

Analysis of the Digitalization of Supply Chain Management (SCM) for Micro, Small, and Medium Enterprises (MSMEs) at Coffee Shop XYZ in Cimahi City

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Abstract

This study aims to analyze the implementation of digitalized Supply Chain Management in Micro, Small, and Medium Enterprises (MSMEs), with Coffee Shop XYZ in Cimahi City as the research subject. The method used is a descriptive qualitative method through observation, interviews, and documentation. Data validity was tested using source triangulation, technique triangulation, and time triangulation. Data analysis was conducted through the stages of data reduction, data presentation, and drawing conclusions, and supply chain performance was measured using the Supply Chain Operation Reference (SCOR) model. The results of the study indicate that digitalization planning has been directed toward the use of digital media to support the flow of information, products, and finances; however, its implementation remains partial due to the lack of integration between sales, inventory, and raw material procurement data. The evaluation results reveal a discrepancy between planning and implementation in the activities related to the flow of information and the flow of products. Performance measurement using the Supply Chain Operation Reference (SCOR) model yielded a KPI score of 56% (classified as "fairly good"), with the highest priority for improvement identified in the "Source" and "Plan" activities. This study recommends the development of an integrated digital system linking sales, inventory, and raw material procurement data through a Business Process Reengineering (BPR) approach to enhance the effectiveness of supply chain management in MSMEs.

INTRODUCTION

Digitalization has become one of the main pillars of global economic development in the modern era and has emerged as a new phenomenon influencing various aspects of life worldwide (Nujum et al., 2024). Digitalization serves as the driving force behind global business transformation, enabling companies to improve efficiency and create new, more adaptive business models (Ramli et al., 2024). The use of digital technology in the supply chain has been shown to have a positive impact on operational efficiency, organizational agility, and the ability to innovate (Wang & Prajogo, 2024). Supply chain digitalization is understood as the application of digital technology to integrate and optimize all processes, from suppliers to final distribution to customers.

At the national level, supply chain digitalization holds strong strategic relevance, particularly for Micro, Small, and Medium Enterprises (MSMEs), which are one of the driving forces behind Indonesia's economic development. MSMEs contribute 61% to the Gross Domestic Product (GDP) and account for 97% of total national employment (Hanif & Darasih, 2025). Digital transformation is no longer an option but a strategic necessity for all business sectors, including MSMEs, to remain competitive through operational efficiency. The success of this transformation

cannot be separated from a conducive business environment, as access to resources, market information, and institutional support are important factors that encourage MSME actors to continue innovating, including in the utilization of digital technology (Ludiya et al., 2026).

The city of Cimahi is one of the cities with a significant rate of MSME growth. According to data from the Cimahi City Department of Trade, Cooperatives, and Industry (2023), there are 5,833 MSME business units, nearly 50% of which or 2,624 units operate in the food and beverage sector. Among these, there are still MSMEs that have not fully leveraged the digitalization of Supply Chain Management in their operations. One such example is the supply chain operations at Coffee Shop XYZ, which has implemented digitalization but only at the final stage the distribution of products from retail outlets to end consumers. To produce its products, Coffee Shop XYZ involves many parties, ranging from suppliers and shipping service providers to all employees involved in the production and distribution of products to end consumers. The supply chain management flowchart for Coffee Shop XYZ is shown in Figure 1.

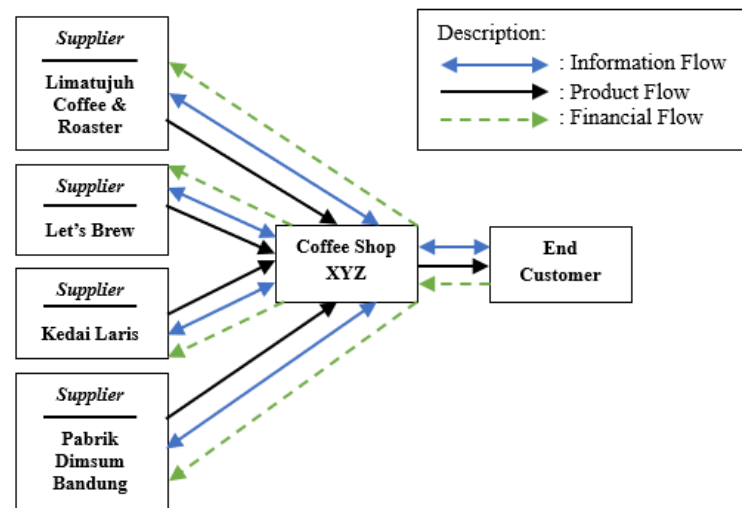


Figure 1. Supply Chain Flow at Coffee Shop XYZ

Source: Coffee Shop XYZ, data reprocessed in 2025

Based on the figure, Coffee Shop XYZ supply chain activities involve the procurement of raw materials from suppliers, the production process, and the distribution of products to end consumers through retail outlets. The ongoing digitalization has only been implemented in the sales and product distribution stages to consumers, while information and product flows during the raw material procurement stage are still handled manually. This situation results in raw material inventory information not being synchronized with sales data, preventing procurement from being conducted in real time.

Supply Chain Management is the process of managing and integrating all activities within the supply chain from raw material procurement to product delivery to consumers through the effective and efficient coordination of product, information, and financial flows (Priatna, 2025; Taula et al., 2020). Supply Chain Management digitalization refers to the use of digital technology in planning, managing, monitoring, and controlling the flow of goods, information, and supply chain activities from suppliers to end consumers in a more transparent and efficient manner (Hidayatulloh, 2024). Through digitalization, companies are expected to improve operational efficiency, data accuracy, process transparency, and customer satisfaction.

Based on this background, the research questions addressed in this study are formulated as follows: (1) How is the digitalization of Supply Chain Management planned at Coffee Shop XYZ? (2) How is the implementation of Supply Chain Management digitalization carried out at Coffee Shop XYZ? (3) How is the digitalization of Supply Chain Management at Coffee Shop XYZ evaluated? and (4) What are the efforts to improve and develop Supply Chain Management digitalization at Coffee Shop XYZ?

This study aims to identify and analyze (1) the planning of SCM digitalization at Coffee Shop XYZ; (2) the implementation of SCM digitalization at Coffee Shop XYZ; (3) the evaluation of SCM digitalization at Coffee Shop XYZ; and (4) efforts to improve and develop SCM digitalization at Coffee Shop XYZ using the SCOR model. Theoretically, this study is expected to enrich the literature on the digitalization of Supply Chain Management in culinary sector MSMEs. Practically, the research findings are expected to provide business owners with a concrete understanding of how to effectively implement digitalization Supply Chain Management to improve operational efficiency and productivity.

Based on the phenomena described above, the conceptual framework of this study was developed to illustrate the interrelationships between planning, implementation, evaluation, improvement efforts, and the development of Supply Chain Management digitalization. Each of these aspects is examined in terms of information flow, product flow, and financial flow, and measured using the five core SCOR processes: Plan, Source, Make, Deliver, and Return. as presented in Figure 2.

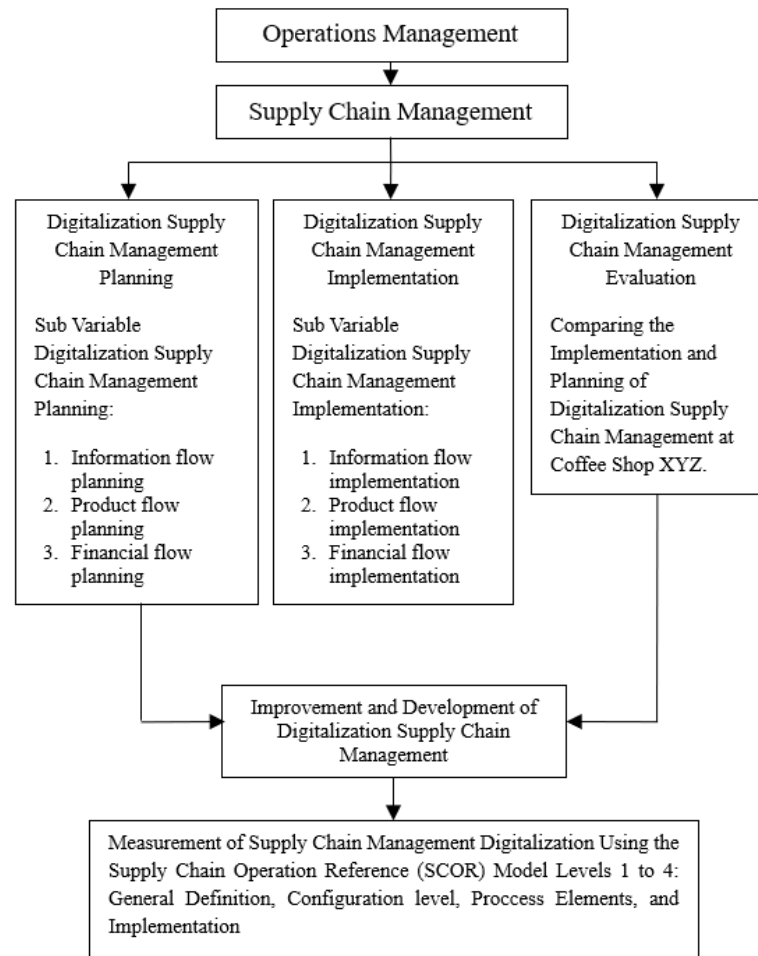


Figure 2. Schematic of the Conceptual Framework for the Digitalization of Supply Chain Management at Coffee Shop XYZ

METHODS

This study employs a descriptive qualitative approach, which focuses on the collection and analysis of non-numerical data to understand concepts, opinions, or experiences related to a phenomenon (Pahleviannur, 2020; Gunawan, 2022). Qualitative research does not use the term “population” but rather “social situation,” which encompasses three elements: the setting (Coffee Shop XYZ), the actors (parties involved in the digitalization of Supply Chain Management), and the activities (planning, implementation, evaluation, improvement efforts, and development of Supply Chain Management digitalization) (Sugiyono, 2022). The sampling technique used non-probability sampling with a purposive sampling approach, which involves selecting a sample based on specific considerations aligned with criteria relevant to the research objectives (Sugiyono, 2022; Wulandari et al., 2022). The data sources (informants) in this study were the business owner, supervisor, and employees of Coffee Shop XYZ.

The primary instrument in this study is the researcher himself, who serves as the key instrument in collecting data through observation, interviews, and documentation (Sugiyono, 2022). Data collection techniques were carried out through: (1) direct observation of Supply Chain Management digitalization activities in the field; (2) in-depth interviews with the business owner,

supervisor, and employees; and (3) documentation in the form of supplier data, product data, and sales data from Coffee Shop XYZ (Hardani et al., 2020).

Data Analysis Techniques

Data analysis in this study follows the stages of qualitative data analysis (Rezka, 2020), namely: (1) data reduction, which involves simplifying and categorizing the data collected in the field to focus more on the performance of Supply Chain Management digitalization; (2) data display, in the form of descriptive narratives, matrices, and tables to facilitate understanding of the research findings; and (3) drawing conclusions and verification, which involves interpreting patterns in the findings to form valid conclusions. In the final stage, the performance of Supply Chain Management digitalization is measured using the Supply Chain Operation Reference (SCOR) model, which encompasses five main processes: Plan, Source, Make, Deliver, and Return (Supply Chain Council, 2012).

Validity and Reliability Testing

Validity and reliability testing in this study employed triangulation, a data collection technique that combines various existing data collection methods and data sources (Hardani et al., 2020). Triangulation was conducted in three ways (Zulmiyetri et al., 2020): (1) source triangulation, which involves examining data obtained from three informants (the owner, a supervisor, and an employee) to identify similarities and differences in their perspectives; (2) methodological triangulation, which involves verifying data obtained from the same source using different methods (interviews, observation, and documentation); and (3) temporal triangulation, which involves verifying data collected at different times, specifically in November 2025 and May 2026.

Based on the results of source triangulation, methodological triangulation, and temporal triangulation, the data in this study are deemed valid and reliable because the information obtained from the three informants is consistent and mutually reinforcing. A summary of the validity and reliability test results is presented in Table 1.

Table 1. Validity and Reliability test Results (Triangulation)

Sub Variable	Indicator	Summary Triangulation Results	Hasil
Information Flow	Planning to expand market reach.	Owners, supervisors, and employees consistently report using WhatsApp Business, Instagram, and Google Maps as communication channels with suppliers and customers, even though inventory information is not yet real-time.	Valid
Product Flow	Planning shortens order fulfillment time.	All three informants stated that raw material procurement is based on sales data from the previous period, but inventory checks are still done manually.	Valid
Financial Flow	Planning to Increase Profit Margins.	The informant stated that all transactions were recorded through the Point of Sale (PoS) app, using both cash and non-cash payment methods (QRIS/transfer).	Valid

RESULTS AND DISCUSSION

Planning for the Digitalization of Supply Chain Management

In the context of supply chain management (SCM) digitalization, planning focuses not only on the utilization of digital technology but also on how that technology can support the smooth operation of supply chain activities, particularly regarding the flow of information, products, and finances. The digitalization planning for Supply Chain Management at Coffee Shop XYZ was carried out in response to increasingly evolving operational needs, particularly in raw material procurement, sales, and coordination with suppliers. For information flow activities, planning focused on utilizing WhatsApp Business as a communication channel with suppliers, Instagram as a promotional tool, and Google Maps as a platform for business location information. For product flow activities, planning involves determining raw material inventory needs based on sales data from the previous period. Meanwhile, for financial flow activities, planning focuses on utilizing a Point of Sale (PoS) application as a transaction recording system and providing both cash and cashless payment methods.

Overall, the digitalization planning at Coffee Shop XYZ remains partial, lacking data integration across supply chain activities; as a result, information regarding raw material procurement, inventory, sales, and financial transactions is still scattered across different platforms. This condition indicates that digitalization planning has not been fully supported by the entrepreneurial competence of the business owner, particularly in terms of strategic and organizational capability, which similar studies have shown to play an important role in driving innovation outcomes among MSMEs amid a dynamic business environment (Ludiya et al., 2026).

Implementation of Supply Chain Management Digitalization

The implementation of information flow activities shows that the planned digital media have been used according to their respective functions: WhatsApp Business for ordering raw materials, Instagram for product promotions, Google Maps for location information, and the Point of Sale (PoS) application for recording sales transactions. Based on observations and interviews, communication with suppliers takes place via WhatsApp Business whenever a retail

outlet needs raw materials, while information for consumers is conveyed through social media. All sales transactions are digitally recorded via the Point of Sale (PoS) application; however, this information is not yet directly linked to raw material inventory data or the ordering process with suppliers. Consequently, employees still have to manually check stock levels before communicating raw material requirements. This situation indicates that the digitalization of information flow remains partial, as each system operates separately and is not yet integrated with one another; consequently, the procurement decision making process still requires manual confirmation and verification.

The execution of product flow activities shows that the process from raw material procurement through production to product delivery follows established procedures, beginning with monitoring raw material needs based on sales data and available inventory levels. When inventory begins to run low, the company contacts suppliers via WhatsApp Business to place orders according to operational needs. Before placing an order, employees manually check raw material stock levels, which takes time before an ordering decision is made. The effectiveness of the product flow is still affected by a lack of integrated information flow, as digitally recorded sales data is not automatically integrated with raw material inventory data. This situation has the potential to cause delays in raw material procurement when there is an increase in consumer demand, meaning the risk of stockouts still exists.

In financial flow activities, the digitalization process has utilized a Point of Sale (PoS) application as a system for recording sales transactions and processing financial data. Every customer transaction is recorded through this application whether paid in cash or via non-cash methods such as QRIS and bank transfers thereby yielding more accurate sales data, which serves as the basis for daily sales summaries and the preparation of financial reports. However, the financial data recorded in the Point of Sale (PoS) application has not yet been integrated with data on raw material inventory and the procurement process from suppliers to determine purchasing needs in real time.

Evaluation of Supply Chain Management Digitalization

The evaluation was conducted by comparing planning and execution activities in the information flow, product flow, and financial flow, as presented in Table 2.

Table 2. Evaluation of Supply Chain Management Digitalization at Coffee Shop XYZ

Activities	Planning	Execution	Evaluation	Corrective Actions
Information Flow	Plan to utilize WhatsApp Business, Instagram, Google Maps, and Point of Sale (PoS) applications as channels for communication, promotion, and information exchange with suppliers and consumers.	WhatsApp Business, Instagram, Google Maps, and Point of Sale (PoS) apps have been used as communication channels with suppliers and customers, as well as for recording sales transactions.	Inadequate	Integrate the sales, raw material inventory, and supplier procurement information systems so that information can be updated automatically and in real time without requiring manual confirmation.
Product	Planning raw material	Raw material	Inadequate	Implement an

Flow	procurement based on sales data and inventory levels to ensure the production process runs on schedule.	procurement is conducted based on manual stock checks and communication with suppliers via WhatsApp Business before placing orders.		inventory system integrated with sales data so that stock levels can be monitored automatically and the ordering process with suppliers can be carried out more quickly to minimize the risk of stockouts.
Cash Flow	Plan to use a Point of Sale (PoS) application as a transaction recording system and offer both cash and non-cash payment methods (QRIS/Bank Transfer).	All transactions are recorded using the Point of Sale (PoS) app, and payments can be made in cash or via non-cash methods (QRIS/Bank Transfer).	In accordance with	Optimize the integration of the Point of Sale (PoS) application with the inventory and raw material procurement systems to improve the effectiveness of Supply Chain Management and support real-time decision-making.

The evaluation results indicate that the flow of information and product flow were found to be inconsistent between planning and execution, due to the lack of integration between sales data, raw material inventory data, and the procurement process with suppliers. Conversely, the flow of funds was found to be consistent because all transactions were automatically recorded through the Point of Sale (PoS) application.

Improvement Efforts and Digitalization Development Using the SCOR Model

Improvement efforts were carried out using the Supply Chain Operation Reference (SCOR) model, which maps business processes through five main processes: Plan, Source, Make, Deliver, and Return (Supply Chain Council, 2012). Each activity was rated on a scale of 1 to 5 based on the criteria in Table 3.

Table 3. KPI Assessment Criteria Based on the SCOR Model

Score	Criteria	Interpretation
5	Excellent	All digitalization activities have been integrated and are running optimally.
4	Good	Most digitalization activities are proceeding well, but still require refinement.
3	Fair	Digitalization has been implemented but is not yet fully integrated.
2	Not Good	Digitalization is still limited, and most processes are

		still carried out manually.
1	Very Poor	Activities are still carried out conventionally without the support of digital systems.

The KPI assessment results for each SCOR activity are presented in Table 4.

Table 4. KPI Assessment Results Based on the SCOR Model

SCOR Activities	Evaluation Results	Score
Plan	Raw material planning is still based on estimates, so sales data has not yet been utilized as the basis for forecasting.	2
Source	Raw material orders are still placed manually via WhatsApp, so there is currently no integrated supplier database or digital record-keeping system.	2
Make	Inventory monitoring is currently done through manual record-keeping, but it is not yet automatically linked to sales data, so real-time stock information is not available.	3
Deliver	Sales activities have utilized a Point of Sale (POS) application, QRIS payments, bank transfers, and digital platforms as means of serving customers, so the distribution process is running fairly well.	3
Return	There is currently no digital system capable of systematically tracking customer complaints, so the service evaluation process is still conducted manually.	4
Total		14

Based on the assessment results, the actual total score was 14 out of a maximum of 25, so the KPI score was calculated as follows:

$$\begin{aligned} \text{KPI Value} &= \frac{\text{Total Actual Score}}{\text{Total Maximum Score}} \times 100\% \\ &= \frac{14}{25} \times 100\% = 56\% \end{aligned}$$

This score indicates that the level of digitalization implementation in Supply Chain Management at Coffee Shop XYZ falls into the “fairly good” category. Digitalization has been applied to several operational activities, particularly in the distribution process to customers through the Point of Sale (PoS) application and digital payment systems; however, there are still activities that have not been optimally integrated. Improvement priorities based on the SCOR rankings for each activity are presented in Table 5.

Table 5. SCOR KPI Improvement Priority Ranking

Rank	SCOR Activity	Score	Priority for Improvement
1	Source	2	Very High
2	Plan	2	Very High
3	Make	3	High
4	Return	3	Medium

5	Deliver	4	Low
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The “Source” and “Plan” activities are the top priorities for improvement because they received the lowest scores; this is due to the fact that the raw material procurement process still relies on manual communication via WhatsApp, and raw material demand planning has not yet leveraged historical sales data. The “Make” and “Return” activities received moderate scores, indicating that digitalization has been implemented but does not yet optimally support inventory management and the tracking of customer complaints. Meanwhile, the “Deliver” activity received the highest score because it has consistently utilized Point of Sale (POS) applications and digital payments.

Proposed Business Process Reengineering and Digital Integration Design

Based on the KPI measurement results, a Business Process Reengineering (BPR) proposal was developed as an effort to redesign business processes so that activities from planning, raw material procurement, and production to distribution and product returns handling can be integrated into a single digital system. The BPR proposals for each SCOR activity are presented in Table 6.

Table 6. Proposed Business Process Reengineering for Supply Chain Management Coffee Shop XYZ

No.	SCOR Activity	As-Is Process (Current Condition)	To-Be Process (Proposed Improvements)	Benefits
1	Plan	Raw material planning based on estimates and manual stock checks.	Use POS sales data for forecasting, safety stock, and automatic reorder points.	Reduce the risk of stockouts and overstocking, and speed up decision-making.
2	Source	Manual raw material ordering via WhatsApp, not yet systematically documented.	Developing a supplier database integrated with the inventory system.	Streamline procurement and facilitate supplier performance evaluation.
3	Make	Manual inventory monitoring; stock levels are not updated in real time.	A digital inventory system integrated with the POS, with stock levels updated automatically.	Improves data accuracy and ensures the availability of raw materials.
4	Deliver	Customer order status is not yet integrated; information is scattered across multiple platforms.	Integration of the POS with online ordering services, providing real-time order status.	Speeding up service and improving customer satisfaction.
5	Return	There is currently no digital system for recording complaints or product returns.	A digital system for recording complaints and product returns to serve as a basis for	Facilitating problem identification and continuous service improvement.

			evaluation.	
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Based on the BPR proposal, a digitalization Supply Chain Management integration design was developed to connect all supply chain activities into a single digital system, as shown in Figure 3. Digital integration in the supply chain enhances information visibility, accelerates decision-making, and improves a company's ability to respond to changes in customer demand (Damanik et al., 2025).

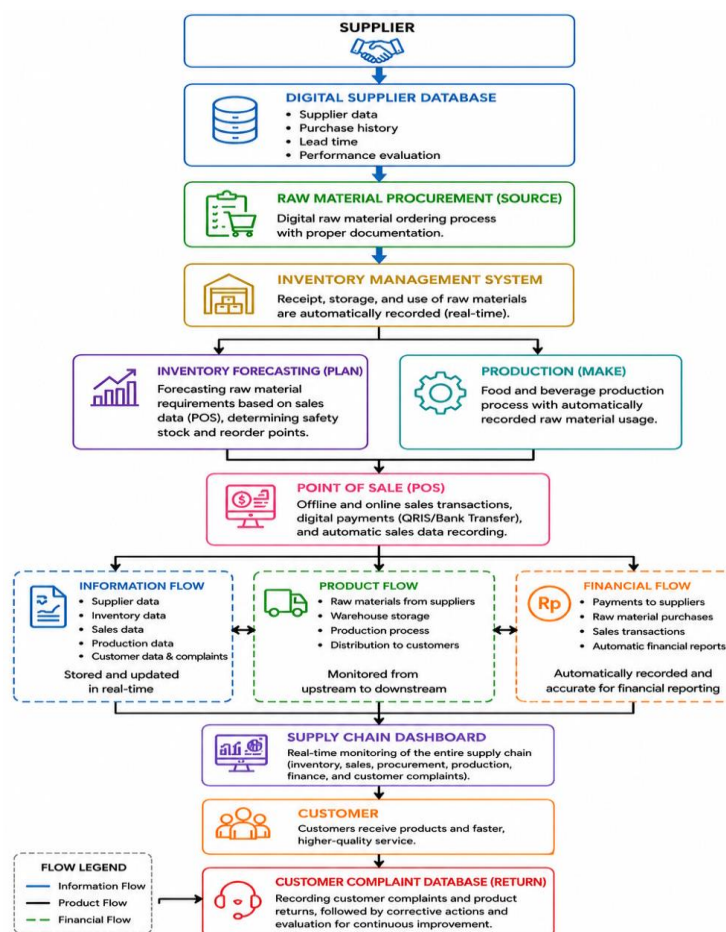


Figure 3. Design of Digital Supply Chain Management Integration at Coffee Shop XYZ

This integration design connects three main flows information flow, product flow, and financial flow into a single digital system. In the “Source” activity, supplier data is stored in a digitally documented database and linked to the inventory management system. In the “Plan” activity, sales data from the Point of Sale (POS) application is used as the basis for forecasting raw material needs, determining safety stock levels, and setting reorder points. In the “Make” phase, the inventory system is directly connected to the production process, allowing inventory levels to be monitored in real time. In the “Deliver” phase, the integration of the POS application with online ordering services and digital payment systems speeds up the customer service process. Meanwhile, in the “Return” phase, the digital system is used to document complaints and product returns to inform on going evaluation.

DISCUSSION

1. Planning for the Digitalization of Supply Chain Management

The research findings indicate that the digitalization planning for Supply Chain Management at Coffee Shop XYZ has been focused on leveraging digital media to support the flow of information, products, and finances. This finding aligns with the concept of Supply Chain Management digitalization, which emphasizes the use of digital technology in planning, managing, and controlling the flow of goods, information, and supply chain activities from suppliers to end consumers in a more transparent and efficient manner (Hidayatulloh, 2024). However, the plans developed are still partial and do not yet address data integration across activities; consequently, the plan for utilizing digital technology has not been fully directed toward creating an integrated information system as expected in the concept of modern supply chain digitalization (Büyüközkan & Göçer, 2018).

2. Implementation of Supply Chain Management Digitalization

The implementation of digitalization in information and product flow activities shows that digital media have been utilized according to their intended functions; however, their implementation remains siloed across systems, making it impossible to achieve real-time information exchange. This finding is consistent with the results of Wang and Prajogo (2024), who state that the benefits of supply chain digitalization for operational efficiency can only be fully realized when digital technology is implemented in an integrated manner, rather than applied to only certain processes. This is in line with the finding that organizational capability serves as a mechanism explaining how external environmental conditions are converted into firm performance outcomes, as MSMEs with stronger internal capabilities are better able to coordinate resources, process information, and align their offerings with customer needs (Ludiya et al., 2024). In financial flow activities, the implementation of digitalization through Point of Sale (PoS) applications has performed better than in the other two flows, as all transactions are recorded automatically. This reinforces the view that digitalization provides better data accuracy and accelerates the process of recording a company's financial transactions.

3. Evaluation of Supply Chain Management Digitalization

The evaluation results indicate a discrepancy between planning and implementation in the information flow and product flow activities, while the financial flow activities have proceeded as planned. These discrepancies are primarily caused by the lack of integration between sales data, raw material inventory data, and the procurement process with suppliers. This finding aligns with the perspective of Ivanov et al. (2020), who emphasize that the success of supply chain digitalization depends heavily on the level of integration among information systems, rather than merely on the partial use of digital technology in individual activities.

4. Efforts to Improve and Develop SCM Digitalization Using the SCOR Model

Performance measurement using the Supply Chain Operation Reference (SCOR) model yielded a KPI score of 56%, which falls into the "fairly good" category, with the highest priority for improvement in the "Source" and "Plan" activities. These results align with studies by Wulandari et al. (2021), and Celina et al. (2022), which show that the SCOR model provides a systematic overview of supply chain performance, enabling companies to prioritize improvements based on activities with the lowest performance. The low scores for the "Source"

and “Plan” activities indicate that the processes for procuring raw materials and planning raw material needs among similar MSMEs generally still rely on manual communication and estimates, as also found in other studies on the digitalization of MSME supply chains (Febriana et al., 2025; Siskawati et al., 2024).

Conversely, the “Deliver” activity received the highest score because it has consistently utilized Point of Sale (POS) applications and digital payment systems, consistent with the finding that digitalization is easiest to implement at points of direct interaction with consumers rather than in upstream supply chain processes such as procurement and planning. In traditional-sector MSMEs, organizational capability is generally manifested more through adaptive coordination, relational capital, and operational discipline rather than technological sophistication alone, so strengthening upstream activities such as Source and Plan needs to be accompanied by strengthening the internal capabilities of business actors (Ludiya et al., 2024). Therefore, the proposed Business Process Reengineering (BPR)—which integrates the flow of information, products, and finances into a single digital system—is relevant as a next step, as emphasized by Ivanov et al. (2020), who noted that digital integration in the supply chain can enhance information visibility, accelerate decision-making, and improve a company’s ability to respond to changes in customer demand.

CONCLUSION

Based on the research findings and discussion regarding the analysis of Supply Chain Management digitalization at Coffee Shop XYZ, it can be concluded that digitalization planning has been directed toward the use of digital platforms (WhatsApp Business, Instagram, Google Maps, and Point of Sale applications) to support the flow of information, products, and finances. The implementation of digitalization has proceeded according to its respective functions; however, information and product flow activities are still carried out in a piecemeal manner and have not yet been integrated with inventory or raw material procurement data, while financial flow activities have been optimized through automated recording in the Point of Sale (PoS) application.

The evaluation results indicate a discrepancy between planning and execution in information and product flow activities due to the lack of integration between sales, inventory, and raw material procurement data. Performance measurement using the Supply Chain Operation Reference (SCOR) model yielded a KPI score of 56% (rated “fairly good”), with the highest priority for improvement in the “Source” and “Plan” activities, followed by “Make” and “Return,” while the “Deliver” activity is already performing fairly well. Proposals for Business Process Reengineering (BPR) and a digital integration design were developed to connect Coffee Shop XYZ information, product, and financial flows into a single, integrated system.

This study recommends that Coffee Shop XYZ develop an inventory and supplier database system integrated with a Point of Sale (PoS) application so that forecasting, procurement, and stock monitoring can be carried out automatically and in real time; establish a digital system for recording complaints and product returns to support service evaluation (Return); and to implement the digital integration plan in phases, prioritizing improvements in the “Source” and “Plan” activities before proceeding to the “Make” and “Return” activities. In addition, Coffee Shop XYZ needs to manage its organizational capability well and efficiently so that it is able to mobilize human resources and other resources in responding to changes in the business environment and to deliver value to customers and other stakeholders (Ludiya et al., 2024). For

future research, the study could be expanded to include more similar MSMEs and to quantitatively measure the impact of this digital integration on supply chain performance.

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