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Jumlah Penulis : 5 Orang

Status Pengusul : Penulis ke 2

Nama Penulis : **Dr. Harjum Muharam, S.E., M.E.**

Identitas Jurnal : a. Nama Jurnal : International Journal of Supply Chain Management

Ilmiah : b. Nomor ISSN : 2051-3771

: c. Volume, nomor, bulan, tahun : Volume 9, Issue 4, 1 August 2020, Pages 237-243

: d. Penerbit : ExcelingTech

: e. DOI artikel (jika ada) :

: f. Alamat web jurnal : <https://ojs.excelingtech.co.uk/index.php/IJSCM>  
<https://ojs.excelingtech.co.uk/index.php/IJSCM/article/view/4471/2579>

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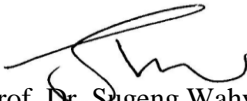
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Nilai pengusul =40% x 28.5 x ¼ = 2.85						
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• Kelengkapan dan kesesuaian unsur	Sistimatika lengkap sesuai guidance dan antar unsur mulai introduction sampai references ada benang merahnya secara konsisten					
• Ruang lingkup dan kedalaman pembahasan	Ruang lingkup sesuai bidang ilmu. Pembahasan dilakukan secara mendalam dan referensi yang digunakan sebagian besar mutahir dan sangat baik					
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Indikasi plagiasi	Tidak ditemukan plagiasi dengan index similarity 12 %					
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Semarang, September 2021

Reviewer 1



Prof. Dr. Sugeng Wahyudi, M.M.  
NIP. 195109021981031002  
Departemen Manajemen FEB Undip  
Jabatan Fungsional : Guru Besar

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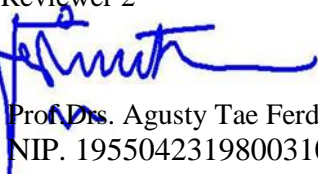
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d. Kelengkapan unsur dan kualitas penerbit (30%)	9					3
Total = (100%)	30					14,2
Nilai pengusul = 0,4/4 X 14,2 = 1,42						1,42
KOMENTAR / ULASAN PEER REVIEW						
• Kelengkapan dan kesesuaian unsur	Naskah jurnal ini memiliki elemen yang lengkap yaitu introduction, Review of related literature, Methodology, Result, discussion, conculusion& suggestion. Sayangnya saat ini jurnal ini telah discontinued oleh Scopus					
• Ruang lingkup dan kedalaman pembahasan	Telaah pustaka disajikan dengan baik walaupun tidak mendalam					
• Kecukupan dan Kemutakhiran Data & Metodologi	Data yang disajikan adalah baik, mutakhir dengan metode kuantitatif yang baik, dianalisis dengan SEM dan disajikan dengan baik					
• Kelengkapan unsur dan kualitas penerbit	Penerbit jurnal ini adalah Exceling tech, tadinya jurnal berindex Scopus, sayangnya saat ini telah discontinued.					
Indikasi plagiasi	Tidak ada indikasi plagiasi. Indeks similaritas adalah 12%.					
• Kesesuaian bidang ilmu	Naskah disajikan dalam bidang yang sesuai yaitu kompetensi keuangan.					

Semarang, 9 September 2021

Reviewer 2



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# A structural relationship of entrepreneurial orientation and innovation through supply chain management on competitive advantage of SMEs in North Sumatera, Indonesia: The mediating role of financing factor

Sadalia, Isfenti<sup>a</sup>; Muharam, Harjum<sup>b</sup>; Mulyana, Asep<sup>b</sup>; Saputra, Jumadil<sup>c</sup> ; Ilham, Rico Nur<sup>a</sup>

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<sup>c</sup> Faculty of Business, Economics and Social Development, Universiti Malaysia Terengganu, Kuala Nerus, Terengganu, 21030, Malaysia

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**Abstract**

The complexity of economic activities, employment opportunities and significant contribution to the country generated through an instrument of entrepreneurial growth, namely Small and Medium Enterprises (SMEs). The primary objectives of this study are to examine the relationship of entrepreneurial orientation and innovation through supply chain management on competitive advantage and the role of financing factor as mediating variable in the relationship of entrepreneurial

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ISSN: 2050-7399 (Online), 2051-3771 (Print)

Vol. 9, No. 4, August 2020



## International Journal of Supply Chain Management (IJSCM)

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IJSCM's distinctive emphasis is on the management of operations and supply chains. Accordingly, the aim of IJSCM is to enhance the field of SCM and develop generalizable theory, typically through the identification, analysis, and theorization of real SCM/OM problems. IJSCM seeks research that can help the audience develop a better conceptual base for understanding SCM/OM. The focus of articles for IJSCM should be on the managerial situation or the theory being studied rather than the solution techniques being developed or used. Highest priority is thus given to studies that are anchored in the real world and build, extend or test generalizable theories or frameworks of managerial significance. Most often such studies result from identifying an actual, new managerial situation for which existing theory is inadequate, thereby resulting in an addition to theory or testing multiple theories against actual managerial situations to determine their relevance.

General topics covered by the journal, while not exclusive, include the following:

- Supply Chain processes in manufacturing and service organizations
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- Downstream demand management
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- Human resource management for supply chains
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- Purchasing/sourcing management
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# Lean Manufacturing and Six Sigma Critical Success Factors: A Case Study of the Moroccan Aeronautic Industry

Raja Elboq<sup>#1</sup>, Mustapha Hlyal<sup>\*2</sup>, Jamila El Alami<sup>#3</sup>

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**Abstract**—Companies are constantly striving to achieve a highest rate of competitiveness. Thus, they implement either Lean manufacturing or Six sigma approach or both. However, their successful implementation is a real challenge. Hence, one of the proven tools to take up this challenge is a set of critical success factors (CSFs). This study provides a comparative statement of the recommendations suggested by every CSF from the perspective of each approach and examines how far the CSFs determine the successful implementation of Lean manufacturing and Six Sigma in the Moroccan aeronautics industry. Also, based on a qualitative research methodology it assesses the importance assigned to each CSFs for each approach. The results would provide aeronautics managers with indicators and guidelines for a successful simultaneous implementation of Lean principles and Six sigma techniques.

**Keywords:** *Lean, Six Sigma; Critical success factors; chronology; Moroccan aeronautic industry*

## 1. Introduction

Companies are constantly investigating the improvement of their competitiveness. Lean Manufacturing and Six Sigma are among the most popular approaches that help organizations optimize the management system and business processes leading to total supply chain transformation [1] resulting in customer satisfaction, reduced costs and consequently increased revenue [2].

Indeed, the two approaches have different roots but have some common purposes: both methodologies aim to reduce waste and time and to enhance the quality of a product. They also help managers to structure projects and to focus as much as possible

on customer expectations and satisfaction [3].

Therefore, it is the two methodologies integration as Lean Six Sigma that provides a more dramatic impact to the organizational culture and the bottom line [4], and then integrating the two approaches can achieve better results than what either approach could not achieve alone [5].

To further understand each approach and encourage their simultaneous integration, several papers discussed the comparison of Lean manufacturing and Six sigma in terms of their similarities, differences and issues in different context to properly assimilate each of the two methods [3], [5]–[11].

This comparison has taken on a broader scope through significant studies [6], [9], [12]–[17] and has been well expanded by establishing numerous CSFs needed for fruitful implementation of Lean, Six sigma and Lean Six Sigma.

Several critical factors that determine the successful implementation of Lean manufacturing and Six sigma are identified. Management commitment, communication, employee involvement, culture change, skills and expertise, amongst other factors; are classified as the most pertinent issues critical for the successful adoption of Lean manufacturing and Six sigma.

Furthermore, this research paper aims to outline the choice and sequence to implement either Lean manufacturing or Six sigma in Moroccan aeronautics industry. Thus, the main objectives of this research are to:

- Review the literature to identify and consolidate the Lean and Six sigma critical success factors;
- Reveal the Lean and Six sigma implementation strategy in the

# Achieving Supply Chain Excellence through Effective Supplier Management: A Case Study of a Marine Organisation

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**Abstract** — The researcher in this study attempted to understand the efficiency of the suppliers on supplied products in a marine company in Malaysia. This study is the first to find out how supplier management leads to supply chain excellence in a marine organisation. Also, the paper attempts to capture the buyer-supplier relationship and management of its supply performance. The research design for this study is a qualitative method by using interviews that are conducted for respondents from the Purchasing Department. This research used a single case study in JM Marine Pvt Ltd. The samples are consists of 5 respondents to examine the research model. First, content analysis of the interview was derived to understand the management of the supplier in purchasing the products for vessels. Supplier delivery performance, quality products, and reliability were found to be the most crucial criteria for choosing the supplier. Second, supplier selection and supplier evaluation were found to be a major of supplier efficiency to perform a good supply chain. The result of this study will give ideas to the practitioners and encourage organizations to give more emphasizes on supplier selection and supplier evaluation to achieve supply chain excellence.

**Keywords** — Supply chain, Case study methodology, Supplier, Supplier management, Marine industry

## 1. Introduction

### 1.1. Background of study

The study provides information about the efficiency of supplier involved in procurement in marine company. As procurement is one of the components in supply chain management (SCM), it focuses on connection between a company and its suppliers to distribute the items and it represents the steps to get the product or service from the

supplier. Organizations purchase large variety of goods & services from production parts to transportation services to office supplies [39]. Supply chain performance can be improved by using well-integrated supply chain which is one of the primary business strategies [17], [32]. Supply chain has attracted the main interest and has been characterized by attention to “partnerships, relationships, networks, value creation, and value constellations” [19].

Offshore supply vessels (OSV) are designed to carry a wide variety of cargo, utilizing space both above and below deck to carry supplies. The OSV is ideally suited for the storage and delivery with its wide-open bay, forward accommodation and high bow. Purchasing and supply management has been increasingly recognized as a critical element in the effective supply chain management [14].

Marine Industry has been a main platform for investment and income since the ancient times. The risk in possible dangers such as weather conditions, fire and collision of ships are usually been faced by the seafarers. Moreover, this industry also provided services for the carriage of auxiliary equipment, spools, containers, and other cargoes. Ships and vessels act like a transport in the sea which is also need some maintenance and get repaired when breakdown and docking occurred [14]. This is where supply chain plays its role to supply the products for the health and safety equipment, spare parts and accessories for the vessels. The supply chain performance directly depends upon the performance of its suppliers [9]. Supply chain performance which involves supplier management practice could lead to supply chain excellence which makes the company gain its competitiveness around the globe.

### 1.2. Problem statement

Traditionally, the focus of procurement has been an efficient purchasing activity. Supplier management is one