

**Recover Together, Recover Stronger:
Challenges and Opportunities Toward Sustainable Digital Economy**

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PREFACE

Economic growth is expected to slow down in various developed and developing countries as the Covid-19 epidemic spreads, owing to the decline of globalization and the rise of digitalization and financial risk. To deal with the global economic slowdown and to address different economic issues, the government of Indonesia implemented an economic transformation agenda. At the same time, the business sector must be able to develop a long-term competitive edge. In other words, companies must seek a long-term competitive edge by synergizing management capabilities, technological competence, and innovation strategies to respond to external trends and events.

Sustainable Collaboration in Business, Information and Innovation (SCBTII) 2022 is an international conference that brings together academics, professionals, entrepreneurs, researchers, learners, and other associated groups from all over the world interested in theories, as well as practices in the field of the digital economy for global competitiveness.

The theme of SCBTII 2022 is: "Recover Together, Recover Stronger: Challenges and Opportunities Toward Sustainable Digital Economy", which was attended by Mrs. Loto Srinaita Ginting, Special Advisor on Finance and SME Development, Ministry of State-Owned Enterprises of the Republic of Indonesia and distinguished colleagues as the speakers.

This conference has provided opportunities for presenters and participants to exchange new ideas and experiences, build research relationships, and find global partners for future collaboration successfully and effectively respond to social and technological development challenges. Thank you very much to the respected presenters and all the participants of SCBTII 2022. Please participate again in SCBTII next year.

Yuhana Astuti, S.Si.,S.E., M.T., M.Agr., Ph.D

The 13th SCBTII 2022 Chairperson

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SCBTII 2022: “Recover Together, Recover Stronger: Challenges and Opportunities Toward Sustainable Digital Economy”

13th SCBTII 2022

SUSTAINABLE COLLABORATION IN BUSINESS, TECHNOLOGY, INFORMATION AND INNOVATION

27TH JULY 2022

KEYNOTE SPEAKER

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TOPICS OF CALL FOR PAPERS

Digital-Based Management

Big Data and Data Sciences
Data Mining
E-Business
E-Government
E-Governance
Internet of Things
ICT for Society
Human Computer Interaction
Operations and Quality Management
Performance Management
Green Marketing
Consumer Behavior

Strategy, Entrepreneurship, Economics

Economics and Policy Studies
Start Up and Small Business Development
Human Capital and Talent Development
Knowledge Management
Strategic Management and Decision Making
Innovation Management

Finance and Corporate Governance

Corporate Finance
Capital Market and Investment
Financial Technology
Market Discipline
Behavioural Finance
International Finance
Risk Management
Market Microstructure
Business Ethics
Corporate Social Responsibility Sustainability
Islamic Finance

Accounting

Financial Accounting
Accounting Information System
Managerial Accounting
Capital Market
Public Sector Accounting
Islamic Accounting in banking
Social Accounting

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Triple A and Supply Chain Integration: Literature Review from the Indonesian Automotive Industry

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Abstract

This study aims to identify supply chain management integration models in the automotive industry in Indonesia through supply chain agility, adaptability and alignment. Supply chain activities are a determining factor for the company's success in facing competition in the market. The speed of responding to the market, the ability to adapt to changes in the internal and external environment, as well as harmony in the production process must be integrated into all supply chain management activities. Supply chain integration connects the internal activities, processes and products within the company. The integration is becoming increasingly complex with the rapid development of technology and increasingly dynamic market needs. This research connects the company's integration process with important capabilities that must be owned by the company, namely agility, adaptability and alignment. Method was used deep in descriptive qualitative research through narrative literature review with a case study approach with focus group discussion, this research by taking case studies on several automotive companies in Indonesia. The narrative literature review is also used to analyze the theory in describing the supply chain integration model. The results of this study indicate that agility, adaptability and alignment are important elements in optimizing supply chain integration, especially in the automotive industry. The application of an integrated supply chain model at this time is suitable to be applied by companies, because this system is able to manage the integration from the internal, processes and products by managing supply chain agility, adaptability, and alignment capabilities.

Keywords— adaptability; agility; alignment; automotive industry; integration; supply chain

I. INTRODUCTION

The increasingly fierce industry competition, diverse market demands, and increasing customer needs have caused customers to become more demanding with their preferences (Zhang & Chen, 2006). This happens because of changes in the market that make the product life cycle shorter, uncertain and difficult to predict (Christopher & Rutherford, 2004; Goldman, 1982). This change also makes the product introduction stage more competitive and demand volatility high. Globalization greatly affects the development of the automotive industry (Bechmann & Scherk, 2010; Spatz & Nunnenkamp, 2002) in the industrial era 4.0. Globalization creates significant opportunities (Katerina & Aneta, 2014), but at the same time, forces consumers to improve product quality (Alden et al., 2006), organizational efficiency (Ezeh, 2020; Josephine, 2014; Wokoma & Iheriohanma, 2010), and product innovation to attract customer interest and expand markets (Stefanovska & Tanushevski, 2016). This means that automotive companies must be able to be more responsive and flexible in meeting customer demands in order to compete in the market.

Significant development opportunities are created due to the influence of globalization (Ocampo & Martin, 2013), but also put pressure on producers in efforts to improve quality (Lambin & Meyfroidt, 2011; Randhir, 2016), organizational efficiency and product innovation (Petricevic & Teece, 2019; Rajapathirana & Hui, 2018) to attract customer interest and increase a wider market share. If manufacturers in the automotive industry want to succeed in winning the market, then these challenges must be able to be faced, be more flexible and able to adapt to various technological developments (Dachs, 2018; Verhoef et al., 2021) and be responsive to customer demands (Binder & Clegg, 2007).

One indicator of the assessment of the success of a company is the ability to maintain its existence. That is, the company needs to have added value or competitive advantage from similar companies or competitors (Hosseini et al., 2018; Rua & Santos, 2022). Competitive advantage is the company's ability to meet the expectations, desires, needs, income and willingness of service users (Mustaqiem et al., 2021; Prasilowati et al., 2021). If the conditions of competition are low or even there is no competition, then the product is not needed by the company. Conversely, if the level of competition is higher, then the product becomes increasingly important in the company.

Supply chain integration in every company in the supply chain is able to affect the performance of all other supply chain members both directly and indirectly and ultimately affect the efficiency of the supply chain. productivity of the entire supply chain, as well as the company's competitive advantage (Al-Kamel et al., 2021; Latuconsina, 2021; Sukati et al., 2012). Supply chain integration focuses on the relationship between suppliers, customers, and the

company itself (Awad & Nassar, 2010; Tarifa-Fernandez & Burgos-Jiménez, 2017), which must be managed properly. How to make suppliers take responsibility for product quality, good and long-term relationships with suppliers and customers, and so that product distribution from upstream to downstream is on time to end users.

Effective and efficient supply chain management requires integration of the entire production process that goes beyond procurement (Saroja & Yadav, 2013), production and logistics activities (Kim et al., 2020). Supply chain integration is becoming very important but previous research shows that there is a lack of understanding regarding supply chain integration in practice (Paul Childerhouse & Towill, 2000; Sahay, 2003). There have been quite a number of studies related to supply chain integration and supply chain agility, adaptability and alignment, but there are still few that link the two in the formation of models. This study aims to identify supply chain management integration models in the automotive industry in Indonesia through supply chain agility, adaptability and alignment.

II. LITERATURE REVIEW

A. Supply Chain Agility

The ability of the company internally and externally is very important in its relationship with key suppliers and customers to adapt and respond quickly to market changes as well as potential and existing problems (Greeff & Ghoshal, 2004; Teece, 2018). Supply chain agility can be achieved by synergizing various forms of flexibility from all parties in the supply chain (Ariadi et al., 2021; Hoek et al., 2001; Irfan et al., 2019), thereby empowering individual members to respond more effectively to highly volatile markets. Due to the fact that supply chain agility is an externally centered outcome or concept, as a capability, not a competency (Li et al., 2008; Shekarian et al., 2020). Agility is the speed with which a company responds to key supply chain outcome measures (Chan et al., 2017; David M. Gligor et al., 2015), such as reduced manufacturing lead time (Lebosse et al., 2017), increased new product introductions, and increased levels of customer service. Agility is the result of integrating alertness to change (opportunities or challenges) both internally and externally with the ability to use resources to respond to change in a timely and flexible manner (Alzoubi & Yanamandra, 2020). Today's rapidly changing business environment makes enterprise supply chain agility an important factor influencing global business development and strategic ability to deal with change

This agility comes from four sources: organization, technology, people, and innovation (Mathiassen & Pries-Heje, 2006). Supply chain agility is considered an ability (Boubaker et al., 2019; Jermisittiparsert & Kampoomprasert, 2019), but several studies on agility indicate that agility is a competency that measures speed and flexibility (Lai et al., 2021). Agility can also be an advantage in delivering value to customers, dealing with change easily, valuing human knowledge and skills, and forming virtual partnerships. The level of agility of a company's supply chain indicates the strength of the interface between the company and its market. In supply chain agility there are several indicators, namely production time, development cycle time, frequency of new product introductions, level of customization, worldwide delivery capability, level of customer service, delivery reliability, and response to changing market needs (Bindi et al., 2021; David M. Gligor et al., 2015).

B. Supply Chain Adaptability

Changes in business needs and environment require companies to be able to adapt their supply chain strategies in response to the maturity of their products and markets (Chen et al., 2012; Dasaklis & Pappis, 2013). Adaptability is the company's ability to adapt the supply chain design in response to the company's internal and external changes by modifying the supply chain (Kopanaki, 2022; Madhani, 2017). When companies try to improve their supply chain adaptability, several problems will arise such as uncertainty in quality, delivery time and costs (Angkiriwang et al., 2014; Chang & Lin, 2019). Companies are also very likely to feel the need for new suppliers that are more responsive to develop the supply chain base in an effort to reduce uncertainty.

The company's ability to adapt to these changes is carried out by responding to changes in: availability of resources, logistics infrastructure, government and environmental regulations, labor costs and worker skills (Fish, 2015; Tipping & Kauschke, 2016). The dimensions of the growing business climate must be responded to by the company's adaptability. Many government policies related to trade and tariffs both nationally and internationally are changing and increasingly complex. Meanwhile, the emergence of national security issues has increased trade barriers and tax and customs calculations. These changes make adaptation of the company's supply chain very important, because the company must be able to adapt its strategy (Jahre & Fabbe-Costes, 2005). Supply chain adaptability can be enhanced by creating product designs that are flexible and adaptable across different types of markets. The adaptability of the system includes: monitoring the world economy to identify new basic supplies and markets, using intermediaries to build new suppliers and logistics infrastructure, creating flexible product designs, and determining where products stand in terms of technology and product life cycles.

C. Supply Chain Alignment

Alignment is the company's ability to align the interests of all partners in the supply chain with the interests of the company (de Man & Luvison, 2019; Narayanan & Raman, 2004). Integration of information systems throughout the company's supply chain and optimal coordination are important for the supply chain alignment process (Zulkarnain

et al., 2020). Companies must align internally and externally with all supply chain partners. Aligned business functional processes include procurement and purchasing of materials, production processes, marketing, and logistics throughout the supply chain to gain competitive advantage (Power, 2005; Samawi et al., 2019; Saroha & Yadav, 2013).

Efforts to encourage supply chain alignment, such as: (1) system integration and easy access to information on plans, forecasts and sales among supply chain partners (Lotfi et al., 2013), (2) defining the roles and responsibilities of supply chain partners (Ryu et al., 2009), (3) aligning incentives with supply chain partners to maximize partner performance and benefits (Norrman & Naslund, 2019), and (4) share risks, costs and benefits equitably with supply chain partners to improve supply chain performance (Chakraborty et al., 2014; Whitten et al., 2012).

D. Supply Chain Integration

Integration is the biggest challenge in supply chain management. The integration that is meant is not only the internal scope of the company, but includes the external scope with all supply chain partners from upstream to downstream (Saeed & Kersten, 2019). Supply chain integration also does not involve a particular dominance, but is the merging of companies and activities in their supply chains through information. Supply chain integration is an implication of close cooperation between buyers and suppliers, joint product development, and development of information systems that facilitate the flow of information (Power, 2005; Prajogo & Olhager, 2012). The key to a company's success in achieving competitive advantage is effective supply chain integration. The purpose of integration between companies with suppliers and consumers is to create and coordinate supply chain processes in a way that is difficult for competitors to imitate (Koufteros et al., 2010). This supply chain integration is based on a division of activities that occur in the supply chain, companies and consumers. Based on the level of structure, supply chain integration is divided into three levels, namely the functional level, internal level and external level, each of which relates to consumer, manufacturing, distribution and purchasing issues (Felea & Albăstroi, 2013). Meanwhile, based on the dimensions that surround it, supply chain integration is divided into consumer integration, information integration, distribution and logistics integration, supplier integration and purchasing integration (Msimangira & Venkatraman, 2014).

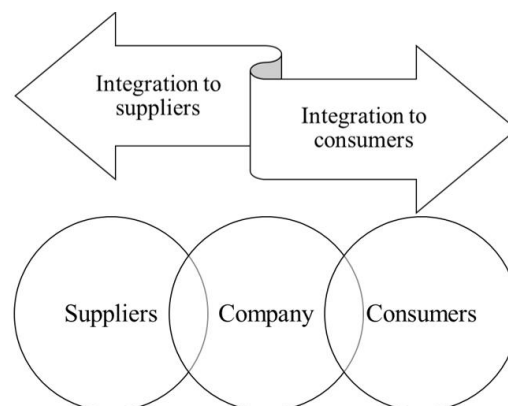


Fig. 1. Supply chain integration model (Source: Setiawan & Suhardi (2005), modified by researcher)

The direction of integration in the supply chain is the company's inclination towards suppliers and or consumers. Whereas what is meant by the level of integration is the breadth or narrowness of the company's integration range towards suppliers and or consumers. Some companies decide not to integrate much with consumers and suppliers and thus have a narrow degree of integration, while others integrate broadly with consumers and suppliers following a wide degree of integration. There are companies that integrate in a balanced way both towards suppliers and consumers. However, certain companies are still undergoing one-way integration. Determination of direction and level of integration aims to determine the strategic position of the company. The higher the level of integration, in the sense that the reach to suppliers and consumers is wider, the greater the potential benefits. When companies integrate and act as a single entity, their performance will increase throughout the supply chain.

III. RESEARCH METHODOLOGY

This research uses deep in descriptive qualitative research through narrative literature review with a case study approach with focus group discussion. This study aims to make a descriptive, systematic, actual and accurate description of the process regarding the facts, characteristics and relationships between the phenomena being investigated. The case study research process is carried out through: (1) developing the concept of determining the case, and designing a systematic data collection, (2) prepare, collect, and analyze data; and (3) designing a supply chain integration model.

The sample which is the unit of analysis in the case study is taken from three companies that are included in the top five companies with market share in Indonesia in January-February 2022 according to Gaikindo, namely PT

ABC, PT XYZ and PT PQR. The selection of these three companies is considered capable of representing the automotive industry in Indonesia because they have a total market share of 61.2 percent. The data collection technique was carried out through a literature study by taking annual reports and sustainability reports of PT ABC, PT XYZ and PT PQR for the last five years, then carried out an analysis related to the development of operating strategies and supply chain strategies that have been carried out by each company.

IV. RESULT / FINDING

The COVID-19 pandemic that has hit the world has changed the global order, including major changes in technology, politics, regulations, social, economic, and environmental fields. Prior to the pandemic, the global production system underwent globalization where the production supply chain was spread across various fields to take advantage of specialization, economies of scale, labor supply, proximity to raw materials, and proximity to final markets (Brakman et al., 2020). But with the pandemic, the situation has reversed. Having supply chains spread across the globe carries a critical risk when the flow of goods across countries is bottlenecked (Park et al., 2020).

After the pandemic, various industries will build resilience by building supply chain ecosystems that are more concentrated in the regional and even national scope (Golan et al., 2020), no longer scattered in various countries. The problems that occurred were both in terms of the decline in consumer purchasing power due to the economic crisis to the difficulty of export-import transactions due to health and safety factors between countries during the pandemic (Halimatussadiyah et al., 2020). However, the Industrial sector is still the largest contributor to the national GDP in 2020, which is 17.89%. This figure increased when compared to 2019 of 17.58%. Import export performance in 2020 was a surplus of 14.17 billion US dollars. The realization of investment in the industrial sector in 2020 is Rp. 72.9 trillion. One of the most important industrial sectors in the development of a country is the automotive industry (Saber, 2018). This is due to an increase in the use of cars, an increase in car production and car exports worldwide Indonesia is the largest motor vehicle market in ASEAN, Indonesia's relatively low Car Ratio of 99 cars per 1000 population indicates the automotive industry has great potential to grow in the future (Fig. 2).

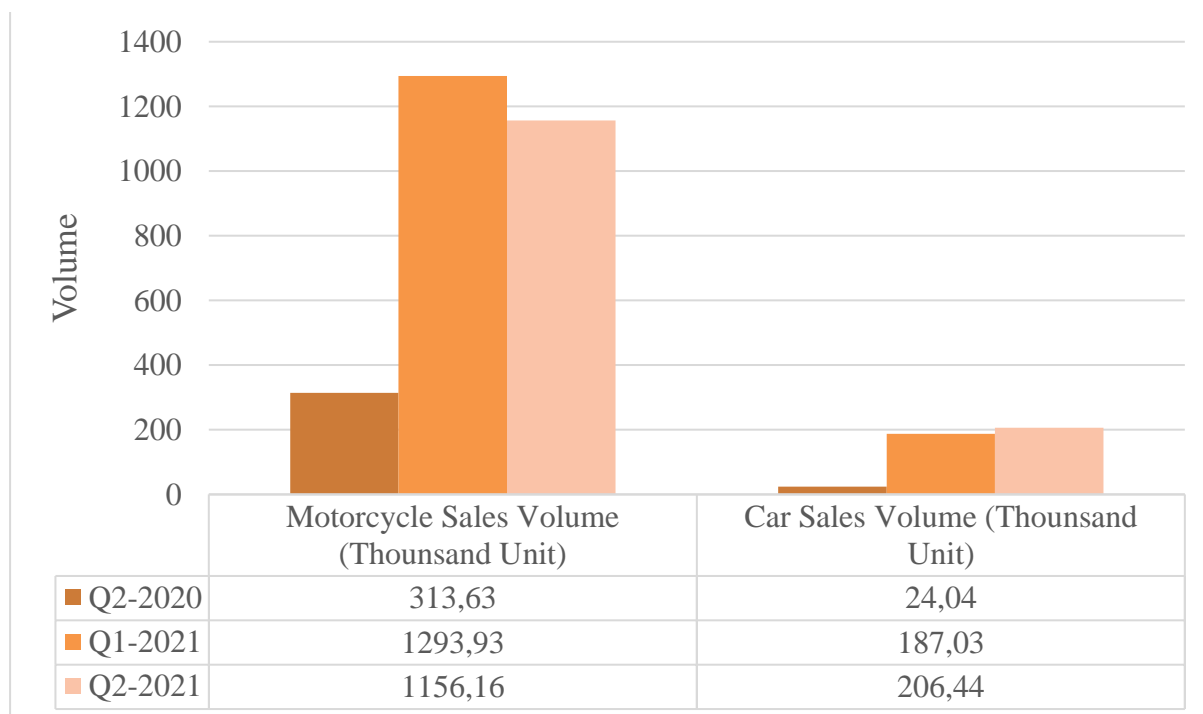


Fig. 2. Motorcycles and Car Sales Volume (Source: Gaikindo (2021), modified by researcher)

The growth of the manufacturing sector in Indonesia in the second quarter of 2021 was supported by the automotive industry. However, the automotive industry still has major challenges in terms of supply chains, especially material supply for both domestic and global needs.

PT ABC, which is one of the automotive companies with the largest market share in Indonesia, currently has a production capacity of two hundred and fifty thousand units of vehicles per year, with a domestic content level ranging from 75%-85% which is an important added value of the company's presence for national industry. The company's products have been exported to eighty countries in Asia-Pacific, Middle East, Latin America, Africa, and the Caribbean. In an effort to increase competitive advantage, PT ABC entered into an alliance with PT XYZ. The two companies began to build an alliance since 1967, in 1998, PT. ABC acquired a controlling stake in PT. XYZ. Since 2004, the two companies have cooperated in vehicle research and development. The collaboration between the two Japanese manufacturers has agreed to make the small car segment the main weapon in its global strategy.

In controlling its supply chain to meet domestic and global needs, PT ABC builds partnerships with local producers by ensuring that all products contribute and add value to the domestic industry. The five types of cars produced already have more than 75% local content and will continue to strive to increase the level of local content by focusing on localization of the upstream industry. PT ABC conducts various competency and expertise development programs for local suppliers to be able to improve product quality that meets company standards in order to be able to face global competition.

PT PQR, which is also a competitor of PT XYZ and PT ABC, will produce a new model car that will be exported to thirty-one countries in the world which are only produced in Indonesia. PT PQR plans to move its component factories from India to Indonesia to increase the local content of models produced in Indonesia and to increase responsiveness to global product demand as a result of the production of the new model.

The three automotive companies in Indonesia carried out a similar strategy, namely increasing cooperation with local supplier partners to increase production while maintaining the spare parts used to always comply with global standards. This strategy will be successful if the company has the main capabilities, namely agility, adaptability and harmony. Supply chain integration both functionally, internally and externally from upstream to downstream needs to be owned by the company to improve the performance of the entire supply chain and achieve competitive advantage.

V. DISCUSSION

In Indonesia, the automotive industry sector represents industry 4.0 competition, the automotive industry consists of diverse companies, complex product and technological innovation, digitalization in production and service, and increasingly intense global competition. The company will have a regional supplier network to streamline economies of scale, while logistics activities for product distribution and after-sales service are usually carried out by dealers both dependent and independent within national boundaries.

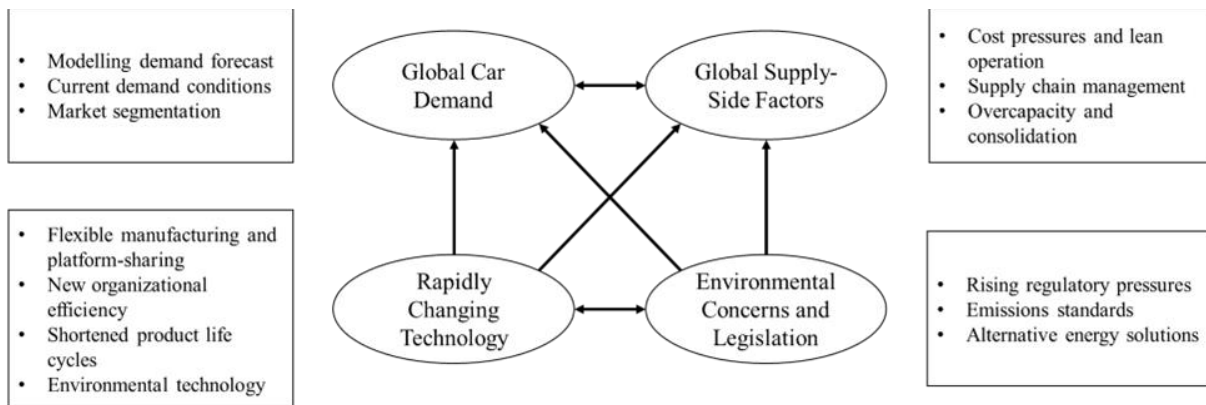


Fig. 3. Automotive industry framework (source: Schlie & Yip (2000) modified by researcher)

The supply chain in the automotive industry is basically the same as the supply chain in other industries. Broadly speaking, the levels of the supply chain in the automotive industry are parts suppliers, manufacturers, dealers, and customers (Gobetto, 2014). There are many complexities experienced in any supply chain. If there are obstacles or problems in one part of the supply chain, it will certainly affect the performance of the supply chain as a whole. Fig. 3 shows the basic supply chain structure in the automotive industry.

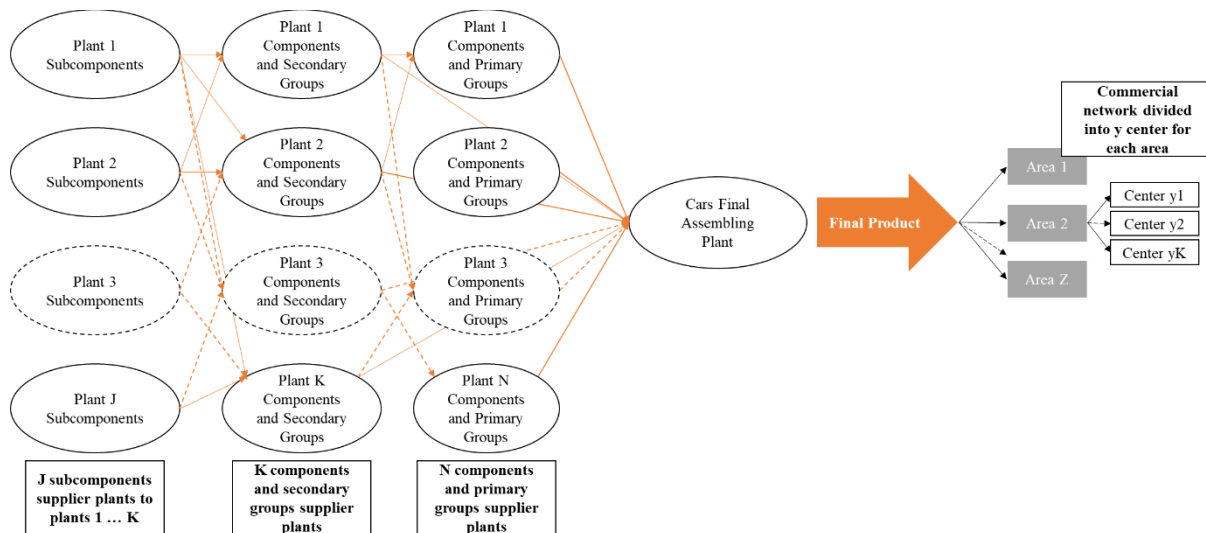


Fig. 4. Supply Chain structure in automotive industries (Source: Gobetto (2014), modified by researcher)

As representatives of the automotive industry in Indonesia, PT ABC, PT XYZ and PT PQR have strived to create a supply chain that is able to respond to market changes that are so fast and unpredictable. The development of the three companies over the last five years based on annual reports and sustainability reports shows an overview of the strategies used by the company in managing its supply chain to become a superior company. Demand and supply fluctuate faster and wider than ever before, including post-pandemic industrial developments requiring companies to be agile and responsive to changes in the business environment. An agile supply chain must respond to a variety of market situations quickly and cost-effectively, not just one of them.

The slow response in launching new products or innovations will cause the company to lose market share. So, it is important for companies to evaluate their business cycles, supply of raw materials to their logistics processes to improve their supply chain performance as a whole. Supply chain agility in the automotive industry can be seen from the ability to sense, flexibility and speed (Eckstein et al., 2014). In the case of PT ABC, the company has quite good dynamic sensing. PT ABC is able to sense short-term changes in technology, competition, demand and supply changes. Understanding and realizing dynamic patterns of change in the market is part of agility, because by understanding market patterns internally and externally, companies are able to optimally scan the environment (Aslam et al., 2018; Lu & Ramamurthy, 2011). Therefore, dynamic sensing is an important element in agility in the automotive industry. Agility also includes the company's ability to flexibly and quickly respond to short-term and temporary changes in the supply chain and the market environment with the existing supply chain (Al Humdan et al., 2020; Li et al., 2008).

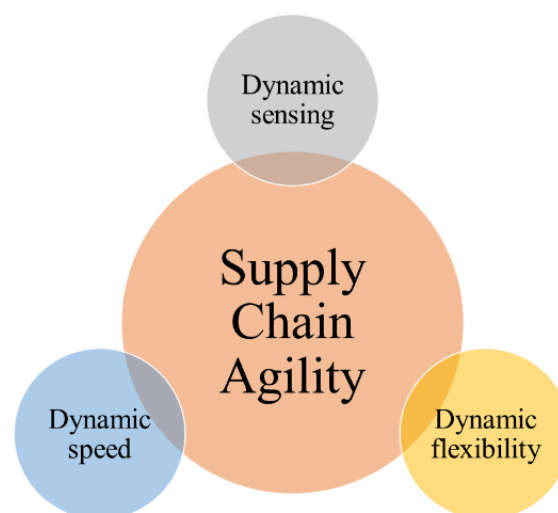


Fig. 5. Supply chain agility (Source: Eckstein et al. (2014), modified by researcher)

The three automotive companies in Indonesia are intelligently using an agile supply chain to differentiate their car products from competitors. PT ABC is known for its rapid product innovation, PT XYZ is known for its cost efficiency, while PT PQR is known for its product quality. All three companies have created agile design and supply chain processes. The entry of environmentally friendly cars such as hybrids to pure electrics to Indonesia, was quickly responded by the company. So that currently PT ABC is the pioneer of electrification vehicles in Indonesia and has the most electric-powered product lines.

Supply chain agility in the company can be built through: (1) integration of information systems to partners quickly and continuously to improve market response (Verhoef et al., 2021), (2) developing collaborative relationships with suppliers and customers for business development (La Rocca et al., 2019), (3) making flexible products so that they can produce various types with only substantial differences at the end of the production process (D. M. Gligor, 2013), (4) control the supply of inventories (Kumar et al., 2019), (5) build a reliable logistics system (Suradi et al., 2020), and (6) develop human resource capabilities to carry out various company plans (Saha et al., 2017).

Adaptability describes the strategies that companies need to make their supply chains dynamic, so that they are able to meet changing needs and the rapidly changing environment from time to time. The three companies never stick to the same supply network when markets or strategies change. They continuously adapt their supply chain to suit changing internal and external needs. Adaptation is not an easy process, but it is important to develop in order to provide sustainable benefits. Not only changes in supply and demand, supply chains also face almost permanent market changes caused by economic, social and political conditions, advances in technology and information systems, and changing demographic trends. Companies will not be able to face competition for a long time if they do not adapt their supply chains.

PT ABC's strategic alliance with PT XYZ has an impact on the adaptation of their supply chain. Both companies intelligently adjust supply chains based on their product markets. PT. ABC will focus on technologies related to the environment, safety, user experience and convenience. Meanwhile, PT. XYZ will continue the technology that 'wraps' the vehicle and fuel efficiency technology. PT. ABC and PT. XYZ combines their operations and supply chain in their respective capabilities and technical experience.

PT ABC has expertise in tracking and understanding market trends and geographic preferences, so it can adapt quickly and produce product innovations that are faster than its competitors. Supply chain adaptation may have an impact on increasing costs, but the company is able to adapt products to demand and manage inventory well.

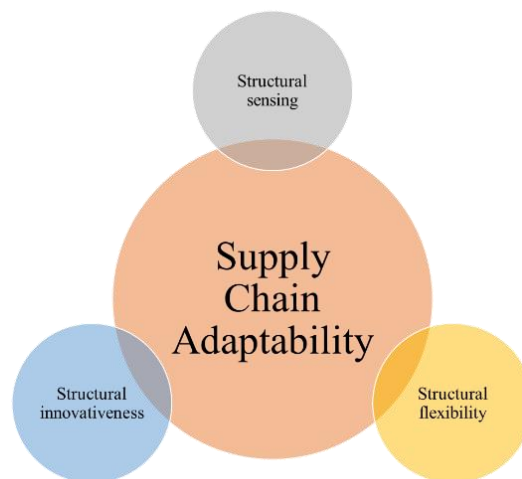


Fig. 6. Supply chain adaptability (Source: Eckstein et al. (2014), modified by researcher)

PT PQR has good structural flexibility in responding to changes in the global market and environment. Companies in the automotive industry must seek to reduce the environmental impact of their products as well as the impact of suppliers throughout their supply chain. PT PQR works closely with all of its suppliers around the world to carry out sustainable initiatives and develop supply chain innovations. The company tries to adapt to the local community and community environment to become a long-term environmental partner. In creating an adaptable supply chain, companies must have the ability to predict and analyze trends, as well as the ability to change the supply chain network in response to market changes (Christopher & Peck, 2004).

Aligning the interests of the company with all partner companies in the supply chain must be done carefully (Vachon et al., 2009). Suppliers, manufacturers, fabricators, to distributors will try to maximize their own interests. So, there must be a common interest between companies in the supply chain to maximize supply chain performance. PT PQR's initiative in aligning its interests is carried out by considering environmental aspects, human rights, safety and social responsibility, as well as implementing fair and transparent business principles. Every supply chain partner involved must follow established rules to build good relationships and increase trust internally and externally (Greff & Ghoshal, 2004).

The annual meeting program conducted by PT PQR globally to share social trends and provide feedback to suppliers on the results of inspections, is a good effort in aligning the company's strategy and business direction as well as the substance of its initiatives. In addition, the company also gives awards to suppliers who have achieved the best results and fulfill business, social and governance requirements.

The misalignment of interests can lead to chaos in the supply chain network (Akin Ateş et al., 2022; Simangunsong et al., 2012). The problem that often occurs is that suppliers are not able to meet the demand for raw

materials so that the company does not have sufficient inventory to produce cars. Supplier incompetence can also occur due to lack of cost and production capacity. One way that companies can do to align the interests of the company with partners is by defining the terms of the relationship related to the fair sharing of risks, costs and rewards.

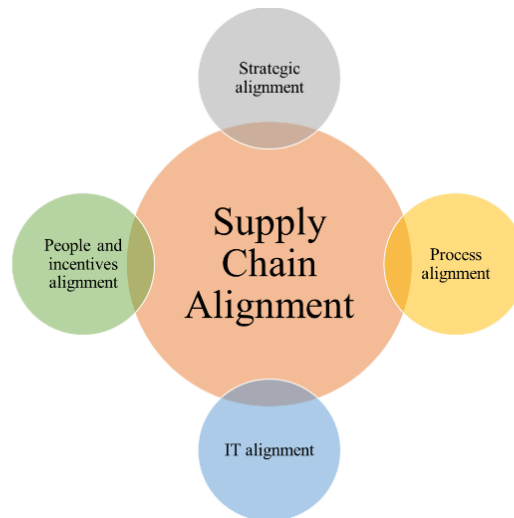


Fig. 7. Supply chain alignment (Source: Eckstein et al. (2014), modified by researcher)

All three companies create supply chain alignment in several ways. Alignment starts with aligning business development strategies domestically and globally (Sahay et al., 2006). Strategic alignment is important to ensure that company goals are achieved and supply chain performance is optimal (Queiroz et al., 2020). Furthermore, the alignment of technology and information systems so that all companies in the supply chain can easily access the same business information. The next alignment is related to the alignment of business processes and work processes in the supply chain to increase efficiency, reduce environmental burdens, as well as compliance and risk management in the logistics process. Alignment of individual behavior, which means the company ensures the roles and responsibilities of each partner of the company run well so as to reduce the potential for conflict. It is also necessary to align incentives to maximize supply chain returns and performance. Companies must predict the behavior of supply chain partners and analyze the behavior of competitors.

The strategic alliance between PT ABC and PT XYZ presents a new challenge in integrating their supply chains. Both companies must integrate the information they already have for the benefit of supply chain performance, internal processes are becoming increasingly linked and tied to each other. Supply chain integration is concerned with the integration of functional, internal and external processes by improving communication, partnerships and optimizing cooperation. Supply chain integration also applies new technologies to improve the flow of data and information and to physically coordinate the flow of products between supply chain partners. Functionally, supply chain integration includes the integration of information, processes, quality, and resources.

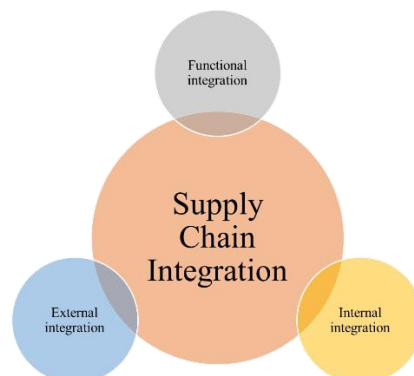


Fig. 8. Supply chain integration (Source: Alfalla-Luque et al. (2013), P. Childerhouse & Towill (2011), modified by researcher)

In a business environment based on technology, information and networks, the three companies place great strategic importance on supply chain integration. Supply chain integration can help companies reduce inefficiencies in planning, production, manufacturing and distribution activities. Integration can also reduce supply chain risks such as shortages or overstocks, on-time deliveries, and long lead times. Effective supply chain integration will lead to increased profits, expansion of market share, operational efficiency, and effectiveness of corporate governance.

Supply chain performance depends on the ability of supply chain partners to adapt to a dynamic environment. By linking supply chain integration with managing company capabilities in agile, adaptability and alignment (AAA), it

is expected that the company's overall supply chain performance can be further improved. The development of the AAA model and supply chain integration in the automotive industry allows it to be applied to various companies because basically the nature of the supply chain is the same, namely coordinating all product creation activities from upstream to downstream to maximize supply chain performance.

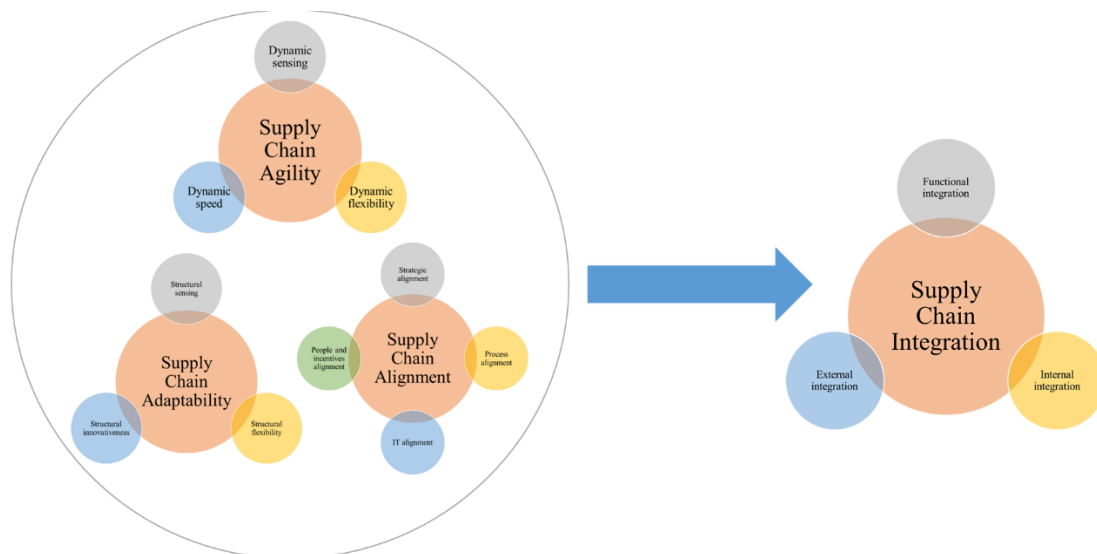


Fig. 9. Triple A and supply chain integration model (Source: modified by researcher)

VI. CONCLUSION AND RECOMMENDATION

Agility shows the company's ability to respond quickly and responsively to changes, flexibility and efficiency of the supply chain in facing the challenges of the internal and external environment in a dynamic business. Adaptability shows the company's ability to structure supply chain strategies to meet environmental changes and increase excellence. Meanwhile, alignment ensures that the company and all company partners have a uniform vision, mission and strategy as well as incentives from partners to be able to provide mutual benefits and success. The three companies have been working on this AAA capability.

Linking AAA with supply chain integration can give the company a competitive advantage and develop sustainably. The success of the supply chain integration process requires both connectivity and simplification components. Connectivity means the establishment of communication and cooperative relationships between all company partners from upstream to downstream, both internal and external to the company. Simplification means eliminating functions in processes that are less relevant or redundant in business processes to achieve effectiveness and efficiency.

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