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Supply Chain Operation Reference (SCOR) Analysis for the BUMDes's Product

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Abstract

This study aims to analyze the sales chain of agricultural products from farmers to end consumers. Products sold by farmers usually go through several intermediaries before the product reaches the final consumer. A large number of intermediaries causes the price of products more expensive, while the product prices received by farmers are very cheap. For this reason, the theory used as an analytical tool in this study is SCOR (Supply Chain Operation Reference). SCOR is a tool used to map product supply chains and is a standard for increasing efficiency in village product supply chains managed by village-owned enterprises (BUMDes). Therefore, this study reviewed the "BUMDESMART" Application's role in cutting the supply chain for village product sales. BUMDes used this Application to sell agricultural products from the village to the end consumers without going through many intermediaries. From the results, farmers had positively impacted by this Application. It is because the Application cut the sales chain for village products. The tool for analyzing The Application was Supply Chain Operation Reference (SCOR). As a result, it ensured the operational activities in distributing products from farmers to final consumers remained according to existing standards. This Application used a qualitative method and several references from previous research.

Keywords: Bumdes, E-commerce, Products, Supply Chain, SCOR, Village.

INTRODUCTION

Villages are villages, traditional villages, or other names; which from now on will be referred to as Village, is a legal community unit that has boundaries in the area authorized to regulate and take care of government affairs, interests the local community based on the initiative community, origin rights, and traditional rights recognized and respected in the system the government of the Unitary State of the Republic of Indonesia (Undang-Undang No 6 Tahun 2014 Tentang Desa, 2014). Therefore, to achieve the sustainable Village and rural development goals and for the alleviation of 5000 very lagging Villages and the improvement of at least 2000 Independent Villages as stated in the National Medium Term Development Plan 2015-2019, it is necessary to provide primary data on village development as well as the determination of the status of progress and independence of the Village (Sunaryono, 2021).

From the results of the build village index (IDM) in 2021, Indonesia has given birth to 3,272 Independent Villages. This result increased from the previous year, resulting in 1741 independent villages and only 840 Independent towns in 2019 (KDPDTT, 2021). In Addition, Indonesia has more than 51% of developing villages (KDPDTT, 2021). Based on IDM calculations available at

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http://idm.kemendesa.go.id, if the rural has growing status, developed status, and independent status, it means that the city has sufficient facilities for the basic needs of its people and has enough facilities for the welfare of its people through economic development, and accelerating village economic development, it is necessary to form BUMDes. The status of villages from the build village index is based on the table below :

Table 1. The Villages Status of IDM

No	Village Status	IDM Scor
1.	Very Lagging`	≤ 0,493
2.	Lagging	> 0,491 dan ≤ 0,601
3.	Developing	> 0,599 dan ≤ 0,709
4.	Develop	> 0,707 dan ≤ 0,815
5.	Independent	> 0.817

Source: (Permendesa&PDTT No.2 Tahun 2016 Tentang IDM, 2016)

Village-Owned Enterprises, referred to as BUMDes, is a legal entity that was established by the Village and or together with the rural to manage a business, utilize assets, develop investment and productivity, provide services, and or provide other types of business for the most excellent welfare of the Village community (Undang-Undang (UU) Nomor 11 Tahun 2020 Tetang Cipta Kerja, 2020). Regulation, the Minister of Home Affairs of Indonesia, Number 137 of 2017, mentions that the number of villages in Indonesia is 74,957 (Abdulsalam, 2021). Therefore, this great potential, which can be developed, is due to many towns in Indonesia and every Village in Indonesia has the potential to produce a product and product. About 50 thousand villages already have Bumdes, and It is a core business, namely Tourism Villages and Featured Products (Bisnis.com, 2021). Otherwise, the number of registered BUMDes is only about 17,938. Therefore, it is only 23% of the number of villages (Kementerian Desa, 2021).

On the other hand, The main problem is the difficulty of marketing products in their respective regions. Another crisis is financial and capital problems (Bisnis.com, 2017). This research aims to determine the Chain of sale of products by BUMDes in the villages. In Addition, it could cut chain sales from farmers to consumers. And this study uses the method of Supply Chain Operation Reference (SCOR). SCOR is the reference model of the process that combines various concepts in engineering. In Addition, the preparation of the five strategies: plan-source-make-deliver-return. So, the SCOR model can prove the results of the analysis of this study.

LITERATURE REVIEW

Supply chain management (SCM) is the integration of materials and services procurement activities. In Addition, the conversion into semi-finished goods and finished products and delivery to customers (Kasengkang, 2016; Sari et al., 2017). Logistics is planning, implementing, and controlling the effective and efficient flow of goods, services, and information. The logistics object

is to get the right products at the right time and with the right amount. The right conditions are cheap and with a fixed profit for logistics service providers (Kasengkang, 2016; Maulidah, 2016). Schroeder mentions that the first step toward repair is measuring the supply chain's performance. The first stages need to be set up and determined to achieve the purpose of improvement. Schroeder found, in general, there are five essential points that could be measured in the performance supply chain (Rantung et al., 2016; Saputro, 2019; Schroeder, 2007), as follows:

1. Shipping to punctuality. The orders are delivered in full and do not pass on the date requested by the last customer.
2. Time, i.e., the charging amount, can be calculated directly from the inventory level. If it is assumed, there is a level of constant use from the inventory. Then the time in the stock-only inventory levels is divided by the level of service.
3. Flexibility, i.e., the time can take to change the volume or product mix by a certain percentage.
4. Cost (Expenses) can measure the delivery costs, such as manufacturing, distribution, the cost of the inventory recorded, and accounts receivable.

Here are some of the studies used as parameters in this research. Research conducted by Akbar: Supply chain analysis and improvement using the SCOR model and Fuzzy Analytic Hierarchy Process (AHP): correct changes occurred in the supply chain using the specified method, effectively increasing competitiveness and reducing costs. It is a framework of criteria and processes that improves supply chain (SCM) capabilities (Abbaspour, 2019). Research conducted by William et al.: Causes, the SCOR (Supply Chain Oper Standard, and Mutual Solution (CESM) (Wang et al., 2010). Research conducted by Hammadi et al.: Moreover, the model provides a general framework to promote a better understanding of a particular customs supply chain using mapping, A SCOR model for customs supply chain for the design process (Hammadi et al., 2018).

Research conducted by Martini et al.: SCOR Based Information Modeling for Managing Supply Chain Performance of the Palm Oil Industry at Riau and Jambi Provinces, Indonesia (Martini, 2020). Research conducted by Akkawuttiwanich et al.: This method is new in the performance evaluation framework using a SCOR model, Evaluation of SCOR KPIs using a Predictive MILP Model under Fuzzy Parameters (Akkawuttiwanich & Yenradee, 2017). Research conducted by Houshang: The investigation of supply chain's reliability measure: using the formulas for calculating the reliability in combined systems, and reliability of each design and ultimately the whole system is investigated: a case study (Taghizadeh & Hafezi, 2012).

Research conducted by Yamuna: Still sustained a decrease in sales, number of employees, total assets, and reduction in profit after the global recession (Palanimally, 2016). Research conducted by Kamble et al.: The framework to plan their investments to build robust data-driven agriculture food supply chains (Kamble et al., 2020). Research conducted by Loon et al.: The discussion of this research is followed by presenting the results of the survey on the relationship between relational capability and organizational culture capability on SCM (supply chain) operational performances (Loon et al., 2019). Research conducted by McCormack et al.: Based on the four decision areas provided in SCOR model version 4 point 0 (Plan, Source, Make, Deliver) (Lockamy & McCormack, 2004).

While following some of the previous studies that used the other alternatives' parameters in this research: Benabdellah et al.: Big data have the potential to revolutionize supply chain dynamics, "Big Data" technologies to store, manage, process, interpret, and visualize the such amount of data (Benabdellah et al., 2016). Research conducted by Nasab et al.: the implementation of supply chain management today is one of the foundations of e-business infrastructure worldwide (Nasab et al., 2015). Research conducted by Bijan Ganji et al.: The study combined resource-based theory to improve supply chain performance. The study results illustrated a significant positive relationship between business analytics and supply chain performance (Ganji Jamehshooran et al., 2015).

Research conducted by Kusrini et al.: Based on Version 11 of the SCOR model: plan, source, deliver, return & enable (Kusrini et al. 2019). Research conducted by Seifbarghy et al.: (SCOR) Supply chain operations reference model (SCOR) is maintained and developed by the supply chain council (SCC), analyze processes and results obtained by applying the Supply Chain Organization SCOR model to study the supply chain of Iranol Oil Company (IOC) (Golparvar & Seifbarghy, 2009). Research conducted by Honggeng et al.: The SCOR model has been widely adopted in many companies (Zhou et al., 2011).

Anecdotal evidence and trade journals have reported significant improvements after firms adopted the SCOR model. Data collected from 125 North American manufacturing firms were collected. The results illustrated that the relationships among the supply chain processes in the SCOR model are generally supported (Zhou et al., 2011). Research conducted by Hasibuan et al.: The recommended improvements provide training on-demand analysis (Hasibuan & Dzikrillah, 2018). Research conducted by Elgazzar et al.: Purpose of evaluating and improving supply chain operations' performance with a new software (SW) application utilizing the SCOR FAHP technique, which incorporates the Fuzzy Analytic Hierarchy Process (FAHP) method in the Supply Chain Operations Reference-Model (SCOR) (Elgazzar et al., 2011).

Research conducted by Essajide et al.: SCOR model helps map and analyze the entire supply chain, adapting the SCOR processes to the pharmaceuticals WholesalevDistributors supply chain (Essajide & Ali, 2017). Research conducted by Ehie et al.: presents the conceptual framework that leads to the development of a survey instrument that investigates the role of digital technologies on supply chain management practices. The supply chain module is one of three distinct modules developed under the sixth round of the Global Manufacturing Research Group (GMRG VI) study (Ehie & Ferreira, 2019). Research conducted by Nugraha et al.: Sis-Log In Apps could cut chain sales, provide a positive impact for farmers, and cut the Chain of sale of commodity vegetables only (Nugraha, 2021).

This research has a connection with the previous study on the analysis of the Chain of distribution of agriculture products and products in the Village to the consumers organized by BUMDes. In Addition, the Technique of analysis of performance by using SCOR (Lubis et al., 2018). This research is to determine the performance of Supply Chain Management. Using an e-commerce application that directly serves as a liaison and intermediary between the farmer and entrepreneurship in the Village, BUMDes, and the consumer can optimize the sale price and cut the supply chain.

The renewal of this research is to adjust the use of the SCOR process. Only three of the process, namely the planning, delivery, and refund of the amount five, is there. To adjust with the research done, it is because only examine the flow of sales without viewing the product's procurement side. In Addition, it looks at the flow of the Chain of sales of the villages' featured products. The e-

commerce application (bumdesmart) serves as a liaison and intermediary directly between BUMDes and consumers.

RESEARCH METHOD

This study was carried out at the BUMDes in West Borneo Province, and BUMDes registered on bumdesmart. The choice of location was made intentionally (purposive). This research uses the qualitative descriptive method in Addition, analysis with techniques of descriptive qualitative. A qualitative descriptive study analyzes villages featured product supply chains. The collection of information and data is carried out in several ways: in-depth interviews with respondents, Observation methods, collecting data through direct observation at the research location, and literature studies conducted to obtain information theoretically. In Addition, this research identifies the problem, namely the determination of the foundation for the analysis. The issues are found in assessing the Chain of sales of village products, from BUMDes to consumers.

This study was done with the methods of SCOR. It is the reference model of the process that combines many concepts in engineering. In Addition, it is based on five methods: plan, source, make, shipping, and return. And The metrics of SCOR.

The hypothesis of this research is obtained from the method of SCOR. So, the specified performance attributes are as follows: Reliability, Responsiveness, and Expenses. While the results for each attribute labor above are as follows: (1) the Order Sent in Full, (2) Delivery performance, (3)The Accuracy of the Documentation, (4)The Condition of the Goods, (5)The Cycle Time of Delivery, and (6) Delivery.

While the e-commerce application that is being studied is bumdesmart (Kemendesa PDTT & BAKTI Kominfo., 2021), which was developed by the Ministry of Villages and Communications and Information Technology which is the official website to help all BUMDes in Indonesia sell their products through the internet media.

FINDINGS & DISCUSSION

The data from the in-depth interviews were collected and compiled into research results and displayed in images. Figure 1 illustrates the flow distribution of the village products from farmers to consumers. First, look at the village products' experience sojourn, i.e., in the collectors and traders. It resulted in the selling prices of village products tend to be high. In Addition, there is a different acquisition of profit obtained by farmers in the Village compared with the collectors, wholesalers, and traders. Meanwhile, the final impact of flow distribution length will decrease the quality and freshness of the village products sold. Clearly, from the diagram, the results of the village products are collected by the collector. Then take the village products to market to sell to retailers or wholesalers.

Figure 1. Illustration of the Chain of distribution villages products before the bumdesmart.id

Furthermore, collectors selling to wholesalers and market retailers, retailers can sell to the consumer. The village products purchased directly by the consumer to the farmer also buy the village products' freshness. In the deal from a retailer, it will take a long time. The process of the supply chain village products and the transaction is simple. Then the role of collector and retailers or traders is replaced by bumdesmart, as in figure 2.

Figure 2. Illustration of the Chain of distribution villages products after the bumdesmart.id

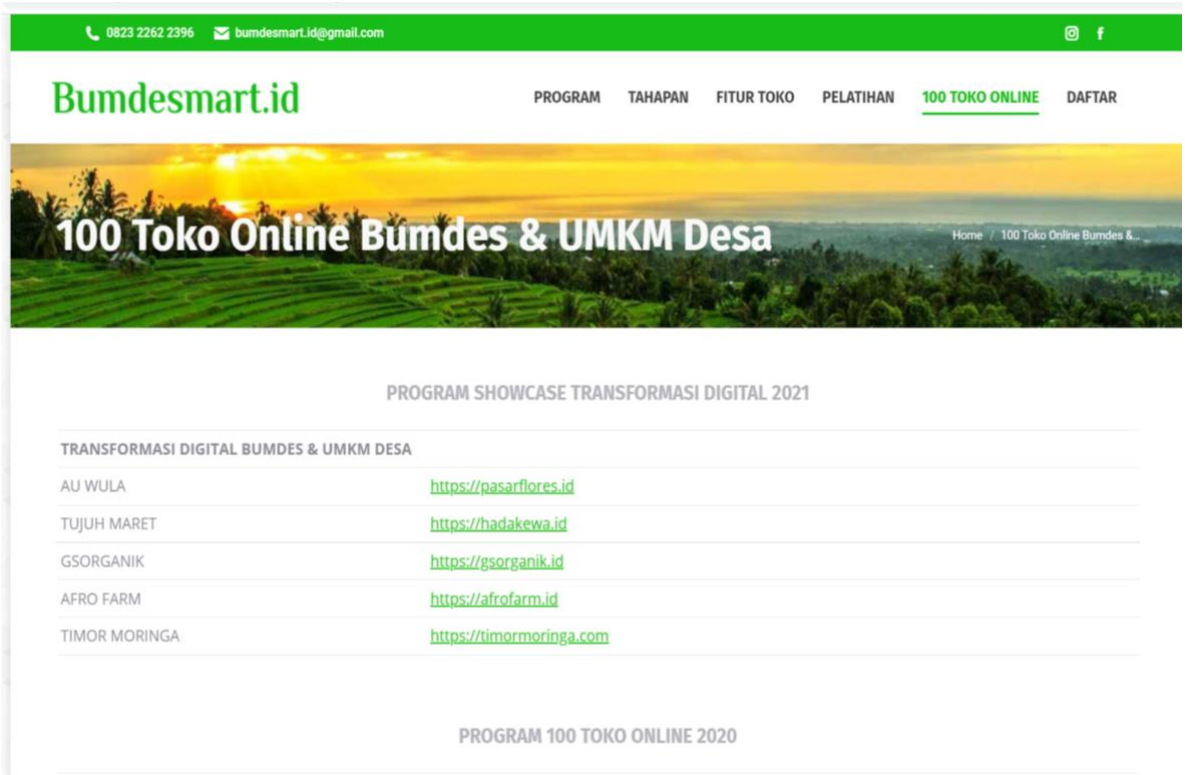

Figure 3. Bumdesmart.id – Toko Online BUMDes & UMKM Desa

Based on Figure 2, the bumdesmart acts as a liaison between consumers and farmers directly. Consumers can search for the required products, then connect with the BUMDes who provide them. Furthermore, Bumdes will send the products to consumers directly so that the consumer's products will be of high quality. It is because it now comes from BUMDes with no intermediaries. In Addition, the farmers can enjoy a higher selling price than the previous process. As shown in Figure 2, it is

measured to determine the supply chain's performance, among others, in terms of effectiveness and efficiency. Using the methods of SCOR measures the efficiency of using marketing margin and farmer's share.

Figure 4 shows SCOR Model with BUMDes as a small company in the villages. As the farmer partnership in the villages, BUMDes has a function to enforce the economy in the villages. SCOR comprises three level-1 processes or SCOR processes and is defined for each element in the supply chain. The part is classified into five processes which are illustrated in Figure 1. The definition of Level-one processes is given below (Golparvar & Seifbarghy, 2009):

1. Plan (P): The processes that balance aggregate demand and supply to develop a course of action that best meets sourcing, production, and delivery requirements.
2. Source (S): Processes that procure products and services to meet planned or actual demand.
3. Make (M): Processes that transform the product into a finished state to meet planned or actual demand.
5. Deliver (D): Processes that provide final goods and services to meet planned or actual demand, including order management, transportation, and distribution management.
6. Return (R): Processes associated with returning products for any reason. These processes extend into post-delivery customer support.

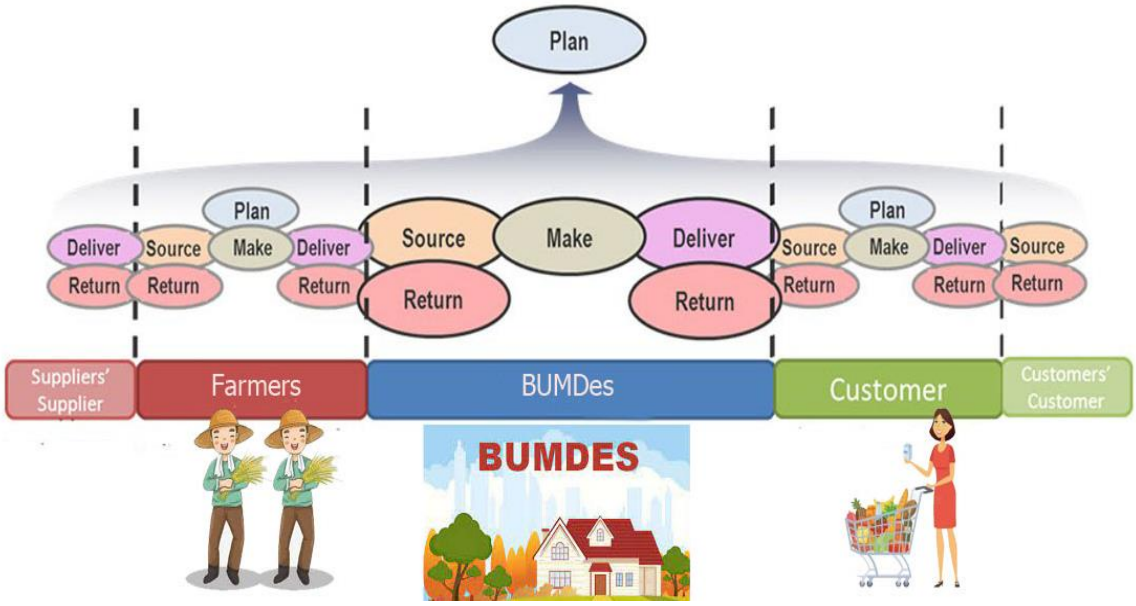

Figure 4. Level-1 procesess of SCOR for BUMDes

From the five processes above, in between planning, sourcing, making, delivering, and returning, this study only uses planning, delivery, and refunds. Detail information on the components of the SCOR in the supply chain of village products are as follows:

1. Process of Planning (P) is an activity of the supply chain as a whole. We are starting from production planning, delivery planning, village-products commercial, and the planning of return. At the time of the research, the village products business plan had been arranged well at the beginning of the planning and design of a bumdesmart in as media new marketing.
2. BUMDes sends village product commercials directly. Before shipping, there is a process of transactions and agreements made on the bumdesmart. Buyers are looking for and choose village products through the application bumdesmart. Then the consumer performs communication with BUMDes regarding the details of the shopping. After the deal, then BUMDes send the village products directly booked. Shipping requires a cost of transportation. It was agreed when during the communication process.
3. The Process of Return (R), i.e., transaction of village products, when damage occurs to the products during the shipping of the products, it is not returned. But the reduced volume of a kilogram from villages products or the price of the products.

As for the variable of supply chain performance in this research. As in Table 1. The research type is descriptive qualitative and done with the concept of qualitative descriptive. So the study results in the form of a hypothesis base on the method of SCOR. As in Table 1.

Then, analyze the supply chain of village products commercial with the SCOR. SCOR model consists of Performance, Processes, Practices, and People; The attribute performance consists of Reliability, Responsiveness, and Cost. The metrics consist of: (1) Order Sent in Full, (2) Delivery performance, (3) The Accuracy of The Documentation, (4) The Condition of the Goods, (5) The Cycle Time of the Delivery, and (6) Delivery. While the research result is easy to understand, the diagram on the picture explains the concept of research, as in Figures 1 and 2. The image gives an illustration of the main idea of the research.

Table 1. Performance Attributes of the Supply Chain Operations Reference

Performance	Metrics	Buyer / Internal
Reliability	Order Sent In Full	Orders are shipped one hundred percent can be met by the BUMDes listed on the application.
	Delivery Performance	The BUMDes do the shipping following the agreement agreed on the bumdesmart dot id. So the delivery of the village products is already scheduled and should be estimated departure and arrival times.
	The Accuracy of the Documentation	When receiving the Village's products, the buyer gets a receipt brought by BUMDes to give details and the amount of the purchase and proof of the transaction.
	The Condition of the Goods	Damage to the village products accepted at travel, the BUMDes decrease the scales' amount or reduce the product price.

Responsiveness	The Cycle Time of Delivery	BUMDes deliver village products following the agreed time on the website http://bumdesmart.id.
Cost	Delivery	The expenses of shipping are borne by the buyer based on the distance traveled by BUMDes.

The Village and its products have an essential role in the structure of Indonesian economic development. Therefore it is necessary to handle well in maximizing the sector. "bumdesmart" can cut the Chain of village products. So farmers and BUMDes can maximize the benefits of sales of products. It is because all of the selling processes no longer involve collectors, wholesalers, and traders. Thus it is expected that the villages and agricultural sector can be the welfare of farmers.

Table 2. Performance Attributes of the SCOR to BUMDESMART and traditional supply chain

Performance	Metrics	BUMDESMART	Traditional supply chain
Reliability	Order Sent In Full	100%	70%
	Delivery Performance	100%	70%
	The Accuracy of the Documentation	100%	25%
	The Condition of the Goods	100%	75%
Responsiveness	The Cycle Time of Delivery	scheduled	unscheduled
Cost	Delivery	Flexible Cost	Fixed Cost

The table shows most of the SCOR metrics fulfilled by bumdesmart; these results are from a collection of interview data with several farmers. This research is still not able to show the amount of profit that can be obtained by farmers and consumers when using bumdesmart, and this is because the bumdesmart application is still new and has not socialized to farmers in the village.

CONCLUSION

Based on study results, the traditional supply chain of sales of village products is not profitable for farmers. It is due to the sale of village products involving the middlemen and market traders before the consumer. So the maximum price is not enjoyed by farmers and BUMDes but rather by collectors and market traders.

Web bumdesmart dot id design as a breaker of the Chain of sales of village products. In Addition, it acts as a direct intermediary between farmers in the villages and the last consumers. So that farmers and BUMDes can enjoy the same price in the market. Then the consumer can enjoy quality village products because the products come directly from the farmers through BUMDes.

This research does not appear to benefit from money and time from farmers and end consumers. Therefore, the bumdesmart application has consequences for collectors and retailers. We hope all of that can be further developed with more information.

ACKNOWLEDGEMENT

Based on the research conducted, the development of a marketing eCommerce system needs to consider delivery costs. Because all of the transaction processes do not stop after the payment process, it is necessary to deliver the products. Recommendations for the following research take into account the range of location consumers and BUMDes. This range affects when consumers make a transaction in bumdesmart. Then the order from bumdesmart is handled by the nearest BUMDes. It aims to minimize shipping costs. Besides that, the content on the bumdesmart dot id is still straightforward and needs to add back features. The features on Tokopedia maybe can be adapted by bumdesmart in the future. The following research should focus on the other components of SCOR reference models, i.e., processes, practices, and people.

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