SME PERCEPTION OF PLANNING IN SUPPLY CHAIN MANAGEMENT TO MAINTAIN QUALITY CONSISTENCY

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ABSTRACT

This study aims to determine the relationship between variables when applied to small food and beverage businesses, as well as provide recommendations for increasing business competitiveness to business actors and stakeholders related to SMEs in Bandung Raya. The lack of research on SMEs related to Supply Chain Quality Management (SCQM), Quality Performance, and Strategic Planning is the background for this study. The results of the literature review show that strategic planning is related to SCQM, but it has not been strongly proven empirically, especially in SMEs. The study method uses a quantitative approach and explanatory descriptive analysis, carried out on small food and beverage category businesses in Bandung Raya with a sample of 150 SMEs. The research results gave rise to a concept or model that is already strong. The influence of strategic planning on SCQM was recorded as significant at 0.887. The influence of SCQM on quality performance is significant at 0.829. The influence of strategic planning on quality performance through SCQM is significant at 0.736. SME perceptions are similar to those of strategic planning, and SCQM concludes that inadequate assessment, strategic communication, and the purpose and worth of SME goods can all contribute to this influence.

INTRODUCTION

Small and Medium-Sized Enterprises (SMEs) are essential to the economy in both industrialized and developing nations. The continued focus that global institution like the World Trade Organization (WTO), the United Nations (UN), the World Economic Forum, the World Bank, and others have on SMEs is a prime example. Studies on SMEs still have great potential for development, as suggested by (Moazzam, Akhtar, Garnevska, & Marr, 2018; Nurhidayati, Muamarah, & Wahyudi, 2025). It has long been acknowledged by numerous scholars and professionals that performance measurement is crucial in this situation. Previously, various studies had been carried out on Supply Chain Management (SCM) related to SMEs. For example, SCM studies in the Bandung Raya area, especially in the Borondong Industry (Miharja & Muhammad, 2022), show that planning related to SCM is still not optimal. Furthermore, many studies on planning have been carried out in large companies with the strategic management concept from (Wheelen, Hunger, Hoffman, & Bamford, 2017).

SMEs are often underestimated as small businesses, but they are still businesses that can produce something that is needed. SME owners still have to consider how to sustain their business. Actually, the theory of thinking about business sustainability together with the concept of competitive advantage has long been developed; one of them is by (Barney, 1991), which contains a formal framework for how strategic planning is needed. Until now, the strategic concept has continued to develop, as seen in the work of (Wheelen et al., 2017). According to (Ikhwan & Rahadi, 2022) Strategic planning usually employs three main scenarios, namely optimist, base, and pessimist. Long-term thinking also needs to consider business implementation. One of the business implementation strategies that is now growing is supply chain management, as has been done (Heizer, Render, & Munson, 2020). A successful implementation that shows the concept of competitive advantage in the end can lead to better business performance (Kristanti, Anshori, & Andriani, 2023; Munte, Sinaga, Tarigan, Surbakti, & Waruwu, 2025; Wardana & Firmansyah, 2025; Wildanika, Atrhana, Saiful, & Chamariyah, 2024).

However, there have been no studies that discuss the perceptions held by MSMEs, especially those related to SCM and quality. SCM and quality have been developed by (Ross, 1998) through the concept of SCQM (SCQM). With this concept, it is possible to carry out quality control from upstream to downstream entrepreneurship operations. Supply chain will have good performance when it has strategic thinking case study in Indonesian according to (Jones, Lusiana, Moderin, & Fenny, 2022; Kristanti et al., 2023). Based on previous studies that have been described, the author intends to investigate perceptions of planning in supply chain management to maintain consistent quality, especially through case studies of SMEs in Bandung Raya.

Bandung Raya is a region located in Indonesia and one of the major contributors to the Indonesian economy. In a recent study conducted by (Goenadhi, Rahmiati, Prayoga, & Wagino, 2023), the contribution of MSMEs to the economy is quite high, so it is quite

interesting that this research was conducted in Indonesia. In addition to contributing to the national economy, improving quality management can affect a country's competitiveness because currently globally various countries continue to compete in getting the best position on the Global Competitive Index (GCI) organized by the World Economic Forum (WEF). The GCI ranking comes from indicators developed by Porter and Schwab (2008), almost all of which lead to the quality of the country's competitiveness itself according to the issues needed by the world at this time.

THEORETICAL FRAMEWORK AND EMPIRICAL STUDIES

The literature review in this study begins with strategic planning. A collection of managerial choices and actions known as "strategic management" are used to assess an organization's long-term performance (Wheelen et al., 2017). The basic concept of strategic management has the main dimensions of environmental scanning, strategy formulation, strategy implementation, and evaluation & control. Regarding the surrounding environment, including the internal environment and the external environment, in the matrix there are indicators that link each other such as mission, objectives, strategies, policies, programs, budgets, and procedures so that at the end is performance. Clearly, strategy is a plan of action that outlines how resources are allocated and different activities are carried out to deal with the environment, obtain a competitive advantage, and accomplish organizational objectives (Slamet, Nainggolan, Roessobiyatno, Ramdani, & Hendriyanto, 2016). The process of putting plans and policies into practice through the creation of budgets, programs, and processes is known as strategy implementation (Wheelen et al., 2017). According to (Lin, 2013; Machado, 2020) one of the conceptual discussions regarding strategic management is strategic planning, and then there is a connection to quality performance and SCQM. The SCQM concept is a managerial concept that aims to produce optimal quality by considering the supply chain from upstream to downstream. SCQM considers the quality of several important things, such as raw materials, internal production processes, and delivery processes to users. Meanwhile, supply chain management (SCM) only means a chain or flow that describes the integration relationship from upstream to downstream between suppliers, production, and distribution channels in order to build the value of goods and services so that they reach consumers.

Establishing rules and procedures to recognize and meet the customer's quality requirements is the first step in managing quality (Heizer et al., 2020). Come from (Goetsch & Davis, 2014), A dynamic state pertaining to people, processes, environments, goods, and services that meet or beyond expectations and contribute to the creation of greater value is called quality. The concept of "quality" or "quality performance" is debatable for a number of conceptual and empirical reasons (Soares, 2017). Further research is necessary because the definitions of operational performance and quality performance are almost identical and connected. So that further this research for quality performance uses concepts and dimensions from (Soares, 2017). Referring to the opinions

1061

of several experts on the definition of quality performance indicators, the indicators in this study can be synthesized to indicate that the resulting quality performance output will be related to the product, where the product results explain the value desired by both consumers and companies. To see the SME perception of planning, SCQM, and quality, it can be explained by the conceptual results of previous research as follows:
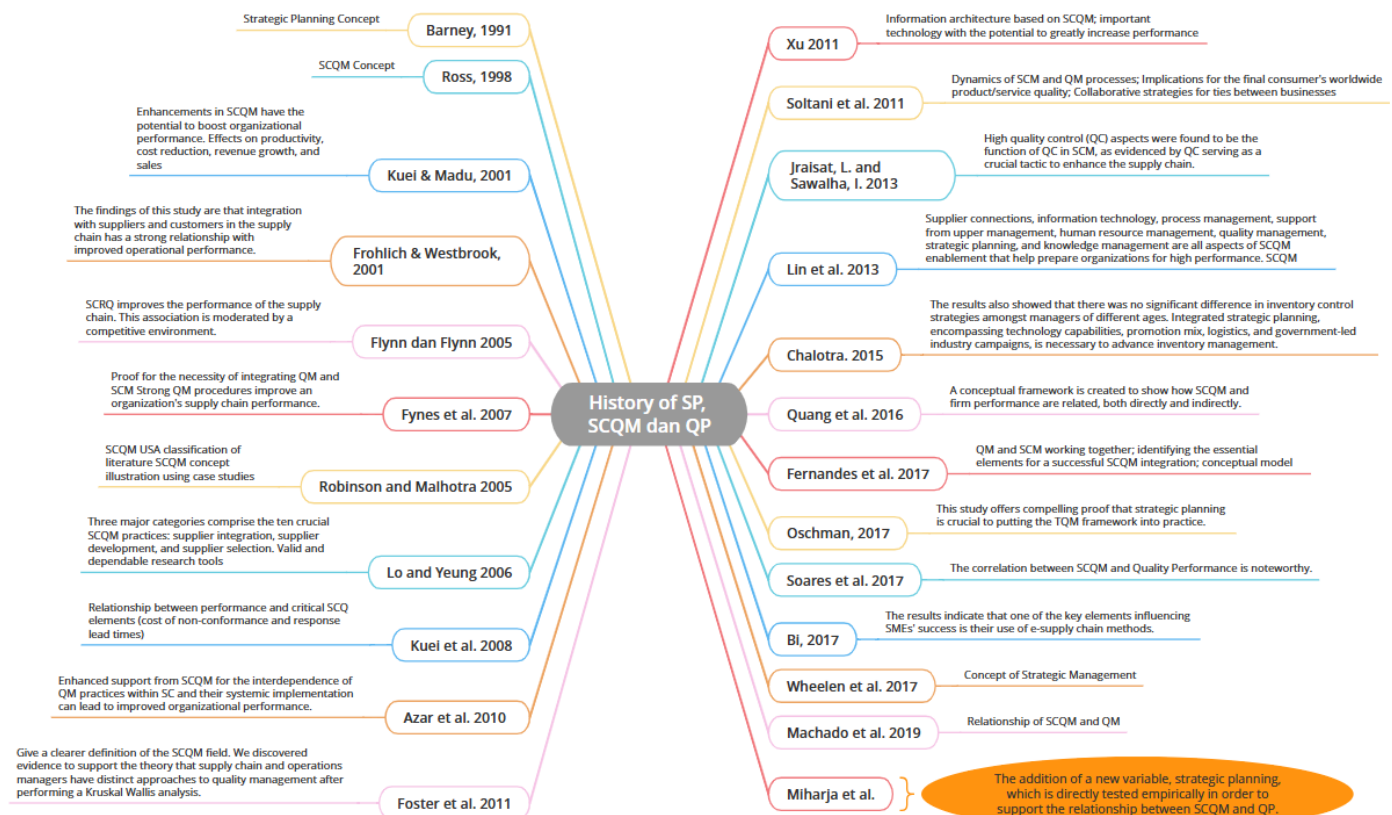
Source: Research Data Processed (2025)
Figure 1. Previous Studies

Figure 1 shows a series of previous research regarding planning, supply chain management, and quality. The source of Figure 1 is processed findings derived from previous research such as (Azar, 2010; Barney, 1991; Bi, 2017; Chalotra, 2015; Fernandes & Sampaio, 2017; Flynn & Flynn, 2014; Foster, 2011; Frohlich & Westbrook, 2001; Fynes, Búrca, & Voss, 2007; Jraisat & Sawalha, 2013; C. Kuei, 2001; C. H. Kuei, 2008; Lin, 2013; Lo, Yeung, Lo, & Yeung, 2006; Machado, 2020; Oschman, 2017; Quang, 2016; Robinson & Malhotra, 2005; Ross, 1998; Soares, 2017; Soltani, 2011; Wheelen et al., 2017; Xu, 2011). Figure 1 is in line with the statements in the background. Previous studies began with the concept of planning from (Barney, 1991) and the concept of SCQM from (Ross, 1998) until in (Machado, 2020) had a SCQM and QM framework. In the study of relatively new things, namely the addition of the concept of strategic planning which can indirectly affect quality performance but has not been empirically proven by research

results. This previous research is the foundation for determining a strong theoretical framework with its history. These studies involved various methods and produced diverse findings, which ultimately formed a framework as depicted in the following figure:
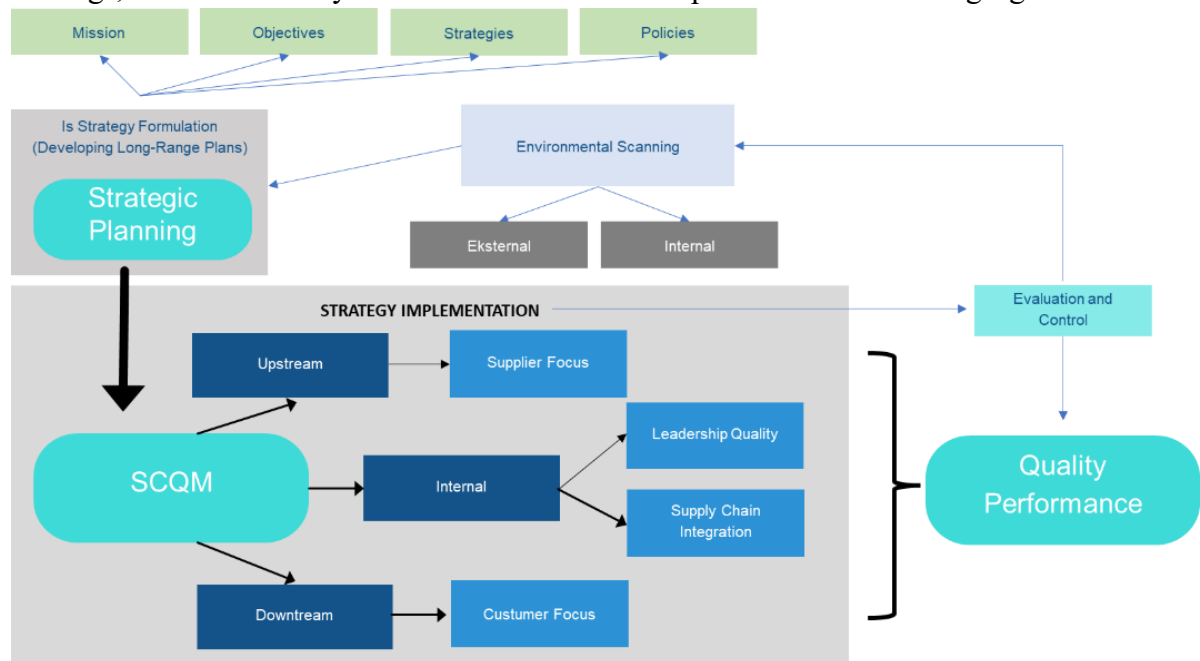
Source: Research Data Processed (2025)
Figure 2. Theoretical Framework

Figure 2 shows a clearer framework resulting from the collection of previous research. Strategic planning is a formulation strategy and has dimensions that can be considered formally, according to (Wheelen et al., 2017), namely Mission, Objectives, Strategies, and Policies. Strategic planning is considered a long-term thinking step derived from consideration of internal and external environmental dynamics. After the business actors have a strategy formulation, the next step is to implement the strategy. The implementation of operations management is a series of processes or systems used to design, supply, produce, and deliver in order to create and/or add value to goods and services and ensure that the output of goods and services reaches consumers as expected. The implementation strategy in this study focuses on supply chain management, especially the SCQM concept. According to (Soares, 2017), SCQM in general, there are several parts, namely upstream, internal, and downstream, that give rise to dimensions that must be considered, namely supplier focus, leadership quality, supply chain integration, and customer focus. From the implementation strategy, it can then produce good performance. Because from the beginning it has thought about quality from upstream to downstream, it is expected that the framework offered will produce the appropriate quality performance. This framework continues and rotates as the business goes on, which of course does not forget evaluation and control. The framework in this study is the result of thinking based on previous research. Previous research shows that it is still rare or even nonexistent to see how the perception of long-term thinking is associated with the implementation of its

business, which leads to product quality performance. From the concept images of previous studies, research paradigms and hypotheses can be formulated as follows.

A. Relationship between SCQM and Quality Performance

Soares (2017) conducted an empirical investigation to verify the association between SCQM and quality performance, which has been demonstrated in a number of prior studies. The findings of their study indicate a strong correlation between SCQM and quality performance. Additionally, moderately competitive supply chain performance is positively impacted by Supply Chain Relationship Quality (SCRQ), according to (Fynes et al., 2007). Thus, a relationship between SCQM and quality performance is developed within this framework.

B. Relationship between Strategic Planning and SCQM

Several research have demonstrated a relationship between SCQM and strategic planning, as (Machado, 2020; Machado, Telles, Sampaio, Queiroz, & Fernandes, 2019) point out. The study literature's findings indicate a connection between SCQM and strategic planning. In a similar vein, to (Lin, 2013) point out that one of the key elements and routes to high-performance SCQM is strategic planning.

C. Relationship between SP and QP

Several prior theories are taken into consideration in order to explain the relationship between QP (Quality Performance) and SP (Strategic Planning) in this study to (Lin, 2013; Machado, 2020). According to these beliefs, quality performance can be influenced by SCQM, and SCQM can impact strategic planning. Consequently, the influence of SCQM creates a relationship between quality performance (QP) and strategic planning (SP).

H_1 : There is an influence between strategic planning and SCQM.

H_2 : There is an influence between SCQM on quality performance.

H_3 : There is an influence between strategic planning on quality performance through SCQM.

RESEARCH METHODS

Several prior theories are taken into consideration in order to explain the relationship between QP (Quality Performance) and SP (Strategic Planning) in this study to (Lin, 2013; Machado, 2020). According to these beliefs, quality performance can be influenced by SCQM, and SCQM can impact strategic planning. Consequently, the influence of SCQM creates a relationship between quality performance (QP) and strategic planning (SP).

This study employs a quantitative methodology, gathering data via fieldwork and literature reviews, observation, interviews, and the use of questionnaires to gather primary data. According to (Hair & Alamer, 2022), 130 observations (respondents) are required to detect a minimum R2 value of 0.10, with an error probability level of 1%, if this research has one independent and one intervening variable, meaning that the total variables that

influence the dependent variable are two. In an effort to minimize bias, 150 observational data points (respondents) will be gathered for this study.

The unit of analysis in this study is small businesses located in Bandung Raya. As for this study, it was only conducted on small businesses in the food and beverage industry. While the observation unit is the leader or owner of SMEs. Variable operationalization is used to develop research instruments (questionnaires) to obtain, measure data and information from variables through dimensional constructs and indicators. There is 1 exogenous variable, namely Strategic Planning and 1 endogenous variable, namely Quality Performance and 1 intervening variable, namely SCQM.

The type of data used in this study is quantitative data. According to (Sugiyono, 2016) quantitative data types are data in the form of numbers or qualitative data that are scored. The data sources obtained are secondary data and primary data. According to (Malhotra, Nunan, & Birks, 2017) that primary data is data collected by researchers with a specific purpose, namely solving research problems. The source of primary data information consists of individual respondents who have been collected from surveys.

Explanatory descriptive analysis is used in this study's analysis. In order to assess data, descriptive statistical processing involves summarizing or illuminating the data that has been gathered without trying to draw broad inferences or generalizations (Sugiyono, 2016). Validity and reliability tests, together with verification analysis via hypothesis testing, follow the descriptive analysis.

PLS-SEM is the data processing technology used in this investigation. A Likert scale is the data processing method that is employed. Sugiyono (2016) claims that the Likert scale is employed to gauge an individual's or a group's attitudes, beliefs, and perceptions on social issues. The variables being measured can be converted into variable indicators by employing a Likert scale. The instrument items, which might take the shape of questions or statements, are then assembled using these indicators as a starting point.

RESULTS AND DISCUSSIONS

Descriptive Results

The age range with the largest percentage value is 31–42 years, at 45%. Ages 31–42 years usually have mature thinking and high productivity, therefore business actors are dominated by vulnerable 31-42 years. Age 55–66 years is the age with the smallest percentage at 1%, indicating the lack of involvement of old age due to the condition of business actors who have begun to reduce their productivity.

The percentage of each education level owned by business owners in Bandung Raya. The highest percentage is the high school/equivalent education level at 43% and the lowest is junior high school education at 1%. Small business actors in Bandung Raya have a fairly high level of education, this can be seen in Bachelor's education at 41% and SMA or equivalent at 43%, meaning that small business actors in Bandung Raya have the opportunity to utilize their education in the business process.

The percentage of female business owners has a high value of 61%, while the remaining 39% are male. The total percentage shows that small business owners in Bandung Raya are dominated by women.

Using indicators from (Arasa & Obonyo, 2012; Natasha, 2013), the results of the descriptive analysis on the strategic planning variable paint a picture of how small business actors in Bandung Raya implement strategic planning. The ideas or findings of (Arasa & Obonyo, 2012; Natasha, 2013) state that there are ten indications for strategic planning to take into account. However, a number of variables, including the impact of deficiencies, procedural opportunities and threats, and process management, need to be improved in the context of this study.

The results of descriptive analysis on the SCQM variable, especially on the supply chain integration dimension, show that the largest percentage of answers is in the "Very good" category with a value of 32%, while the "Good" category has a percentage of 31%. This indicates that the average answer of small business actors in Bandung Raya on the supply chain integration dimension tends to lean more towards the "Very good" and "Good" categories. However, there are business actors who answered in the "Poor" category at 20%, which shows that there are still business actors who have the "Poor" category in terms of supply chain integration at 20%.

The results of descriptive analysis on the SCQM variable, especially on the customer focus dimension, show that the largest percentage of answers is in the "Very good" category with a value of 49%. This indicates that the average answer of small business actors in Bandung Raya on the customer focus dimension tends to be the answer in the "Very good" category. However, there are business actors who answered in the "Poor" category at 14%, which shows that there are still business actors who have the "Poor" category in terms of customer focus at 14%.

The results of descriptive analysis on the SCQM variable, especially on the supplier focus dimension, show that the largest percentage of answers is in the "Very good" category with a value of 32%. This indicates that the average answer of small business actors in Bandung Raya on the supplier focus dimension tends to be the answer in the "Very good" category. However, in the "Poor" category, the value is quite large, namely 21%, indicating that there are still business actors who have a poor category in terms of supplier focus at 21%, even in the "Not good" category at 13%.

The results of descriptive analysis on the SCQM variable, especially on the leadership quality dimension, show that the largest percentage of answers is in the "Very good" category with a value of 46%. This indicates that the average answer of small business actors in Bandung Raya on the leadership quality dimension tends to be the answer in the "Very good" category. However, in the "Poor" category, the value is quite large, namely 14%, indicating that there are still business actors who have a poor category in terms of leadership quality at 14%. Apart from that, in the "Not good" category, the percentage is quite high, namely 12%, indicating that small businesses in Bandung Raya need positive encouragement in the leadership quality dimension.

Descriptive analysis of the quality performance variable shows that the largest percentage of answers is in the "Very good" category with a value of 40%. This indicates that the average answer of small business actors in Bandung Raya to the quality performance variable is more likely to be in the "Very good" category. However, in the "Poor" category, the value is quite large, namely 23%, indicating that there are still business actors whose quality performance is lacking in the category.

Verification Results

a) R-Square Test Results

The R-Square test is a stage to test how much the endogenous variable is influenced by the exogenous variable. The results of this R-Square test can be seen in the following table:

Table 1. R Square Result

Variable	R Square
Quality Performance	0,688
SCQM	0,788

Source: Research Data Processed (2025)

Table 1 shows that the quality performance variable is influenced by strategic planning and SCQM variables by 0.688 or 68.8%, while the rest is influenced by other factors not carried out in the study. It is also known that the SCQM variable is influenced by the strategic planning variable by 0.788 or 78.8%, while the rest is influenced by other factors not carried out in the study.

b) Model Estimation Results

At this stage, several nested models are checked for suitability. Model suitability is assessed using the model fit index. The goodness of fit index in testing the research model can be accepted or rejected. The consideration is SRMR (Standardized Root Mean Square Residual) which is SRMR defined as the difference between the observed correlation and the implied correlation matrix model. According to (Hair & Alamer, 2022) SRMR values ≤ 0.08 can be said as a good fit.

Table 1. R Square Result

Relationship	Original Sample (O)	P Values	Conclusion
SP (X) -> SCQM (Y)	0.888	0	H1 Accepted
SCQM (Y) -> QP (Z)	0.829	0	H2 Accepted
SP (X) -> QP (Z)	0.736	0	H3 Accepted

Source: Research Data Processed (2025)

Descriptive Discussion

The weakest indicator owned by small businesses in Bandung Raya regarding strategic planning. The first is "the long-term impact of our company's weaknesses is constantly evaluated", one concrete example of this statement is the food business "Keripik" when asked about the long-term impact of technology, the small business replied

"currently the workforce is still clueless, there must be education for technology. Durability is strong but carrying capacity is weak, meaning that when there is a demand for 1 ton, I raise my hand". The respondent's answer shows the weakness of evaluation and improvement by the small business. The statement "the long-term impact of our company's weaknesses is constantly evaluated" requires top priority so that the company is not eroded by the rapid growth of technology.

The results of the descriptive analysis show weak indicators regarding to:
a. "our company communicates the future strategic needs of customers throughout the supply chain",
b. "our company understands future customer expectations",
c. "top management/owners/managers empower suppliers to address quality issues", and
d. "top management/owners/managers actively participate in quality management and improvement processes",

These 4 things show weaknesses and receive recommendations for future improvement for small businesses in Bandung Raya. For example, the "Milk" beverage business wants to empower suppliers to solve quality problems, but in reality, small businesses usually do not have a higher position than suppliers, so small businesses find it difficult to involve suppliers directly in quality management. This limitation for small businesses makes supplier involvement one that needs attention.

According to the theory or research results of (Soares, 2017), there are 10 indicators in the supply chain integration dimension. However, in this study, several indicators need to be improved. Indicators requiring improvement include participation in supplier decisions, diverse supply chain teams, and involvement of supply chain members. It should be noted that these differences reflect the different characteristics of large companies and small businesses. Small business actors in the food and beverage sector in Bandung Raya, in general, rarely involve supply chain members due to limited coverage which is not very large.

According to the theory or research results of (Soares, 2017), there are 9 indicators in the SCQM variable of the customer focus dimension. However, in this study, several indicators need to be improved, including the help desk, strategic communication, and a picture of customer expectations in the future. This shows that small business actors in the food and beverage sector in Bandung Raya experience limitations in communication with customers and difficulty in describing customer expectations in the future.

According to the theory or research results of (Soares, 2017), there are 9 indicators in the SCQM variable of the supplier focus dimension. However, in this study, several indicators need to be improved, including agreement, supplier evaluation, and supplier responsiveness. This shows that small business actors in the food and beverage sector in Bandung Raya experience limitations in terms of agreements, supplier evaluation, and have not been able to influence the main supplier's response to the terms of the agreements drawn up.

According to the theory or research results of (Soares, 2017), there are 6 indicators in the SCQM variable of leadership quality dimensions. However, in this study, several indicators need to be improved, such as supplier involvement in quality improvement, supplier empowerment, and quality management and improvement processes. This shows that the characteristics of large companies and small businesses are different. Small business owners in the Bandung Raya food and beverage industry must deal with limitations, particularly in the areas of leadership quality, supplier engagement, and quality management enhancements.

Soares (2017) proposed or found that there are seven indications for the quality performance variable. Nonetheless, this study has to improve on a number of metrics, including value for money, functionalities, and cost reduction. This demonstrates how big corporations and small firms differ in certain ways. The value and qualitative performance of small company actors' products are impacted by limitations in Bandung Raya's food and beverage industry. Implementing cost-cutting initiatives is one way to measure quality performance, according to (Soares, 2017). Nevertheless, the study's findings indicate that about 46% of small enterprises oppose cutting these expenses.

In the quality performance variable, there are 2 indicators or statements that are included in the 3 weakest descriptive tests and valid verification tests, namely "product functions above average when compared to competitors", and "this product has a higher value for money than its competitors". The business example in Bandung Raya is not only called ordinary food that has a good taste but in reality has an additional function, namely food that is used as souvenirs by the community when visiting a place, so this food product can improve this function by adjusting the quality expected by customers. The shape, packaging, and taste of this product must be maximized. Since quality performance is related to strategic planning and SCQM, these concepts should also be considered so that quality performance is competitive.

Verification Discussion

The verification test shows a high R-Square of quality performance of 68.8%, while the rest is influenced by other factors not carried out in the study. Then SCQM is influenced by the strategic planning variable of 0.788 or 78.8% while the rest is influenced by other factors not carried out in the study. R-Square data provides support for the previous research framework that emphasized the importance of strategic planning and SCQM in order to achieve quality performance goals. The point of view that comes from the perception of SME owners is in line with the framework of this study.

The model estimation results show the feasibility of this research as a framework. The feasibility of this model further guarantees the testing of relationships between SP, SCQM, and QP variables. According to the results of the hypothesis test based on data from the distribution of questionnaires to small businesses in the food and beverage industry in Bandung Raya, there is an influence of strategic planning on quality performance through supply chain quality management. This means that small food and beverage businesses in Bandung Raya have an indirect influence on quality performance.

If small businesses want to produce higher-quality products or maintain product quality, they should pay more attention to the concepts of strategic planning and SCQM. Strategic planning through supply chain quality management is expected to make small businesses contribute more to the competitive value of Indonesia, especially in West Java or Bandung Raya.

Referring to Table 2, the relationship between strategic planning and SCQM is positive at 0.888. Previously, studies regarding the relationship between strategic planning and SCQM were carried out by (Lin, 2013; Machado, 2020). However, these studies are still limited to literature reviews. With the research results in this study, it is proven that there is a significant relationship between strategic planning and SCQM. A previous study regarding strategic planning relationships by Arasa & Obonyo (2012) proves that the indicators used, such as vision and mission, objectives, impact of strengths, impact of weaknesses, opportunity and threat procedures, alternative strategies, development of alternative strategies, long-term strategic factors, process management, and re-evaluation, have been proven valid and reliable. These indicators can be a reference for business actors to carry out their business processes.

Table 2 illustrates the 0.829 positive correlation between the SCQM variable and quality performance. Prior research by Soares (2017) on the connection between SCQM and quality performance suggests that SCQM significantly affects quality performance, which is consistent with the findings of this study. Increasing integration throughout the supply chain, trust, customer relationships, customer expectations going forward, complaint evaluation, quality/service follow-up, customer satisfaction, interaction, strategic communication, information sharing, quality audits, supplier performance, supplier product performance, supplier quality, supplier planning/communication, product quality, quality of employee engagement, leader skills, quality management and improvement are some of the indicators that this study uses that (Soares, 2017) used previously. However, only these indicators have been tested for validity and reliability. Based on the results of the hypothesis test based on the data from the distribution of questionnaires to small businesses in the food and beverage industry in Bandung Raya, there is a positive influence of supply chain quality management on quality performance which is significant. This means that small food and beverage businesses in Bandung Raya in their business processes, if they want to have good quality performance, they must pay attention to quality management from suppliers, internal business processes, and distributors or conceptually called SCQM. Before testing the hypothesis, first test the validity and indicators in SCQM. The valid and reliable indicators if business actors want the results to be significant are trust, customer relationships, future customer expectations, complaint evaluation, and quality/service follow-up. customer satisfaction, relationship interaction, strategic communication, information sharing, quality audits, supplier performance, supplier product performance, supplier quality, supplier planning/communication, product quality, employee engagement quality, leader skills, quality management and improvement processes, and employee empowerment. Valid and

reliable indicators can be a reference for small businesses to produce quality performance, especially in terms of product quality.

Referring to Table 2, the significant relationship between strategic planning variables and quality performance through SCQM is 0.736. The relationship between SP and QP in this study is explained by considering several previous theories, such as by (Lin, 2013; Machado, 2020), which state that strategic planning can influence SCQM. In addition, according to Soares (2017), SCQM can influence quality performance. Consequently, SCQM provides an explanation of the connection between quality performance and strategic planning. Through the use of SCQM, this study demonstrates the connection between quality performance and strategic planning.

CONCLUSION, SUGGESTION, AND LIMITATION

Based on verifiable data, it can be said that small business actors in Bandung Raya's food and beverage industry greatly benefit from strategic planning and SCQM. This beneficial effect demonstrates how SCQM can be enhanced by increasing strategic planning variables. Aside from that, small business actors in the food and beverage industry in Bandung Raya report a strong favorable correlation between SCQM and quality performance. This beneficial effect demonstrates how quality performance may be enhanced with each increase in SCQM factors. Additionally, there is a relationship between quality performance and strategic planning via SCQM that affects small business in Bandung Raya food and beverage sector. In general, the framework results show a significant effect, but in this study, the researchers suggest that business formality needs to be improved because until now, it seems that the management or managerial of the business is still relatively weak. Business owners can start to get used to their business activities in a structured manner according to the stages that can be done, for example, taking notes that are considered very important and then archiving them properly, so that this strategic planning can be arranged properly.

Descriptively, SME perceptions are similar to those of strategic planning, and SCQM concludes that inadequate assessment, strategic communication, and the purpose and worth of MSMEs' goods can all contribute to this influence.

Suggestions related to the supply chain are that companies can start positioning and negotiating to involve and empower suppliers in quality management for the progress of the company so that the position of small businesses can be more considered. Specific suggestions for field implications are to increase the bargaining power of businesses or companies by joining or combining businesses or companies owned in the community with the support of government assistance, then negotiate so that suppliers can be involved in quality management. Then the thing that needs to be done by business actors related to quality performance is that business actors begin to consider the state of surrounding competitors or competitors in general, so that the company's competitive value can increase. In other words, business actors do not only think about internal quality.

It is advised that scholars or researchers employ primary data obtained practically from businesses, as the main data gathering observations in this study are based solely on the opinions of company actors. It is anticipated that using source data will yield a more thorough scientific and useful explanation. It is envisioned that small business actors in Bandung Raya would take note of, implement, and enhance legitimate and dependable variables and indicators in light of noteworthy research findings. It is anticipated that this will raise these small firms' competitive value. In future studies, the researchers suggest adding more variations of research methods so that the knowledge of SCQM can continue to develop and be useful for the general public. Future researchers can add the sustainability side, such as triple bottom line considerations, because in addition to consumers needing quality that meets expectations, the world or universe also needs to be cared for by all parties involved.

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