

## **SUPPLY CHAIN MANAGEMENT PERFORMANCE ANALYSIS USING THE SCOR METHOD AT PT. HATTEN BALI TBK: AN EVALUATION AND OPTIMIZATION STUDY**

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**Abstract:** Supply Chain Management (SCM) involves the integration and coordination of various activities within the supply chain to enhance operational efficiency and customer satisfaction. This study aims to identify the performance and challenges faced by the company, such as demand fluctuations and delivery delays. The research analyzes SCM performance at PT. Hatten Bali Tbk, an alcoholic beverage distributor, using the Supply Chain Operation Reference (SCOR) model based on the attributes of Reliability, Responsiveness, Cost, and Asset Management through a quantitative descriptive approach. Data were collected through interviews and direct observation. The results show that the POF (Perfect Order Fulfillment) metric reached 96.25%, and the OFCT (Order Fulfillment Cycle Time) metric had an average order fulfillment time of 2 days. However, the COGS (Cost of Goods Sold) was relatively high at 54.47%, and the CTCCT (Cash-to-Cash Cycle Time) reached 106 days, indicating a need for improvement in cost efficiency and asset management. This study enhances the company's understanding of its SCM performance and provides strategic recommendations to improve efficiency and competitiveness in the market..

**Keywords:** Performance Measurement, Supply Chain Management, Supply Chain Operation Reference (SCOR)

### **INTRODUCTION**

The rapid development of today's business world has driven globalization and international trade, which not only expands markets but also increases the level of competition between companies. This increasing competition is evident in the emergence of many new companies in the same industrial sector, offering similar products. As a result, competition is not only individual but also involves networks between companies. This means that the competition that occurs involves coordination between various businesses within a supply chain.(Tanaka & Nurcaya, 2018)Similarly, in the alcoholic beverage industry, many new players are entering the market. In such a situation, companies cannot focus solely on their own strategy and performance; they also need to actively collaborate and integrate with partners in the supply chain. Cooperation between all elements of the supply chain is crucial for improving service quality and mitigating potential risks (Winarno et al., 2024).

The alcoholic beverage industry is heavily influenced by changing trends and consumer demand, and often experiences volatile demand. This fluctuating demand