E-business and its Competitive Advantages: A Case of a Motorcycle Industry in Indonesia

Noor Sembiring¹, Fahmi Rizani²

¹Universitas Tama Jagakarsa, Jl. Letjen TB. Simatupang No. 152
Indonesia

noorutj@gmail.com

²Department of Accounting, Faculty of Economics and Business, Universitas Lambung Mangkurat
Corresponding Author, Fahmi Rizani, Department of Accounting, Faculty of Economics and Business
Universitas Lambung Mangkurat, Indonesia
rizanifahmi@yahoo.com

ABSTRACT: *This study seeks to determine and analyze the effect of e-business technologies on competitive advantage; Supply Chain Management integration and its collaboration with competitive advantage; integration and collaboration of e-business technologies in Supply Chain Management; and determining and analyzing the effect of e-business technologies on marketing performance. The study further seeks to determine and analyze: the effect of Supply Chain Management integration and collaboration on marketing performance; the effect of competitive advantage on marketing performance; and the collective effect of e-business technologies, Supply Chain Management integration and collaboration, and competitive advantage on marketing performance. The study uses a descriptive survey method with a sample size of 275 respondents, and the data analysis method used is Structural Equation Modeling. Findings indicate that e-business technologies have a positive and significant impact on competitive advantage. The integration of Supply Chain Management proved positive with a significant impact on competitive advantage. However, when seen partially, it turns out that e-business technologies effects competitive advantage but proves to have no effect on marketing performance. It also turns out that the most dominant collaboration of Supply Chain Management affects marketing performance.*

Keywords: Supply Chain Management, e-Business Technologies, Integration and Collaboration, Competitive Advantage, Marketing Performance

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1. Introduction

Over the last decade, the motor industry in Indonesia, consisting of industrial assembly of cars and motorcycles along with related supporting industries such as companies that make components for the industry, as well as the service industry such as financing and leasing have become an interesting phenomenon. This is evident from the rapid development of production and the industrial sector investment from year to year. According to Yusuf and Berliana(2011) in *Bisnis Indonesia*, a growth spurt in the motorcycle market in the country during the year 2011 resulted in the prediction of accumulated turnover of hundreds of trillions of rupiah (Rp 148.75 trillion in car sales; motorcycle sales of 80 trillion; Rp 14.9 trillion and Rp 7.45 trillion in parts; automobile exports and parts thereof amounting to 24.65 trillion, as well as auto financing amounting to Rp 137.5 trillion). According to the Director General of High Technology-Based Industry in the Ministry of Industry, there is rapid growth of the motorcycle industry in Indonesia, the car market also reached 830,000 units in 2011 and was expected to increase to one million units in 2014.

This development generates an impact in form of an increase in supporting equipment and infrastructure, as well as an increase in development of motor components industry. Darmawan (Chairman of Indonesian Motor Industry Association) noted that the growth of the national motorcycle industry over the last five years is always higher than the growth of the economy. This is reflected in the contribution of transport machinery and equipment industry which grew 10.1 % and accounted for 6.98% of the total Gross Domestic Product (GDP) in 2010. Similarly, the Minister for the Economy Hatta Rajasa noted that the motor industry as a sector has a very high growth rate and plays a major role in economic growth. Indonesia's competitive performance in the motor industry is being supported by a government regulation to develop cheap and environmentally friendly cars (low cost eco cars) with an investment of approximately U.S. \$ 2 Billion.

The rapid increase in automobile and motorcycle sales in Indonesia unfortunately, is not being followed by the components making companies that support the industry. This was indicated in the data from the Central Statistics Agency on trading and value of sales and sales growth rate of exports and imports of vehicle and motorcycle parts in those five years. The volume of imports of vehicle and motorcycle components in Indonesia is still high compared with the development of the export volume. During the period 2007 to 2008 the volume of imports of parts multiplied around four times the export volume growth, the import volume reached 107.55 % while the export volume growth was only 24.38 %. Although there was a decrease in the period 2008-2009, this was more due to the world economic crisis, however, the volume of imports of motorcycle components by 2011 was still at 19.61 % exceeding the volume of exports of motorcycle components by almost three times which was only 7.92 % (BPS, Trade Media Centre). Still based on data from the Central Statistical Agency, the sales value of exports motorcycle components in Indonesia reached USD 3.039 billion through 2011 which was still below the value of imports at USD 9.277 billion. Increase in the value of sales until 2011 was not followed by the level of export sales value of the components from the previous year. The motorcycle component sales in 2011 only reached 18.51% while their sales growth rate previously (2010) achieved 48.70%; the decrease in sales volume growth rate almost reached 30.19% (BPS, Trade Media Centre).

According to Green, K.W. Jr et al (2010), three indicators measure marketing performance; average growth of market share, the average growth in sales volume and average sales growth. Based on that statement, the high volume and value of imports of vehicle and motorcycle parts compared to the sales volume and sales value of Indonesian exports of the same, and their declining levels in their volume and sales in Indonesia indicate that the marketing performance of these parts and components is still relatively low.

Bennett and Smith (2002:75) state that competitive advantage is achieved through superior customer value by creating a competitive strategy to achieve profitability and growth. Based on the statement, it can be pointed out that the low performance of the marketing of motorcycle components in Indonesia was due to the companies' competitiveness ability. This is indicated by low levels of investment and technology, as well as issues of quality of the locally made components that cannot be accepted by the company that consume them. Acceptable components quality that most car manufacturers use is procured from companies with PMA status or Foreign Investment Company (59.35%).

To have a high competitive advantage, a company needs to have quality standards that apply to all lines of the company. One of the standards of quality that has been recognized in many businesses is the ISO 9000 from the International Standards Organization (ISO) based in Geneva, Switzerland. Indonesia became one of the countries that adopted ISO 9000 to the Indonesian National Standard 19-9000 (ISO 19-9000), so a little more encouragement on Indonesian producers to produce in ways better, effective, and productive. In Indonesia, more than 155 companies are members of GIAMM (Joint Industrial Tools and Motor

Cars), most of these companies (86.46%) have a quality management system, with the details of using the quality standards as much as 20.65% TS 16949, ISO 9000-2: 48.39%, ISO 14000-1: 17.42%, and those with a Certificate No.: 13.54% (GIAMM, 2011).

Product price is not enough, because product variety, speed of response, time, innovation and flexibility are very important as well (Indrajit and Richardus, 2003). According Pujawan (2005), a joint effort chain comprising of suppliers who process raw materials, transportation companies, as well as distribution network delivering products into the hands of customers; who are all key players in a concept called the Supply Chain Management (SCM).

Supply Chain Management Practices (SCMP) are a collaboration of activities that include company related to the flow of goods, ranging from raw materials to end products including their purchase and use by the customer (Indrajit, 2005; Pujawan, 2005; Heizer and Reinder, 2004). In Indonesia, the application of SCM is what has led to competitiveness especially in the manufacturing sector. But beyond that there are still many companies that fail to apply the SCMP, although in practice the companies claim to have applied SCMP well. SCMP failure is due to the lack of collaboration, integration and coordination (Indrajit, 2007), and has not achieved the level of competition, consumer demand, e-business technologies support and adequate communication (Said, 2006).

The presence of e-business technologies affects many companies to undertake initiatives linking the supply chain process from several different companies to create efficiencies and gain a competitive advantage. (Lee et al, 2005). The purpose of investment into e-business technologies is to create integration between various companies in the supply chain (Devaraj, et, al., 2007) and the necessary sharing of information accurately and on time, requires the coordination of activities between business units (Sanders, 2007). If the information from one end to the other end of the supply chain is distorted, then it could lead to changes in orders causing enormous inefficiencies (Lee, et, al., 2005).

Collaboration and integration begins with a discussion of the SCM system approach to all activities and functions required to bring a product or service to the market. The theoretical foundation of supply chain management (SCM) comes from thinking on the dynamics of the system (Forrester 1961). The approach recognizes that the process of value creation occurs not only within but also beyond the borders of the organization, and carried through a process involving integrated business organizations that exist along the supply chain such as suppliers, manufacturers and consumers. The concept of value creation processes in the supply chain is then expanded again by Porter (1980) who suggests that the linkages that exist within a company's value chain and supply chain from the supplier to the consumer should be utilized as much as possible. Utilization of the linkages are expected to produce excellence in performance, based on the idea that each organization in the supply chain must eventually be managed as if they are all one company or one whole system (Devaraj, et, al., 2007).

Today, most manufacturers have successfully coordinated closely with their associates throughout the supply chain, so that information can be given in a timely manner upstream and downstream of the supply chain to enable the coordination of movement of the inventory. In this way, product delivery can be performed quickly and reliably at a time and place of destination, as well as generate high level of alertness when there is a short time lead, eliminating the whip effect and improve the performance of the firm (Lee, et, al., 2005).

The above description is associated with future challenges faced by ISO 9000 certified manufacturing companies in Indonesia in the face of global economic processes. Then studies on the impact of e-business technologies on the competitiveness and performance of marketing with the role of integration and collaboration become essential.

2. Literature Review

2.1 e-Business Technologies

According to Devaraj, et al. (2007) e-business technologies refers to the ability of a firm to use Internet technologies to share information, process transactions, coordinate activities, and facilitate collaboration with suppliers and customers. The competitiveness of a company depends on its ability to use Internet technologies as a tool of sharing information, processing transactions, coordinating activities, and facilitate collaboration with suppliers and customers. Boone and Ganeshan (2007) state that e-business technologies involve the integration of Supply Chain Management in internet-based applications that can be used on their own or used in organizations for inter-organizational relationships to execute business processes.

Devaraj and Kohli (2003) note that e-business technologies affect a company's ability to improve performance. According to

Lederer, et. al. (2001) many organizations are using the Internet to enhance their relationship with consumers by providing easier access to information, develop greater flexibility in responding to requests for information from the consumer, and accelerate time to reduce the transaction product cycle. Based on these statements, e-business technologies in this study refers to company's ability to use the internet in its business processes that may include ordering goods, inspection of orders, and selection components as well as online sales and auctions. The dimensions of e-business technologies in this study consist of online ordering, order status checking, component selection, and online auctions.

2.2 Supply Chain Management (SCM) Integration

Supply Chain Management Integration is built on the theory of relational views (Straub et al., 2004). The relational view focuses on the relationships and processes of partner companies or networks where the company is located. The statement illustrates that the integration is built based on the theory of relational view, because it is focused on one main product of each company and the manufacturing process for the main product. The argument that e-business technologies can improve the supply chain integration has gained the support of transaction cost economics which states that the cooperation and coordination between companies is limited by the size of the transaction costs to be incurred to manage the interaction (Stoeken, 2000). When transaction costs increase, the efficiency of market transactions are declined. Such inefficiencies can make market prices to rise and encourage vertical integration in the supply chain. Integration in the Supply Chain Management has been shown to lower transaction costs, which consist of costs of coordination which are direct costs of integrated decision-making (Nooteboom, 2003) and transaction risk, is the risk that a counterparty exploited by other partners in the relationship (Clemons et al., 2004). From the above discussions, integration of Supply Chain Management in this study is the management of material flow from suppliers to customers, including the final settlement process activities that include cross-functional collaboration between companies. Dimensions of integration in Supply Chain Management consist of integration partnerships, procurement integration, customer integration, integration of ordering, and the integration of communication.

2.3 Supply Chain Management Collaboration

Transaction cost economics state that integration in SCM is to enhance cooperation and collaboration for Integration which may reduce transaction costs. Internet and the web can have an impact like this at a high level because the two types of technologies have interoperability properties, using open standards and has low cost. Even if the supply chain uses Internet technology as a powerful strategic tool to build connections along the supply chain, in practice there are still many unanswered questions about supply chains that use internet technology (Frohlich, 2002). SCM practices include some type of activity, which is internal to the organization and some are external, but all equally aim at creating value for the end consumer (Handfield and Nichols, 2002). This goal can be achieved by coordinating activities of inter-connected companies in the supply chain and is expected to lower the operational costs as it eliminates duplication and reduces the waste of resources (Stank et al., 2001). This requires collaboration both internal and external in the organization (Stank et al., 2001). Based on these descriptions, collaboration in supply chain management in this study is an attempt to create harmonization of companies and partnerships both within companies and between companies. Dimensions of collaboration in Supply Chain Management consist of collaboration across functional, database, information sharing, real time information, and agreement.

2.4 Competitive Advantage

According to Porter (2003) a company's competitiveness is a way companies create value for customers who exceed the cost of a company's creation, while Hansen and Mowen (2000) argue that competitiveness is creating better customer value for the same cost or lower than competitors or creating a value equivalent to a lower cost than competitors. Then Porter (2003) states that, there are two kinds of competitiveness that can be owned by a company, low cost and differentiation. These include both the competitiveness of product / service quality, features, delivery, follow-up service, ease of use, and non-cost factors of the other, which is a distinguishing factor of the company with its competitors. Second, the competitiveness coupled with the scope of activity to be achieved by the company produces three generic strategies for achieving performance above the average in the industry, namely: cost advantage, differentiation, and focus. Focus strategy has two variants: cost focus and differentiation focus. Based on the description, the competitiveness in this study is a way companies create value for customers. Dimension of competitiveness in this study consisted of cost leadership, customer services, innovative marketing technologies, and differentiation.

2.5 Marketing Performance

There are several criteria in assessing a company's performance as presented in the literature. Such criteria include financial and non-financial. Different criteria to measure the actual performance of the company depend on the performance measurement itself. The benchmark is unique, due to the specificity of each business entity, among other areas of business, background, legal

status, capital structure, rate of growth and the level of technology used by the company (Soeharto, in Hatmoko, 2000). Several benchmarks in marketing performance include:

- Sales results; performance marketing is the level of work achieved by the accompanying a period in comparison to the operational objectives, standards and criteria that have been set previously.
- Profitability; is part of performance management, therefore understanding the profitability can be attributed to understanding a company's performance and the management performance which is a measure of efficiency and effectiveness in financial management invested to provide maximum profit for the company and investors.
- Market Share; Strategies a company has always aims to produce a marketing performance such as sales volume, market share and sales growth rate and financial performance. Suggested performance measurement using marketing activities that result in the performance of units sold and customer turnover (Ferdinand, A, T., 2003).

Based on the above, marketing performance of in this study is a measure of success or accomplishment that has been achieved by a company which is measured by a certain period. Dimensions of marketing performance empirically consist of the market share, the level of sales, number of customers, and customer turnover.

3. Framework

Figure 1. Research Framework and Hypothesis

Hypothesis

- H1: e-Business Technologies, SCM Integration and Collaboration are jointly significant influences on competitive advantage
- H2: e-Business Technologies, SCM Integration and Collaboration, and competitive advantage are jointly significant influences on Marketing Performance

4. Method

This study takes on explanatory research that aims to explain the position of the studied variables and the relationship of one variable with another (Sugiyono, 2002). Accordingly, this study provides an explanation on the impact of SCM on operational performance and competitive advantage of the independent variables of e-business technologies, Integration and collaboration

of SCM in the motorcycle components industries in Indonesia is ISO 9000 certified. Variable operational definition is intended to clarify the variables to be studied, which consist of:

- E-Business Technologies (ξ_1) as an independent variable.
- SCM Integration (ξ_2) as an independent variable.
- SCM Collaboration (ξ_3) as independent variable.
- Competitive Advantage (η_1) as an intervening variable.
- Marketing Performance (η_2) as a dependent variable.

Sources of data in this study are a secondary data sources comprising of documentation or available reports. Primary data regarding e-business technologies, SCM integration and collaboration, competitive advantage and marketing performance is sourced from motorcycle components companies.

The population in this study was 75 ISO 9000 certified companies of motorcycle component, and each company was given three questionnaires, so the sample size in this study composed of 225 respondents.

The data analysis method used in this study is the Structural Equation Modelling (SEM) using Lisrel 8.30 software. In the SEM analysis method, statistical estimation is individually tested using the t test. Through the output path diagram statistical t-value, t-test results confirming Lisrel complete the test error rate set at 5%. In addition to individual, SEM also tests the proposed model, a conformance test.

GOF Indicator	Expected Result	Estimation Result	Conclusion
<i>Absolute Fit</i>			
GFI	GFI > 0.90	0.91	<i>Good Fit</i>
RMSEA	RMSEA < 0.08	0.032	<i>Good Fit</i>
<i>Incremental Fit</i>			
NNFI	NNFI > 0.90	0.89	<i>Marginal Fit</i>
NFI	NFI > 0.90	0.92	<i>Good Fit</i>
AGFI	AGFI > 0.90	0.93	<i>Good Fit</i>
RFI	RFI > 0.90	0.84	<i>Marginal Fit</i>
IFI	IFI > 0.90	0.94	<i>Good Fit</i>
CFI	CFI > 0.90	0.94	<i>Good Fit</i>

Source: Results of Treatment with LISREL 8:30

Table 1. Model Suitability

Based on Table 1 above, the six measures obtained a suitability index, so models have a good (good fit), the GFI, RMSEA, NFI, AGFI, IFI, and CFI. Other suitability index models measure compliance, but still within the scope of the marginal suitability (marginal fit). Marginal fit is the congruence condition measurement model under the criterion measure of absolute fit and incremental fit, but can still be passed on further analysis, because it is close to the size criteria of good fit (Hair et al, 2006: 623).

Results of analysis with Lisrel 8:30 embodied in the hypothesis of unity until the ninth hypothesis is depicted in the path diagram below:

- EBT = *e-Business Technologies*
 ISCM = Integration of SCM
 KSCM = Collaboration of SCM
 DS = Competitive Advantage
 KP = Marketing Performance

Figure 2. Model SEM (Standardized)

Figure 3. Model SEM (t-Value)

$DS = 0.44*EBT + 0.27*ISCM + 0.32*KSCM, \text{Errorvar.} = 0.54, R^2 = 0.46 \dots (1)$				
(0.095)	(0.084)	(0.082)	(0.041)	
4.61	3.17	3.88	13.75	
$KP = 0.47*DS + 0.31*EBT + 0.11*ISCM + 0.50*KSCM, \text{Errorvar.} = 0.76, R^2 = 0.24 \dots (2)$				
(0.21)	(0.16)	(0.13)	(0.17)	(0.091)
2.26	1.89	0.86	2.93	8.35
(Source : Appendix output LISREL 8.30)				

Table 2. Structure Equation Model

Hypothesis	Variable	Standardize Coefficient	t-value	Conclusion
H1	<i>e-Business Technologies</i> , SCM Integration and Collaboration → Competitive Advantage	0.68	13.75	Significant
H2	<i>e-Business Technologies</i> , SCM Integration and Collaboration, and Competitive Advantage → Marketing Performance	0.49	8,35	Significant

Source : Results of Treatment with LISREL 8:30

Table 3. Hypothesis Testing

Based on the above results, the ISO 9000 standard motorcycle components industry in Indonesia should be able to improve marketing performance. A company with high capability in implementing SCM collaboration, especially in a cross-functional collaboration and has high competitive advantage in customer service. Customer service competitive advantage in the motorcycle component industries is higher when these companies are able to implement the e-business technologies system, especially in the online booking and have a high ability to implement SCM integration.

e-Business Technologies in ISO 9000 standard motorcycle components companies in Indonesia is still relatively low, especially the consumer element of order products and the ability to change components (products) orders online. Based on this, the motorcycle component industry in Indonesia is required to pay more attention to and improving the ability of e-Business Technologies they have, to provide convenience and the ability for consumers to order products online and ease consumers' ability in making changes on product orders online. This can be done by improving features on e-Business application systems and acceleration of the internet network. Thus, the online ordering system, order status checking, component selection, and online auctions of motorcycle component companies should be further enhanced.

SCM Integration of the motorcycle components in Indonesia is still relatively low, especially the procurement element; in involving suppliers in the procurement process through communication integration, establishing good communication with intensive customers. Based on this, the motorcycle component industry in Indonesia needs to pay more attention to the improvement of the integration of procurement with suppliers through communication integration with customers intensively.

SCM collaboration in the motorcycle components industry in Indonesia is still relatively low, especially on cross-functional collaboration element, strategic planning, cross-functional collaboration, enterprise information sharing about costs with suppliers, real time enterprise information, and timely operations information sharing with suppliers. Based on this, the industry is required to pay more attention to and increase cross-functional collaboration in strategic planning and sharing of timely operational information with suppliers.

Competitive advantage is also still relatively low, especially the ability to produce high quality products consistently, performance

on volume flexibility, competition in price, after sales service, broad products distribution, advertising, and innovative marketing techniques. Based on this, the motorcycle component industry should pay more attention and increase its ability to produce consistently high-quality products. The marketing performance of the industry should also be able to have a competitive advantage in implementing e-business technologies, and integration and collaboration of SCM which should be able to increase its market share, sales levels and levels of customer turnover.

There are many other factors that affect the performance of marketing in the motorcycle components industry in Indonesia, in addition, there are other variables that affect the performance of marketing but there may be other factors other than those in this study to be further investigated. This study is only conducted on corporate decision makers and at a managerial level of this industry, so possible different outcomes may be realized if players at all levels are involved in the study, probably with more comprehensive results. The results could also be applied to or other manufacturing and service industries.

5. Conclusion

e-Business technologies, SCM integration, and SCM Collaboration jointly proved a significant positive effect on Competitive Advantage with a contribution of 46%, while the remaining 54% is influenced by other factors. Partially, e-Business Technologies more dominantly influence Competitive Advantage by 0.44.

e-Business Technologies, SCM Integration, SCM Collaboration, and Competitive Advantage have jointly proven a significant positive effect on Marketing Performance with a contribution of 24%, while the remaining 76 % is influenced by other factors. Partially, SCM collaboration is more dominant in marketing performance by 0.50.

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