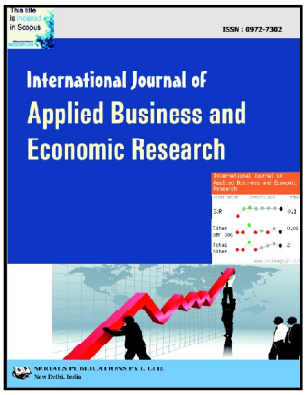

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Crafting Interfirm Supply Chain Management: The Communication Role of Information System

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Abstract: Information system is a key to interfirm supply chain management. This study is interested in integrated marketing communication, information system and supply chain management theory, and develops the information system architecture of interfirm supply chain management. The method is used by the qualitative research. The results of the interview derive propositions. Enterprise groupings produce interfirm's complementarity and group competition. The efficiency and professionalism of producers, consumers and competitors are aggregated by real-time information flows. Interfirm manufacturing in Indonesia has mixed conflict and collaborative information flow to achieve mutual optimization and support each other manufacturing.

Keywords: interfirm; integrated marketing communication;information system; supply chain management; Indonesia.

1. INTRODUCTION

Crafting a well information system is important to interfirm supply chain management (SCM). At present, the industry is facing the advantages of low labor cost in Asia. In recent years, under the influence of global competition, such as Taiwan's plumping industry, there are many manufacturers to invest Indonesia in the 1960s and China in the 1990s. That led to the supply chain management shift and renewed to integrate marketing communication. To track costdown and maintain well quality, those firms should consider again how to innovate and change the SCM. More and more competitive pressure, Indonesia local factory could be satisfied with order standard and couple with foreign customers and replace China factory to win the continue orders. In addition, the international copper prices rose 4 to 5 times, but the domestic retail prices are lower than in the past, due to the rapid growth of China manufacturers, cheap goods in the

exclusion effect, goods of Taiwanese's Indonesia factories have occupied 50 to 60% of the market. All the conditions have been on Taiwan's plumbing industry caused a considerable threat. However, there is how to let stay in Indonesia and increase more firms to give employed chance. That is important to build strong and fit SCM, information system is used by communication and against the competition which is a research point.

This study is aimed at the developed needs of the SCM for the Taiwanese's plumbing factory in Indonesia such as Surabaya. If information system for communicative platform has a real-time update feature, the firm can work with third-party manufacturers and control the time to purchase orders, product scheduling, and delivery on time. That reduces labor costs and improves the effectiveness of time as the goal. The transparency of the platform more quickly allows the transmission of information among interfirms, so that the entire group of manufacturers supply chain can

- reduce the cost of manpower and contact
- reduce the error rate and product logistics costs, and
- enhance the benefits of group members.

On the other side of the low-cost products threat, this way can continue to maintain advantage for interfirm's high-quality, efficient and fast logistics.

Through the platform of information technology, interfirm maximizes the strength of the group, with low-cost high-quality products and the mainland market to compete. In addition, with the real-time business, the service innovation can be more convenient for customers to purchase goods, the use of network platform, the shorten order process, real-time order status and improve service standards. Manufacturers can use this platform to monitor each other's production lines and processing, so that the error rate of finished products to reduce the shipping problem. Group members can communicate with each other to understand the needs of the market order. To find the most favorable market today, interfirm creates a special belong to the products in Indonesia and occupy a place in the market to against competition. Therefore the characteristics of the goods newly appear and attract the eyes of consumers.

At a result, real-time is an important element to solve the customer's feeling and firm's standardization for the communication of SCM. Before the study, the firm also does standardization on itself inner SCM system. If firm gets leader order, he always asks the follower to match his standard and not changes by order. The firm can learn more cooperation with followers and pays the same high product cost. In other side, the customer also not takes the goods in the real time. That makes not to get the service feeling for the customer. The order is used by the common design, production, manufacturing and service. And that not informs the competition. If communication connects interfirm to work together and create greater benefits, the interfirm can establish the co-value. That is able to do the most efficient production capacity adjustment, reduce duplication of investment equipment, so that production costs to a minimum. The purpose of this study is to optimize the interactive mode of communication, reduce the cost of bureaucratic labor, and reduce the transaction costs in real time. Combined with the needs of the supply chain management and provide a strong chain of supply chain technologies for a unique and competitive competitor.

2. LITERATURE REVIEW

2.1. Service innovation

In recent years, it has focused on process innovation (Traill and Grunert, 1997), such as investment in the company's technology, resources and capabilities, which has reduced costs in the production process and introduced new Technology. That can significantly improve the current product process, which made the same argument and position (Knight,1967). Service innovation is improving the performance, efficiency and customer value of the market, and how to make the business stand out and often create a difference by service innovation (Chapman, Claudine and Kandampully, 2002). Therefore, the ERP is used by SCM to inform service innovation. With the maturity and development of Internet and information technology, the gaps between interfirms have long gone away from the trend of global competition in the face of world industrial integration or cross-border business cooperation in the competitive environment. Large enterprises or small and medium enterprises have to respond to market and customer demand in a timely manner. Interfirm is more closely and upstream and downstream supply chain manufacturers to exchange cooperation and able to succeed in the era of fierce competition in the situation. At the beginning, the inner ERP system helps to integrate planning necessary tools and explain the evolution of the information system and its importance to the industry. The Gartner Group first introduced the concept of Enterprise Resource Planning (ERP) in the early 1990s such as Keith Oliver and Webber (1982). The ERP system is an accounting-oriented information system whose main function is to use the resources needed to meet the customer's order and contain required resource of the procurement, production and distribution operations for overall business performance and cost down. Davenport (1998) argues that ERP is a technology tool for enterprise information integration, with a simple database. As the core brings together the information of business processes within the enterprise and using the Internet, depends on the function, department, and region link to achieve cross-border resource sharing and supports its corresponding module operations to meet the competitive strategy, organizational characteristics and corporate culture, and thus achieve the best overall benefits. It can also be said that the enterprise resource planning system (ERP) is a set of internal information system solutions in the enterprise, integrating the operational information of each department unit and providing a centralized database, a single application and a unified interface for all Related members of the organization, in close connection with human resources, accounting, sales, manufacturing to distribution and other corporate activities (Bingi, Sharma & Godla, 1999).

2.2. Group innovation

When the traditional industry faces the other side of the low cost of labor and the phenomenon of population migration, in order to lay the traditional plumbing industry market, launches a cluster of innovative platform, hopes to work together to develop, designs, manufactures products, So that the market increased to globalization, but also because of the reasons for the cost of traditional industries to rise another wave of the peak. According to the definition of clustering (Porter, 1990) as industry or business closely linked together, through the product or information flow, so that each other's interests can complement each other, including the producers, consumers and competitors, based on geography And the efficiency and professionalism of each other. In addition, Anderson (1994) argues that industrial clustering is a closely related relationship between a group of firms in terms of individual efficiency and competitiveness. The

first is the relationship between the supplier and the buyer (Buyer-Supplier Relationships) between the supply and demand of ePaper, which is the most typical type of industrial clustering phenomenon.

In competitor and collaborator relationships, this type of industry cluster has the following characteristics: the same customer base, technology, labor skills needs, similar resource needs, and equipment. Vendors produce the same level of product or service, competing with each other for a competitive or cooperative relationship. Finally, the relationship between shared resources: When the relevant or different industries to fight for the common needs of resources, such as raw materials, technology, professionals, markets or information, easy to gather together. The visibility of the new technology development company in the cluster enhances the positing of their innovation in order to reduce the barriers to uncertainty. Because of the lack of structural mechanism for the flow of resources between enterprises, the effect of network effect mainly comes from the resources in the network, which is the benefit of cluster resources because of the formalization of resource flow mechanism in the network.

2.3. Supply Chain Management

The supply chain is the manufacturer's cycle in all manufacturers, and each link represents a screw, concatenating a systematic process, and improving the feasibility of the study through the arguments put forward by the following scholars. Mentzer, et. al (2001) proposes the definition of supply chain management as a set of three or more entities (organizations or individuals) directly involved in the upstream and downstream flows of products, services, finances, and/or information from a source to a customer." In addition, Christopher (1998) points out that the supply chain is for the end customers to create value of the various process activities through the various upstream and downstream enterprises to form a network of organizations. As a result, supply chain management is a general term for the partnership between "order generation, order and order fulfillment" and "product, service distribution and distribution of information". Cooper, Lambert & Pagh (1997) propose the structure of supply chain management and the basic elements contained in the research, and compiled the elements of the supply chain management system. Including supply chain management, supply chain business processes, supply chain structure. Management systems

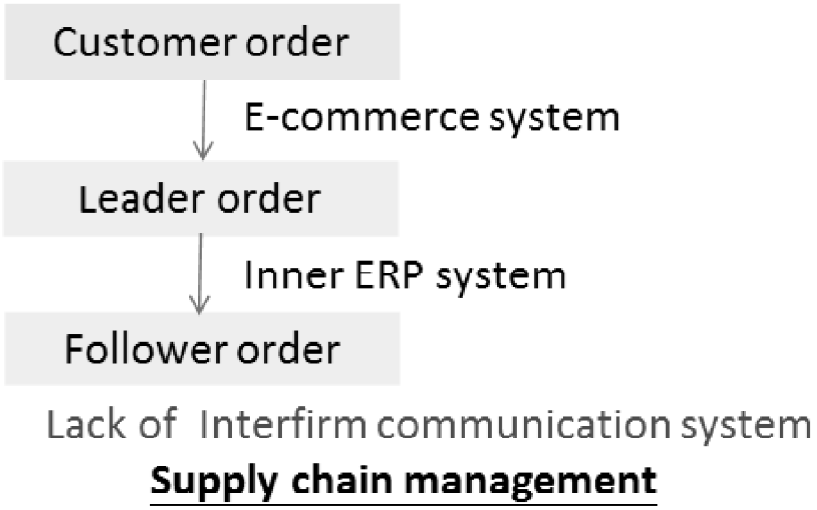

Figure 1: The lack function of supply chain management

and management and behavior management components including planning and control methods, workflow and activity structure, organizational structure, product production process structure, Communication and information flow architecture. Managing the supply chain is a complex task, and the supply chain from the raw material to the consumer side of the logistics system, production and service processes and related information is a huge challenge. Group innovation can make the whole industry more competitive, if an industry can be clearly divided into input-output relationship, whether it is internal productivity or external interconnection of the supplier business, can be successful for this profit Effect led to the development of foreign trade strategy alliance, but also to strengthen the same industry to stimulate innovation performance.

In implementation of interfirm, a customer order is made leader order by E-commerce system. The leader order is got follower order by inner ERP system. This is usually direct interfirm mechanism. But this is also lack the different communication condition to solve the real-time cooperation.

Such as crafting an interfirm communication system is well to communicate with itself or its customers which achieves the theory to match customer-centric or firm-centric approach.

3. RESEARCH METHOD

This study references Chen's (2003) research, the use of qualitative research method. The use of counseling and development of the co-ordination of the main core staff interviews understand the core values to collect internal details, in-depth and explore the information. This study reorganizes the verbatim of these case documents, extracts the internal information about the collaborative innovation and understands the joint effect caused by the industry cluster synergy. Due to the establishment of clustering partners, there is no longer long-term trend of research can be used as a reference, qualitative research focused on the phenomenon of exploration and recording and integration into the system data (Parker, 1992), clustered partners in the structural composition (Miller & Crabtree, 2003), and collects and collates internal data. The study was conducted in parallel with the three methods of observation, recording and interviewing (Miller & Crabtree, 2003). The study coincides with the theory of the former Institute after in-depth interviews and observations gatheres.

The reliability refers to the repeatability of the measurement process, and validity, and refers to the correct answer to the degree of high repeatability of the results. The rigor of this study is based on Lincoln (1995), which classifies the reliability and validity criteria for qualitative research. Credibility, intrinsic validity, is the degree of authenticity of the data, whether the researchers really observe the expected observation of the information. Therefore, for the plumbing firms in the process, this study clusters their co-manufacturers of the current high-level managers as the interview object. The elaboration process accesses to the plumbing firms and clusters synergy in the status quo. Another is transferability, external validity, refers to the feelings and experience described by the respondents and is effectively compiled into the information description and converted into words. This study, interviews make the notes and recordings at the time, collect the contents of the interviewees and compile the notes and recordings. The information is asked from the respondents to confirm whether the information compiled by the institute which is the plumbing firm clusters content. And dependability, reliability, refers to the personal experience of the respondents the importance and uniqueness, especially the researchers must account for the research process and decision-making. As a result of this study in the selection of respondents, they participate in the plumbing firms cluster decision-making process of the current high-level managers as the primary

respondents. This also seeks the interview and receives the basic conditions of the respondents, so the respondents' respondents in this study were reliable. Finally, it is confirmability, refers to whether the researchers can be an objective position, the respondents will be properly structured and analyzed. This study strongly objectively views the respondents' opinions on the original collation, and does not make any changes or changes in emotional statements. Therefore, in the research process, this study has been grasp the reliability and validity of the above. As a result of qualitative research results, this study can fully represent the combination of theory and management practices. In this enterprise facing the situation, this study put forward some research propositions and suggestions.

In the aspect of data analysis, this study adopts for data analysis (Yin, 1994). By the collection of the case data, the first recording content and notes organize into a written form. This study compare the relationship with the relevant literature and deduce the proposition of this research. This procedure is in addition to the analysis strategy (Yin, 1994) and is the same as the process of establishing theory from through case studies (Eisenhardt, 1989).

4. RESULT

The interfirm is how to do the proper link and the cooperation among the manufacturers. That improves the efficiency of the industry as a whole and the efficiency of production. The group is clustered (Porter, 1990) as the industry or business is closely linked through the product or information flow. And the interests of each other can be complementary. The members of the group include producers, consumers and competitors, based on geographical proximity to promote each other's efficiency and professionalism. In addition, Case A mentioned extended a synergy system, this after the formation of the system, by one of the main manufacturers, other manufacturers, supplemented by the manufacturers which can go to the service of 20 manufacturers and use the equipment, the efficiency is sufficient. Especially, this is synergistically defined as (Fontaine, Salvatore & David, 2004) two or more of the participation of the two companies, which is used to define to communicate, coordinate and cooperate to achieve a common goal. The formation of clustering together relies on this way and lets the plant with vendors to use this machine platform. And this makes work together to become the third plant, not just a platform, but is a gathering of the third plant. According to the direction of the study results, we propose the following 6 propositions.

4.1. Service innovation by information system

Enterprises should develop cluster innovation. Interfirm often consider the high cost of parts of the plight and the problem, if they combine with the power of group to reduce costs and increase the performance. Such as company A said that "... *now the sales barrier is the price of the consumer, and the cost of the problem ... the combination of plumbing industry, by the power of the group to reduce production costs, through mutual assistance technology integration, increase industrial performance* ... " Cluster is industries or businesses that are closely link to each other through products or information flows that complement each other's interests (Porter, 1990). The members of the group include producers, consumers and competitors, geographically and the efficiency and professionalism of each other. As a result, the use of geographically similar clustering innovation can make interfirm interaction more compact and reduce the cost of product development through mutual technical integration. Therefore, this study gets the *proposition 1: group work together to reduce R & D costs.*

Enterprises should be co-manufacturing which improves production efficiency. Due to the manufacturers operating between little, doing co-manufacturing may help to improve production efficiency and enhance the competitiveness of the industry. A company said "... *working with other small and medium enterprises to increase sales and enhance the competitiveness of the industry* ..." Co-manufacturing is the participation of two or more enterprises in the supply or reception of goods and services activities (Jagdev & Thoben, 2001). In addition, synergies (Barratt, 2004) are not only related to supply-related functions or integration processes, but also to the promotion and introduction of new product services, marketing, and R & D activities, as well as support for the manufacture of related products. Therefore, the study drives by the management mechanism to promote the entire plumbing industry synergies. This study was given *proposition 2: Through the co-manufacturing to enhance the scale of the industry, co-production can increase sales*.

Integration of upstream and downstream manufacturers is share resources and co-marketing. Because the interfirm is more dependent on the export market, so the overall industry, the middle and lower reaches of the division of labor fine, integrated integrity. A company said ... *Taiwan businessmen in the requirements of raw materials and letters of the request part of the high* ... Most of the raw materials Taiwan manufacturers can To provide, so there are many Taiwanese manufacturers to export raw materials to the mainland, and even some Taiwan's spare parts, and then some mainland foundries also began manufacturing ..... Interdependence of clustering firms is divided into upstream and downstream supply relationships, competition and sharing of resources (Anderson, 1994). Therefore, this study uses the plumbing industry cluster of resources to share, make up our supply of raw materials, and enhance our ability to supply self-sufficiency. *Proposition 3: the use of real-time platform forms a bridge between groups of manufacturers to communicate*.

Therefore, in the figure 2, the service of firms produces innovation by information systems and obtains the mechanism for dynamic order standardization. This system is crafted by real-time standardization for integrated marketing communication. Such as Chen and Huang (2017), the firm-centric approach is show by information system and firms also fetch the real-time standardization. For example, due to the

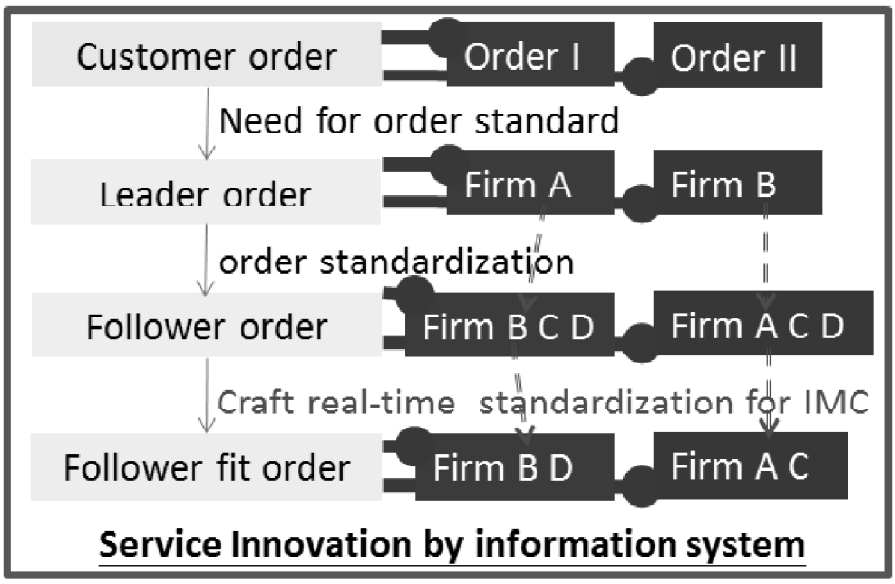

Figure 2: Craft real-time standardization for IMC enhances service innovation by information system

different order, the firm A is leader order and firm B is also follower order and gain follower to fit order. In other word, when firm B is leader order, firm A is follow order and aims at follower to fit order.

4.2. Group innovation by information system

Interfirm focuses on raw materials and manufacturers, tight supply chain. Clustering manufacturers can jointly develop, purchase, design, manufacture new products and the use of various manufacturers of professional ability work together to create a platform for innovative products, A company said "*... development is composed of upstream raw materials, such as Depo specializes in the production of lights , It is the car's exterior and acrylic bumper more cars to use plastic to the package ... but there must be a way to do raw materials, Formosa Plastics Group in the United States there are many in the production of these materials, our upstream manufacturers have to master , Will not rely on imports, resulting in high procurement between manufacturers loyalty ....*" Clustering is closely linked by industry or business, through the product or information flow, so that each other's interests can complement each other, including the producers, consumers and competitors, based on geographical proximity to promote the efficiency and professionalism of each other (Porter, 1990). Therefore, the cluster manufacturers can make up for the original shortcomings, and through technical exchanges, to increase product performance. Therefore, the study obtained *proposition 4: information and products between the real-time liquidity, can make the co-operation between the complementary benefits*.

Synergistic mechanism creates timeliness and saves manpower costs. Commonly on the market Whether the local industry to connect with each other or cross-border, the use of more than telephone communication, if encountered cross-border industries choose to use e-mail, etc., these methods have a certain efficiency, but the degree of real-time update has not yet. The A company said that the mentioned "*... this mechanism to be more effective, and create the utility is the time, and then reduce the cost of labor, when the co-operation between the plant, ... do not have to use the order after the phone Contact, ask the progress of manufacturing and shipping time, of course, through this mechanism will be able to communicate, unless encountered special circumstances, it is necessary to the scene to communicate ... save a lot of manpower and contact costs ... speed of this mechanism will be better efficiency,..*" Service innovation is to improve the performance, efficiency and customer value of the market, and it is possible to meet the needs of (Chapman, Claudine & Kandampully, 2002). Through the common mechanism of space, reduce the time and cost of the discovery of the words, each other's state to do the most immediate update, the error rate to a minimum, efficiency is to upgrade to the highest state. Therefore, the study obtained the *proposition 5: the use of synergies between the synergistic mechanism, to create time to enhance the speed of information between the plant and save the cost of human resources and other advantages*.

Differences between enterprises is not enough, the product is not easy to emerge. The face of a wide range of products in the market, how to cut a striking in the industry has become a university asked. Most of the industry itself has marketing or design-related departments, if the department encountered a new product design blind spot. Production lines can only continue to maintain the old products, in the highly competitive market, it is easy to be replaced by new products. A company that "*... Taiwan's self-selling companies have mostly created their own differentiation ... if you can add more collaborative manufacturing, a variety of materials and even other technical innovation, for the creation of differentiated can also have More significant results ...* " The business is working for a common goal through the process of conception, information, knowledge, risk and reward (Cohen & Joseph, 2005). Through the process of collaboration, interfirm results in information, knowledge and ideas of the exchange and stimulates a higher differentiation of ideas for the industry to make changes

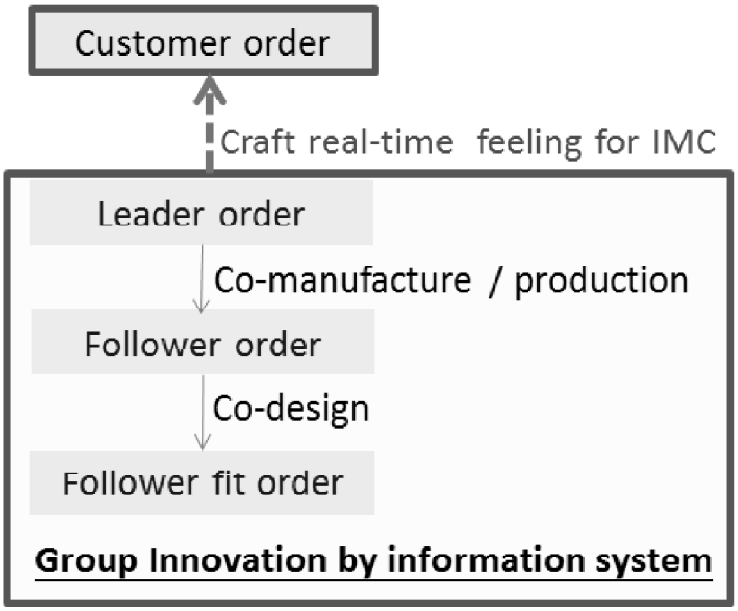

Figure 3: Craft real-time feeling for IMC enhances group innovation by information system.

to the current problems. The industry itself has a marketing or design department, in addition to production into a cooperative relationship, will also design, marketing together into a large part of the assembly of a number of industry ideas, to create more different new products, and in the competitive market have emerged opportunities The Therefore, the study obtained *proposition 6: synergies between the co-manufacturing, to stimulate more service differentiation.*

Thus, in the figure 3, the group of firms makes innovation by information systems and gets the mechanism for co-manufacture, co-production and co-design. This system is crafted by real-time feeling for integrated marketing communication. Such as Chen and Huang (2017), the customer-centric approach is show by information system and customers also contact the real-time feeling. This platform of information technology, the plumbing firms maximize the strength of the group. With low-cost high-quality products, interfirms fight the competitive market, the other crafted technology and service innovation. The order flow is used the network platform to shorten to the most simplified, and timely update the order situation. That has further industrial innovation. Therefore, the study drafts the raw relationship to new interfirm information communication of multi-relationship as figure 2 and 3. The system is made by XML, Internet and SOA technology.

5. CONCLUSION AND SUGGESTION

In this study, the qualitative research method analyzes and compiles the verbatim of these case documents, and the platform information on the collaborative innovation is learned from the upstream and downstream manufacturers to bring about by the joint effect. The study was conducted in parallel by observing, recording, and interviewing (Miller & Crabtree, 2003). The data of the group co-manufacturers is collected and documented, which focus on the exploration, recording and integration of the system data (Parker, 1992). The combination of agglomeration can increase the added value and profit rate between the manufacturers,

the use of valet inventory services can be grouped only focus on manufacturing technology and then upgrade to the service level, and finally expand the company's breadth of service. That can help customers to meet the needs of customers (customer-centric) and thus reduce the overall inventory of manufacturers, and create value-added products to enhance the competitiveness of the group between manufacturers and profitability (firm-centric). Finally, after the in-depth interviews and observations gathered in this study, a transparent platform will be created in a group-coordinated industry, echoing the integrated marketing communication and supply chain management theory of the former Institute.

Enterprises should establish a system platform to enhance the effect of synergies and achieve the highest industrial performance. The establishment of the platform is mainly for the company's technology, resources and capabilities of the investment, and firms in the production process reduce costs and import new technology. That can significantly improve the current product process and make good use of instant information sharing advantages. In symmetry interaction communication advantages conduct the real-time service the match of supply and demand. Group collaborative manufacturing advantages enhance their real-time innovation in the positive and reduce the obstacles to uncertainty. Thus, making the new technology within the group can develop the company's visibility. If an industry can be clearly divided into inputs and output relations, whether it is internal productivity or external interconnected suppliers of enterprises, so that the industry in the search for third-party manufacturers and the subsequent purchase orders, production scheduling, Cargo rate. Thus, the real-time standardization IMC can be successful for this profit. The group effect not only leads to the development of foreign trade strategy alliance, the communication but also strengthens the industry to stimulate group innovation performance. This industry forms a complementary supply chain model through the effectiveness of the information platform. That can save process time, improve product quality, be more manufacturers to increase the degree of mutual trust, and expand the industrial business model at the same time.

An industry should develop a horizontal platform to communicate the formation of complementary supply chain cooperation. For technological innovation, any new method of producing or manufacturing new products within the company improve service standards, including the increase in product style within the company, the development of production process management systems, organizational structures or strategies, the use of the network platform to shorten the order flow to the simplest, and immediate update order status. An information system launches a group of innovative platform, hoping to take the opportunity to jointly develop, design, manufacturing products. That increases the market to globalization because of the cost reduction of traditional industries from another wave of the peak. In a specific mature area of the cluster function, the study has a clear network of knowledge is very important, and has a cohesion and density to help the plumbing interfirm production technology and management methods of joint training process to individual industry interviews. To base on qualitative research reliability and validity of the view, the result can clearly get the industry's industrial technology complementary supply chain cooperation experience. The study suggests the information system to craft as follows.

- Online updates: Enterprises in the subscriptions can now look at the current inventory and then order to the manufacturers, so as not to find the order number is not enough. Once the product has been ordered, the order is checked from the platform. That can be informed of the stage where the goods have been to reduce the communicative friction between the manufacturers and the occurrence of commodity error rate.

- The transparency of the platform: Transparency to the procurement side and the sale of the sale of transparent, the firm can avoid the manufacturers to drive up prices and increases the trust of manufacturers.
- Co-manufacturing and co-design: The difference between the final commodities is more obvious, so manufacturers share the machine together to reduce the cost of buying the machine is feasible. The platform is with other manufacturers and manufacturing goods delivery orders. Platform communicates with each other to reduce the cost of R & D departments, so that manufacturers together for the platform create a common market for the future, more platform for this a big business opportunities.
- Brand awareness to strengthen: The establishment of industrial (manufacturer) brand is clearly better value of the product and at the same time builds on products, services, orders and delivery, in the future more solid footsteps into more markets.
- Extension services: In addition to commodity manufacturing, the market segment can be classified customers need to focus on products and reduce the order complexity, to solve the problem.
- Marketing portfolio with a combination of orders: The combination of orders is no longer exists between the goods and goods collocation, but in-depth upgrade for the product and service mix, provides the most immediate problem-solving services to increase customer safety of the product level.

Taiwan's plumbing firms in Indonesia is through the group to make the two sides more competitive, and the level of competition can reduce the price competition between manufacturers. The combination of innovation can be shared between the plant to share resources and reduce the cost of buying the machine. The lowest cost is made from the use of network resources potential in the network platform with other vendors to share resources. The formation of horizontal supply chain partnership creates goods delivery orders, so that each other can communicate with each other on the platform and common process, so that manufacturers together brainstorming. Thus, interfirm breaks the possibility of group innovation and no longer bound by the uncertainty of innovation barriers to work together to create a future market.

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