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Submission date: 11-Nov-2026 11:39AM (UTC+0700)
Submission ID: 3086581211
File name: 3_212_Production.pdf (1.92M)
Word count: 3406
Character count: 22247

Jurnal Pengabdian Masyarakat: Bisnis dan Iptek
Vol. 3 No. 2, October 2026, 99-110
ISSN Online: 3064-0415, https://doi.org/10.56447/jpmbistek
Published by LPMM, STMIK Mardira Indonesia, Bandung.

Strategic Supply Chain Management Enhances Buttonscarves' Product Distribution Process in Bandung

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Abstract

This study addresses the inefficiencies and challenges within the product distribution channel of Buttonscarves in Bandung, which often disrupt operational flows and impact customer satisfaction. We aim to identify these core distribution bottlenecks and propose actionable solutions to optimize the logistics framework. Employing a qualitative approach, a collaborative team of lecturers and students gathered primary data through in-depth interviews with business owners and operational managers. We analyzed the company's current service quality and operational performance using the product distribution frameworks and Strategic Supply Chain Management (SCM) principles. The thematic data analysis reveals that integrating strategic SCM significantly enhances Buttonscarves' product distribution process by streamlining inventory control, reducing transit delays, and aligning delivery schedules with consumer demand. Consequently, these findings imply that adopting structured SCM and product distribution frameworks not only resolves immediate logistical hurdles for local fashion enterprises but also provides a scalable model to boost long-term competitive advantage and service reliability in regional markets.

Keywords: *Strategic Supply Chain Management, Service Quality, Product Distribution.*

Introduction

As Indonesia enters the modernization era, the fashion industry has shifted its paradigm significantly. The public no longer views this sector as a conventional manufacturing industry; instead, it has transformed into a dynamic and vital pillar of the creative economy. Rising lifestyle shifts among appearance-conscious consumers fuel this development, while deep social media penetration accelerates global trends into the local market. Consequently, modern consumers demand not only high-quality, trendy products but also quick and seamless access to them. Behind the glamorous storefronts and online shopping apps lies a fierce business competition that forces industry players to innovate constantly to survive. The fast-fashion phenomenon compels businesses to slash lead times—the duration from the initial design phase until the product reaches the customer.

In this fast-moving ecosystem, companies can no longer operate in silos. Inaccurate trend forecasting or delayed raw material deliveries yield fatal consequences, ranging from deadstock accumulation to eroded customer trust. To overcome these challenges, companies require a comprehensive and integrated operational orchestration. This is where Supply Chain Management (SCM) plays a crucial role as the backbone of corporate success. SCM goes far beyond logistics or shipping; it serves as a comprehensive strategy that connects every link in the company's value chain.

Buttonscarves Bandung operates as a rapidly growing local fashion company, well-known for its premium hijab products and high-quality, exclusive fashion accessories. To run its business, Buttonscarves manages supply chain activities that connect raw material suppliers, production processes, warehouse management, and product distribution to sales channels across both offline boutiques and digital platforms. High market demand and fast-moving fashion trends compel the company to maintain a highly responsive and integrated supply chain system.

While standard industry wisdom dictates that companies should select suppliers offering the lowest bids, modern supply chain strategy demands a shift toward multi-sourcing. Relying on a single supplier creates severe risks; therefore, businesses should partner with multiple suppliers to ensure that a

disruption at one node does not halt the entire supply chain or paralyze operational continuity.

However, in its current practice, Buttonscarves Bandung heavily depends on specific, limited suppliers to secure its premium raw materials. This strategic bottleneck creates significant vulnerabilities in the company's operational environment. When Buttonscarves concentrates its sourcing power on a single or narrow group of vendors, any disruption on the supplier's end—such as raw material shortages, production delays, or shipping bottlenecks—directly impacts the brand's core operations.

Consequently, this dependency hinders the smooth flow of the production process and delays final product distribution to consumers. In a fast-paced fashion market where Buttonscarves must rapidly fulfill high customer demands, this single-source vulnerability threatens the company's agility, restricts its market responsiveness, and ultimately risks customer satisfaction.

In the volatile fashion industry, effective Supply Chain Management (SCM) plays a strategic role in maintaining smooth operations and sharpening a company's competitive edge. Rather than treating logistics as an isolated function, robust SCM integrates the flow of information, goods, and funds seamlessly from raw material procurement to final product delivery (Cheng et al., 2023). This holistic orchestration directly optimizes the distribution process by ensuring that the right products move efficiently through the supply network without facing costly bottlenecks.

During the procurement phase, strategic SCM enables fashion brands to cultivate strong partnerships with textile and accessory suppliers (Acar Alagoz et al., 2022). These collaborative relationships secure a steady supply of high-quality materials at competitive prices, which prevents production halts and stabilizes the downstream distribution timeline. Furthermore, a well-linked SCM system allows companies to utilize real-time sales data to adjust their production schedules dynamically (Pereira et al., 2022). By aligning manufacturing directly with actual market demand, brands significantly reduce the risk of overproduction and eliminate excess inventory.

Ultimately, this synchronization transforms the distribution framework. Instead of pushing unsellable stock into warehouses, the integrated SCM system pulls the required products swiftly through the value chain (López et al., 2022). Consequently, this responsive flow minimizes warehousing delays, accelerates delivery times, and places fresh trends into customers' hands exactly when demand peaks. By balancing sustainable sourcing with agile production, strategic SCM creates a streamlined distribution pipeline that maximizes both market responsiveness and profitability (Sinha et al., 2023).

This study analyzes how Buttonscarves applies Supply Chain Management to manage its supply chain and operational systems effectively amid fierce fashion industry competition. Furthermore, the research identifies existing operational gaps and proposes actionable recommendations to improve the company's business continuity and efficiency.

Method

To achieve the research objectives, this study employs a qualitative approach to gain a deep, contextual understanding of the operational environment. The research focuses on Buttonscarves' Product in Bandung as the primary object of investigation. A collaborative team of lecturers and students conducts this study by actively identifying operational challenges within the company's current practices and mapping strategic solutions based on a comprehensive gap analysis. The study investigates two core research variables: Supply Chain Management and Product Distribution. To gather rich, primary data regarding these variables, the research team conducts field observations and structured interviews with key informants. These informants include the business owners/managers, operational workers, and customers who directly participate in or experience the company's Total Quality Management (TQM) and supply chain processes.

For the data analysis technique, the team utilizes qualitative thematic analysis. This process involves transcribing the interviews, coding the observational data, and categorizing the findings to pinpoint specific operational bottlenecks. By contrasting current performance against industry benchmarks, the team systematically identifies execution gaps, allowing

them to formulate actionable, data-driven optimization strategies for Buttonscarves Bandung.

Results and Discussion

The Supply Chain Management Flow of Buttonscarves' Product in Bandung

The Supply Chain Management (SCM) process at Buttonscarves begins when suppliers procure and deliver high-quality raw materials. These suppliers provide essential components, including premium fabrics, threads, accessories, packaging, and product labels. To maintain high standards, Buttonscarves selects its suppliers based on material quality, production capacity, pricing, and delivery punctuality. Once the company receives these raw materials, the manufacturing team transforms them into finished goods, such as premium hijabs, scarves, bags, and fashion accessories. This production phase encompasses product design, fabric cutting, sewing, finishing, and strict quality control.

Following production, the warehouse team stores the finished goods to manage stock levels, conduct inventory checks, and package items for distribution. Buttonscarves then partners with third-party logistics and shipping services to transport the products to customers across various regions. The company executes its distribution strategy through a multi-channel approach, utilizing offline boutiques, the official website, online marketplaces, and social media platforms to deliver goods directly to consumers. Finally, customers receive the products and provide valuable feedback, which Buttonscarves actively evaluates to drive continuous product development and improvement.



Figure 1. Buttonscarves, Bandung.

Supply Chain Management Vulnerabilities at Buttonscarves Bandung

While Buttonscarves Bandung enjoys strong market demand, several supply chain risks actively threaten its operational efficiency. If the company fails to mitigate these vulnerabilities, they will directly disrupt the production line, bottleneck the distribution network, and ultimately erode customer satisfaction.

First, Buttonscarves creates a strategic bottleneck by relying heavily on a single or limited group of suppliers for its premium raw materials. This dependency amplifies the second risk: frequent delivery delays from suppliers. When these vendors fail to ship fabrics or accessories on time, they immediately stall the entire manufacturing schedule.

Furthermore, the company faces intense pressure during new product launches, where sudden spikes in market demand often overwhelm current production capacities. This surge creates a dual challenge; it strains the manufacturing process and triggers the fourth risk—potential distribution delays caused by third-party logistics and shipping bottlenecks. When the logistics network fails to keep pace, Buttonscarves cannot deliver products to its retail channels or online customers promptly. Consequently, these compounding delays lead to the final critical risk: frequent stockouts of high-demand products. When popular items vanish from shelves and digital storefronts, the company loses immediate revenue and misses vital opportunities to capitalize on fast-moving fashion trends.

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Figure 2. The Activity at PT Cemerlang Jaya Fashion

Strategic Solutions to Optimize Buttonscarves Bandung's Supply Chain

To mitigate operational risks and secure its market position, Buttonscarves Bandung must execute regular operational performance evaluations. The company can transform its vulnerabilities into strengths by implementing five interconnected strategic actions.

First, the company must pursue Supplier Diversification. By onboarding alternative vendors for its premium raw materials, Buttonscarves eliminates its dangerous dependency on a single source. This multi-sourcing strategy ensures that if one supplier faces disruptions, other partners can immediately step in to maintain a continuous material flow. Second, Buttonscarves needs to implement rigorous Inventory and Demand Monitoring. By adopting advanced demand forecasting systems and tracking stock levels in real-time, the management team can accurately anticipate sudden demand spikes. This

proactive monitoring prevents both costly stockouts of popular items and the financial burden of deadstock.

To streamline the downstream supply chain, the company must focus on Improving Distribution Efficiency. Buttonscarves should strengthen its partnerships with third-party logistics providers and continuously evaluate shipping transit times to ensure punctual deliveries to offline boutiques and e-commerce customers. Furthermore, the company must exercise strict Production Control. By dynamically aligning manufacturing schedules with real-time sales data and emerging market trends, the production team minimizes both lead-time delays and product overstocks.

Finally, the company must establish a systematic framework for the Evaluation of Supplier and Logistics Performance. Routine audits that measure raw material quality, delivery punctuality, and distribution speed allow Buttonscarves to hold its partners accountable. Ultimately, this rigorous evaluation cycle maintains high operational standards and guarantees maximum customer satisfaction.

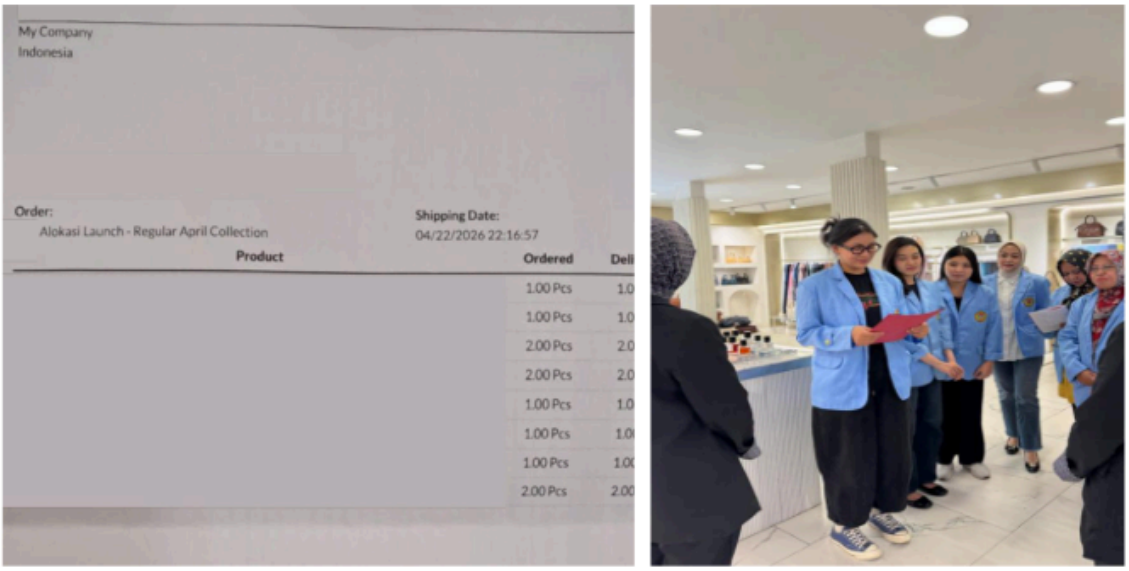


Figure 3. The Observation at Buttonscarves, Bandung.

Implementing strategic Supply Chain Management (SCM) serves as a powerful engine that transforms Buttonscarves Bandung's operational efficiency and accelerates its product distribution pipeline. In the fast-paced premium fashion market, corporate success hinges on a company's ability to

sync its internal processes with external market movements. By adopting an integrated SCM framework, Buttonscarves actively orchestrates its data flow, material logistics, and distribution channels to secure a sustainable competitive advantage.

First, Buttonscarves addresses its critical sourcing vulnerability by adopting a multi-supplier strategy backed by contemporary research. By distributing raw material orders across a diversified network of both new and existing suppliers, the company eliminates its dangerous over-reliance on a single vendor for premium fabrics (Acar Alagoz et al., 2022). This strategic diversification safeguards the manufacturing timeline, ensuring that a bottleneck at one supplier does not halt production or delay downstream product distribution to Bandung's retail boutiques and digital storefronts.

Furthermore, a well-structured SCM network enables Buttonscarves to integrate real-time market insights directly into its operations. Instead of relying on rigid, outdated production schedules, the company utilizes advanced forecasting tools and customer models to track shifting fashion trends and consumer behavior instantly (Pereira et al., 2022; Foster & Sidharta, 2019). This integration allows the production team to adjust manufacturing volumes dynamically based on live sales data. Consequently, Buttonscarves mitigates the risk of sudden stockouts during high-profile product launches while simultaneously avoiding the financial drain of overproduction (Cheng et al., 2023).

This agile manufacturing directly feeds into a superior digital and physical value chain. By leveraging digital restructuring techniques similar to global fast-fashion leaders, Buttonscarves streamlines its logistics and inventory movement (López et al., 2022). This integration allows products to bypass traditional warehousing delays and flow seamlessly from the finishing line into the distribution network. Strong partnerships with third-party logistics firms further optimize transit times, ensuring that both e-commerce buyers and offline retail consumers receive their premium items punctually.

Ultimately, this comprehensive SCM synchronization allows Buttonscarves Bandung to build a highly responsive, resilient, and market-driven distribution ecosystem. By balancing secure, diversified material sourcing with data-driven production control, the brand successfully satisfies

modern consumer demands for speed, quality, and exclusivity (Heizer, & Render, 2017; Sinha et al., 2023). Strategic SCM therefore does not merely support the business; it actively drives Buttonscarves' growth and market dominance in the competitive fashion landscape.

Conclusion

This collaborative research and community engagement project demonstrates that strategic Supply Chain Management (SCM) directly dictates the efficiency of Buttonscarves Bandung's product distribution process. The study concludes that while the brand maintains strong market demand and high-quality standards, its over-reliance on limited suppliers for premium raw materials creates a critical operational bottleneck. This dependency triggers a domino effect, leading to raw material delays, production halts, and frequent stockouts during high-demand product launches. However, by executing a systematic gap analysis, the team successfully mapped integrated SCM solutions—including supplier diversification, real-time demand tracking, and synchronized production scheduling—that actively resolve these bottlenecks and accelerate the entire distribution pipeline.

The company must expand its supplier network to secure a stable and continuous flow of premium raw materials. By partnering with alternative vendors, Buttonscarves eliminates its dangerous dependency on a single source and effectively insulates its production line from unexpected material shortages. Second, the management team needs to develop modern, integrated supply chain information technology. Upgrading to an interconnected digital platform allows different departments—from procurement to retail—to share data seamlessly, breaking down operational silos and accelerating decision-making. Buttonscarves must enhance its demand forecasting and inventory management systems. By utilizing data-driven forecasting tools, the company can anticipate fast-moving market trends and adjust stock levels proactively, which prevents both costly stockouts of popular items and the financial burden of overstocking. The logistics team must strengthen partnerships with third-party courier and shipping providers. Building closer relationships and setting strict delivery

benchmarks with these partners will significantly boost distribution speed, ensuring that products reach offline boutiques and online consumers without delay. The executive board must conduct routine evaluations of every supply chain element. Implementing systematic performance audits allows Buttonscarves to identify emerging bottlenecks early, continuously improve operational efficiency, and ultimately guarantee maximum customer satisfaction.

The findings of this study offer vital theoretical and managerial insights. Theoretically, this research enriches fashion operations literature by validating how multi-sourcing and digital value-chain integration enhance market responsiveness in the premium retail sector. Practically, this project provides a scalable operational blueprint for local fashion executives. Managers can utilize these insights to transition from reactive troubleshooting to proactive supply chain orchestration, shifting their operations from a traditional "push" model to an agile, customer-driven "pull" system that maximizes profitability and brand loyalty.

The research team notes specific limitations that bound the scope of this study. First, this research relies heavily on qualitative data gathered from a specific regional hub—Buttonscarves Bandung—which may not fully capture the global or macro-economic logistics challenges that the parent company faces. Second, while the qualitative interviews and field observations provide profound depth, they lack quantitative validation, such as statistical modeling of transit times, exact financial metrics, or supply chain cost-benefit analyses.

Future studies should expand upon this foundation to broaden the industry's understanding of premium fashion SCM. Researchers should conduct quantitative and mixed-method studies to simulate order distribution algorithms and measure the exact financial impact of supplier diversification. Furthermore, future projects should investigate the integration of Artificial Intelligence (AI) and blockchain technology within the distribution network to analyze how automated decision-support systems can further optimize lead times, track authenticity, and streamline multi-channel retail fulfillment on a global scale.

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