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INTERNET-BASED SUPPLY CHAIN MANAGEMENT: A PILOT SURVEY FOR DETERMINING THE CHALLENGES IN THE INTERNET-BASED TEXTILE SUPPLY CHAIN•

Süleyman BARUTÇU•• - Sahavet GÜRDAL•••

Abstract

Even though the Internet-based Supply Chain Management (SCM) is a very important system for companies, the adoption level of the Internet-based SCM was found as very low in surveyed Turkish companies (Ülengin and Ülengin, 2003) and textile companies (Barutçu, 2007). The main objective of this paper is to analyze the importance of the Internet-based SCM to enhance the performance of companies, and to determine the challenges during its applications in the textile supply chain. However, the survey that was conducted on 43 textile companies explored (1) why the adoption of the Internet-based SCM in textile supply chain was low, (2) what the main challenges and problems in the implementation of the Internet-based textile supply chain were, and (3) how the adoption of the Internet-based SCM could be increased in the textile industry. According to the results of this survey, the low adoption level of this system was verified again; the troubles and challenges in the Internet-based textile supply chain were determined in three sections related to textile industry, textile companies and the Internet-based SCM systems.

Key Words: *Supply Chain Management (SCM), Internet-Based SCM, Textile Supply Chain*

INTERNET TABANLI TEDARİK ZİNCİRİ YÖNETİMİ: INTERNET TABANLI TEKSTİL TEDARİK ZİNCİRİNDE KARŞILAŞILAN PROBLEMLERİN BELİRLENMESİNE YÖNELİK PİLOT BİR ARAŞTIRMA

Özet

İşletmeler için İnternet tabanlı TZY çok önemli olmasına rağmen, Türkiye'de araştırmaya katılan işletmelerde (Ülengin and Ülengin, 2003) ve tekstil işletmelerinde (Barutçu, 2007) bu sistemden yararlanma düzeylerinin çok düşük olduğu belirlenmiştir. Bu çalışmanın temel amacı, internet tabanlı TZY'nin işletmelerin performansını arttırma noktasında önemini açıklamak ve tekstil sektöründe kullanılmasındaki temel zorluklarını belirlemektir. Bu nedenle, 43 tekstil işletmesi üzerinde yapılan araştırmada; (1) internet tabanlı TZY'nin tekstil sektöründe uygulama düzeyinin neden düşük olduğu, (2) internet tabanlı TZY'nin uygulanmasındaki temel zorluklar ve problemlerinin neler olduğu ve (3) tekstil sektöründe yararlanılma düzeyinin nasıl arttırılabileceği araştırılmıştır. Araştırma sonuçlarına göre, Tekstil işletmelerinde internet-tabanlı TZY'den yararlanma düzeylerinin düşük olduğu doğrulanmış ve işletmelerin karşılaştıkları problemler ve zorluklar; tekstil sektörü, tekstil işletmeleri ve internet tabanlı TZY'den kaynaklanan sorunlar olarak üç başlık altında analiz edilmiştir.

Anahtar Kelimeler: *Tedarik Zinciri Yönetimi, İnternet Tabanlı TZY, Tekstil Tedarik Zinciri*

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1. INTRODUCTION

With the emergence of the global economy, today's business environment is more competitive than the business environment in the past. The sustaining competitiveness and the resulting profitability of companies depend less on the ability to raise their prices of products and services. Instead, companies need to compete on the basis of product innovation, higher quality and faster response time. The ability to react quickly to market changes and to adjust inventory, production and transportation systems is necessary for profitability and cost efficiency of companies. Those competitive dimensions cannot be delivered without an effectively managed supply chain. Relationships throughout the supply chain are integrated parts of a successful company, and improved communications among trading partners can result many benefits in the supply chain (Lancioni et al., 2000: Presutti, 2003: Lancaster et al., 2006). Therefore, the managers should be aware of the requirement of looking beyond the borders of their own companies to their suppliers, suppliers' suppliers, and customers to improve entire supply chain flexibility and overall customer value (Duclos et al., 2003: Lummus et al., 2003).

Suppliers, manufactures, logistics service providers, channel members and customers are the main parts of the supply chain. The meeting point of these supply chain members is now the Internet. The current Internet revolution and the Internet-based technologies have created new opportunities for further improvements in supply chain activities. Many Internet-based communication technologies represent relatively affordable solutions as compared to more traditional information systems for conducting electronically mediated exchange. As technology has advanced, the Internet will allow SCM to be much more dynamic, and the use of the Internet in SCM is rapidly increasing, because the Internet-based SCM deals with relationship among them, reshapes the supply chain activities, and enables managers to watch supply chain activities closely from the Internet (Lancioni et al., 2000: Myhr and Spekman, 2005). Despite the importance of the Internet-based SCM, the adoption of this system is low in Turkey (Ülengin and Ülengin, 2003: Barutçu, 2007). Thus, it is important to determine the main troubles and challenges in the Internet-based SCM in Turkey. In this study, (1) the Internet, Internet-based SCM, and the benefits of the Internet-based SCM are reviewed, (2) the main troubles and challenges in the Internet-based textile supply chain are investigated, and (3) some recommendations are also given to overcome some challenges in the Internet-based textile supply chain.

2. CONCEPTUAL FRAMEWORK

2.1. Supply Chain Management, and the Internet-Based Supply Chain Management

The SCM has emerged as cross functional, cross company concept to improve coordination of entire value chains through coordinated actions of all companies in the value chain. Moreover, the integration of business processes from consumer to the original suppliers not only internally within a company but also externally between companies leads to product-service-information that has added value to customers (Cooper et al., 1997). In other word, the objective of the SCM is to create value for all supply chain members (Lambert et al., 1998). The Global Supply Chain Forum defines SCM as the integration of key business processes from end-customer through original supplier that provides materials, products, services, and information that add value for customers and other stakeholders (Lambert et al., 1998). The term SCM implies a shared business process that synchronizes product, information and cash flow across several independent companies and requires the coordination of production, inventory, location, transportation, and information among the participants in a supply chain to achieve the best mix of responsiveness and efficiency for the market being served (Hugos, 2003: Greig, 2005).

Nowadays, the Internet shapes many business activities from suppliers to customers, and allows suppliers, manufacturers, logistics service providers and customers to meet at electronic marketplaces in order to search, order, sell products and services or communicate among the supply chain members efficiently. Because the performance of each member of the supply chain (suppliers, manufacturers, warehouses, retailers and customers, etc.) affects the overall performance of the supply chain, a key point in successful SCM is that the entire process and supply chain must be viewed as one system (Duclos et al., 2003). Thus, companies in the supply chain need a system to control the entire supply chain. The Internet is one of the most effective tools to provide communication among people, and the Internet-based SCM is one of the systems to follow, monitor and control the supply chain activities.

According to literature survey, the Internet-based SCM has become an increasingly important topic to businesses (Lancester et al., 2006). For example, Lancioni et al. (2000) discussed for the first time how the Internet was being used in managing the major components of supply chain including transportation, purchasing, inventory management, customer service, production scheduling, warehousing and customer relations. Garcia-Dastuque and Lambert (2003) discussed how the Internet could lead to more efficient SCM and care for the integration of business processes across the supply by facilitating the information flows that are necessary to coordinate business activities. Rahman (2003) discussed how Internet was being used in the management of various areas of supply chain, and put forward that the Internet would continue to provide managers with fast and accurate information from a wide range of operating areas including transportation, inventory, purchasing, customer service, production scheduling, order processing, and vendor operations to enable them to improve profitability of their supply chain. Lo et al. (2008) integrated the typical Management Information Systems with an e-fashion SCM multi-agent system and gave its implementation and some practical issues on the Internet-based SCM for fashion industry. Rahman (2004) analyzed the potential effects of the Internet on supply chain applications, and predicted the following; (1) pre-determined pricing is giving way to auction-based bidding for the best price, (2) sourcing is becoming global as suppliers all over the world sell on the Internet, (3) long-term partnerships with vendors are making room for deal-to-deal relationships, and (4) buyers are being forced to compete with one another to secure the best and cheapest suppliers.

2.2. The Benefits of the Internet-Based SCM System

The Internet provides a real-time, dynamic and distributed platform for information and feedback to be exchanged for interactive supply chain applications and enables companies to alter supply chain relationships effectively. There are many benefits associated with the Internet-based SCM, most centering on the speed, the decreased costs, the ability to communicate and comprehensive information sharing about each stage in the supply chain system. The primary advantages of the Internet utilization in SCM are improved transaction speed, decreased cost, increased business efficiency, enhanced information flows, wider geographical spread, increased temporal reach, competitive differentiation for companies in supply chain flexibility, and the potential to shorten the supply chain (Hoffman et al., 1995; Zank and Vokurka, 2003: Garcia-Dastuque and Lambert, 2003: Lancioni et al., 2003: Lankford, 2004: Lancaster et al., 2006). Therefore, the Internet, Supply Chain, SCM and the Internet-based SCM have recently attracted tremendous interests from both academia and industry. The Internet-based SCM is also an attempt by companies to increase the efficiency of their supplier relations. With an emphasis on automated communication, the Internet-based SCM decreases the amount of paperwork, filing, and record keeping needed. The system also allows for companies to implement Just in Time or similar inventory systems, furthering the operational efficiency (Lancaster et al., 2006). An example of the Internet-based SCM can be found by looking at Wal-Mart and Procter&Gamble (P&G) or Aygaz (one of the gas provider for car in Turkey) and gas stations. P&G and Aygaz are able to monitor the inventory levels of theirs products at Wal-Mart distribution centers and gas stations. Doing so assures that a Wal-Mart store will never run out of a P&G product. At least, the system provides early warning signs when that product is running low, and online distribution route is determined according to the gas level of each gas station and its sales (Koch, 2002; Tanyeri and Barutçu, 2003). Moreover, Ford and General Motors announced the switching of their supply management system from electronic data interchange (EDI) to the Internet in 2000 (O'Toole, 2003).

Lancioni et al., (2003) explained how the Internet has provided managers with the ability to be agile in managing their supply network. This includes the ability to: (1) adjust inventory levels quickly, (2) add or reduce carriers when needed, (3) increase the speed in responding to customer service problems, (4) manage distant facilities more effectively, (5) reduce the level of paperwork in a SC system, (6) adjust material throughput when necessary, (7) track shipments more accurately, (8) develop cost effective purchasing strategies, (9) improve production scheduling and (10) reduce operational redundancy in supply chain systems.

Rahman (2004) summarized some of the opportunities resulting from the inclusion of the Internet in the supply chain from the literature (especially from Business World and Business Today). If the companies in the supply chain use the Internet-based SCM system, they have the ability to; (1) reduce service costs and response time, (2) be more responsive to customer service problems, (3) schedule pickups and deliveries, (4) directly communicate with vendors, customers, etc. regarding supply issues on a seven-day/24 hour basis via e-mail, (5) track equipment locations including rail, cars, trucks, and material handling equipment, (6) pay invoices electronically and check outstanding debt balances, (7) notify vendors of changes in configurations in products that are produced to order, (8) place bids on projects issued by government and industry buyers, (9) check the status of orders placed with vendors, (10) receive orders from international customers, (11) provide 7-day/24-hour worldwide customer service, (12) schedule outbound shipments from private and public distribution centers on a 24 hour basis, (13) reserve space in public warehouses for anticipated deliveries to market locations, (14) contact vendors or buyers regarding customer service problems from late deliveries, stock-outs, alterations in scheduled shipment dates, late arrivals, and wide variety of other services issues, (15) track shipments using a wide variety of modes including truck, rail, and air transport, (16) monitor online vendor catalogs from which buyer can find, select, and order items directly from suppliers without any human contact.

All these benefits remain to be seen if all companies in the supply chain are willing to exchange information and use the Internet-based SCM software (Lancaster et al., 2006). Thus, information integration and the characteristic of the Internet-based SCM software are also important. According to Quality Function Deployment analysis conducted on managers of textile companies, the Internet-based SCM software should meet the following features; (1) having online automatic data capture system, (2) displaying manufacturing process, production schedules, their inventory levels and logistics information for supply chain partners etc., (3) integrating and synchronizing all supply chain activities, (4) containing only textile supply chain process, (5) enabling supply chain partners to work together, (6) having security system like password protected and 128-bit SSL certificate, (7) having advance planning and scheduling systems of supply chain activities, (8) having high speed computers and servers of companies in textile supply chain, (9) containing good organized menu, toolbar and screen design and (10) being developed or customized for their special needs easily (Barutçu, 2006).

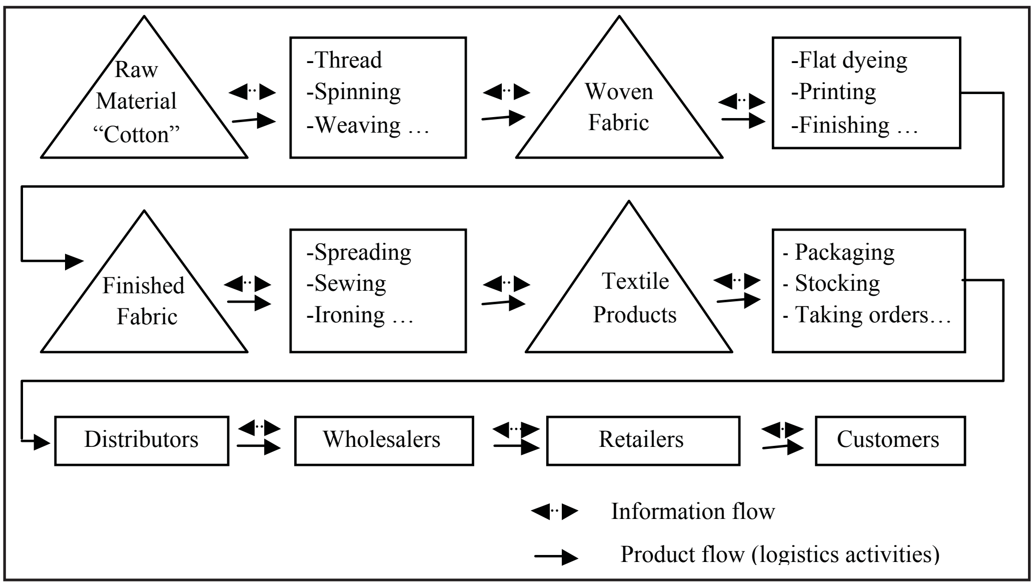
2.3. Turkish Textile Industry and Textile Supply Chain

The textile industry has one of the longest and most complex supply chains. The textile supply chains compete on lower cost, higher quality, perfect delivery and flexibility in diversity of textile products. The textile companies are inextricably connected together throughout the entire sequence of events that bring raw material (cotton) from its source of supply, through to the ultimate customer as bedclothes, pillowcase, towel, bathrobe, knitwear and apparel etc.

The textile supply chain was complex and was characterized by volatile markets, short product life cycles, and high product variety (Bruce et al., 2004). There can be many processes, materials, suppliers and customers (final customers, retailers or hotels etc.) on information and product (material/ machines/textile products) flow in the textile supply chain. Information flows along supply chains include sharing downstream information (for example sales, demand forecast, inventory information and logistics planning etc.) and upstream information (for example ordering, order status, production and logistics schedules etc.) in textile supply chain (Lee and Whang, 1999). Managing a complex textile supply chain requires a coordination of all following activities, and the Internet-based SCM involves working across multiple companies to shorten the supply chain time in the delivery of textile products to the final customers, and attempts to manage and monitor the entire scope of the textile supply chain as seen in Figure 1.

The textile industry has been denominated as the locomotive of the Turkish Economy for years and played very important role because Turkey is one of the most important textile producers and exporters in the world. Turkish textile manufacturers have some advantages like geographical proximity to main markets especially European, Russian Federation and Middle East markets, short logistics period due to geographical proximity and well-educated textile workers etc. However, they face fierce competition from resulted from the increasing rate of exports of new industrialized countries, especially from China, India, Egypt, Pakistan and Bangladesh etc. Moreover, on January 1, 2005 the protective umbrella of textile quotas has been lifted in the world and countries can no longer apply quantitative restrictions on the flow of the textile products. These changes have increased the competition level among textile companies not only in Turkey but also in the world. The textiles industry has played a major role in Turkish economy and Denizli economy as well. The textile industry employ a large number of people (approximately 100,000 workers in 324 big textile companies in 2002) working in manufacturing bed clothes, pillowcase, towels, bathrobes, knitwear and apparels etc., and many of them are big family owned businesses in Denizli, Turkey. However, competitiveness of textile industry is decreasing mainly due to high production costs and low foreign exchanges rates because the Turkish Lira has experienced a revaluation since 2003. Furthermore, textile manufacturers and exporters faced fierce competition from new industrialized countries whose low labor cost and high government incentives give them a considerable advantage for competition in the textile industry. Therefore, in the last a few years, some textile manufacturers in Denizli have shifted their operations to Bulgaria and Egypt because of their more attractive tax policies and labor costs, some textile companies have been shut down, and some workers from textile companies have lost their jobs. Meanwhile, China, India, Egypt, Pakistan and Bangladesh are taking huge steps to improve their production and manufacturing processes to offer low cost products. Textile companies in Denizli

Table 1: The Characteristics of Companies and Respondentsn



are searching for new ways to improve their competitive positions. One of the ways to get better competitive position, textile companies need to decrease their costs, because the lower production cost serves as a company's competitive tool in global markets. In this stage, the effective SCM can play a very important role in highly competitive textile industry due to the integration of the information used in the textile processes with the Internet-based SCM systems.

3. CHALLENGES IN THE INTERNET-BASED TEXTILE SUPPLY CHAIN

Even though the Internet-based SCM is very important system for companies, the adoption level of the Internet-based SCM is very low. For example, Ülengin and Ülengin (2003) surveyed the top 74 companies, which are the members of the Istanbul Chamber of Commerce, and found that the Internet-based SCM were not totally realized in the surveyed Turkish companies. Barutçu (2007) found that the adoption of the Internet-based SCM in the textile supply chain was very low, even though the Internet-based SCM had many advantages for textile companies as well (Hoffman et al., 1995; Zank and Vokurka, 2003: Lancioni et al., 2003: Rahman, 2004: Lankford, 2004: Lancaster et al., 2006). Therefore, it is unavoidable to determine troubles and challenges in the Internet-based textile supply chain in this respect. The main objectives of the pilot study is to explore why the adoption of the Internet-based SCM in textile supply chain is very low, and what the main challenges and problems are in implementing of the Internet-based SCM in the textile supply chain activities in Denizli-Turkey.

3.1. Research Methodology

Data for this research was collected through survey methodology. The questionnaire was developed from the existing studies (Lancioni et al., 2000: Lancioni et al., 2003: Barutçu, 2007), and consisted of ten questions and 23 items. The first four questions were related to the characteristics of the respondents and textile companies. The fifth question (14 Likert scale type items) was how often the Internet was used in the supply chain applications. The sixth question was what the Internet utilization rate in entire textile supply chain applications was. The last four questions were open-ended questions to obtain the respondent's of own thoughts related with the SCM in textile industry and challenges in the Internet-based SCM. In the sampling stage, judgment sampling, one of the nonprobability sampling methods, was used. The 23 questionnaires were distributed by researchers and 61 questionnaires were sent by e-mail to the textile companies. The 43 questionnaires were returned. All completed questionnaires were included in the final data analysis, thereby yielding a usable response rate of 45, 75%. In data analysis stage, SPSS 11.5 was used to analyze data. The reliability of the valid questionnaires was assessed by the Cronbach alpha reliability coefficient. Reliability value for the Internet utilization rate in supply chain activities was calculated as 0, 7012. Descriptive data analysis was used to analyze data collected from survey. Mean and standard deviations of questions used in Likert scale were calculated, and the answers of open-ended questions were coded and categorized for analysis purposes.

3.2. Research Results

As seen in Table 1, in terms of the respondents' positions, among the 43 respondents, 29, 9% were purchase managers, 23, 3% were production managers. Among the 9 respondents marked the others, 6 (14%) of them are marketing managers. In terms of the company sizes, there are 14 companies employed more than 1,201 workers, 11 companies employed between 801 and 1200 workers. Among the 43 companies, 34, 9% have between 5001 to 7000 square meters production area and the 37, 2% were found before 1985.

Table 2 shows means and standard deviations of responses to the use of the Internet for textile supply chain activities. Overall, the results revealed that the Internet-based SCM is mostly used in the receiving orders, marketing, and customer service and customer evaluation. This show that surveyed textile companies used the Internet for marketing area from receiving orders to customer evaluations.

Figure 1: Some of the main stages in the textile supply chain.

Variable	*Frequency*	*%*	*Variable*	*Frequency*	*%*
Respondent's Positions			The production area		
Owners	4	9,3	≤ **1000** square meters	2	4,7
General Managers	8	18,6	**1001-3000** square meters	6	14,0
Production Manager	10	23,3	**3001-5000** square meters	7	16,3
Purchase Manager	12	27,9	**5001-7000** square meters	15	34,9
Others	9	20,9	≥ **7001** square meters	13	30,2
The number of workers			The year of foundation		
≤ 200	4	9,3	**≤ 1985**	16	37,2
201-400	6	14,0	**1986-1990**	13	30,2
401-800	8	18,6	**1991-1995**	9	20,9
801-1200	11	25,6	**1996-2000**	5	11,6
≥ 1201	14	32,6	**≥ 2001**	-	-

The Internet-based SCM system is not popular and widely used in stock control, stock management, production and logistics planning. Most of the respondents prefer to do textile supply chain activities in the traditional way rather than through the Internet. Consequently, apart from marketing, the utilization rate of the Internet-based SCM in textile supply chain is low. These results also verified previous survey results (Barutçu, 2007).

Table 2: Descriptive Statistics of Supply Chain Applications.

The frequency of the use of Internet on supply chain applications *	***Mean***	***SD***
Receiving orders	2,0698	1,03269
Sending orders	2,6512	1,13145
Stock management	3,7674	,99612
Suppliers analysis	3,6047	,90342
Suppliers evaluation	3,6744	,94418
Logistics planning and following up	3,3953	1,19800
Stock control	4,1860	,85233
Following orders	3,7674	,71837
Production planning	3,6512	,81310
Marketing	2,3256	,94418
Sales and following sales	2,6512	1,02082
Customer service	2,4651	1,07679
. Customers evaluation	2,4186	1,07421

*** Scale: A five-point Likert scale from 1.Every Time to 5. Never**

According to the categorized answers of the open-ended questions related to the troubles and challenges, respondents mentioned 12 different challenges. These challenges were categorized in three sections as (i) textile industry, (ii) textile companies and (iii) the Internet-based SCM systems in order to simplify the analysis as seen in Figure 2.

Figure 2: Main troubles and challenges in the Internet-based textile supply chain

The Textile Industry

- The complex process of textile supply chain
- Contract manufacturing
- Demand uncertainty
- Negative trade prospects in textile industry

The Textile Companies

- The lack of the infrastructures
- The lack of the suppliers' infrastructures
- Inadequate trained employees
- Resistance to technological change
- No requirement of the new system in the textile supply chain

The Internet-Based SCM Systems

- High investment
- Many differences in suppliers' information systems
- Security risk

(i) The troubles and challenges related to textile industry; the complex process of the textile supply chain activities is one of the most important problems cited 25 times by respondents. As seen in Figure 1, the textile supply chain is a complex system composed of many activities and companies (suppliers, manufactures, logistics service providers, distributors and intermediaries etc…) collectively responsible for all the textile supply chain activities. Therefore, they need very complicated data capturing systems in order to monitor all supply chain activities. A contract manufacturing system is also a very important reason why they can not use the Internet-based SCM systems. Respondents expressed this reason fourteen times. In the contract manufacturing system, most of the supply chain activities are performed by intermediary .Thus, they do not feel a need for the Internet-based SCM applications. In the textile industry, demand uncertainty of textile products is also a very important reason and is cited thirteen times by respondents. Nowadays, many companies from different countries are producing textile products. Many intermediaries sometimes change their suppliers' textile companies due to lower price and quality.

Most of the textile companies do not foresee their situations in the future. Moreover, there are negative trade prospects in textile industry cited eleven times because of the China and new industrialized countries. Therefore, they do not want to make investments for the Internet-based SCM systems.

(ii) The troubles and challenges related to textile companies; the lack of their companies' infrastructures (cited 22 times) and suppliers' infrastructures (cited 17 times) are the main troubles sourced by textile companies. In other words, most of the textile companies' technological infrastructures are not enough to use the Internet-based SCM systems. Most of them face inadequate trained employees (cited 14 times) and resistance to technological change (cited 11 times) in their textile companies from some owners or staffs because, the migration of the textile supply chain activities onto the Internet requires the changing of the business processes. The seven respondents think that they do not need for the Internet-based SCM systems in their textile supply chain. The main reason of this can be that the owners and managers of the textile companies are accustomed to the usual business process like phone calls, fax and face to face negotiation. Therefore, most of textile managers are comfortable with the traditional way of carrying out operations and they do not want to change the way of conducting operations with the Internet-based SCM.

(iii) The troubles and challenges related to the Internet-based SCM systems; there are also some troubles from the Internet-based SCM systems. In this section, this system requires high investments in information technology. This problem is cited nineteen times. Therefore, most of the textile companies are not capable of this investment for the Internet-based SCM systems. Moreover, twelve respondents think that there are many differences in suppliers' information systems. These differences are also important reasons for not integrating all textile supply chain activities in the Internet. Finally, the last important reason is a security risk. Eight respondents perceive some risks for their information systems. They are afraid of losing their secret information about cost, manufacturing processes, orders and customers' information. Therefore, they do not want to integrate the Internet-based SCM in textile industry.

4. CONCLUSIONS AND RECOMMENDATIONS

This paper explores the importance and benefits of the Internet-based SCM systems and their challenges for the textile industry. In the highly competitive business environment, the textile manufactures needs to improve their competitive positions and decrease their costs and risks. It is a necessity for textile companies to adopt the Internet-based SCM so as to maintain their operations efficiently and systematically. The Internet-based SCM has recently received a lot of attention because it allows real-time information sharing and benefits all partners in a textile supply chain. However, the textile companies do not make use of this system sufficiently (Barutçu, 2007). Therefore, the main contribution of this paper is to determine the challenges and problems in implementing of the Internet-based SCM in the textile industry. According to the survey results, there are several problems related to the textile industry, textile companies and the Internet-based SCM systems. The challenges for successful implementation of the Internet-based SCM are discussed in terms of the textile companies and the Internet-based SCM systems. Obviously, the troubles and challenges related to textile industry are beyond the control of the managers. However, they can overcome and solve the troubles and challenges related to their textile companies and the Internet-based SCM systems. The real challenge in applying the Internet-based SCM system is the textile company-based problems like inadequate resources, skills, trained persons, technological infrastructures and management supports. Some of the respondents want to know what the real value of the Internet-based SCM is, and why they should invest money to improve the effectiveness of their textile supply chain. Successful implementation of the Internet-based SCM requires top management and workers supports. Thus, firstly, the owners and managers of the textile companies need to be aware of the possible benefits of the Internet-based SCM system, and should be persuaded that the Internet-based SCM systems' expenditures is an investment for the future not cost. Secondly, they need to improve their technological infrastructure, prevent resistance to technological change, and invest in training their employees. In order to improve the efficiency of the textile supply chain, information must be shared across companies' boundaries. The lack of the infrastructures for information sharing data has hindered the efficiency of business transactions. Thirdly, software designers can develop the special software for the Internet-based textile supply chain. Moreover, each textile company has a different business practices and software applications. For example, these differences may create some problems because the data produced by the software in printing stage can not be processed directly by the software in sewing stage and/or logistics service providers.

To sum up, the textile companies should build up and apply the Internet-based SCM even though they face some troubles and problems for using this system. The solution to these problems lies in the careful development of software and/or system. The software designers such as SAP, Oracle, PeopleSoft, BAAN and JD Edwards should develop the effective and customized the Internet-based supply chain software. They can use the XML (Extendable Markup Language) or ASP (Application Service Provider) programs to design web pages for textile companies.

These systems publish and distribute the determined data and information through the Internet immediately for participants of textile supply chain members even though they use different SCM software. In this system, all companies in textile supply chain connect and reach the coded web pages. Moreover, they need Radio Frequency Identification (RFID) system to capture data automatically. Therefore, there will not be a security problem for companies' own information systems. In this stage, the software designers and managers should arrange which data and information ought to be shared and published. Moreover, this software should be coded and customized easily. In further researches, how the Internet-based SCM software can be designed and developed for the textile supply chain is examined. After that, the successes and failures of this system should be analyzed and discussed.

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PAMUKKALE ÜNİVERSİTESİ SOSYAL BİLİMLER ENSTİTÜSÜ DERGİSİNE MAKALE GÖNDERME KOŞULLARI

Dergi Politikası

Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü Dergisi (PAUSBED) sosyal bilimler alanlarıyla ilgili üretilen nitelikli yazıların yer aldığı akademik bir yayındır. **PAUSBED** "Hakemli" bir dergidir. Dergiye yayımlanmak üzere gönderilen çalışmalar, ismi gizli tutulan ve yayın kurulunca belirlenen, alan uzmanı hakemler tarafından değerlendirmeye alınır. **PAUSBED** Ocak ve Temmuz aylarında olmak üzere yılda iki kez yayınlanır. PAUSBED'in yayın dili Türkçe, İngilizce, Fransızca ve Almancadır. Türkçe çalışmalar için Türk Dil Kurumu tarafından yayınlanan "İmla Kılavuzu", yabancı dillerdeki yazılar için o dillerin dilbilgisi kuralları esas alınır. Ayrıca, yabancı diller bilim dalına (İngiliz Dili ve Edebiyatı, Fransız Dili ve Edebiyatı, Alman Dili ve Edebiyatı vb.) ait çalışmalar haricindeki bütün bilim dallarında yabancı dilde yazılan çalışmaların Türkçesinin de gönderilmesi gerekmektedir.

Dergiye Gönderilen Çalışmaların Yazımında Uyulması Gereken Kurallar

1. Gönderilen çalışmaların daha önce başka bir yayın organında yayımlanmamış olması veya yayın için değerlendirme aşamasında bulunmaması gerekir. Bir kongre, sempozyum ve toplantıda sunulmuş veya tez olarak kabul edilmiş çalışmalar, yayın kurulu tarafından uygun görülmesi durumunda, tarih ve yer bildirmek şartı ile yayınlanabilir. Bu konudaki her türlü sorumluluk yazarlara aittir.
2. Gönderilen çalışmalar, editörler tarafından ön incelemeye alınacak; şekil şartlarını sağlayamayan çalışmalar hakem değerlendirme sürecine alınmayacaktır.
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4. Dergide yayımlanan çalışmaların bilimsel, içerik, dil ve hukuki sorumluluğu yazar/yazarlarına aittir. Ancak, yazıların İngilizce ve Türkçe kısımları alan uzmanları tarafından dilbilgisi açısından incelenecek ve gerekli görülürse yayın kurulunun onayı ile söz konusu değişiklikler yapılabilecektir.
5. Yazılar **A4** boyutundaki kağıdın **sayfanın iki yanından 2.5 cm, üstünden ve altından 5 cm.** boşluk bırakılarak, **Tek satır aralıkla, 11 punto ve Times New Roman** harf karakteri kullanılarak yazılmalıdır. Yazılar sağ alt köşeye sayfa numarası eklenerek gönderilmelidir. Çalışmanın tamamı, özet ve kaynakçayla beraber 25 sayfayı geçmemelidir. Yazılar dizgi, düzeltme ve baskı işlerinin hızlandırılması açısından bilgisayarlarda yaygın olarak kullanılan yazım programı ile **(Word for Windows)** yazılmalı ve biri yazarı tanıtıcı bilgileri içeren, bir diğeri yazarı tanıtıcı bilgileri içermeyen iki kopya halinde elektronik ortamda dergiye gönderilmelidir.
6. İlk başlık metnin yazıldığı dilde, 11 punto, tamamı büyük harflerle, ortalanarak ve koyu yazılmalıdır.
7. Başlığın altına yazar/yazarların isimleri ortalanarak, 10 punto ve koyu yazılmalıdır. Yazar isimlerine dipnot **(*)** eklenmeli, dipnotta yazarın **akademik unvanı, çalıştığı kurumun adı, adresi ve e-posta adresi** belirtilmelidir.
8. Yazar isimlerinin altına, çalışmanın yazıldığı dilde 100 kelimeyi geçmeyecek şekilde özet yazılmalıdır. Özette çalışmanın amacı, içeriği ve sonuçları hakkında kısa açıklayıcı bilgiler bulunmalıdır. Özetin altında anahtar kelimeler (3-8 kelime) verilmelidir. Çalışma Türkçe ise Türkçe anahtar kelimelerin altına, İngilizce başlık, İngilizce özet ve anahtar kelimeler yazılmalıdır. Eğer çalışma yabancı dille yazılmışsa, ikinci başlık Türkçe olmalı ve Türkçe özet ve anahtar kelimeler yer almalıdır. Özetler 10 punto ve tek satır aralığıyla yazılmalıdır.
9. Çalışmalar yazım planı doğrultusunda bölüm ve alt bölüm başlıkları olarak 1.25 cm girinti bırakılarak yazılmalı ve çalışma ana konu ve alt konuları 1., 1.1, 1.1.1 şeklinde en fazla dört düzeye kadar numaralandırılmalıdır. Birinci düzey başlıkların tamamı büyük harfle olmalıdır. Diğer düzeydeki başlıkların bütün kelimelerinin ilk harfleri büyük diğer harfler ise küçük olmak üzere, 11 punto ve koyu olarak yazılmalıdır. Numaralandırma Giriş ve Sonuç bölümlerinin başlıkları da dahil bütün başlıklarda yapılmalıdır.
10. Yazılarda paragraflar 1.25 cm girinti bırakılarak oluşturulmalı ve aralarında satır boşluğu bulunmamalıdır.
11. Tablo ve şekillerdeki yazılar, 10 punto ve tek satır aralığında olmalıdır. Tablo ve şekillerin sayfanın kenarlarının dışına taşmaması sağlanmalıdır. Tablo başlıkları tablonun içeriğini anlatacak şekilde yazılmalı, numaralandırılmalı ve tablonun üst tarafında

verilmelidir. **(Tablo 1: İşçilerin kararlara katılma düzeyleri).** Tablo başlığı ikinci satıra sarkıyor ise ikinci satır Tablo numarası hizasından sonra başlamalıdır. Tablo eğer başka bir çalışmadan aktarılmış ise ayrıca tablonun altına, alıntı yapılan kaynak gösterilmelidir. Kaynak verilirken Kaynak: Yazarın Soyadı, kaynağın basım tarihi: Tablonun kaynaktan alındığı sayfa sayısı yada sayfa aralığı (**Kaynak:** Solak, 2006: 25-26). Tablo sadece yatay çizgiler kullanılarak oluşturulmalıdır. Şekillerde kullanılan başlıklar da şeklin içeriğini anlatacak şekilde yazılmalı, numaralandırılmalı ve şeklin altında verilmelidir. **(Şekil 1: Gelirin yıllara göre dağılımı).** Eğer şekil başka bir kaynaktan aktarıldıysa, şekil açıklamasının altına kaynakla ilgili bilgi verilmelidir. (**Kaynak:** Solak, 2006: 12).

12. Kaynaklar metnin içerisinde gösterilmelidir. Eğer kaynaktan hiçbir değişiklik yapmadan birebir alınmış ise yapılan aktarmanın tamamı tırnak işareti içerisinde gösterilmelidir. Eğer alıntının miktarı birkaç cümleden daha fazla ise, yapılan alıntı sağ ve soldan 1.25 cm girinti verilerek 10 puntoyla yazılmalıdır. Kaynak göstermeyle ilgili örnekler aşağıda verilmiştir.

Tek yazarlı kaynak gösterme: ………………. küresel dünya sisteminde hakim olan güç merkezleri, kendi gerçeklerini genelleştirip evrensel insan gerçekleri haline getirmektedir (Wallerstein, 2000: 206).

İki yazarlı kaynak gösterme:………...…………… gerekli olduğu düşünülen/tartışılan kişilik özellikleriyle ilgili yoğunlaşma göze çarpmaktadır (Bayraktaroğlu ve Kutaniş, 2003: 45).

İkiden fazla yazarla kaynak gösterme: …………… yapılacak yardıma ilişkin yeni öneriler sunan fikir sahipleri, sosyal girişimcilere örnek olarak verilebilir (Thompson vd., 2000: 328-338).

Birden fazla kaynaktan yapılan alıntıyı gösterme: …………….insan ilişkileriyle ilgili ilk çalışmalar Hawthorne Çalışmalarıyla ortaya konulmuştur (Etzioni, 1964:32; Sofer, 1972: 64).

13. Kaynakçada kaynağın yazarının önce soyadı, sonra isminin sadece baş harfleri yazılmalıdır. Kaynaklar soyadların baş harfleri dikkate alınmak kaydıyla harf sırasına göre sıralanmalı ve başka herhangi bir numaralandırma yapılmamalıdır. Eğer kaynağın künyesi ikinci satıra taşıyorsa ikinci satıra 1.25 cm içerden başlanılmalıdır. Kaynak gösterimi aşağıdaki örneklere göre yapılmalıdır.

Kitap kaynak gösterme
Eroğlu, F. (2006). **Davranış Bilimleri,** 7. Baskı, Beta, İstanbul.

Çeviri yapılmış kitabı kaynak gösterme
Salam, M. A. (1990). **Güneyin Gelişmesinde Bilim, Teknoloji ve Bilim Eğitimi Üzerine Notlar,** (Çev: O. Düzgüneş), Kültür Bakanlığı Yayınları/1261, Bilim ve Teknoloji Yayınları Dizisi-5, Ankara.

Editörlü kitaptaki bölümü kaynak gösterme
Nohria, N. (1996). "Is a Network Perspective a Useful Way of Studying Organizations?", **Network and Organizations: Structure, Form, and Action,** (Ed: N. Nohria and R.G. Eccles), Harvard Business School Press, Boston

Makale kaynak gösterme
Gebrekidon, D. A. ve Awuah, G. B. (2002). "Interorganizational Cooperation: A New View of Strategic Alliances: The Case of Swedish Firms in the International Market", **Industrial Marketing Management,** 31/8, pp: 679-693.

Sempozyum kitabında yayınlanmış makaleyi kaynak gösterme
Muller, A. L. ve Ryan, R. M. (2001). The Mind's Outer Eye. **In Alaska Symposium on Perspectives.** Vol. 43: Perspectives on perspective (pp. 237-288). University of Alaska Press.

Konferansta sunulmuş ancak yayınlanmamış makaleyi kaynak gösterme
Shimahara, N. K. (1983, November 18). *Mobility and education of Buraku:* The case of a Japanese minority. Paper presented at the annual meeting of the American Anthropological Association, Chicago.

Yayınlanmamış tezi kaynak gösterme
Roberts, M. B. (2001). *Land Use and the Law.* (Yayınlanmamış Doktora Tezi). Illinois Üniversitesi

Internetteki makaleyi kaynak gösterme
Lessing, J. P. (2001). The physics of cultural magnets. *Journal of Anthropological Studies,* 8, 273-299. Retrieved July 3, 2002, http://www.jas.org/2001-8-lessing.html. (10.10.2007)

Internet dokümanını kaynak gösterme
Petrie Environmental Watch Center. (2002). Recent conservation legislation. (8. 3. 2002) http://www.petriecenter.org/landuse/legislation/2.htm.

14. Çalışmalar iki kopya halinde pausbed@pamukkale.edu.tr adresine gönderilmelidir. Kopyalardan birisinde ayrı bir kapak sayfası hazırlanmalı kapak sayfasında; çalışmanın başlığı, yazarın adı-soyadı, e-mail adresi ve

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PAPER GUIDELINES FOR THE JOURNAL OF SOCIAL SCIENCES INSTITUTE OF PAMUKKALE UNIVERSITY

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address and e-mail address of the author(s) at the bottom of the first page.

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9. The writings in tables and figures should be written with single space and within the limits of the text. Title of the table should be numbered and given just above the top of the table in such a way as to give the content of the table. If the title of the table requires a second line, it should be aligned with the table number. If the table has been transferred from another paper, the reference should be given below the table. Reference: Surname of the author, Date of publication: The number or interval of the pages that contain the table (Reference: Solak, 2006: 25-26). Table should be made just by using horizontal lines. The same is true of the figures, as well. The title of the figure should be numbered and given below the figure in such a way as to give the content of the figure. If the figure has been transferred from another paper, the reference should be given below the figure as follows (Reference: Solak, 2006: 12).
10. References should be shown within the text. If the quotation is taken from the reference without any change in it, namely in the same way as it is in the original, the whole of the quotation should be given in quotation marks. If the quotation is longer than a few sentences, it should be written in 10-point with a 1,25-cm indent from the right and left. Some examples concerning the references and quotation are given below:

Quotation from a single author: …………. küresel dünya sisteminde hakim olan güç merkezleri, kendi gerçeklerini genelleştirip evrensel insan gerçekleri haline getirmekte (Wallerstein, 2000: 206).

Quotation from two authors:……….. gerekli olduğu düşünülen/tartışılan kişilik özellikleriyle ilgili yoğunlaşma göze çarpmaktadır (Bayraktaroğlu and Kutaniş, 2003: 45).

Quotation from more than one author: ……………yapılacak yardıma ilişkin yeni öneriler sunan fikir sahipleri, sosyal girişimcilere örnek olarak verilebilir (Thompson et al., 2000: 328-338).

Quotation from more than one reference: …………….insan ilişkileriyle ilgili ilk çalışmalar Hawthorne Çalışmalarıyla ortaya konulmuştur (Etzioni, 1964: 32; Sofer, 1972: 64).

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Referring an article:
Gebrekidon D.A., & G.B. Awuah (2002). "Interorganizational Cooperation: A New View of Strategic Alliances: The Case of Swedish Firms in the International Market", **Industrial Marketing Management,** 31/8, pp: 679-693.

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Referring an article published in a symposium book:
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Zwei Autoren: ..... gerekli olduğu düşünülen/ tartışılan kısık özellikleriyle ilgili yoğunlaşma göze çarpmaktadır (Bayraktaroğlu ve Kutaniş, 2003:45).

Mehrere Autoren: ..... yapılacak yardıma ilişkin yeni öneriler sunan fikir sahipleri, sosyal girişimcilere örnek olarak verilebilir (Thompson vd., 2000:328-338).

Mehrere Quellenangaben: ..... insan ilişkileriyle ilgili ilk çalışmalar Hawthorne (çalışmalarıyla ortaya konulmuştur (Etzioni, 1964:32; Sofer, 1972:64).

11. Quellenangaben:

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Bücher von Herausgeber:
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