because Songket Pandai Sikek originates from Nagari Pandai Sikek which is in Tanah Datar Regency and Rumah Songket Lima Saudara is one of the studios/galleries registered at the Pandai Sikek Wali Nagari's office.

Data collection methods used in this research include:

- a. Interviews were conducted with the owner, financial manager and workers or weavers at Rumah Songket Lima Saudara and Wali Nagari Pandai Sikek to find out the conditions currently being experienced by the company in the business development and supply chain environment.
- b. Observations were carried out to directly observe the activities carried out at Rumah Songket Lima Saudara related to the supply chain.
- c. Data collection using questionnaires is needed to evaluate supply chain management performance and formulate business development strategies.
- d. Review of relevant literature as well as internal reports or documents owned by Rumah Songket Lima Saudara such as production data, worker turnover data, sales reports and raw material procurement reports.

The research discusses business development strategies based on supply chain management performance in the Songket Pandai Sikek industry located at Rumah Songket Lima Saudara so that

the respondents needed are experts related to this field. The parties who were respondents in this research were:

- a. The owner of Rumah Songket Lima Saudara.
- b. Expert Lecturer related to Supply Chain, AHP and Small and Medium Enterprises (SMEs).
- c. Youth Cultural Leader from the West Sumatra Province Culture and Tourism Service.

In this research, supply chain analysis was measured using Analytical Hierarchy Process (AHP), with the following steps [17]:

- a. The design of performance indicators is carried out with weighting according to the SCOR 12.0 model which has three levels, namely main processes (level 1), performance attributes (level 2) and performance indicators (level 3). The main processes used are plan, source, make, deliver, return and enable. The indicator attributes used are reliability, responsiveness, agility, costs and assets.
- b. Validation of performance indicators is carried out so that the performance indicators are in accordance with the company's circumstances and needs. Validation of these performance indicators was carried out by the owner of Rumah Songket Lima Saudara, the expert lecturer and the Youth Cultural Leader
- c. Measurement using pairwise comparison. Based on experience, a person can logically, accurately and simply provide a comparative assessment between two elements. The scale used for this comparison is a fundamental scale formulated based on psychological research regarding an individual's ability to carry out pairwise comparisons of several elements being assessed.
- d. Measurement using pairwise comparison matrix. AHP mathematical calculations are carried out using a matrix. If in a subsystem there are n criteria, namely A₁, A₂, A₃, ..., A_n, then the comparison results of these criteria will form a matrix A of size n.
- e. Matrix normalization with partial weighting. Pairwise comparisons for each element can be obtained through direct or relative measurements based on individual levels of preference, importance or perception. In this assessment process, inconsistencies often emerge in the preferences given by decision makers. AHP evaluates the level of consistency of the assessment by calculating the Consistency Ratio (CR). If the CR value is equal to or less than 10%, the assessment is considered consistent.
- f. The actual value of each indicator is calculated. This process uses factual data collected through field surveys, questionnaires and interviews with related parties.
- g. Normalization using the Snorm de Boer Method with the formula [16]:

Larger is Better

$$Snorm = \frac{(Si - Smin)}{Smax - Smin} \times 100$$

Lower is Better

$$Snorm = \frac{(Smax - Si)}{Smax - Smin} \times 100$$

Where Si is the actual indicator value achieved, Smin is the worst performance achievement value from performance indicators and Smax is the value of achieving the best performance from performance indicators

- h. Each performance indicator weight is converted into a certain value interval from 0 to 100. The value 0 means the worst and

100 means the best so that the parameters of each indicator are the same and then the results can be analyzed using the performance indicator monitoring system.

- i. The final stage to determine the value of supply chain management performance is carried out by multiplying the normalized results of each indicator by the final AHP weight. The results of the multiplication are then added together to get the total value of supply chain management performance.

3. RESULT AND DISCUSSION

3.1. Rumah Songket Lima Saudara

Rumah Songket Lima Saudara has a simple supply chain structure, its members consist of suppliers of raw materials for making songket, producers, retailers and final customers. Suppliers fulfill orders on a scheduled or impromptu basis if there is an increase in the number of requests.

Rumah Songket Lima Saudara as the main business actor is authorized to produce songket and sell products directly. Before the production process, Rumah Songket Lima Saudara will select suppliers who can provide raw materials of good quality. Apart from producing songket with Pandai Sikek motifs, this business is also able to make songket according to consumer demand, which of course still adheres to this nagari motif.

Rumah Songket Lima Saudara's customers consist of retailers and final customers. The retailers in this business are Toko Songket Pandai Sikek and Silungkang Nelvi located in Padang. These retailers have collaborated with Rumah Songket Lima Saudara since 2012. Retailers usually order songket either for stock needs or to fulfil customer requests in their stores.

3.2. Validation of Performance Indicator

Validation is carried out to obtain valid and relevant indicator results to be used as a measuring tool for the company's supply chain. This validation process was carried out by distributing questionnaires which were filled in by three respondents, including the owner of Rumah Songket Lima Saudara, the expert lecturer and the Youth Culture Leader. The scale used is the Guttman scale where the desired answer is "yes or no". Valid performance indicators used can be seen in Table 1.

Table 1. The Performance Indicators

Index	Performance Indicator	Unit
P.RS1	Establish Production Plans Cycle Time	Day
P.RS2	Establish Delivery Plans Cycle Time	Day
P.RS3	Plan Source Cycle Time	Day
P.AM1	Cash-to-cash Cycle Time	Day
S.RL1	% Orders/ Lines Received On-Time To Demand Requirement	%
S.RL2	% Orders/ Lines Received with Correct Content	%
S.RL3	% Orders/ Lines Received Defect Free	%
S.RL4	Receiving Product Cycle Time	Day
S.RS1	Authorize Supplier Payment Cycle Time	Day
S.AM1	Percentage Defective Inventory	%
S.AM2	Percentage Excess Inventory	%

M.RS1	Produce and Test Cycle Time	Day
M.RS2	Package Cycle Time	Day
M.AG1	Current Make Volume	Set
M.CO1	Direct Material Cost	Rp
M.CO2	Indirect Cost Related to Production	Rp
D.RL1	Customer Commit Date Achievement Time Customer	%
D.RL2	Delivery Item Accuracy	%
D.RL3	Delivery Location Accuracy	%
D.RL4	Delivery Quantity Accuracy	%
D.RL5	Orders Delivered Defect Free Conformance	%
D.RS1	Ship Product Cycle Time	Scale
D.CO1	Cost to Deliver	Rp
R.RL1	Complaint Level	%
R.RS1	Current Customer Return Order Cycle time	Scale
R.AG1	Current Delivery Return Volume	Set
R.CO1	Cost to Return	Scale
E.CO1	Direct Labor Costs	Rp
E.AM1	Percentage of personnel with responsibilities for the position	%
E.AM2	Percentage of trained employees	%

3.3. Indicator Weighting

The process is carried out by distributing questionnaires filled in by the same respondents who validate the indicators. The questionnaire consists of 3 parts, namely weighting between business processes, weighting between business processes and performance attributes and the last is weighting between attributes and performance indicators. The results of this weighted questionnaire were processed with the help of Microsoft Excel 2021 software. The weighted results can be seen in Table 2.

Table 2. Weight of Performance Indicators

Index	Performance Indicator	Weight
P.RS1	Establish Production Plans Cycle Time	0.050
P.RS2	Establish Delivery Plans Cycle Time	0.025
P.RS3	Plan Source Cycle Time	0.045
P.AM1	Cash-to-cash Cycle Time	0.095
S.RL1	% Orders/ Lines Received On-Time To Demand Requirement	0.010
S.RL2	% Orders/ Lines Received with Correct Content	0.011
S.RL3	% Orders/ Lines Received Defect Free	0.008
S.RL4	Receiving Product Cycle Time	0.009
S.RS1	Authorize Supplier Payment Cycle Time	0.139
S.AM1	Percentage Defective Inventory	0.041
S.AM2	Percentage Excess Inventory	0.018
M.RS1	Produce and Test Cycle Time	0.035
M.RS2	Package Cycle Time	0.012

M.AG1	Current Make Volume	0.056
M.CO1	Direct Material Cost	0.110
M.CO2	Indirect Cost Related to Production	0.033
D.RL1	Customer Commit Date Achievement Time Customer	0.007
D.RL2	Delivery Item Accuracy	0.005
D.RL3	Delivery Location Accuracy	0.005
D.RL4	Delivery Quantity Accuracy	0.004
D.RL5	Orders Delivered Defect Free Conformance	0.005
D.RS1	Ship Product Cycle Time	0.041
D.CO1	Cost to Deliver	0.073
R.RL1	Complaint Level	0.017
R.RS1	Current Customer Return Order Cycle time	0.020
R.AG1	Current Delivery Return Volume	0.008
R.CO1	Cost to Return	0.024
E.CO1	Direct Labor Costs	0.040
E.AM1	Percentage of personnel with responsibilities for the position	0.013
E.AM2	Percentage of trained employees	0.044

3.4. Normalization of Snorm de Boer

In this step, after getting the weight and actual value of each indicator, the values of these indicators are standardized in order to determine the score for each indicator. The Snorm de Boer normalization results can be seen in Table 3.

Table 3. Snorm de Boer Normalized Score

Index	Performance Indicator	Snom de Boer	
		Year 2023	Year 2024
P.RS1	Establish Production Plans Cycle Time	100.00	100.00
P.RS2	Establish Delivery Plans Cycle Time	100.00	100.00
P.RS3	Plan Source Cycle Time	100.00	100.00
P.AM1	Cash-to-cash Cycle Time	95.51	96.15
S.RL1	% Orders/ Lines Received On-Time To Demand Requirement	100.00	100.00
S.RL2	% Orders/ Lines Received with Correct Content	100.00	100.00
S.RL3	% Orders/ Lines Received Defect Free	100.00	100.00
S.RL4	Receiving Product Cycle Time	100.00	100.00
S.RS1	Authorize Supplier Payment Cycle Time	100.00	100.00
S.AM1	Percentage Defective Inventory	100.00	100.00
S.AM2	Percentage Excess Inventory	45.33	51.33
M.RS1	Produce and Test Cycle Time	94.05	92.86
M.RS2	Package Cycle Time	100.00	100.00
M.AG1	Current Make Volume	67.78	72.78
M.CO1	Direct Material Cost	84.56	83.45
M.CO2	Indirect Cost Related to Production	99.34	99.07

D.RL1	Customer Commit Date Achievement Time Customer	100.00	100.00
D.RL2	Delivery Item Accuracy	100.00	100.00
D.RL3	Delivery Location Accuracy	100.00	100.00
D.RL4	Delivery Quantity Accuracy	100.00	100.00
D.RL5	Orders Delivered Defect Free Conformance	100.00	100.00
D.RS1	Ship Product Cycle Time	100.00	100.00
D.CO1	Cost to Deliver	97.92	90.69
R.RL1	Complaint Level	100.00	100.00
R.RS1	Current Customer Return Order Cycle time	100.00	100.00
R.AG1	Current Delivery Return Volume	100.00	100.00
R.CO1	Cost to Return	100.00	100.00
E.CO1	Direct Labor Costs	95.84	89.93
E.AM1	Percentage of personnel with responsibilities for the position	100.00	100.00
E.AM2	Percentage of trained employees	100.00	100.00

3.5. Measurement of Supply Chain Management Performance

The measurement is obtained from the input data of Snorm de Boer values and performance indicator weights. The calculation is carried out by adding up all the results of multiplying the Snorm value and the performance indicator weight. The results of calculating supply chain performance values can be seen in Table 4.

Table 4. Supply Chain Management Performance Score

Index	Performance Indicator	Indicator Score	
		Year 2023	Year 2024
P.RS1	Establish Production Plans Cycle Time	4.98	4.98
P.RS2	Establish Delivery Plans Cycle Time	2.46	2.46
P.RS3	Plan Source Cycle Time	4.48	4.48
P.AM1	Cash-to-cash Cycle Time	9.03	9.09
S.RL1	% Orders/ Lines Received On-Time To Demand Requirement	0.99	0.99
S.RL2	% Orders/ Lines Received with Correct Content	1.09	1.09
S.RL3	% Orders/ Lines Received Defect Free	0.81	0.81
S.RL4	Receiving Product Cycle Time	0.86	0.86
S.RS1	Authorize Supplier Payment Cycle Time	13.88	13.88
S.AM1	Percentage Defective Inventory	4.13	4.13
S.AM2	Percentage Excess Inventory	0.82	0.93
M.RS1	Produce and Test Cycle Time	3.29	3.25
M.RS2	Package Cycle Time	1.17	1.17
M.AG1	Current Make Volume	3.77	4.05
M.CO1	Direct Material Cost	9.27	9.15

M.CO2	Indirect Cost Related to Production	3.30	3.29
D.RL1	Customer Commit Date Achievement Time Customer	0.67	0.67
D.RL2	Delivery Item Accuracy	0.45	0.45
D.RL3	Delivery Location Accuracy	0.50	0.50
D.RL4	Delivery Quantity Accuracy	0.44	0.44
D.RL5	Orders Delivered Defect Free Conformance	0.46	0.46
D.RS1	Ship Product Cycle Time	4.10	4.10
D.CO1	Cost to Deliver	7.18	6.65
R.RL1	Complaint Level	1.75	1.75
R.RS1	Current Customer Return Order Cycle time	1.99	1.99
R.AG1	Current Delivery Return Volume	0.79	0.79
R.CO1	Cost to Return	2.36	2.36
E.CO1	Direct Labor Costs	3.80	3.57
E.AM1	Percentage of personnel with responsibilities for the position	1.33	1.33
E.AM2	Percentage of trained employees	4.39	4.39
Supply Chain Management Performance Score		94.55	94.06

Based on the results of the calculation of performance values as shown in table 4, the supply chain performance values obtained for Rumah Songket Lima Saudara in 2023 and 2024 are respectively 94.55 and 94.06, if seen based on the performance indicator monitoring system, these values are in the Excellent category.

3.6. Discussion

Based on the data processing that has been carried out, there are 30 valid indicators used in this research. The selection of these indicators is based on the knowledge and experience as well as the availability of data from the respondents. The indicators are (1) Establish Production Plans Cycle Time, (2) Establish Delivery Plans Cycle Time, (3) Plan Source Cycle Time, (4) Cash-to-cash Cycle Time, (5) % Orders/ Lines Received On-Time To Demand Requirement, (6) % Orders/ Lines Received with Correct Content, (7) % Orders/ Lines Received Defect Free, (8) Receiving Product Cycle Time, (9) Authorize Supplier Payment Cycle Time, (10) Percentage Defective Inventory, (11) Percentage Excess Inventory, (12) Produce and Test Cycle Time, (13) Package Cycle Time, (14) Current Make Volume, (15) Direct Material Cost, (16) Indirect Cost Related to Production, (17) Customer Commit Date Achievement Time Customer, (18) Delivery Item Accuracy, (19) Delivery Location Accuracy, (20) Delivery Quantity Accuracy, (21) Orders Delivered Defect Free Conformance, (22) Ship Product Cycle Time, (23) Cost to Deliver, (24) Complaint Level, (25) Current (26) Customer Return Order Cycle Time, (27) Cost to Return, (28) Direct Labor Costs, (29) Percentage of personnel with responsibilities for the position dan (30) Percentage of trained employees

Based on the normalization results of Snorm de Boer, there are performance indicators categorized as Excellent, Good, Average, Marginal and Poor. In 2023, 28 indicators are classified as Excellent and 3 indicators are classified as lower in

performance, namely Percentage Excess Inventory (Marginal) and Current Make Volume (Average). Meanwhile, in 2024 the difference is the decline in Direct Material Cost (Excellent) performance to (Good). This is due to the growth in Current Make Volume from the previous year from 67.78 to 72.78.

The Percentage Excess Inventory indicator has performance that is in the Marginal category because the business has not yet practiced the Forecasting system due to the very minimal knowledge and existence of resources in this field in Nagari Pandai Sikek.

The Current Make Volume indicator has Average performance because since COVID-19, worker turnover at Rumah Songket Lima Saudara is quite high so productivity in producing songket is very fluctuating. If in 2016-2018, this business entity had 20 songket weavers, then from 2020-2024 the number of weavers recruited will only be around 7-12 people.

Apart from decreasing productivity, purchasing power at Rumah Songket Lima Saudara has not been maximized. If in 2017 this business was able to sell 203 songkets, in 2023 and 2024 sales will only be around 123 and 155 songkets. Apart from being influenced by the number of workers, there is very little knowledge to use technology i.e social media, e-commerce as a way of product promotion.

The recommended strategies given to improve supply chain performance include (1) Recruiting skilled workers in the field of social marketing to promote products, (2) Providing training especially regarding Forecasting to financial managers to overcome high Excess Inventory values, (3) Maintaining good relationships with customers by providing brand deals, (4) Compiling more detailed financial and administrative bookkeeping, (5) Providing a reward system for workers and (5) Collaborating with similar businesses to expand sales networks.

4. CONCLUSION

There are 30 valid performance indicators used as a measuring tool for supply chain management performance at Rumah Songket Lima Saudara. Then, after these 30 indicators were processed to measure the performance of the supply chain management chain, the result was that the supply chain performance scores of Rumah Songket Lima Saudara in 2023 and 2024 respectively were 94.55 and 94.06, which was in the Excellent category. However, 2 indicators have low performance, namely Percentage Excess Inventory and Current Make Volume. This is due to a decrease in productivity caused by quite high worker turnover in 2020-2024. Apart from that, understanding of how forecasting is not sufficient so that the value of excess inventory is relatively high and understanding of using technology as a means of product promotion is also still minimal so it cannot boost product selling power. Therefore, several alternative strategies can be implemented, namely (1) Recruiting skilled workers in the field of social marketing to promote products, (2) Providing training especially regarding Forecasting to financial managers to overcome high Excess Inventory values, (3) Maintaining good relationships with customers by providing brand deals, (4) Compiling more detailed financial and administrative bookkeeping, (5) Providing a reward system for workers and (5) Collaborating with similar businesses to expand sales networks.

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