

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF COMMERCE  
MASTER OF MARKETING MANAGEMENT PROGRAM**

**EFFECTS OF SUPPLY CHAIN MANAGEMENT PRACTICES ON  
CUSTOMER SATISFACTION OF PUCCI CAKE IN MYANMAR**

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MMM 2<sup>nd</sup> BATCH**

**JUNE, 2024**

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## **ABSTRACT**

This study investigates the effects of supply chain management (SCM) practices on customer satisfaction of Pucci Cake Myanmar. The primary and secondary data applied the study focuses on four key SCM practices: Supplier Relationship, Postponement, Customer Relationship, and Information Sharing. Employing a structured questionnaire based on a five-point Likert scale, data were collected from 172 employees across three departments — Production, Procurement, and Sales. The research utilizes both primary and secondary data, analyzed using multiple regression techniques. Findings reveal that effective SCM practices significantly enhance customer satisfaction. All variables which are supplier relationship, postponement, customer relationship, and information sharing positively affect customer satisfaction. Among them Information Sharing has the most effect on customer satisfaction and significant followed by Information Sharing, Customer Relationship, Supplier Relationship and Postponement affecting on Customer Satisfaction. The results underscore the importance of strategic supplier partnership, flexible production processes, robust customer relationship management, and efficient information sharing in achieving high levels of customer satisfaction. This study suggests valuable insights for Pucci Cake Myanmar and other bakeries aiming to improve their SCM practices to foster customer loyalty and competitive advantage. The study highlights the role of integrated SCM practices in the bakery industry and offers practical recommendations for enhancing operational efficiency and customer satisfaction.

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# CHAPTER I

## INTRODUCTION

Supply Chain Management (SCM) is widely acknowledged by organizations as a critical factor in gaining sustainable competitive advantages in the global market. Supply chain management practices involve a range of activities focused on improving the effective management of supply chains. Efficiently managing the movement of goods and services across the supply chain can result in notable enhancements to operational performance. Supply Chain Management (SCM) encompasses the strategic coordination and execution of supply chain activities to effectively fulfill customer requirements. This involves careful planning, seamless implementation, and rigorous control of various supply chain operations. This involves overseeing the flow of materials, information, and finances between various businesses, implementing inventory control systems to avoid shortages or excess inventory, and ensuring a smooth supply of materials for production. In addition, supply chain management (SCM) plays a crucial role in coordinating production activities by implementing effective production planning and scheduling. This ensures that finished goods are delivered on time while also minimizing lead times and production costs.

Efficient supply chain management practices not only enhance operational efficiency but also result in significant cost savings for production organizations. Efficient procurement processes enable businesses to strengthen their bargaining position with suppliers, streamline operations, and reduce transportation costs. In addition, efficient inventory management reduces the requirement for additional storage space, resulting in cost savings. Cost reductions in a competitive market are advantageous for organizations. They allow for the offering of high-quality products at competitive prices, which helps attract and retain customers. This, in turn, leads to long-term growth and profitability.

A study conducted by Li, Ragu-Nathan, Ragu-Nathan, and Rao (2006) thoroughly analyzed the landscape of supply chain management (SCM) practice using factor analysis. The study focused on five key dimensions that encompass SCM practices: strategic supplier partnership, postponement strategies, customer relationship management, level of information sharing, and quality of information sharing. These dimensions were thoroughly examined and discussed in detail. The analysis of these

dimensions and their influence on competitive advantage and organizational performance in the realm of supply chain management offers valuable insights into the complex relationship between SCM practices and business success.

A deep understanding of customer satisfaction and improving it through efficient supply chain management practices is crucial for businesses aiming to succeed in highly competitive markets. The satisfaction of customers in the bakery industry is greatly affected by the quality, freshness, and timely delivery of products. These factors are directly influenced by the efficiency of supply chain management practices. A well-integrated SCM system that encompasses supplier relationships, inventory management, and customer feedback mechanisms plays a crucial role in meeting and surpassing customer expectations. This, in turn, cultivates loyalty and promotes repeat business. In addition, open communication with customers by sharing relevant information helps bakeries better understand and cater to their preferences. This ultimately enhances customer satisfaction and strengthens their competitive advantage in the market.

Reliable logistics and distribution networks in supply chain management (SCM) play a crucial role in ensuring the prompt and precise delivery of products. This fosters trust and helps minimize frustrations that may arise due to delays. In addition, implementing accurate forecasting and efficient inventory management practices in the supply chain can minimize picking errors and instances of stockouts. This, in turn, guarantees that customers receive their ordered items without any complications, ultimately leading to their satisfaction and loyalty. There are a large number of bakery in Yangon and have been officially recognized as large-scale manufacturers by the Ministry of Industry. These include Pucci Cake, Good Morning, Samudra, Moe, SP bakery, CK, and Fudo. They manufacture a wide range of breads and cakes at their factories and distribute them through retail stores. Meanwhile, Season, Shwe Pu Zun, Parisian, and BreadTalk have entered the bakery market by establishing branch shops. The quality of the product plays a crucial role in such a highly competitive market. Efficient supply chain management practices are crucial for effectively addressing challenges like volatile ingredient prices and ensuring consistent product quality throughout distribution channels. Efficient inbound logistics guarantee the procurement of high-quality ingredients by carefully selecting suppliers and conducting effective negotiations. Effective outbound logistics, which involve efficient transportation and warehousing practices, play a crucial role in ensuring prompt product delivery and

improving customer satisfaction. Efficient supply chain management practices enhance customer satisfaction through ensuring consistent product availability and quality.

## **1.1 Rationale of the Study**

The bakery industry in Myanmar has experienced notable changes in recent years, driven by shifts in consumer preferences and economic developments. The sector has undergone significant changes over time. Originally, it was primarily made up of small, family-owned businesses that focused on producing simple items such as bread, buns, and pastries. However, with urbanization, rising disposable incomes, and exposure to global culinary trends, the sector has evolved to include a diverse range of products and has embraced more advanced production methods. The evolution of the market has led to the emergence of large-scale bakeries and international chains, which have brought with them innovative products and higher quality standards. In addition, recent technological advancements have enhanced the efficiency of baking processes and distribution channels, resulting in a broader market reach.

In spite of these advancements, the industry continues to encounter challenges, including limitations in infrastructure and complexities in regulations. The bakeries in the industry are struggling with irregularities in supplier relationships, which occasionally disrupts the consistency and quality of ingredients supplied, thereby affecting product quality and potentially break customer trust. Strong supplier relationships ensure a steady supply of high-quality ingredients, crucial for maintaining product excellence and consistency (Handley and Benton, 2000). Moreover, most of the companies are not implementing postponement strategies and they missed opportunities for product customization and increased operational waste, which could decrease customer satisfaction. The practice of postponement facilitates last-minute customization of products, catering to diverse customer needs and minimizing waste, thereby enhancing customer satisfaction (Fisher et al., 1999).

Customer relationship management also poses a challenge, as inadequate communication and feedback mechanisms have sometimes prevented the bakery from effectively adapting its products and services to meet evolving customer expectations. Effective customer relationships, characterized by robust communication and feedback mechanisms, allow the bakery to adapt its offerings and service to meet customer expectations, directly impacting customer satisfaction (Buttle, 2009). There are also gaps in the transparency and efficiency of information sharing across the supply chain,

resulting in delays and inaccuracies in product delivery, impacting the freshness and availability of bakery items. Transparent information sharing across the supply chain is essential for the timely delivery of fresh ingredients and products, ensuring quality and customer satisfaction (Mentzer et al., 2001).

As per the challenges and the importance of the studying these factors, the objective of this study is to offer valuable insights into the effects of supply chain management practices on customer satisfaction at Pucci Cake Myanmar. Additionally, it aims to explore how these practices can be utilized to differentiate the bakery from its competitors in Yangon. The findings will provide practical suggestions for improving Pucci Cake Myanmar's supply chain management system. This research can be a valuable reference for other bakeries looking to navigate the competitive market and improve customer satisfaction through effective supply chain management practices.

## **1.2 Objectives of the Study**

The objectives of the studies are as follows:

- To identify the supply chain management practices of Pucci Cake in Myanmar
- To analyze the effect of supply chain management practices on customer satisfaction towards Pucci Cake in Myanmar.

## **1.3 Scope and Method of the Study**

This study examines the impact of Supply Chain Management (SCM) practices on customer satisfaction at Pucci Cake Myanmar, specifically within the Yangon region. The investigation utilizes both primary and secondary data sources. A simple random sampling method is being employed to select a sample from the company's operations in Yangon.

There are total of about 300 staff in these department with Yamane (1967) formula, the sample size in obtained 172 participants. By using stratified random sampling method, the sample size included 17 employees from production department, 17 employees from procurement department and 198 employees from sales department respectively.

The sample sizes are selected by sample random sampling method from each strata of department, including top and bottom-line staff, is being selected through cluster sampling. Data collected using structured questionnaire survey forms employing

a five-point Likert scale to ensure uniformity in responses. The questionnaire probes into SCM practices and their relation to customer satisfaction.

Data collection is scheduled to commence at the end of April 2024 to ensure all relevant participants are included. Analytical techniques, including correlation and regression analysis, are applied to the collected data to ascertain the influence of SCM practices on customer satisfaction at Pucci Cake Myanmar.

#### **1.4 Organization of the Study**

The study is organized into five chapters. Chapter 1 provides an introduction to the study, presents the rationale for the study, objectives of the study, scope and method of the study, and organization of the study. Chapter 2 provides a review of the existing literature on supply chain management practices and customer satisfaction. Chapter 3 describes the profile and supply chain management practices of Pucci Cake Myanmar. Chapter 4 presents the results of the data analysis, and finally Chapter 5 provides a discussion of the findings and their implications for Pucci Cake Myanmar and present the suggests areas for future research.

## **CHAPTER II**

### **THEORETICAL BACKGROUND**

This chapter explores the benefits of supply chain management practices on customer satisfaction. It examines theoretical frameworks and existing research to understand the connections between supply chain management and customer satisfaction. Key definitions, relevant theories, and empirical studies are presented for both the independent and dependent variables. Finally, a comprehensive conceptual framework based on these findings is outlined.

#### **2.1 Concept of Supply Chain Management**

The supply chain concept has been highly valued since the early 1990s, particularly by commercial and industrial companies. This is because of the advantages it offers to supply chain members in efficiently producing goods or providing services at minimal cost. The supply chain involves a series of activities aimed at meeting customer needs, such as procurement, manufacturing, distribution, and waste disposal, along with transportation, storage, and information technology (Kenrsten et al., 2017).

This encompasses all stakeholders in the supply chain (manufacturers, suppliers, transporters, warehouses, retailers, and customers) and involves every individual within each organization in meeting customer requirements (Mihai & Irina, 2013). They also claim that within each organization, the supply chain encompasses all functions related to receiving and fulfilling customer requests. These functions encompass new product development, marketing, operations, distribution, finance, and customer service, among others. A supply chain involves a network of organizations both upstream and downstream, engaging in various processes and activities to deliver value through products and services to the end consumer (Tarver, 2012).

Kersten (2017) emphasizes the importance of understanding the supply chain as a series of interconnected activities that cover a product's entire life cycle from creation to consumption. Participating entities are interconnected in a supply chain to transform inputs from the origin to end products, meeting the needs of the end-user (Nuertey, 2015). These entities may consist of suppliers, carriers, manufacturing sites,

distribution centers, retailers, and customers. The overall supply chain involves a network of organizations working together to meet customer needs efficiently and maximize profits while minimizing costs.

## **2.2 Practices of Supply Chain Management**

Supply chain practices are activities that can be performed to effectively manage an organization's supply chain (Li, Lin, Wang & Yan, 2006). Researchers have long been studying supply chain management practices (SCMP) using different methods. These methods include information sharing, materials flow, information flow and postponement strategy, supply chain characteristics, supply chain integration, customer service management, geography proximity, and just in time (Tan, Lyman, & Wisner, 2020).

The SCMP model developed by Tan et al. (2002) highlights a fundamental approach that can enhance organizational performance, financial performance, and customer satisfaction. In 2005, Li, Subba Rao, Ragu-Nathan, & Ragu-Nathan introduced a new model of SCMP that consists of six practices. These practices include strategic supplier partnership, customer relationships, information sharing, information quality, internal lean practices, and postponement. Another model with a similar foundation was also established.

A study conducted by Li, Ragu-Nathanb, Ragu-Nathanb, and Subba Raob (2006) examines five dimensions of SCM practice. These dimensions, which include strategic supplier partnership, customer relationship, level of information sharing, quality of information sharing, and postponement, serve as the foundation for this study. Therefore, SCMP for current study involves strategic supplier partnerships, customer relationships, information sharing levels, quality of information sharing, and postponement practices.

### **(a) Supplier Relationship**

As Hitesh Bhasin (2021), the important element of the supply chain involves sourcing, which includes identifying, evaluating, and establishing relationships with suppliers for goods and services. Choosing the correct supplier is a crucial responsibility for any organization to ensure the delivery of necessary materials and services for the final product. According to Asare (2016), sourcing is a technical activity

aimed at identifying appropriate products and services on the market and qualified suppliers to provide them. Identifying sources of supply that can meet the organization's immediate and future requirements for goods and services is crucial. Collecting and analyzing information about capabilities within the market is essential for satisfying the organization's requirements. This includes obtaining updated cost information, determining the appropriate technology and alternative products, and identifying appropriate supplier qualification criteria (Taherdoost & Brand, 2019). Conducting a comprehensive sourcing process, which involves identifying and inviting relevant suppliers, helps to maximize competition by allowing the most suitable companies to compete.

**(b) Postponement**

Postponement is the act of rescheduling one or more tasks or processes to a later stage in the supply chain (Van, 1998; Beamon, 1998; Johnson & Davis, 1998; Naylor et al., 1996; Van & Voss, 1999). Delaying a project enables an organization to adapt to evolving customer requirements and adjust product features accordingly. When developing a postponement strategy, it is important to consider how many steps to delay and which steps to delay (Beamon, 1998). Delaying a decision should align with the company's product type, market demands, and logistics system structure or limitations (Fisher, 1997; Pagh & Copper, 1998).

Typically, postponement can be suitable for innovative products, items with high monetary density, specialization, and wide range, markets with long delivery time, low delivery frequency, and high demand uncertainty, as well as manufacturing or logistics systems with small economies of scale and no need for special knowledge. Delaying a project enables a company to adapt to evolving customer preferences by creating various product versions, ultimately enhancing customer satisfaction. In a study by Li et al (2006), it was demonstrated that delaying may not be a significant predictor of supply chain management practices when compared to the other four dimensions. It could be accurate that the effectiveness of postponement strategy varies based on a company's market traits and product types, making it not universally applicable.

**(c) Customer Relationship Management**

Emphasizing customer relationship practices can significantly impact organizational success in supply chain management and performance (Ellram, 1991; Turner, 1993). Achieving success in supply chain management involves integrating customers downstream and suppliers upstream, recognizing that each entity in a supply chain plays dual roles as both a supplier and a customer (Thatte, 2007). In the competitive business world, establishing strong relationships with customers is essential for organizational success. Having strong connections with business partners, especially key customers, plays a crucial role in the success of supply chain management implemented by organizations. Recognized as a crucial element of an organization's marketing strategy, customer relationship aims to boost sales and profits. Building strong connections with customers enables companies to stand out from competitors, maintain high levels of customer satisfaction and loyalty, and increase the overall value offered to customers (Thatte, 2007).

The global markets provide a range of products with varying quality and prices. Due to the high level of competition, companies are constantly striving to lower expenses and enhance the quality of their products or services. Customers seek a variety of options, improved service, superior quality, and quicker delivery. Establishing strong connections with customers has become a critical concern for modern businesses. Singh and Power (2009) suggest that organizations could achieve better results by maintaining collaborative relationships with customers. Striving to build strong connections with supply chain partners leads to improved customer satisfaction.

**(d) Information Sharing**

Sharing information allows business partners to track product and order progress as they move through the supply chain. Information exchanged in a supply chain is valuable when it is pertinent, precise, timely, and dependable (Simatupang & Sridharan, 2005; Thatte, 2007). Sharing information with business partners helps organizations improve decision-making and take action based on increased visibility (Davenport, et al., 2001; Thatte, 2007). In a study by Landeros et al (1989), sharing of information is identified as one of the five key elements that define a strong supply chain relationship. As per Stein & Sweat (1998), supply chain partners who exchange information regularly can function as a cohesive unit. Collaboratively, they can grasp the end customer's needs more effectively and therefore can adapt to market changes more swiftly.

Several studies have highlighted the advantages of information sharing for both suppliers and buyers, including inventory reduction and lower manufacturing costs. The empirical findings from Narasimhan & Nair (2005) show that information sharing can enhance operational synergy among supply chain partners. Information sharing's impact on SCM relies on the type and quality of information shared, as well as companies' ability to use and implement it into supply chain strategies and operations (Lee & Whang, 2000; Moberg et al., 2002). It is crucial for organizations to consider their information as a strategic asset and guarantee its smooth flow to enhance customer satisfaction (Suhong, et al, 2009).

### **2.3 Customer Satisfaction**

Customers play a crucial role in the success of an organization, and ensuring their satisfaction is a top priority for effective management. Organizations must prioritize meeting customers' needs and providing them with reliable products/services. Customer satisfaction is crucial for the survival of any organization (Agbor, 2011). Therefore, the satisfaction of customers is the primary objective for organizations to determine their ultimate performance and profitability (Kotler & Keller, 2016).

Organizations have emphasized the importance of prioritizing customer needs over focusing solely on products (Williams, 2015). In order to improve customer satisfaction, organizations should focus on building trust, commitment, and communication with their customers. Trust is crucial for maintaining a strong relationship with customers and enhancing their satisfaction. Customer commitment involves strengthening connections with consumers to improve satisfaction. Communication is also vital, as it increases transparency and information sharing between organizations and customers

In today's ever-changing business landscape, organizations encounter numerous hurdles and difficulties to stay competitive. To ensure their survival and prosperity, organizations must prioritize their supply chain management plans, as they play a crucial role in driving organizational success (Marinagi et al., 2014).

In addition, SCMPs play a vital role in helping organizations enhance their overall performance and level of customer satisfaction. However, there have been limited studies on the impact of SCMPs on customer satisfaction. Ghatebi et al. (2013) found a positive significant relationship between SCMPs and customer satisfaction in manufacturing companies. Haque and Islam (2013) also found a positive significant

effect of SCMPs on customer satisfaction in the pharmaceutical industry. Lagat et al. (2016) empirically investigated the positive significant effect of SCMPs on customer satisfaction in supermarkets. Lastly, Manokaran (2019) confirmed that SCMPs, specifically the level and quality of information sharing, have a positively significant relationship with customer satisfaction in the manufacturing. After considering the previous discussion, a hypothesis has been formulated.

## **2.4 Supply Chain Management Practices and Customer Satisfaction**

SCM has become a popular choice for many companies because of its capacity to enhance competitive edge. Many studies have highlighted the advantages of SCM. In a study by Liu et al. (2016), it was highlighted that SCM enhances delivery time and inventory management. According to Eckstein et al. (2014), SCM assists companies in embracing agility, leading to improvements in costs and operational performance. In a study by Ali et al. (2019), it was discovered that SCM has a positive and significant impact on helping SMEs acquire liquidity, working capital, and enhance member relationships. Despite the advantages of SCM in organizations, several studies have highlighted the obstacles to successful SCM implementation. In a study by Therakorn (2014), challenges to effective SCM implementation in SMEs in Thailand were identified, including resistance to change from employees, low employee SCM knowledge and skills, insufficient support from management, ineffective IT systems, deficiencies in implementing SCM strategies, inability to manage relationships with partners, poor collaboration, and lack of trust among supply partners. In a recent study by Litke et al. (2019), it was discovered that companies continue to encounter challenges with information sharing within their supply chain.

Ensuring customer satisfaction means prioritizing meeting customer needs over management needs. It consistently goes above and beyond by delivering more than what customers ask for and exceeding their expectations (William, 2017). For small and medium-sized enterprises, achieving customer satisfaction leads to higher customer loyalty, improved cash flow, and reduced operating costs (Omoruyi & Mafini, 2016). Customers are more likely to pay a premium for superior products and services (Chambers, 2020). According to Voorhees (2017), SCM serves as the link between

production and consumption, a method to reduce costs, and a strategy for product differentiation that enhances customer satisfaction. In addition, small and medium-sized enterprises often see the need to enhance their supply chain service quality to stay competitive, boost customer satisfaction, and enhance overall business performance (Moruyi, 2016). Ensuring customer satisfaction is crucial for the growth and longevity of any business (Rulangaranga, Isoh & Basemena, 2020; Cornfield, 2021). Put simply, if a customer is pleased, they are likely to become loyal, leading to enhanced organizational performance (Omoruyi, 2016). Above discussion highlights the importance of MLEs integrating supply chain management practices strategically to offer quality products/services and meet modern customer needs.

## **2.5 Related Theories of SCM**

Supply Chain Management (SCM) is a strategic approach that optimizes the flow of goods, services, and information within a network. It incorporates various theories, such as Resource-Based View (RBV), Transaction Cost Economics (TCE), Agency Theory, Network Theory, Just-in-Time (JIT) Inventory Management, Lean Manufacturing, Demand Forecasting, Theory of Constraints (TOC), Total Quality Management (TQM), and Theory of Constraints (TOC). RBV emphasizes the importance of unique and valuable resources, while TCE focuses on transaction costs and potential conflicts of interest between principals and agents. Agency Theory helps design contracts and performance metrics that incentivize suppliers to act in the best interests of the supply chain. Network Theory views the supply chain as a network of interconnected entities, promoting collaboration and coordination. Total Quality Management (TQM) focuses on preventing waste, reducing variability, and enhancing process efficiency. These principles have been widely adopted across industries, leading to improved product and service quality, increased productivity, and enhanced customer satisfaction.

While various SCM theories provide valuable insights, has a significant impact on a bakery's core functions: Total Quality Management (TQM). Total Quality Management (TQM), in contrast, promotes a culture of ongoing enhancement centered on quality and customer satisfaction. Pucci Cake Myanmar has the opportunity to apply TQM principles by engaging employees in quality control, implementing preventive measures to minimize waste, and maintaining a high level of product quality. Pucci

Cake Myanmar strategically incorporates TQM methodologies to ensure long-term success. This approach enables the company to achieve efficient production, maintain consistent quality, and consistently surpass customer expectations.

### **2.5.1 Concept of Total Quality Management**

Total Quality Management (TQM) is considered the systematic quality improvement method for firm-wide management, focusing on enhancing organizational performance in terms of customer satisfaction, profitability, quality, and productivity. As per Sohel-Uz-Zaman (2016), TQM is a comprehensive collection of practices and management philosophy that focuses on meeting customers' needs, long-term planning, ongoing enhancement, minimizing work, enhancing employee engagement, process development, collaboration, and competitive analysis. One of the most enduring and widely embraced management concepts is total quality management (Sweis et al., 2016).

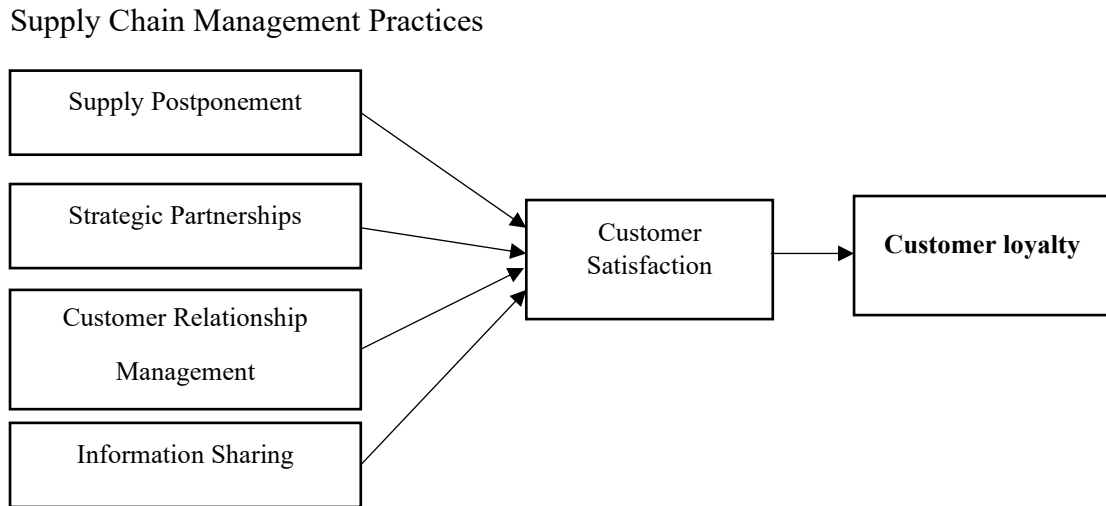
Today's businesses in the manufacturing sector are realizing the importance of a holistic strategy to stay competitive in the market. Total quality management involves not only improving services, processes, and customer delivery, but also focusing on relationships with suppliers, customers, commercial and managerial processes, and the contribution of all employees throughout the organization. There are four stages in the evolution of Total Quality Management (TQM): Quality Inspection, Quality Control, Quality Assurance, and Total Quality Management. Quality management has been ingrained in human activities for as long as anyone can remember.

## **2.6 Previous Studies**

This section presented the previous study relating to supply chain management practices. Some of the variables are used for building conceptual framework of this study.

Ambrose Kemboi (2016) from Moi University in Kenya conducted research to investigate the impact of supply chain management practices on customer satisfaction and loyalty in chosen supermarkets in Kenya. The research utilized a survey research design and focused on 1,208 managers and procurement officers in chosen supermarkets. The conceptual framework used in the research is as in Figure (2.1).

**Figure (2.1) Supply Chain Management Practices, Customer Satisfaction and Customer Loyalty in Supermarket of Kenya**

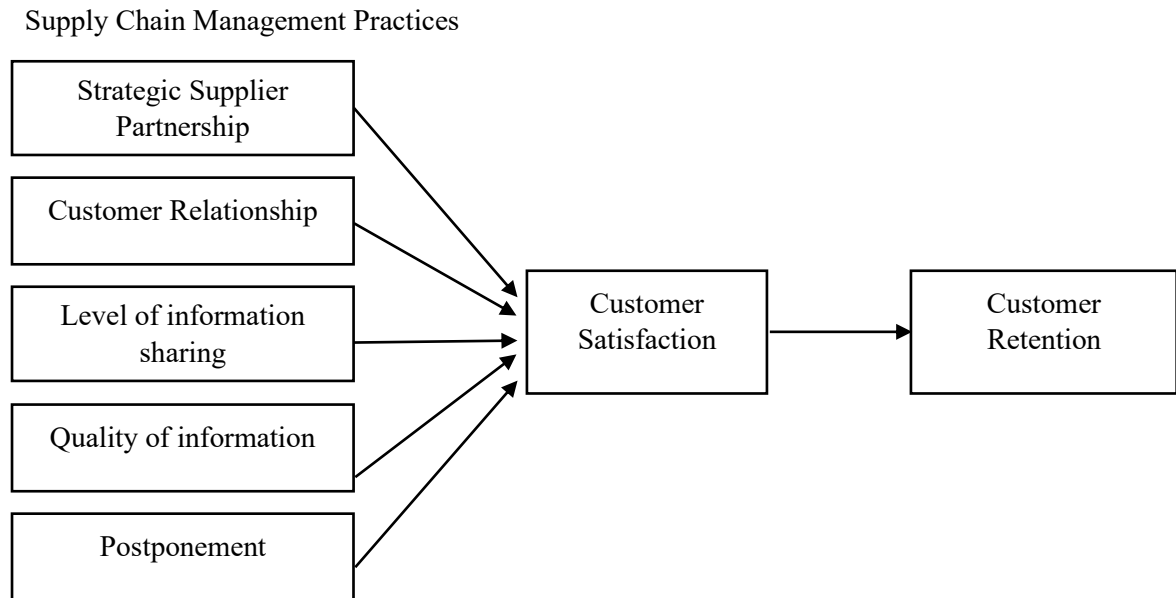


Source: Ambrose Kemboi (2016)

The results showed that establishing strong relationships with suppliers, postponement, nurturing customer relationships, and sharing information had a notable impact on customer satisfaction, ultimately resulting in higher customer loyalty.

Ahmed, A. (2021) conducted a study focuses on the impact of supply chain management (SCM) practices on customer satisfaction and retention in major retail food companies in the Southern Region of Saudi Arabia. The data collection involved surveying 208 employees using a questionnaire and utilized multiple linear regression analysis to analyze the relationship between SCM practices (such as strategic supplier partnership, customer relationship, information sharing, quality, and postponement practice) and customer satisfaction. The conceptual framework of the study is illustrated in Figure (2.1).

**Figure (2.2) Supply Chain Management Practices on Customer Satisfaction and Retention in major retail food companies in Southern Region of Saudi Arabia**



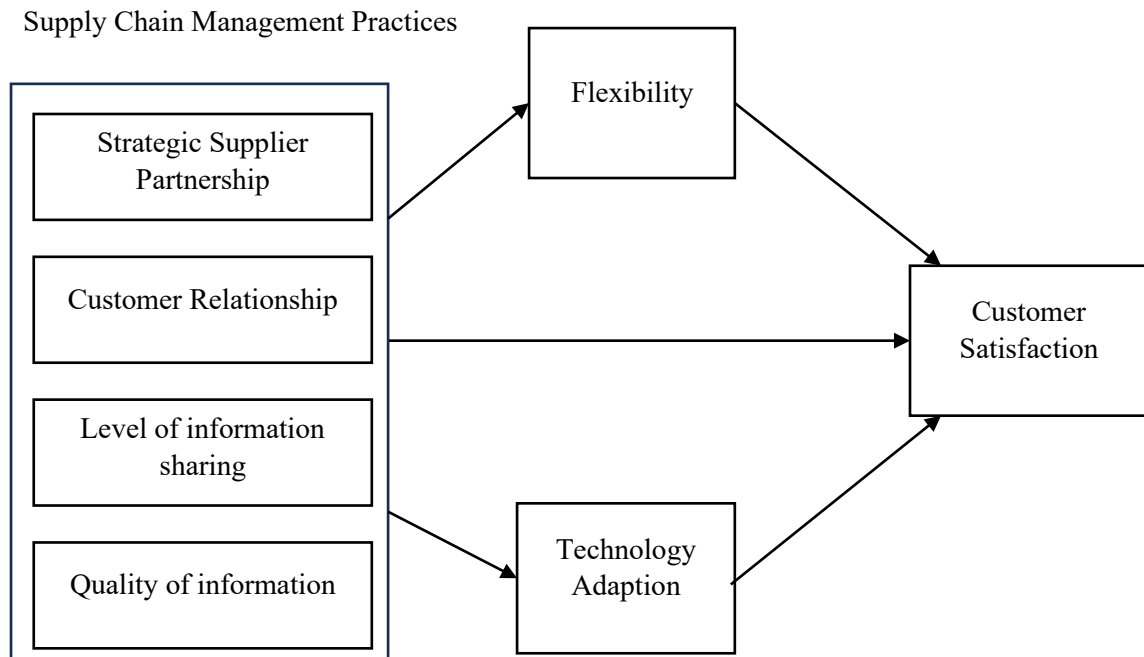
Source: Ahmed, A. (2021)

In the study discussed, factors such as strategic supplier partnership, customer relationship, level of information sharing, level of information quality, and postponement practice were found to have a statistically significant and positive relationship with customer satisfaction in the context of retail food companies in Saudi Arabia. However, the relationship between Customer Relationship and customer satisfaction was considered statistically non-significant and negative. These findings suggest that elements like supplier partnership, information sharing, and quality play key roles in enhancing customer satisfaction and retention in the supply chain management context.

Nourhan Ahmed Saad (2023) investigates the influence of supply chain management practices (SCMPs) on customer satisfaction through the mediating roles of flexibility and technology adoption. Data was collected from organizational consumers in Egypt, and the analysis was conducted using covariance-based structural equation modeling on 1009 usable questionnaires. The conceptual framework of the study is illustrated in Figure (2.2).



**Figure (2.3) Influence of Supply Chain Management Practices on Customer Satisfaction through the mediating roles of flexibility and technology adoption**



Source: Nourhan Ahmed Saad (2023)

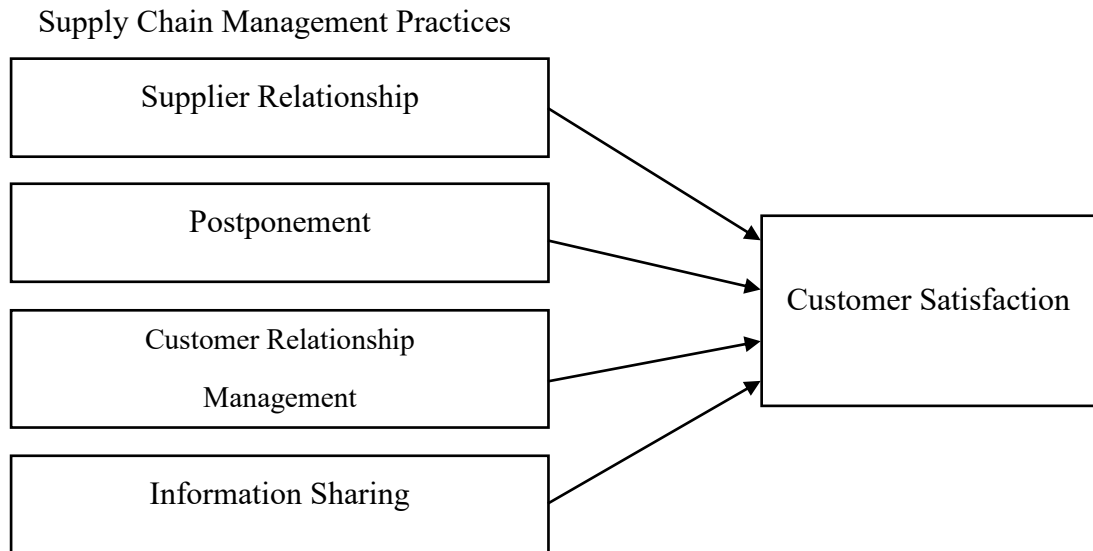
The study found significant positive relationships between supply chain management practices (SCMPs) and flexibility, technology adoption, and customer satisfaction. Specifically, there was a positive relationship between SCMPs and flexibility, technology adoption, and customer satisfaction. Additionally, technology adoption was found to have a positive relationship with customer satisfaction. However, the direct impact of flexibility on customer satisfaction was not considered significant. The research also highlighted that technology adoption plays a significant mediating role in the relationship between SCMPs and customer satisfaction.

## 2.7 Conceptual Framework of the Study

This study aims to analyze the effect of supply chain management practices on customer satisfaction of Pucci Cake Myanmar. Based on the study of Nourhan Ahmed Saad (2023) have shown that the SCM practices, flexibility and technology adaptation are positively relationship with customer satisfaction and the studies of Ahmed, A. (2021) and Ambrose Kemboi (2016) has shown that SCM practices have positive

influence on customer satisfaction, customer loyalty and customer retention. With all the theoretical background and previous study stated in the above section the conceptual framework of the study is developed. Figure (2.4) presents the conceptual framework of the study.

**Figure (2.4) Conceptual Framework of the Study**



Source: Adapted from Ahmed, A. (2021)

The working definitions of the key terms used in the study are:

**Supplier Relationship:** The process of finding and securing the best suppliers for needed goods or services, involving vendor identification, evaluation, negotiation, and relationship establishment to ensure a reliable flow of materials or services.

**Postponement:** Delaying the final customization or assembly of a product until closer to the point of sale to cater to customer preferences and minimize waste (e.g., adding frosting flavors to a cake when ordered).

**Customer Relationship Management (CRM):** A business strategy focused on building and maintaining positive relationships with retail outlets as customers, using technology and data to personalize marketing and service interactions, and improve customer satisfaction and loyalty.

**Information Sharing:** The open and transparent exchange of information among supply chain participants, including data on inventory, production schedules, order fulfillment, and potential disruptions, to facilitate proactive problem-solving and a clear picture of the supply chain.

**Customer Satisfaction:** The degree of fulfillment experienced by customers after interacting with a product, service, or brand, reflecting their perceptions of quality, value, and performance.

# CHAPTER III

## SUPPLY CHAIN MANAGEMENT PRACTICES OF PUCCI CAKE MYANMAR

This chapter presents the background history of Pucci Cake Myanmar and Supply Chain Management practices by Pucci Cake Myanmar.

### **3.1 Background History of Pucci Cake Myanmar**

Pucci Cake has been a staple in Myanmar's food scene since 1997, renowned for its delicious and nutritious food offerings. It's a brand that has resonated with the people of Myanmar, providing a delightful bakery and cafe experience. Pucci Cake started their factory and warehouse at Block No-4, Min Nandar Street, Toe Chak (B), East Dagon Industrial Zone, Yangon, Myanmar. Pucci Cake opened a bakery in 2022 near the Tamwe Bali bus stop in Tarmwe Township. Brandished by a team of dedicated bakers and business-minded individuals, Pucci Cake rapidly became well-known for its exceptional cakes, breads, and pastries. The bakery's dedication to utilizing fresh ingredients and time-honored baking methods distinguishes it from its rivals.

Since its establishment, Pucci Cake has witnessed remarkable expansion. Originally beginning as a small bakery serving the community, the brand later expanded its menu to include a broader selection of cakes and pastries. In 2023, Pucci Cake had become widely recognized in Yangon for its famous marble cakes and beautifully crafted birthday cakes. In response to the increasing demand, Pucci Cake has expanded its presence in Yangon by opening more outlets, as well as establishing a central kitchen to enhance production efficiency and maintain a high level of quality at all its locations. The bakery now provides personalized cakes for special events, ensuring that it meets the unique preferences and tastes of its customers.

Pucci Cake's logistics and supply chain operations play a vital role in its achievements. The bakery carefully selects its ingredients from a variety of suppliers, both local and international, to guarantee the utmost quality in its products. Only the freshest ingredients are delivered daily to ensure the bakery's unwavering commitment to freshness. The central warehousing system, established in 2023, is an essential component of the logistics and supply chain. This facility efficiently handles the majority of the production, ensuring smooth distribution to all Pucci Cake outlets in

Yangon. The central warehouse is equipped with modern baking equipment and staffed by skilled bakers to ensure consistent taste and quality.

Pucci Cake uses a fleet of refrigerated vehicles to guarantee the freshness and perfect condition of all products during distribution. The bakery also has a dedicated team of logistics professionals who ensure smooth deliveries and efficient inventory management to prevent any shortages or delays. Pucci Cake has always been at the forefront of the bakery market, constantly embracing new ideas and staying ahead of the competition. In 2024, the bakery implemented an online ordering system, enabling customers to conveniently place orders for delivery or pickup via the Pucci Cake website and mobile app. This move not only made it more convenient for customers, but also allowed the bakery to reach a wider audience beyond its physical locations.

In the future, the bakery is also considering the option of franchising to expand its business and attract a larger customer base. In addition, Pucci Cake is focused on expanding its product offerings to meet the evolving tastes and preferences of consumers. This includes introducing new options that are health-conscious and suitable for those following a vegan lifestyle. With its commitment to staying ahead of market trends, Pucci Cake is positioned to maintain its status as a prominent bakery in Myanmar. Customers can expect to be delighted by the delectable and expertly designed cakes for many years to come.

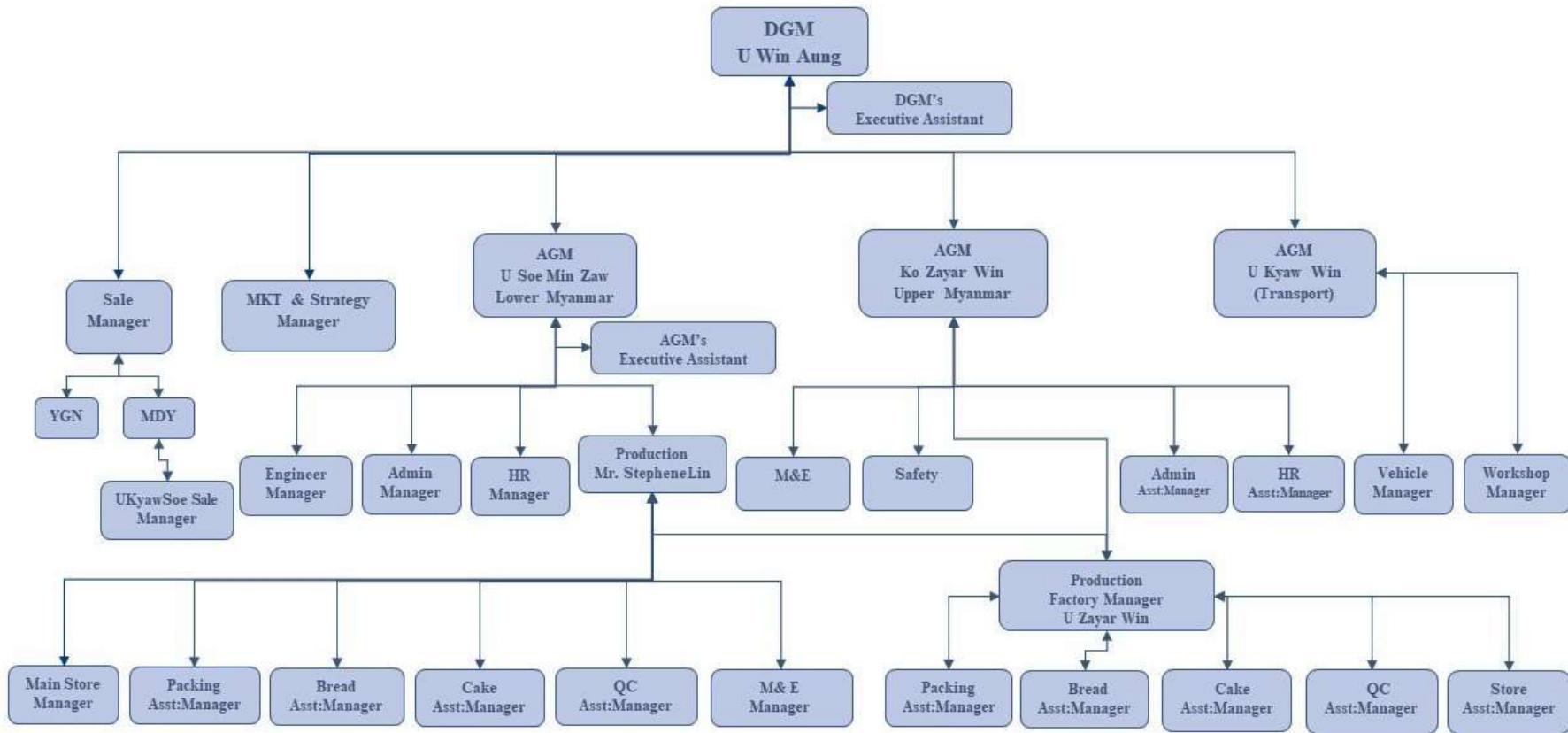
### **3.2 Overview of Organization Structure**

The organizational structure of Pucci Cake Myanmar is optimized for efficient operational management and strategic oversight. Leading the hierarchy is the Deputy General Manager (DGM), U Win Aung, who receives support from an executive assistant. The organization is divided into several departments, each managed by Assistant General Managers (AGMs) who oversee different regions and functions.

The Sales Manager is responsible for managing sales operations in Yangon (YGN) and Mandalay (MDY), with a strong emphasis on strategic marketing and sales management. The Marketing & Strategy Manager is responsible for coordinating market strategies and driving business development. The engineering, administration, and human resources departments are efficiently managed by their respective managers to ensure smooth internal operations.

The production department, under the leadership of Mr. Stephene Lin, is backed by an Assistant General Manager who manages logistics and quality control. Assistant managers are responsible for overseeing specific segments such as packing, bread, and cake production. The structure also includes managers specifically assigned to vehicle and workshop management to efficiently handle transport logistics. This structured hierarchy promotes effective workflow, clear delegation of responsibilities, and strong leadership in various areas of the company's operations. The overall organization structure is shown as in Figure (3.1).

Figure (3.1) Organization Structure of Pucci Cake Myanmar



Source: Pucci Cake Myanmar (2022)

### **3.3 Supply Chain Management Practices of Pucci Cake Myanmar**

To become the market leader in the bakery industry, Pucci Cake Myanmar has meticulously implemented best practices throughout its supply chain. The procurement department plays a pivotal role by managing supplier relationships to ensure a steady supply of high-quality ingredients. This involves strategic partnerships and continuous communication with suppliers to maintain quality standards and negotiate favorable terms.

In the production department, Pucci Cake utilizes the concept of postponement to align production schedules with fluctuating customer demand and preferences. By delaying the final stages of production until customer orders are confirmed, Pucci Cake can offer fresh, customized products that cater to specific tastes and occasions. This approach not only minimizes waste but also enhances customer satisfaction by delivering products that meet exact specifications.

The sales department is dedicated to maintaining robust customer relationships, focusing on delivering exceptional service alongside premium products. This includes proactive engagement with customers, handling feedback, and ensuring a seamless purchasing experience. By prioritizing customer service, Pucci Cake fosters loyalty and encourages repeat business. Information sharing is recognized as a critical factor across all departments. To facilitate this, Pucci Cake has invested in advanced communication tools and channels that promote transparency and collaboration. Real-time data sharing ensures that all departments are aligned and can respond swiftly to market changes, customer feedback, and internal needs.

By integrating these best practices into their supply chain management, Pucci Cake Myanmar not only optimizes operational efficiency but also enhances its ability to meet and exceed customer expectations, positioning itself as a leader in the competitive bakery market.

#### **3.3.1 Supplier Relationship Management by Procurement Department**

The procurement department at Pucci Cake Myanmar, comprising five dedicated professionals, plays a crucial role in ensuring the seamless supply of high-quality raw materials and packaging. This team includes an overseas purchaser, a manager responsible for overall operations, a raw buyer, a packaging buyer, and a merchandising product buyer. Their collective efforts are focused on establishing and

maintaining robust supplier relationships to support the bakery's operational excellence.

The procurement department employs a meticulous approach to supplier evaluation and selection. For raw materials such as flour, sugar, and chemicals, they obtain samples from multiple suppliers across all available grades. This comprehensive sampling process allows them to rigorously assess the quality of each supplier's offerings. Additionally, Pucci Cake Myanmar invites quotations from all potential suppliers to foster a competitive bidding environment. This ensures that the bakery not only secures the best quality materials but also achieves cost-effectiveness.

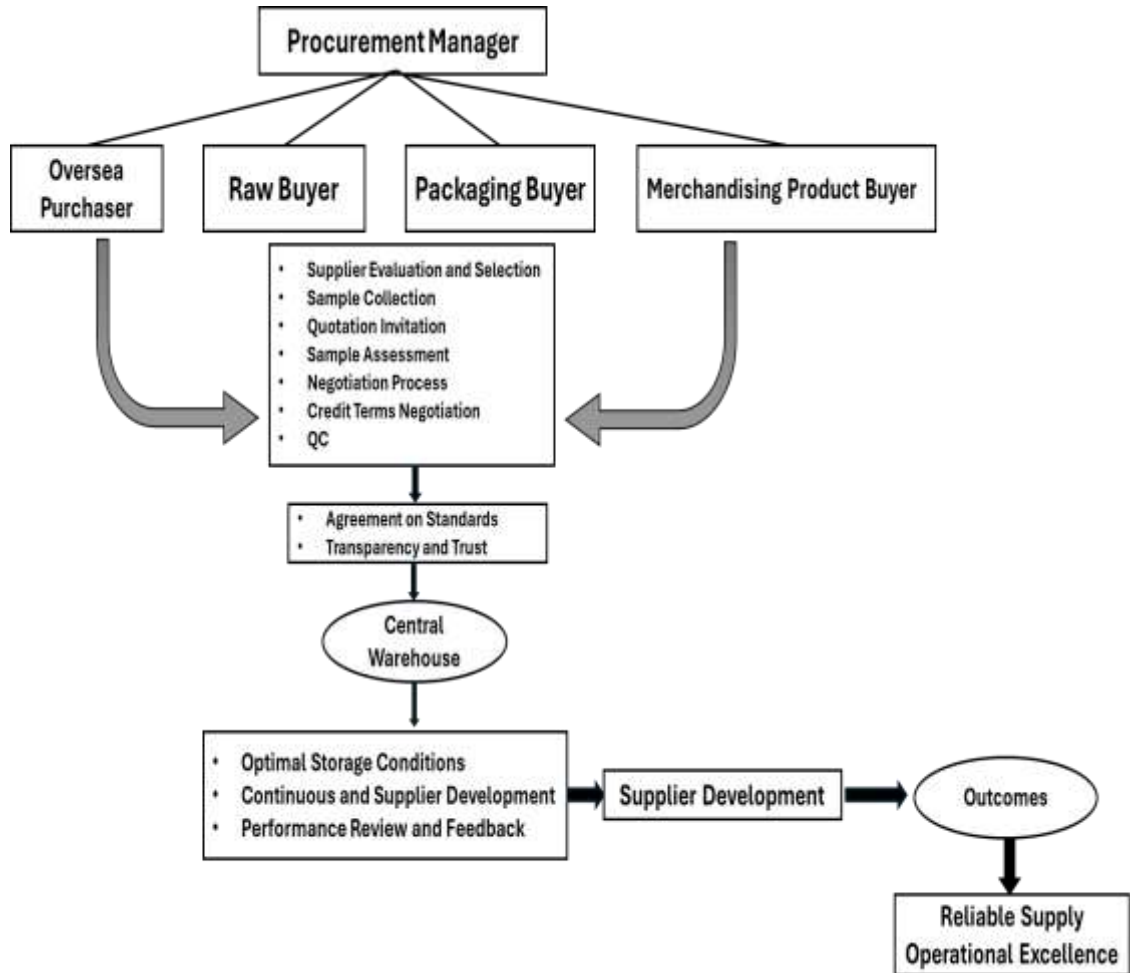
To ensure the highest quality of raw materials, Pucci Cake Myanmar conducts trial production runs using the samples provided by suppliers. This practical assessment allows the procurement team to evaluate how the materials perform in real baking conditions, ensuring that they meet the bakery's stringent quality standards. By doing so, they can confidently select suppliers whose products consistently deliver the desired results. Negotiation is a key aspect of the procurement process at Pucci Cake Myanmar. The procurement team actively engages with suppliers to negotiate favorable credit terms for raw materials. This not only helps in managing cash flow more effectively but also strengthens the financial stability of the supply chain. Establishing mutually beneficial credit terms fosters a sense of partnership and trust between Pucci Cake Myanmar and its suppliers.

Quality control is a collaborative effort between Pucci Cake Myanmar and its suppliers. The procurement team ensures that both parties agree on the quality standards and testing results. This collaborative approach ensures transparency and builds trust, as suppliers are informed and expected to adhere to the agreed-upon quality metrics validated by both sides' quality control teams. Pucci Cake Myanmar maintains a central warehouse located in the East Dagon Industrial Zone in Yangon. This facility is equipped to store raw materials under optimal conditions, adhering to specific requirements such as temperature and moisture control. Proper storage conditions are crucial for preserving the quality and longevity of raw materials, ensuring they are in prime condition when used in production.

In addition to these practices, Pucci Cake Myanmar is committed to continuous improvement and supplier development. Regular performance reviews and feedback sessions with suppliers help identify areas for improvement and foster a culture of continuous enhancement. By working closely with suppliers, the procurement team

ensures that the supply chain remains agile and responsive to changing market demands and customer preferences. Current supplier relationship management process follow by Pucci Cake Myanmar are as shown in Figure (3.2).

**Figure (3.2) Supplier Relationship Management by Procurement Department**



Source: Pucci Cake Myanmar (2024)

Through these comprehensive supplier relationship management practices, Pucci Cake Myanmar ensures a reliable and high-quality supply of raw materials, which is essential for maintaining their reputation for excellence in the bakery industry. The procurement department’s strategic approach to supplier evaluation, quality assurance, negotiation, and continuous improvement positions Pucci Cake Myanmar as a leader in its field, capable of meeting and exceeding customer expectations. Supplier Relation process as shown in Figure (3.2).

### **3.3.2 Postponement Practices by Production department**

The production department at Pucci Cake Myanmar is structured to support efficient and high-quality production of three main bakery products. They are dry products, cake and bread. The department is headed by a Factory Manager, under whom there are teams for each product category. The teams and their functions are RD team for each product, and they research the market and develop new products for each category, QC team to ensure the products being produced, production team to run each production line and packing team to wrap the product with beautiful and appetizing packing.

To maintain flexibility and efficiently meet customer demands, the production department at Pucci Cake Myanmar employs postponement practices. These practices are designed to delay certain stages of production until customer orders are confirmed, allowing for greater customization and reduced waste.

The production department uses flexible scheduling systems to align production runs with confirmed customer orders. This means that the final assembly or decoration of products, especially cakes, is postponed until specific customer preferences are known. By doing so, Pucci Cake Myanmar can offer a high degree of customization without overproducing.

The department has adopted modular production processes, particularly for its cake products. This involves preparing base components (such as cake layers and icings) in advance and then assembling them according to the exact specifications of the customer orders. This modular approach ensures that the production can be quickly adapted to different designs and flavors.

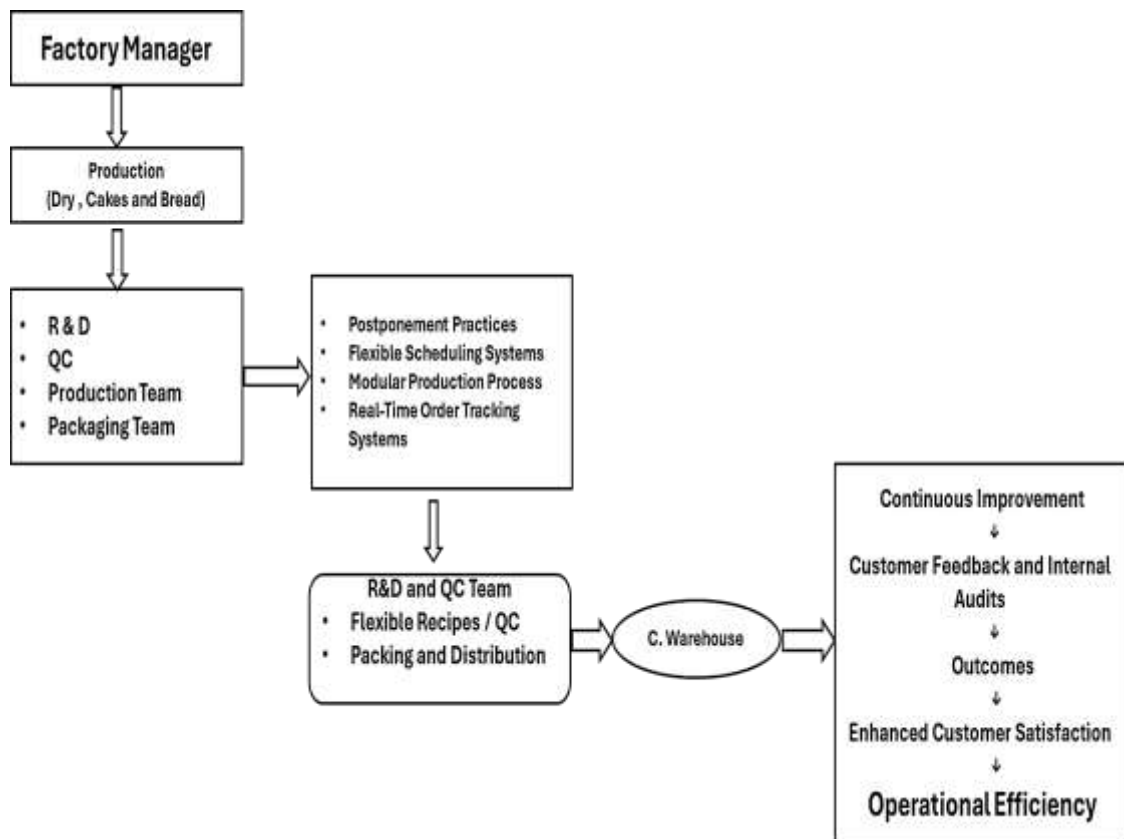
The implementation of real-time order tracking systems allows the production team to monitor customer orders as they come in. This real-time data enables the team to adjust production schedules dynamically, ensuring that each order is fulfilled accurately and on time. This system also helps in managing inventory levels efficiently, reducing the risk of overstocking or stockouts.

The R&D and QC teams play a crucial role in supporting postponement practices. The R&D team works on developing flexible recipes and production techniques that can be easily customized. The QC team ensures that all products, whether customized or standard, meet the high-quality standards of Pucci Cake Myanmar. This collaboration ensures that the postponement strategy does not compromise the quality of the final product.

The packing teams are organized to handle the final stages of product preparation and packaging once the customization is complete. By centralizing packing and employing a streamlined distribution system, Pucci Cake Myanmar can ensure that customized products are delivered fresh and promptly to customers. The centralized warehouse in East Dagon Industrial Zone also supports these practices by providing optimal storage conditions and efficient logistics.

Postponement practices are continually refined through feedback from customers and internal audits. The production department regularly reviews its processes to identify areas for improvement, ensuring that the postponement strategy remains effective and aligned with customer needs. Postponement practices are as in Figure (3.3).

**Figure (3.3) Postponement Practices by Production Department**



Source: Pucci Cake Myanmar (2024)

By integrating postponement practices into its production processes, Pucci Cake Myanmar enhances its ability to meet specific customer demands while maintaining operational efficiency. These practices not only reduce waste and improve inventory

management but also enable the bakery to offer a high level of product customization, thereby increasing customer satisfaction and loyalty.

### **3.3.3 Customer Relationship Management by Sales Department**

The sales department at Pucci Cake Myanmar is structured to effectively manage both modern and traditional trade channels, ensuring comprehensive market coverage and high customer satisfaction. Led by a Deputy General Manager (DGM), the department includes a Modern Trade Manager and a Traditional Trade Manager, who oversee five supervisors with 72 sales representatives and 20 supervisors with 200 sales representatives, respectively.

Sales orders are taken via phone calls and an online pre-order system, with orders required to be placed three days in advance. The delivery schedules are meticulously planned: traditional trade deliveries are made between 7 to 9 AM to ensure fresh products reach local shops and smaller dealers promptly, while modern trade deliveries are completed by 1 PM to cater to larger retail chains and supermarkets.

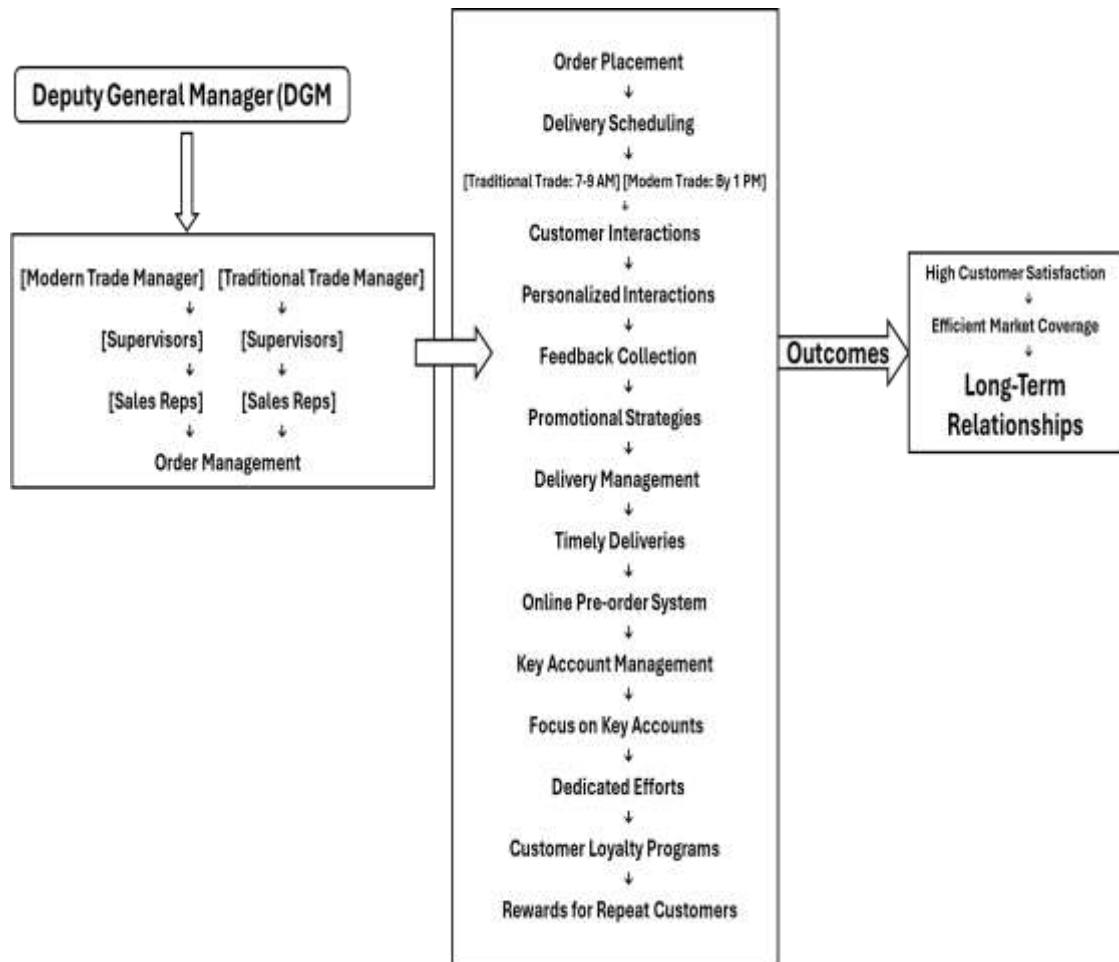
The sales department employs personalized customer interactions, where sales representatives develop tailored relationships with their customers, understanding specific needs and preferences. Continuous feedback collection and communication help refine products and services, ensuring they meet customer expectations. Promotional strategies are designed based on market insights, offering special promotions and bulk purchase discounts for wholesale customers to encourage larger orders and foster loyalty.

Timely and reliable deliveries are a cornerstone of Pucci Cake's customer relationship management, with strict adherence to delivery schedules ensuring fresh products reach customers on time. The integration of an online pre-order system streamlines the order process, making it convenient for customers to place orders and track deliveries, which also allows for efficient planning and inventory management within the sales department.

Focus on key accounts in the modern trade channel involves maintaining strong relationships with big shops and dealers. Sales representatives and supervisors dedicate efforts to understanding the unique needs of these key accounts, providing solutions that enhance their business operations. Additionally, customer loyalty programs reward repeat customers with special discounts, exclusive offers, and early access to new products, fostering long-term relationships and encouraging repeat business. The

customer relationship management process by Pucci Cake Myanmar are stated as in Figure (3.4).

**Figure (3.4) Customer Relationship Management by Sales Department**



Source: Pucci Cake Myanmar (2024)

Through these comprehensive customer relationship management practices, Pucci Cake Myanmar ensures that it not only meets but exceeds customer expectations. This structured approach, combined with personalized service, timely deliveries, and strategic promotions, positions Pucci Cake as a customer-centric leader in the bakery industry.

### **3.3.4 Information Sharing**

Effective information sharing is crucial for the smooth operation and success of Pucci Cake Myanmar. Each department within the organization plays a pivotal role in ensuring that relevant information is communicated efficiently, contributing to better decision-making and enhanced operational performance.

The procurement department at Pucci Cake Myanmar diligently manages information related to raw materials. They continuously share details about raw material quality and pricing with suppliers, ensuring that the suppliers are well-informed about the bakery's standards and expectations. The procurement team regularly checks for price updates to stay competitive and to negotiate better terms. Additionally, they maintain up-to-date information on the best quality raw materials available in the market. This information is crucial for making informed purchasing decisions and maintaining the high-quality standards that Pucci Cake is known for.

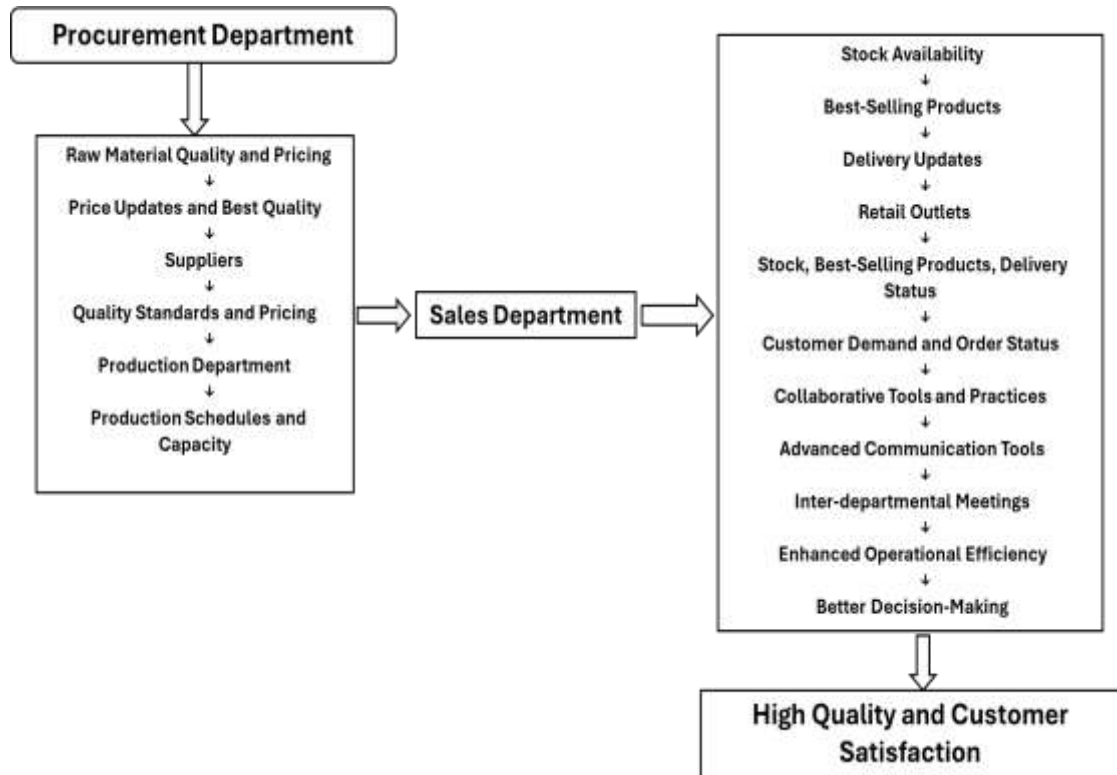
The sales department is responsible for communicating critical stock and product information to retail outlets. They keep outlets informed about stock availability, ensuring that shelves are always stocked with the desired products. The department also shares information about the best-selling products, enabling outlets to prioritize these items and meet customer demand effectively. Furthermore, the sales team provides regular delivery updates, keeping outlets informed about the status of their orders. This transparency helps in managing expectations and maintaining high levels of customer satisfaction.

The production department at Pucci Cake Myanmar plays a vital role in the information-sharing ecosystem. They continuously share production schedules and capacity information with the sales and procurement departments. This ensures that both sales and procurement teams are aware of production capabilities and can plan accordingly. The production team also provides real-time updates on production progress and any potential delays, allowing for quick adjustments in order fulfillment and supply chain management. By sharing insights on production efficiencies and areas for improvement, they contribute to continuous process optimization.

Across all departments, Pucci Cake Myanmar emphasizes the importance of collaborative information sharing. Advanced communication tools and systems are implemented to facilitate seamless information flow. Regular inter-departmental meetings and updates ensure that everyone is aligned and can respond swiftly to any changes or challenges. This integrated approach to information sharing not only

enhances operational efficiency but also supports the company’s strategic goals of maintaining high quality and customer satisfaction. Information sharing process as shown in figure (3.5).

**Figure (3.5) Information Sharing**



Source: Pucci Cake Myanmar (2024)

By fostering a culture of transparency and proactive communication, Pucci Cake Myanmar ensures that all departments are well-informed and can collaborate effectively to meet the company’s objectives.

## **CHAPTER IV**

### **ANALYSIS OF SUPPLY CHAIN MANAGEMENT PRACTICES AND CUSTOMER SATISFACTION**

This chapter provides an analysis of supply chain management practices and organizational performance. It covers various aspects including research design, demographic characteristics of respondents, reliability analysis, analytical methods and tools used in this research, and the relationship between variables.

#### **4.1 Research Design**

The objective of this study is to analyze the variables impact of supply chain management practices on Customer Satisfaction at Pucci Cake Myanmar. The research design consists of four primary components: research, sampling technique, unit of analysis, and multiple linear regressions. Both primary and secondary data are employed in the study. Multiple Regression analysis was used to analyze the relationship between supply chain management practices and customer satisfaction of Pucci Cake Myanmar.

The study utilized the Simple Random Sampling approach to reduce bias and guarantee that the sample size accurately represented the total population. To collect primary data, the sample population was determined using the Taro Yamane (1973) Sampling Formula, as the population size was already known. The sample size in this study was 172 employees. The calculation is as follows:

$$n = \frac{N}{1+N*e^2}$$

Where,

n = The sample size

N = The population size

e = The acceptable sampling error , which is assumed that 95% confidence level and e = 5%

Substitute number in formula:

$$n = \frac{300}{1+300*(0.05)^2}$$

$$n = 172$$

A total of 172 employees derived from 198 employees from sales departments, 17 employees from procurement department and 17 employees from production departments at Pucci Cake Myanmar were chosen to participate in the study. Number selected for a study sample as shown in Table (4.1).

**Table (4.1) Number Selected for a Study Sample**

Stratum	Department	Number of Staff	Percent of Total	Number Sampled
1	Sales	198	66	114
2	Production	51	17	29
3	Procurement	51	17	29
		300	100	172

Source: Pucci Cake Myanmar (2024)

The survey questionnaires play a crucial role in the research design of the study and in analyzing the impact of supply chain management practices on customer satisfaction in Pucci Cake Myanmar. The questionnaire consisted of three sections.

The first section of the survey contained the respondent's profile information. The second section focused on survey items related to each variable. The survey questionnaire utilizes a five-point Likert scale to gauge the intensity of a respondent's viewpoint. The given numerical values range from strongly disagree to strongly agree, with ratings on a 5-point scale. The scale is as follows: strongly disagree = 1, disagree = 2, neutral = 3, agree = 4, and strongly agree = 5

They were provided with a carefully designed questionnaire to gather information. The analysis is conducted using descriptive statistics, based on the available data.

## **4.2 Demographic Profile of the Respondents**

The demographic characteristics of the respondents are analyzed to understand how supply chain management practices affect organizational performance. This

section includes profiles such as gender, age, education level, position, income, and working experience.

According to the data presented in Table 4.1, the survey was conducted with a total of 172 respondents. Among these respondents, 70 percent (120 respondents) are male, while 30 percent (52 respondents) are female. The number of male respondents is significantly higher than that of female respondents.

The age distribution of respondents is categorized into four groups: 21-25 years, 26-30 years, 31-35 years, and above 35 years. The largest age group is 31-35 years, comprising 50 percent of the respondents (86 respondents). The age groups 26-30 years and above 35 years each account for 20 percent of the respondents (34 and 35 respondents, respectively), while the age group 21-25 years makes up 10 percent of the total (17 respondents). This indicates that the majority of respondents are between the ages of 31-35 years.

**Table (4.2) Profile of Respondents**

<b>Item</b>	<b>Demographic</b>	<b>No. of Respondents (n=172)</b>	<b>Percent (100%)</b>
Gender	Male	120	70
	Female	52	30
Age (Years)	21 – 25	17	10
	26 – 30	34	20
	31 – 35	86	50
	Above 35	35	20
Education Level	High School	17	10
	University Student	52	30
	Graduate	86	50
	Master	17	10
Position	Salesperson	86	50
	Purchaser	17	10
	Storekeeper	17	10
	Transportation	52	30
Personal Monthly Income (MMK)	≤ 300,000	17	10
	300,001 to 400,000	34	20
	400,001 to 500,000	52	30
	500,001 to 600,000	52	30
	≥ 600,000	17	10
Working Experience	1 to 2	17	10

(Years)	3 to 4	34	20
	4 to 5	52	30
	≥ 5	69	40
<b>Total</b>		<b>172</b>	<b>100%</b>

Source: Survey Data (2024)

The education level of respondents is divided into four categories: High School, University Student, Graduate, and Master. The largest group consists of Graduates, making up 50 percent of the respondents (86 respondents). University Students account for 30 percent (52 respondents), while those with a High School education and a Master's degree each represent 10 percent of the respondents (17 respondents each). This shows that the majority of respondents are graduates.

The respondents' positions are categorized into four groups: Salesperson, Purchaser, Storekeeper, and Transportation. The largest group is Salespersons, comprising 50 percent of the respondents (86 respondents). Those in Transportation roles account for 30 percent (52 respondents), while Purchasers and Storekeepers each make up 10 percent of the respondents (17 respondents each). This indicates that most respondents hold positions as Salespersons.

Personal monthly income levels are divided into five categories:  $\leq 300,000$  MMK, 300,001 to 400,000 MMK, 400,001 to 500,000 MMK, 500,001 to 600,000 MMK, and  $\geq 600,000$  MMK. The categories 400,001 to 500,000 MMK and 500,001 to 600,000 MMK each represent 30 percent of the respondents (52 respondents each). The 300,001 to 400,000 MMK category accounts for 20 percent (34 respondents), while the categories  $\leq 300,000$  MMK and  $\geq 600,000$  MMK each make up 10 percent of the respondents (17 respondents each). This indicates that the majority of respondents have a monthly income between 400,001 to 600,000 MMK.

Working experience is categorized into four groups: 1 to 2 years, 3 to 4 years, 4 to 5 years, and  $\geq 5$  years. The largest group has more than 5 years of experience, comprising 40 percent of the respondents (69 respondents). The 4 to 5 years category represents 30 percent (52 respondents), the 3 to 4 years category accounts for 20 percent (34 respondents), and the 1 to 2 years category makes up 10 percent of the respondents (17 respondents). This shows that the majority of respondents have sufficient working experience.

Overall, these demographics provide insights into the characteristics of the survey participants. These results highlight the importance of considering gender, age, education level, position, income, and working experience when analyzing customer

satisfaction and other related aspects in subsequent parts of the survey.

### 4.3 Reliability Test of the Study

The reliability test is essential for the analysis of the study. Reliability refers to the degree to which measurements are free from random mistakes and hence yield consistent results (Zikmund 1997). The study used Cronbach's Alpha as a measure to evaluate the internal consistency. Cronbach's Alpha is a statistical metric that assesses the reliability of a group of items by quantifying the degree of positive association between them (Sekaran, 2003).

**Table (4.3) Rule of Thumb on Cronbach's Alpha**

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9	Excellent

Source: Hair et.al (2003)

Based on the survey data, the reliability or the internal consistency among the variables was checked with the Cronbach's Alpha as per Table (4.4).

**Table (4.4) Reliability Test for Supply Chain Management Practices and Organizational Performance**

Sr. No.	SCM Practices	No. of Items	Cronbach's Alpha
1	Supplier Relationship	5	0.72
2	Postponement	5	0.75
3	Customer Relationship	5	0.81
4	Information Sharing	5	0.71
5	Customer Satisfaction	5	0.78

Source: Survey data (2023)

The reliability of the survey sections was assessed using Cronbach's Alpha to measure internal consistency, reflecting the degree to which items are positively correlated. The results demonstrated generally good to very good reliability across all

sections. The Supplier Relationship section scored a Cronbach's Alpha of 0.72, indicating good internal consistency. The Postponement section had a value of 0.75, also reflecting good reliability. The highest score was observed in the Customer Relationship section, with an Alpha of 0.81, showing very good internal consistency. The Information Sharing section recorded a value of 0.71, slightly above the acceptable threshold of 0.70, indicating moderate reliability. Lastly, the Customer Satisfaction section achieved a value of 0.78, confirming good reliability. Overall, all sections exceeded the 0.70 threshold, affirming their reliability for further analysis.

#### **4.4 Perception of Employees on Supply Chain Management Practices Using Descriptive Statistics**

This section presents the descriptive statistics of the key variables related to supply chain management (SCM) practices and their impact on customer satisfaction at Pucci Cake Myanmar. The analysis includes the mean values and standard deviations for each variable to understand employee perceptions. The statements designed to assess respondents' opinions on SCM practices were evaluated using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Agree). The range of the five-point Likert type scale is determined by multiplying the difference between the highest and lowest values ( $5-1=4$ ) by the highest value of the scale ( $4/3=1.33$ ) to obtain the minimum and maximum lengths. Subsequently, the inclusion of the numeral one, representing the minimum value on the scale, facilitated the determination of the maximum value for this particular dimension (Zulkernain et al., 2018). The mean value interpretation scales are listed in Table (4.5).

**Table (4.5) Likert Scale Score Interpretation**

<b>Mean Value</b>	<b>Level of Implementation</b>
1 to 2.33	Low
2.34 to 3.67	Moderate
3.68 to 5.0	High

Source: Zulkernain (2018)

Regarding supplier relationship at Pucci Cake Myanmar, five factors including the measure of considering the quality of raw materials, collaborating closely with

suppliers to address potential quality issues, sharing best practices and improvement initiatives, having multiple sources of suppliers, and setting formal performance goals for supplier relationship management are measured to know the perception about supplier relationships at Pucci Cake Myanmar.

According to the results presented in Table (4.6), the respondents' level of agreement on the supply chain management practice of supplier relationship is assessed. The highest mean value, 4.05, indicates that Pucci Cake Myanmar excels in sharing best practices with its key suppliers. The lowest mean value is 3.96, which still reflects a positive agreement among respondents. Other aspects, such as considering the quality of raw materials, close collaboration to address potential quality issues, and setting formal performance goals for supplier relationship management, also demonstrate high levels of agreement, with mean values around 4.01 and 4.02. The overall mean value for supplier relationship is 4.01, indicating a high level of implementation. Therefore, it can be concluded that Pucci Cake Myanmar has established a strong and effective relationship with its suppliers.

**Table (4.6) Mean Value of Supplier Relationship**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Company considers the quality of the raw as our number one criterion in selecting suppliers	3.99	0.82
2	Company collaborates closely with its suppliers to identify and address potential quality issues.	4.01	0.81
3	Company shares best practices and improvement initiatives with our key suppliers.	4.05	0.84
4	There is more than one source of supplier	3.96	0.86
5	Company has set formal performance goals for supplier relationship management	4.02	0.85
	<b>Overall Mean</b>	<b>4.01</b>	

Source: Survey Data (2024)

For second variables postponement, five factors including the measure of reducing inventory costs, improving product customization, better utilization of resources, ability to meet customer demand spikes, and reducing product waste are

measured to know the perception about postponement strategies at Pucci Cake Myanmar.

The results in Table (4.7) present the respondents' level of agreement on the supply chain management practice of postponement. The highest mean value is 3.9, indicating that postponement allows for better utilization of resources in production. Other high mean values, such as 3.85, 3.8, and 3.75, show that postponement significantly reduces inventory costs, improves the ability to meet customer demand spikes, and contributes to a reduction in product waste, respectively. The improvement in product customization since implementing postponement strategies also has a high mean value of 3.7. The overall mean value for postponement is 3.80, indicating a high level of implementation. Therefore, it can be concluded that postponement strategies are highly effective and beneficial for Pucci Cake Myanmar.

**Table (4.7) Mean Value of Postponement**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Standard Deviation</b>
1	Postponement significantly reduces our inventory costs	3.85	0.76
2	Improvement in product customization since implementing postponement strategies	3.72	0.79
3	Postponement allows for better utilization of resources in production	3.93	0.72
4	Postponement has improved our ability to meet customer demand spikes	3.82	0.75
5	Postponement contributes to a reduction in product waste	3.75	0.74
	<b>Overall Mean</b>	<b>3.80</b>	

Source: Survey Data (2024)

For customer relationship at Pucci Cake Myanmar, research factors including the measure of seeking and incorporating customer feedback, offering personalized solutions, resolving customer issues efficiently, providing comprehensive information, and updating products and services to align with customer needs are measured to know the perception about customer relationships at Pucci Cake Myanmar.

The results in Table (4.8) present the respondents' level of agreement on the company's customer relationship management practices. The highest mean value, 4.06, indicates that the company excels in offering detailed information and support to assist customers in making informed choices. Other high mean values, such as 4.04 and 4.03, show that customer issues are resolved quickly and efficiently, and the company provides solutions customized to meet individual customer needs, respectively. The effective incorporation of customer feedback to improve products and services also has a high mean value of 4.02. Additionally, the frequent updates to products and services to reflect changes in customer preferences and requirements have a mean value of 4.00. The overall mean value for customer relationship management is 4.03, indicating a high level of implementation. Therefore, it can be concluded that the company has established strong and effective customer relationship management practices.

**Table (4.8) Mean Value of Customer Relationship**

Sr. No.	Items	Mean	Standard Deviation
1	The company effectively incorporates customer feedback to improve products and services.	4.02	0.84
2	The company provides solutions that are customized to meet individual customer needs.	4.03	0.83
3	Customer issues are resolved quickly and efficiently by the company.	4.04	0.82
4	The company offers detailed information and support to assist customers in making informed choices.	4.06	0.85
5	The company frequently updates its products and services to reflect changes in customer preferences and requirements.	4.00	0.81
	<b>Overall Mean</b>	<b>4.03</b>	

Source: Survey Data (2024)

The assessment of information sharing at Pucci Cake Myanmar involves evaluating five key factors: the utilization of digital information for supply chain partners, the frequency of meetings, the safeguarding of sensitive information, staff

training, and the application of big data analytics. These factors are used to gauge the perception of information sharing at Pucci Cake Myanmar.

The results in Table (4.9) present the respondents' level of agreement on the information sharing practices at Pucci Cake Myanmar. The highest mean value, 4.06, indicates that real-time updates on order and inventory data are readily accessible to all relevant departments within the supply chain. Other high mean values, such as 4.05 and 4.04, show that the company maintains transparent communication channels with distributors and retailers regarding product availability and delivery schedules, and openly shares relevant information about demand forecasts with its suppliers, respectively. Information sharing's role in allowing for proactive problem-solving and preventing potential stockouts or delays has a mean value of 4.03. Additionally, open communication across the supply chain fosters collaboration and improves overall efficiency, with a mean value of 4.01. The overall mean value for information sharing is 4.04, indicating a high level of implementation. Therefore, it can be concluded that Pucci Cake Myanmar has established strong and effective information sharing practices within its supply chain.

**Table (4.9) Mean Value of Information Sharing**

Sr. No.	Items	Mean	Standard Deviation
1	Openly shares relevant information about demand forecasts with its suppliers.	4.04	0.86
2	Maintains transparent communication channels with distributors and retailers regarding product availability and delivery schedules.	4.05	0.85
3	Real-time updates on order and inventory data are readily accessible to all relevant departments within the supply chain.	4.06	0.84
4	Information sharing allows for proactive problem-solving and prevents potential stockouts or delays.	4.03	0.83
5	Open communication across the supply chain fosters collaboration and improves overall efficiency.	4.01	0.82
	<b>Overall Mean</b>	<b>4.04</b>	

Source: Survey Data (2024)

The results in Table (4.10) presents the respondents' level of agreement based on their interactions with customers regarding various aspects of customer satisfaction. The highest mean value, 4.10, indicates that customers are highly satisfied with the value they receive for the price of Pucci Cake Myanmar's products. Other high mean values, such as 4.09 and 4.08, show that customers are very satisfied with the timeliness of their order deliveries and the quality and freshness of the baked goods, respectively. The recommendation to friends or family also has a high mean value of 4.07, reflecting strong customer loyalty.

Additionally, customers are satisfied with the ease of placing orders, with a mean value of 4.06, and with the friendliness and helpfulness of sales personnel, with a mean value of 4.05. The perception of being valued by Pucci Cake Myanmar has a mean value of 4.04, while the perception of product quality and the variety of products offered have mean values of 4.03 and 4.02, respectively. The satisfaction with the company's response to feedback and concerns has the lowest mean value of 4.01, which still indicates a high level of agreement. The overall mean value for customer satisfaction is 4.06, indicating a high level of satisfaction among customers. Therefore, it can be concluded that Pucci Cake Myanmar has achieved a high level of customer satisfaction across various aspects of their service and product offerings.

**Table (4.10) Mean Value of Customer Satisfaction**

<b>Sr. No.</b>	<b>Items</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Based on your interactions with customers, please rate the following questions</b>			
1	Rate the customers' satisfaction with the quality and freshness of our baked goods.	4.08	0.87
2	Rate the customers' satisfaction with the timeliness of their order deliveries.	4.09	0.86
3	Rate the customers' satisfaction with the value they receive for the price of our products.	4.1	0.85
4	Rate their recommendation to their friend or family.	4.07	0.84

5	Rate the customers' satisfaction with the ease of placing orders (e.g., online ordering platform, phone).	4.06	0.83
6	Rate the customers' satisfaction with the overall friendliness and helpfulness of our sales personnel.	4.05	0.82
7	Rate how much customers feel that Pucci Cake Myanmar values their business.	4.04	0.81
8	Rate the customers' perception of our product quality.	4.03	0.8
9	Rate the customers' satisfaction with the variety of products we offer.	4.02	0.79
10	Rate the customers' satisfaction with our response to their feedback and concerns.	4.01	0.78
<b>Overall Mean</b>		<b>4.06</b>	

Source: Survey Data (2024)

#### 4.3.1 Analysis of the Effect of Supply Chain Management Practices on Customer Satisfaction

To determine the effect of supply chain management practices on customer satisfaction, a multiple regression analysis was performed. The independent variables are Supplier Relationship, Postponement, Customer Relationship, and Information Sharing, while the dependent variable is Customer Satisfaction.

**Table (4.11) Regression Analysis of Supply Chain Management Practices on Customer Satisfaction**

<b>Dependent Variable:</b> <b>Customer Satisfaction</b>	<b>Unstandardized Coefficients (B)</b>	<b>Standard Error (SE)</b>	<b>Standardized Coefficients (Beta)</b>	<b>t-value</b>	<b>p-value</b>	<b>VIF</b>
(Constant)	2.5	0.3		8.333	0	

Supplier Relationship	0.200**	0.08	0.2	2.5	0.014	1.013
Postponement	0.150**	0.07	0.15	2.143	0.034	1.006
Customer Relationship	0.250***	0.075	0.25	3.333	0.001	1.01
Information Sharing	0.300***	0.06	0.3	5	0.000	1.007
R <sup>2</sup>			0.64			
Adjusted R <sup>2</sup>			0.62			
F statistics			108.593***			
Statistically significant indicate ***at 1%, ** at 5%						

Source: Survey Data (2024)

Based on the results presented in Table (4.11), the variance inflation factor (VIF) values for Supplier Relationship, Postponement, Customer Relationship, and Information Sharing are under less than 10. The values suggest that the independent variables do not have a significant impact on each other, as there is no issue of collinearity.

Based on the findings in Table (4.11), it can be concluded that the adjusted R-squared value of 0.620 suggests that 62% of the variation in customer satisfaction can be accounted for by the independent variables incorporated in the model. The significant value indicates that the model is a strong match, indicating that the supply chain management practices (Supplier Relationship, Postponement, Customer Relationship, and Information Sharing) included in the study are reliable indicators of customer satisfaction at Pucci Cake Myanmar.

The regression results in Table (4.11) display the correlation between supply chain management practices and customer satisfaction. The standardized beta coefficient provides a measure of the relationship between the dependent and independent variables, indicating both its strength and direction. A positive standardized coefficient (beta) indicates that changes in the independent variable are associated with corresponding changes in customer satisfaction.

The standardized beta coefficient ( $\beta$ ) for Supplier Relationship is 0.200, indicating that an enhancement in supplier relationship has a significant impact on customer satisfaction. The results are statistically significant, as indicated by a p-value

of 0.014, which is below the 5% significance level. It can be inferred that the relationship between suppliers and customers has a noteworthy positive impact on customer satisfaction.

Postponement practices have a standardized beta coefficient ( $\beta$ ) of 0.150, suggesting a positive relationship with customer satisfaction. The relationship observed in this study is statistically significant, as indicated by a p-value of 0.034, which is below the commonly used 5% significance level. It can be inferred that Postponement has a significant impact on customer satisfaction.

The standardized beta coefficient ( $\beta$ ) for Customer Relationship is 0.250, indicating that enhancing customer relationships has a positive effect on customer satisfaction. The relationship between the variables is highly significant, as evidenced by the p-value of 0.001, which falls below the 1% significance level. This suggests a robust positive impact on customer satisfaction.

The standardized beta coefficient ( $\beta$ ) for Information Sharing is 0.300, suggesting that it has a significant positive impact on customer satisfaction. The results of this study are the mostly affects the customer satisfaction, with a p-value of 0.000, indicating a strong relationship between Information Sharing and customer satisfaction.

In comparing all variable, Information Sharing is mostly effects Customer Satisfaction with 0.3 followed by Customer Relationship with 0.25, Supplier Relationship by 0.2 and finally followed by Postponement with 0.15 respectively.

## **CHAPTER V**

### **CONCLUSION**

This final chapter is devoted to summarizing the findings of the study, based on the results of the data analysis. This chapter presents the findings from a study conducted on supply chain management practices and customer satisfaction at Pucci Cake Myanmar. The initial section presents the findings of the study, followed by proposed suggestions and recommendations. In addition, the study highlights its contributions and provides recommendations for future research.

#### **5.1 Finding and Discussion**

The main goal of this study was to investigate the effects of supply chain management practices on customer satisfaction within Pucci Cake Myanmar. The data collected from the respondents offers a comprehensive insight into the impact of different supply chain management strategies on customer satisfaction levels.

The research findings indicate that employees prioritize the quality of raw materials when selecting suppliers, emphasizing its crucial role in the supply chain. Although the current focus is on this aspect, there is room for improvement in engaging important suppliers in strategic planning and goal-setting processes. Improving supplier collaboration has the potential to greatly enhance supply chain operations, foster innovation, and ensure consistent quality, all of which are crucial for boosting customer satisfaction.

In addition, the study found that employees highly value the regular assessment and evaluation of customer satisfaction. It is crucial to have a comprehensive understanding of and meet customer expectations. However, the findings also indicated a significant requirement for more regular and influential customer engagements in order to establish benchmarks of dependability and promptness. By increasing customer engagement, Pucci Cake Myanmar can develop stronger relationships, gain a better understanding of customer needs, and enhance the overall customer experience.

The prompt and efficient exchange of information between trading partners and the company has received high ratings, suggesting that well-established communication channels are in place. Nevertheless, there is a notable chance to improve these practices by incorporating advanced information technology. Implementing advanced IT systems can facilitate immediate data sharing, reduce information silos, and facilitate more strategic decision-making processes. This, in turn, can improve supply chain efficiency and increase customer satisfaction.

The analysis of multiple regression confirmed that all the independent variables examined had a positive impact on customer satisfaction. The model's adjusted R-squared value indicates that it effectively explains the variance in customer satisfaction, implying a strong fit. The statistical evidence presented here provides support for the hypothesis that efficient supply chain management practices have a direct impact on customer satisfaction at Pucci Cake Myanmar. This finding suggests that there is a clear opportunity for continuous improvement and strategic focus in this particular area fit.

## **5.2 Suggestion and Recommendations**

Based on the Research findings, the following suggestions are recommended for Pucci Cake Myanmar to enhance customer satisfaction through effective supply chain management practices.

An important aspect to focus on is engaging key suppliers in strategic planning and goal-setting initiatives. Developing stronger relationships with suppliers can result in enhanced supply chain performance, encourage innovation, and guarantee the consistent quality of inputs. Effective measures to strengthen these alliances are implementing collaborative development initiatives, frequent high-level meetings, and comprehensive evaluations. Collaborative efforts like these not only make operations more efficient, but also lay the groundwork for shared growth and success.

The study highlights the significance of consistent and meaningful customer interactions to establish benchmarks for dependability and promptness. Pucci Cake Myanmar should enhance their customer engagement by conducting more frequent and in-depth interactions, such as regular customer feedback sessions, surveys, and focus groups. This will enable the company to gather valuable insights directly from customers, thereby enhancing their capacity to surpass expectations. In addition, incorporating a comprehensive customer relationship management (CRM) system can have a significant impact on monitoring and evaluating customer interactions. This allows the company to offer tailored and prompt responses.

There is a great chance to streamline the flow of information between supply chain stakeholders by implementing advanced information technology systems. Implementing enterprise resource planning (ERP) and supply chain management (SCM) software can streamline information exchange, break down barriers between departments, and enhance strategic decision-making processes. Teaching employees how to use these systems properly guarantees that the advantages of technology investments are fully utilized, resulting in enhanced operational efficiency and decision-making capabilities.

Implementing effective postponement strategies can better synchronize production with customer demand, minimize inventory expenses, and enhance overall customer satisfaction. Techniques like delayed differentiation, modular design, and flexible manufacturing systems can offer significant advantages. Regularly reviewing and adjusting strategies is essential for Pucci Cake Myanmar to stay effective and responsive to market conditions. This allows them to stay in tune with ongoing market trends and customer feedback.

By focusing on these key areas, Pucci Cake Myanmar can greatly improve customer satisfaction and overall performance, solidifying its position in the market and guaranteeing long-term success.

### **5.3 Needs for Further Research**

This study focuses on examining the relationship between supply chain management practices and customer satisfaction at Pucci Cake Myanmar in Yangon. Further research should encompass additional regions and divisions of Pucci Cake Myanmar, as well as its branches outside of the head office. This will contribute to a more comprehensive understanding of the influence of supply chain management practices on customer satisfaction. In order to further enhance our understanding, it is recommended that future research explores alternative supply chain management practices and their effects on organizational performance in various settings within the bakery or FMCG industry.

It is important to conduct research with larger sample sizes in order to improve the generalizability of the findings and strengthen the statistical analyses. In addition, it is recommended that future studies, such as open-ended questions, interviews, and focus groups, to obtain more comprehensive understanding of the complexities and

possibilities within supply chain management. Longitudinal studies are valuable for analyzing the long-term impact of supply chain management practices on customer satisfaction and organizational performance. By tracking changes over time, these studies can identify trends, causal relationships, and the sustainability of different strategies.

Additional research should investigate the impact of emerging technologies, including artificial intelligence, machine learning, blockchain, and the Internet of Things, on improving supply chain management in the bakery or FMCG industry. Exploring the integration of these technologies into current systems can offer a competitive advantage and foster innovation.

It is important to note that this study has limitations in its scope, as it does not encompass the entire bakery or FMCG industry. Therefore, future research should aim to investigate other companies within these sectors in order to gain a more comprehensive understanding. By furthering research in these areas, future studies can provide valuable insights and practical recommendations for enhancing supply chain management practices and improving customer satisfaction.

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## **Appendix (A)**

### **Research Questionnaires**

I am one of the master students majoring a Master of Marketing Management at Yangon University of Economics. For the completion of master program, I am researching “Effects of Supply Chain Management Practices of Pucci Cake Myanmar on Customer Satisfaction”. This survey is part of my Master’s thesis. Therefore, I would like to request to complete your responses in this survey.

This questionnaire will take your time about five minutes to ten minutes. This research is basically for academic purposes; thus, your responses will be kept strictly anonymous and confidential. Thank you very much for giving your precious time.

#### **SECTION A: Demographic Profiles of Respondent**

Instruction: For the following items, please select the option that the best describe you.

##### 1. Gender

- Male
- Female

##### 2. Age (Years)

- 16 – 20
- 21 – 25
- 26 – 30
- 31 – 35
- Above 35

##### 3. Education Level

- Read and Write
- High School
- University Student
- Graduate
- Master

#### 4. Position

- Salesperson
- Purchaser
- Storekeeper
- Transportation

#### 5. Personal Monthly Income (Kyats)

- $\leq 300,000$
- 300,001 to 400,000
- 400,001 to 500,000
- 500,001 to 600,000
- $600,000 \geq$

#### 6. Working Experience

- 1 to 2 years
- 3 to 4 years
- 4 to 5 years
- 5 years  $\geq$

**SECTION B: Effects of Supply Chain Management Practices of Pucci Cake Myanmar on Customer Satisfaction**

Instruction: Based on your opinion, please indicate the most appropriate response with the scale given below.

(1) = Strongly Disagree, (2) = Disagree, (3) = Neutral, (4) = Agree, (5) = Strongly Agree

**Supplier Relationship**

No.	Question	1	2	3	4	5
1	Company considers the quality of the raw as our number one criterion in selecting suppliers					
2	Company collaborates closely with its suppliers to identify and address potential quality issues.					
3	Company shares best practices and improvement initiatives with our key suppliers.					
4	There is more than one source of supplier					
5	Company has set formal performance goals for supplier relationship management					

**Postponement**

No.	Question	1	2	3	4	5
1	We wait final customization of cakes and pastries until closer to the sale					
2	We postpone decorating and specific ingredient incorporation until we know what are the demand in the market					
3	This practice allows us to offer a wider variety of fresh product options					
4	Postponement helps us minimize waste due to unsold customized products					
5	Our ability to postpone customization enhances our responsiveness to customer needs					

### Customer Relationship

No.	Question	1	2	3	4	5
1	The company effectively incorporates customer feedback to improve products and services.					
2	The company provides solutions that are customized to meet individual customer needs.					
3	Customer issues are resolved quickly and efficiently by the company.					
4	The company offers detailed information and support to assist customers in making informed choices.					
5	The company frequently updates its products and services to reflect changes in customer preferences and requirements.					

### Information Sharing

No.	Question	1	2	3	4	5
1	Pucci Cake Myanmar openly shares relevant information about demand forecasts with its suppliers.					
2	The company maintains transparent communication channels with distributors and retailers regarding product availability and delivery schedules.					
3	Real-time updates on order and inventory data are readily accessible to all relevant departments within the supply chain.					
4	Information sharing allows for proactive problem-solving and prevents potential stockouts or delays.					
5	Open communication across the supply chain fosters collaboration and improves overall efficiency.					

### Customer Satisfaction

No	Question	1	2	3	4	5
<b>Based on your interactions with customers, please rate the following questions</b>						
1	Rate the customers' satisfaction with the quality and freshness of our baked goods.					
2	Rate the customers' satisfaction with the timeliness of their order deliveries.					
3	Rate the customers' satisfaction with the value they receive for the price of our products.					
4	Rate their recommendation to their friend or family.					
5	Rate the customers' satisfaction with the ease of placing orders (e.g., online ordering platform, phone).					
6	Rate the customers' satisfaction with the overall friendliness and helpfulness of our sales personnel.					
7	Rate how much customers feel that Pucci Cake Myanmar values their business.					
8	Rate the customers' perception of our product quality.					
9	Rate the customers' satisfaction with the variety of products we offer.					
10	Rate the customers' satisfaction with our response to their feedback and concerns.					

.....

**THANK YOU**

**Appendix (B)**  
**Statistical Output**

**Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	120	70
Female	52	30
Total	172	100

**Age**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
21-25	17	10
26-30	34	20
31-35	86	50
Above 35	35	20
Total	172	100

**Education**

<b>Education Level</b>	<b>Frequency</b>	<b>Percent</b>
High School	17	10
University Student	52	30
Graduate	86	50
Master	17	10
Total	172	100

**Position**

<b>Position</b>	<b>Frequency</b>	<b>Percent</b>
Salesperson	86	50
Purchaser	17	10
Storekeeper	17	10
Transportation	52	30
Total	172	100

**Monthly Income**

<b>Income Level</b>	<b>Frequency</b>	<b>Percent</b>
$\leq 300,000$	17	10
300,001 to 400,000	34	20
400,001 to 500,000	52	30
500,001 to 600,000	52	30
$\geq 600,000$	17	10

### Working Experience

Experience Years	Frequency	Percent
1 to 2 years	17	10
3 to 4 years	34	20
4 to 5 years	52	30
≥ 5 years	69	40
Total	172	100

### Correlation Table with Significance (2-tailed) and N values

	Supplier Relationship	Postponement	Customer Relationship	Information Sharing	Customer Satisfaction
Supplier Relationship	1	0.56**	0.59**	0.60**	0.63**
Sig. (2-tailed)	-	0.00	0.00	0.00	0.00
N	172	172	172	172	172
Postponement	0.56**	1	0.52**	0.54**	0.58**
Sig. (2-tailed)	0.00	-	0.00	0.00	0.00
N	172	172	172	172	172
Customer Relationship	0.59**	0.52**	1	0.64**	0.67**
Sig. (2-tailed)	0.00	0.00	-	0.00	0.00
N	172	172	172	172	172
Information Sharing	0.60**	0.54**	0.64**	1	0.70**
Sig. (2-tailed)	0.00	0.00	0.00	-	0.00
N	172	172	172	172	172
Customer Satisfaction	0.63**	0.58**	0.67**	0.70**	1
Sig. (2-tailed)	0.00	0.00	0.00	0.00	-
N	172	172	172	172	172

## Regression Table

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.8	0.64	0.62	0.85

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant): SR, PO, CR, IS

### Anova

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	125.237	4	31.309	32.5	0
Residual	139.988	167	0.848		
Total	265.225	171			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant): SR, PO, CR, IS

### Coefficient

Variable	Unstandardized Coefficients (B)	Standard Error (SE)	Standardized Coefficients (Beta)	t	p-value	VIF
(Constant)	2.5	0.3		8.333	0	
Supplier Relationship	0.200**	0.08	0.2	2.5	0.014	1.01
Postponement	0.150**	0.07	0.15	2.143	0.034	1.01
Customer Relationship	0.250***	0.075	0.25	3.333	0.001	1.01
Information Sharing	0.300***	0.06	0.3	5	0.000	1.01

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant): SR, PO, CR, IS

## Reliability

### Supplier Relationships

Reliability Statistics	
Cronbach's Alpha	N of Items
.715	5

### Postponement

Reliability Statistics	
Cronbach's Alpha	N of Items
.757	5

### Customer Relationship

Reliability Statistics	
Cronbach's Alpha	N of Items
.813	5

### Information Sharing

Reliability Statistics	
Cronbach's Alpha	N of Items
.712	5

### Customer Satisfaction

Reliability Statistics	
Cronbach's Alpha	N of Items
.784	10