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A Study Concerning the Applicability of Supply Chain Management Scor Model in Food and Beverage Enterprises

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Yiyecek-İçecek İşletmelerinde Tedarik Zinciri Yönetimi Scor Model'nin Uygulanabilirliğine Yönelik Bir Araştırma

Abstract

Conditions of competition has begun to force the sustainability of the enterprise activities further when the limits of the globalisation phenomenon were eliminated at the present time. Enterprises have tended towards embarking the different methods together with an impression of competitiveness which raised because of the globalisation. One of the foremost method is the supply chain management. Thus, a proper supply chain management not only provides the customer satisfaction but also decreases the costs by raising the competitiveness of enterprises. Supply Chain Management will be able to eliminate the activity problems by getting the ignored uncertainties under control together with increasing the effectiveness of the production process of enterprises. It can be stated that the best way is to applicate the Scor method within the scope of supply chain management. In absolute terms, a quantitive field research has been conducted towards the applicability of the Scor model within Supply Chain Management effectively in Food and Beverage Enterprises. The field research has been conducted with 917 food and beverage enterprises which located in cities that majorly got "City" title As a result of the field research, in case the Scor model is used in Food and Beverage enterprises within the scope of supply chain management, the productivity level of enterprises increases significantly.

Keywords: Food & Beverage Enterprises, Supply Chain Management, SCOR Method.

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Özet

Günümüzde küreselleşme olgusunun sınırları ortadan kaldırması ile birlikte rekabet koşulları işletme faaliyetlerinin sürdürülebilirliğini daha da zorlamaya başlamıştır. Küreselleşme sonucu artan rekabetin etkisi ile birlikte işletmeler üretim sürecinde farklı yöntemler aramaya yönelmişlerdir. Bu yöntemlerden en önemlilerinden biriside tedarikçi zinciri yönetimidir. Nitekim doğru tedarik zinciri yönetimi, işletmelerin rekabet gücünü arttırmakla birlikte maliyetlerinin düşürülmesine ve müşteri memnuniyetlerinin artmasını sağlayabilmektedir. Tedarik zinciri yönetimi, işletmelerin üretim süreçlerinde etkinliği arttırmakla birlikte göz ardı edilen belirsizliklerin kontrol altına alınması ile etkinlik sorunlarını da bertaraf edilebilecektir. Bunun ise en önemli yolu olarak tedarik zinciri yönetimi kapsamında SCOR modelinin uygulanması olduğu ifade edilebilinmektedir. Bu veriler ışığında yiyecek-İçecek işletmelerinde tedarik zinciri yönetimi kapsamında SCOR modelinin etkin şekilde uygulanabilirliğine yönelik nicel bir alan çalışması gerçekleştirilmiştir. Alan araştırması, Türkiye'de, büyük bir çoğunluğu şehir ünvanı almış şehirlerde, faaliyet gösteren 917 yiyecek-içecek işletmeleriyle yapılmıştır. Alan araştırması sonucunda yiyecek-içecek işletmelerine tedarik zinciri yönetimi kapsamında SCOR modelin uygulanabilirliği ve uygulanabilirliğin sağlanması durumunda verimlilik düzeyinde kayda değer artışlar sağlanabileceği bulgularına ulaşılmıştır.

Anahtar Kelimeler: Yiyecek-İçecek İşletmeleri, Tedarikçi Zinciri Yönetimi, SCOR Model

1. Introduction

1.1. Supply Chain Management and The Philosophy of the SCOR Model

The Supply Chain Management is described as that coordinates, integrates and manages the overall activities and movements and provides goods and services to reach from the stage of raw material to the ultimate consumer. The Scor method can be expressed as management method that decreases the uncertainties and overstocks of enterprises, increases the service quality and creates a mutual benefit between shareholders positively. (Banerjee and Mishra, 2017; Sharma et al., 2017; Ponis and Ntalla, 2016; Lee and Nam, 2016; Avcıkurt et al., 2010). But to perform this situation, that includes highly a complicated process. The number of Enterprises within chain, differences between the structure of management, differences of the cycle periods, existence and density of the activites that do not create added value, make the management difficult by increasing the complication of the Supply Chain Structure. Enterprises have made the importance of supply chain management as indispensable by decreasing costs and increasing the operational productivity as well as they especially want to make a development within the high quality. (Leong, 2015; Monczka et al., 2015; Agrawal and Smith, 2015; Desodt and Rabenasolo, 2006; Barnett and Miller, 2000).

The uncertainties which can be occured in the process of supply and demand, storage, marketing conditions and all other factors that effect supply chain, can hinder the whole supply chain operations and create serious problems. These uncertainties have mobilised the development of the decision support systems and simulation methods so as to hinder the distruptions within supply chain and manage properly. While several analitical and numeritical methods have been suggested so as to improve the subjects about design and operation, the applicability level of the most suitable method requires a fragile process. Enterprises use many industry standards which gets reference model as a focus point in an attempt to design and implement the processes effectively and productively (Shakerian et al., 2016; Torul and Kalender, 2014; Barney, 2012; Huang, 2011; Akbari and Sajadieh, 2010; Persson, 2008). It has been assumed that one of the most productive method is SCOR model.

SCOR model has been developed in an attempt to organize activities about all stages of the meets of consumer demand. The main objective of Scor model is to develop the conformity between market and supply chain. This conformity is such as to eliminate the problems which is occured in the past used by different methods on different levels and sourced by different definitions that used completely different modelling languages of market and supply chain through the enterprise strategists and researchers. (Persson and Araldi, 2009; Ren et al., 2006). This model performs its qualify in the way of provide a relieving and standard model and easing the communication. SCOR model includes the whole marketing interactions such as the service flows from the first supplier to ultimate consumer, the whole interactions from order to payment. The interactions of implementation processes constitute a network within the supply chain. The SCOR method with an integrated structure, presents an unique performance thanks to its best applications and technological features related to support the communication between members of supply chain (Peng et al., 2014; Zhou et al., 2011; Albayrakoğlu, 2006; Kasi, 2005).

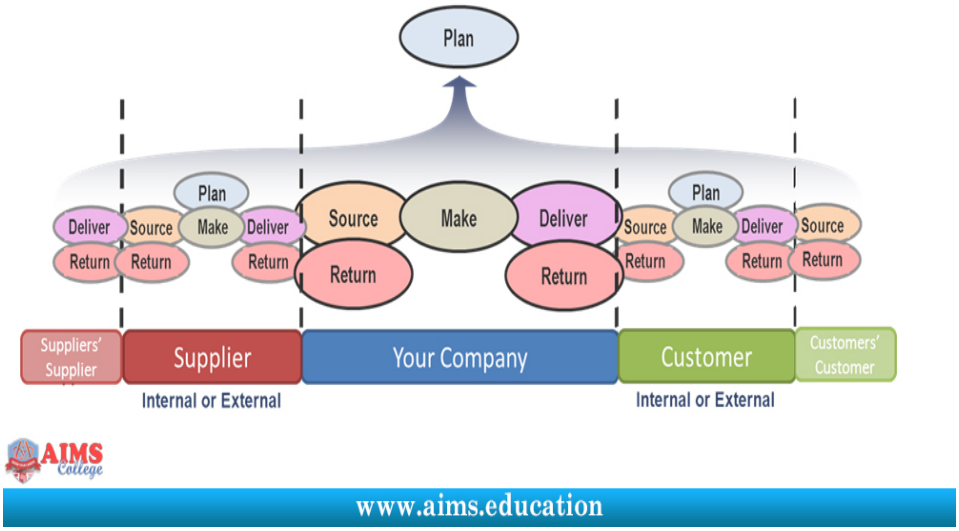
It can be stated that SCOR model which (Supply Chain Operations Reference Model) is a method that lowers the complexity of supply chain and provides a standard methodology for supply management aiming customer satisfaction, has been revealed as a consequence of many corporation's workout at Supply Chain Council in 1996 (Lima-

Junior and Carpinetti, 2016; Ntabe et al, 2015; Savoni and Neubert, 2007; Huang et al., 2005; Stewart, 1997). But a new version was required by the reason of the insufficiency of the SCOR model in a series of basic management function. Especially. Several deficiency of the facts related to the model sales and marketing (creating demand), promoting products, researchment and development, customer support after delivery, have been determined. In 2005, Supply Chain Council has developed a Design Chain Operations Reference Model DCOR and a Customer Chain Reference Model CCOR in order to manage properly by standardizing the out of coverage models. (Asgari et al., 2016; Georgise et al, 2013; Georgise et al, 2012; SCC, 2008; Bolstorff and Rosenbaum, 2007). Using the reference models whether seperately or together has provided an oppurtunity to develop performances pursuant to the strategical objectives and to regulate the supply chain activities of enterprises. Together with added new versions into the SCOR model, it brings new regulations to the several activities which constitute supply chain, provided a mutual terminology and standart process descriptions. SCOR model includes the whole customer communication from order to payment, the whole transactions from the first supplier to ultimate consumer and the whole marketing interactions from comprehending the demand to meeting the demand. (Dwivedi, 2016; Zangoueinezhad, et al., 2011; Li et al., 2011; Tarman, 2011; Büyüközkan, 2010; SCC, 2008).

1.2. SCOR Model in Food & Beverage Enterprises

The factors which are ignored by supply chain managements in enterprises, describe the whole supply chain structures independent from other sectors in 5 main process as; ' planning', 'supplying', ' production', ' delivery' and ' repayment'. Planning process aims to balance both total supply and total demand in order to address the needs of supply, production and delivery. Planning process provides to manage these processes upon these systems. This model helps not only improve but also support these multisector and different complexity supply chains. Supplying process focuses programming together with providing necessary resources in order to meet the current and planned demand. (Chandra and Grabis, 2016; Kaplan, et al., 2016; Poluha, 2007; Lin et al., 2005). On the contrary; production process includes programming pursuant to the order and demand estimations. Delivery process fundamentally helps consumers to receive their orders on time but also this process includes demand management, order management, storing

management, transportation management, loading and delivery management. Repayment (return) process, includes the returnings of raw materials to supplier and returnings of the depleted products to the producers. (Schönsleben, 2016; Wang et al., 2010; Martinelli et al., 2009).



Together with all benefits of SCOR Model within the scope of supply chain management, the potential issues of enterprises will be possible to be predicted in advance. Thanks to these predictions in advance, the applicability and effectiveness of supply chain management will be able to increase in Food and Beverage Enterprises. In this context, we shall look below those benefits of SCOR model to Food and Beverage Enterprises:

%16- %18 development of delivery performance

%25- %60 decrease of stock level

%30- %50 restoration of cycle time

%25- %80 restoration in correct estimation

%10- %16 total increasing of productivity

%25- %50 restoration in the costs of supply chain

%20- %30 restoration in rate of meeting the order.

%10- %20 development of capacity usage.

Multiple phase processes which is admitted by SCOR model, should be implemented in order to enable productivity growth (as rated above) in Food and Beverage

Enterprises. In this context, Enterprises should plan carefully which customer they will work or which product they will serve with this is a serious matter and constitutes the optimum process of chain. Following this process, delivering the product to customer as required and on time by activating it in the direction of demand estimation by force of SCOR model, is provided. As an ultimate phase of SCOR, enterprises should focus on parameters that lowers the satisfaction or returned by consumer (Dey and Sinha, 2016; Jaime and Mendoza, 2014;).

2. Research Method

In this study, questionairre scale has been formed in order to collect quantitative data in an attempt to determine the applicability of SCOR model in Food and Beverage Enterprises. The scale has been formed by means of taking as a reference of the phases of SCOR model and has been adjusted to the service process of food and beverage enterprises. A pilot study has been conducted with 106 high qualified and different scaled food and beverage enterprises that located in big cities such as İstanbul, Ankara, İzmir and Bursa in order to provide the reliability and effectiveness of the questionairre. In consequence of pilot study, the main questionaire has been formed with all findings.

This research has been carried out with senior managers who are working in enterprises whose qualitative dimension is high. The field research has been conducted with 917 food and beverage enterprises located in major cities in Turkey and those cities show all varieties of enterprises such as Adana, Afyonkarahisar, Ankara, Antalya, Aydın, Balıkesir, Bolu, Bursa, Çanakkale, Denizli, Diyarbakır, Edirne, Erzurum, Eskişehir, Gaziantep, Hatay, İstanbul, İzmir, Kahramanmaraş, Kayseri, Kocaeli, Konya, Küyahya, Manisa, Mersin, Mardin, Muğla, Nevşehir, Ordu, Sakarya, Samsun, Sivas, Şanlıurfa, Tekirdağ, Trabzon, Van.

The collected datas have been analysed by the statistical computer programme called SPSS 22.0. Demographical frequency analyse which is belong to food and beverage enterprises, has been conducted as an analysing method. This method has been conducted as frequency and percentage distribution in an attempt to describe the features which belong to more varieties or pointal distribution of subjects as part of evaluating the the datas. Besides, The datas obtained by the way of questionaire which was formed due

to examine the applicability of SCOR model, have been conducted with frequency analysis

3. Findings

The collected datas within research are examined in 2 main phases by means of analysing: Demographical Profiles of Attendants and Enterprises, the other is the tendency levels to implement SCOR model of attendants. As shown below in Table 1, there are demographical profile subjects of Food and Beverage Enterprises such as enterprise capacity, number of personel, operation periods of enterprises, the location of enterprises, business segment of enterprises and the destinations that enterprises operate in. Firstly, Enterprise capacity has been analyzed. Mostly in research, it has been concentrated on the enterprises which can host 51-250 guests simultaneously. It has been determined also that the majority of enterprises employ up to 50 personnels totally.

Table 1: The Demographical Profile Analyses of the Food&Beverage Enterprises

Variables	**Frequency(n)**	**Percentages(%)**
Enterprise Capacity		
50 and below	103	11,23
51-100	156	17,01
101-150	233	25,41
151-200	184	20,07
201-250	167	18,22
250 and above	74	8,06
Total	**917**	**100,0**
Number of Employees		
1-25	483	52,67
26-50	172	18,76
51-75	117	12,77
76-100	82	8,93
100 and above	63	6,87
Total	**917**	**100**
Operating Period of Enterprise		
2 years below	118	12,87
2-5 years	203	22,13
6-10 years	274	29,89
11-15 years	106	11,56
16-20 years	101	11,02
21-25 years	77	8,39
25 years and above	38	4,14
Total	**917**	**100**
Location of Enterprise		
City centre	743	80,98
Countryside (Out of City)	174	19,02
Total	**917**	**100**

Operating field of Enterprise		
Restaurant	496	54,09
Café	219	23,88
Pub	105	11,46
Others	97	10,57
Total	**917**	**100**
Cities where Enterprises operate in		
Adana	24	2,62
Afyonkarahisar	11	1,20
Ankara	57	6,21
Antalya	83	9,05
Aydın	61	6,65
Balıkesir	18	1,96
Bolu	13	1,42
Bursa	49	5,24
Çanakkale	18	1,96
Denizli	23	2,53
Diyarbakır	13	1,42
Edirne	17	1,84
Erzurum	11	1,20
Eskişehir	28	3,05
Gaziantep	19	2,07
Hatay	17	1,84
İstanbul	92	10,03
İzmir	71	7,64
Kahramanmaraş	12	1,31
Kayseri	19	2,08
Kocaeli	22	2,41
Konya	12	1,31
Kütahya	6	0,65
Manisa	21	2,28
Mersin	17	1,84
Mardin	8	0,87
Muğla	67	7,29
Nevşehir	26	2,84
Ordu	11	1,20
Sakarya	15	1,89
Samsun	11	1,20
Sivas	6	0,65
Şanlıurfa	13	1,42
Tekirdağ	9	0,98
Trabzon	11	1,20
Van	6	0,65
Total	**917**	**100**

It can be expressed that the majority of attendant enterprises operate as short or long perioded process despite the operating periods of enterprises differ from each other. It has been determined that majority of enterprises are located in metropolitian cities but also the number of enterprises located in out of towns can not be ignored as well. The

majority of food and beverage enterprises operate as restaurants. The research has been conducted in 36 different city, also the rates were included into the research taking account of population density of cities and potential of enterprises. In this context; field research has been conducted mainly in big cities that have a high potential in population and food&beverage enterprises. In lıne with these all datas, it has been determined that the cities which have qualified food &beverage enterprises, are also a touristic destinations and both subjects show similarities.

The demographical profile analyses of senior managers have been shown below Table 2. As stated below, the majority of managers are male (77,71). In this context, it can be made out that male managers are dominant in food and beverage enterprises. The age range of managers are densified generally between 26 and 50 ages which is regarded as the beginning of young and middle age. It has been assumed that food and beverage sector is a dynamical industry and is the main reason of this age range.

Table 2: The Demographical Profile Analyses of Senior Managers of Food&Beverage Enterprises

Variables	**Frekequency (n)**	**Percentage (%)**
Gender		
Male	713	77,71
Female	204	22,29
Total	**917**	**100,0**
Age		
21-25	27	2,94
26-30	157	17,12
31-35	194	21,16
36-40	209	22,79
41-45	128	13,96
46-50	113	12,32
50 and above	89	9,71
Total	**917**	**100**
Profession (Position)		
Business Owner	426	46,43
General Manager	207	22,59
Assistant General Manager	82	8,94
Head Chef	168	18,31
Restaurant Chef	34	3,73
Total	**917**	**100,0**
Recent Diplome Degree		
Primary	68	7,41
Secondary School	91	9,93
High School	328	35,78
Two year degree	123	13,41
Bachelor	268	29,21

Master	39	4,26
Doctorate	-	-
Total	**917**	**100,0**
Gastronomical Education Degree		
I did not get any gastronomical education	216	23,56
I got gastronomical education at a level of certi.	319	34,79
I got gastronomical education at a level of formal	167	18,21
I got gastronomical education on sectoral basis	215	23,44
Total	**917**	**100**

The majority of attendants are senior managers (46,43) but the number of general managers, assistant managers and operating managers should not be ignored. As a matter of fact, many attendants are senior managers or operating manager because of that they generally make the selection of suppliers. The majority of managers are high school or equivalent graduate but number of associates and bachelor graduates can not be ignored.

As a consequence of pilot study and literatur review; in Table 3, 15 different propositions have been developed by taking reference the five main phases (planning, production, suppliers, delivery, return) of SCOR Model in order to determine the applicability of the method in Food and Beverage Enterprises. In this context it has been analyzed that these following propositions are quite difficult to implement; It is necessary to constitute a decision maker group for supplier selection. In supplier selection, requests of departments are prioritized. Products that will be supplied are produced pursuant to the optimization of stock planning. Different measures are adopted in advance for each product. Scientific supplier selection methods are employed. The datas are sorted out by evaulating the suppliers in accordance with their performances. The optimization between the production of goods and demand is provided. Food and Beverage is produced as part of the produce or purchase analyses. The process are consistently checked over to provide optimization. The process between production and serve of food&beverage is in accordance with the demand. The service of Food&beverage is consistently made effective. The rules that directly proportional to product features are applied in the service of Food&beverage. The suitability of food&beverages to demand is consistently insvestigated. The product is made effective by means of return in case the

consumer demand was not covered effectively. New products are attached to menu or taken out from menü in accordance with consumer demand.

Table 3: Percentages related to the applicability of SCOR method within Supply Chain Management in Food&Beverage Enterprises

	Actual Implementation	**Potential Implementation**
	Percentages (%)	
It is necessary to constitute a decision maker group for supplier selection.	11,88	57,01
In supplier selection, requests of departments are prioritized.	31,06	55,69
Products that will be supplied are produced pursuant to the optimization of stock planning.	23,34	35,76
Different measures are adopted in advance for each product.	12,97	43,27
Scientific supplier selection methods are employed.	7,73	40,22
The datas are sorted out by evaulating the suppliers in accordance with their performances.	19,18	42,29
The optimization between the production of goods and demand is provided.	21,07	51,88
Food and Beverage is produced as part of the produce or purchase analyses.	23,65	59,62
The process are consistently checked over to provide optimization.	26,59	66,59
The process between production and serve of food&beverage is in accordance with the demand.	36,08	68,56
The service of Food&beverage is consistently made effective.	24,74	56,03
The rules that directly proportional to product features are applied in the service of Food&beverage.	21,36	55,15
The suitability of food&beverages to demand is consistently insvestigated.	14,39	65,73
The product is made effective by means of return in case the consumer demand was not covered effectively.	20,16	46,11
New products are attached to menu or taken out from menü in accordance with consumer demand.	40,77	74,56

In accordance with findings above Table 3; it has been determined that the SCOR model is considerably an applicable model to the Food&Beverage Enterprises within the

scope of Supply Chain Management. These following propositions (shown above) ; It is necessary to constitute a decision maker group for supplier selection. Products that will be supplied are produced pursuant to the optimization of stock planning. Scientific supplier selection methods are employed. Food and Beverage is produced as part of the produce or purchase analyses. The suitability of food&beverages to demand is consistently insvestigated. It has been determined that there are considerable rational differences between the implemantations to actualize the proposotions and the hyphotesis of the its actualability.

Conclusion and Suggestions

Findings developed out of field research and literatur review are referred in the study.In the first chapter of study(literatur),subjects related to the general content of SCOR model, its importance, processes and contributes to the Food&Beverage enterprises have been mentioned.In the second chapter of the study, the findings of field research analyses towards applicability of SCOR model in enterprises have been mentioned. It has been determined that SCOR model is an applicable model in Food& Beverage enterprises considerably.

Although SCOR model is an applicable model in enterprises considerably, it has been determined that number of strategies should have taken as a precuation to overcome the obstacles in order to raise the effectiveness. Several propositions were developed in order to raise effectiveness of the method right after overcoming the obstacles:

- Purchasing deparments should have been converted to Supply Chain Management departments as both physically and mentally.
- Experts personells which have the goods in SCOR model, should have been employed for Supply Chain Management Deparments.
- Each personnels should have been briefed about SCOR model by means of subjecting them to inservice training in Food and Beverage Enterprise.

In the study, A certain number of suggestions have been developed in order to raise effectiveness, also it has been determined that this model is an applicable model to Food&Beverage Enterprises considerably incase determinated limitations of SCOR model are overcomed within the supply chain management. It has been suggested that the number of neccessity studies such as the applicability of CCOR and DCOR methods

within supply chain management in Food& Beverage Enterprises will be mentioned and developed in the following studies.

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