

# The Impact of the SCOR Model on the Efficiency of Supply Chains in Vietnamese Enterprises

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## ABSTRACT

Effectively manage the supply chain with an important step forward model that enhances competitive advantages for businesses. Therefore, the research objective is to identify the components of the supply chain reference model (SCOR) including: Planning; Purchase; Manufacture; Distribution; Recall impacts supply chain efficiency. The study uses qualitative combined with quantitative methods, using 5-point Likert scale and linear structural model analysis (SEM) for analysis. The research results show that the SCOR model components such as planning, purchasing, production, distribution and collection have an impact on the efficiency of supply chain management, thereby helping enterprises to manage and operate the supply chain. appropriate solutions to enhance the competitiveness of enterprises.

**Key word:** SCOR, Supply chain, Management, Effective

**JEL:** C67, D33, L25, M16

## INTRODUCTION

Effective supply chain management is a goal for most businesses in today's competitive environment. There are numerous models related to managing and operating supply chains efficiently. However, the Supply Chain Operations Reference (SCOR) model is recognized for its ability to tightly integrate supply chain components through standardized processes, delivering core competitive value to businesses. This model can provide customers with higher value, enhance customer preference, and create a sustainable competitive advantage.

Modern enterprises are increasingly realizing that a single department or an isolated company cannot deliver optimal value to customers-instead, collaboration among all members of the entire supply chain is essential (Barratt, 2012). Consequently, analyzing the impact of the SCOR model on supply chain efficiency has become a compelling topic for researchers and supply chain managers. Key questions include how to ensure seamless coordination among internal departments, how to synchronize activities across the entire supply chain, and how to streamline production processes to maximize profitability.

Managers in Vietnam, as well as businesses worldwide, are paying greater attention to improving their supply chain management efficiency. They recognize that effective supply chain management enhances overall business performance (Kiêm, 2013).

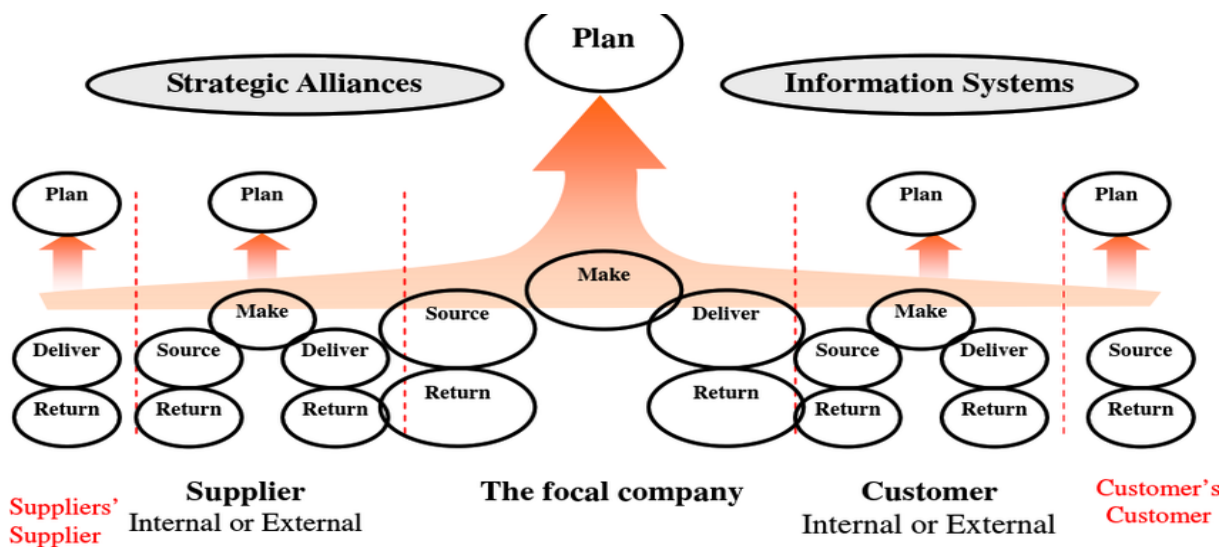
## Theoretical Foundation and Research Model

### Theoretical Foundation

The SCOR (Supply Chain Operations Reference) Model, developed by the Supply Chain Council, serves as a diagnostic analytical tool for supply chain management activities. According to (Magnusson, 2010), "The SCOR model includes the components of Plan, Source, Make, Deliver, and Return." The SCOR model aims to achieve effective supply chain management through four key components: Performance: Standardized metrics

to describe process performance and define strategic objectives; Processes: Standard descriptions of management processes and their interrelationships; Best Practices: Management practices that can significantly improve process performance; People: Standard definitions of the skills required to execute supply chain processes (Fasika Bete Georgise, Klaus-Dieter Thoben and Marcus Seifert, 2012).

The SCOR model provides a comprehensive framework for developing supply chain structures. It is designed to simplify communication among supply chain members by offering a common language for interaction and is used to describe, measure, and evaluate supply chain configurations. SCOR was developed to enhance supply chains in developed countries. By applying the SCOR model's top-down design approach, businesses can quickly understand their current supply chain structure and operational efficiency. They can also compare their structure with other enterprises, identify improvements based on best practices, and design future supply chain structures. The SCOR model consists of five core processes: Plan - P; Source - S; Make - M; Deliver - D and Return - R.



**Figure 1. Applying the SCOR model for supply chain linkage**

Source: Adapted from *Supply Chain Operations Reference Model Version 7*, Supply Chain Council, 2005

Planning involves making decisions and guiding all activities of the supply chain. The plans are typically based on market forecasting activities that are carried out on a regular basis (Thakkar, 2009) as well as supplier search plans (Fasika Bete Georgise, Klaus-Dieter Thoben and Marcus Seifert, 2012). Strategic planning in the supply chain also involves inventory planning and distribution planning that influence the efficient operation of the supply chain (Hugos, 2017).

Purchasing involves searching for materials and services, performing purchasing activities, planning, receiving goods, inspecting, and paying suppliers (Kiisler A, Hilmola O-P, 2020). The purchasing process includes supplier support in solving technical issues and the supplier's capability to meet the company's quality requirements (Kottala, 2019). In addition, for the supply chain to operate effectively, purchasing also concerns integration and maintaining long-term relationships with suppliers, as well as information related to meeting product quality specifications.

Manufacturing is the transformation of resources purchased through the purchasing process into goods and services. Manufacturing activities influence supply chain efficiency through production capacity, product quality, and operating costs (Kottala, 2019). According to (Hugos, 2017) is 'Manufacturing also relates to the enterprise's distribution capacity.

Distribution or delivery starts with receiving customer orders, then quoting and finally collecting payment from customers. Delivery also includes the necessary activities to complete orders such as transportation,

warehousing, and distribution. Distribution activities directly affect supply chain efficiency and are typically measured by the quality of delivered goods, delivery time, frequency, and flexibility (Thakkar, 2009). To ensure efficient supply chain operations, distribution also involves customer interaction, with customers actively participating in the product development process (Chehbi-Gamoura S, Derrouiche R, Damand D, Barth M, 2020).

The reverse activities ensure that the goods sold are supported, collected, and disposed of according to business policies and agreements with customers (Roussel, 2005). The reverse activities in the SCOR model are standardized at all three levels of SCOR and will affect supply chain management effectiveness such as recovery rates, customer perceptions (Chehbi-Gamoura S, Derrouiche R, Damand D, Barth M, 2020) or customers' complaints being resolved quickly, reducing complaint rates (Fasika Bete Georgise, Klaus-Dieter Thoben and Marcus Seifert, 2012).

As for supply chain management, it is the integration of key business processes from consumers to raw material suppliers, aimed at creating products, services, and information in such a way that both customers and members of the chain benefit (Lambert, D. M., Cooper, M. C., 2000).

Effective supply chain management (ESCM) involves integrating the supply chain components to achieve financial performance objectives such as revenue, cost, and profit (Kim, 2009), helping businesses gain competitive advantages (Du, 2010), improving business efficiency (Kim, 2009) and achieving non-financial effectiveness such as greater flexibility in reducing lead times, and quickly responding to customer demands (Ipek, 2011) reducing the Bullwhip effect (Lee, 2007), and helping to lower transaction costs (Zhao, 2008). Additionally, according to (Li, 2006), information sharing among chain members is one of the critical factors that helps the chain operate more effectively by facilitating faster information flow, reducing order response time, enhancing cooperation, sharing risks, and benefits among members, and ultimately achieving harmonious benefits that satisfy all components within the supply chain.

**Research model.**

Based on the theoretical foundation and the proposed hypotheses, the author suggests the research model as follows:

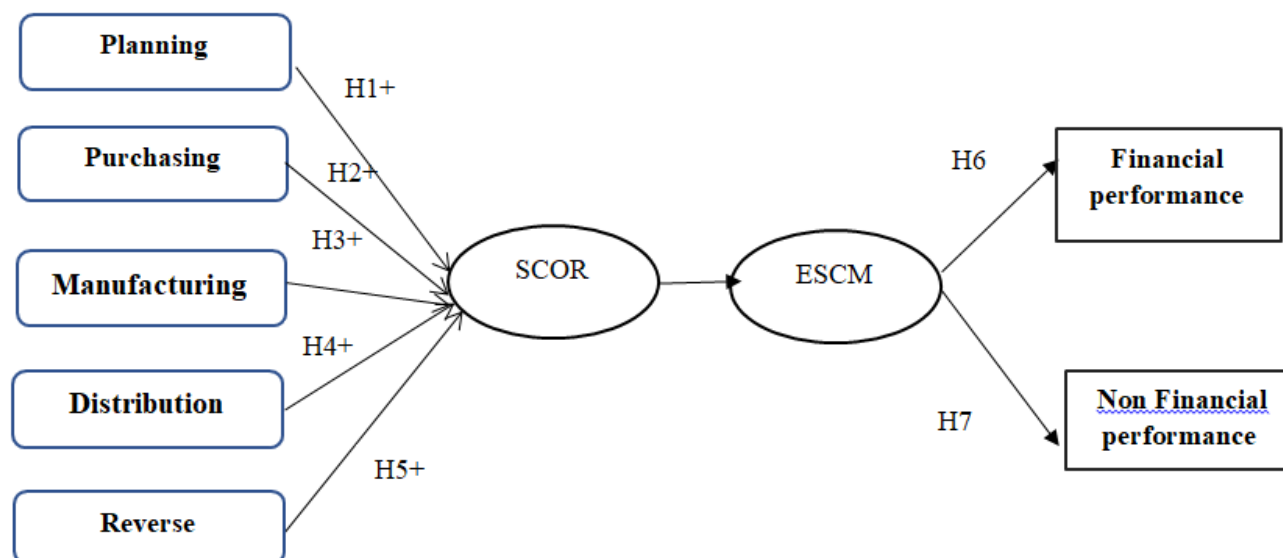


Figure 2: Research model

**Research methods**

The study was conducted in two phases, qualitative and quantitative, with two different groups of survey respondents. The qualitative phase targeted senior supply chain managers, while the quantitative phase

targeted business managers operating supply chains. The study was conducted by constructing a set of observable variables based on the SCOR model, using a qualitative approach to form a set of conceptual measures for the SCOR components, such as Strategic Planning; Purchasing; Manufacturing; Distribution; and Recall, and their impact on supply chain performance. A preliminary evaluation of the scales and a formal assessment of reliability and validity were conducted. The questionnaire design followed a minimum sample size of 50, preferably 100, and a ratio of observations to measuring variables of 5:1, meaning at least 5 observed variables per latent variable, with best practice 10:1 or higher (Nguyễn Đình Thọ - Nguyễn Thị Mai Trang, 2011) Therefore, to achieve robust results, the authors used a sample size of  $n = 498$ . Data were analyzed using SPSS 20. The scales were subjected to reliability testing with Cronbach's Alpha, with a threshold  $> 0.6$ ; Bartlett's test (to examine the correlation matrix) with  $p < 0.05$ , indicating that the variables are related; and the Kaiser-Meyer-Olkin (KMO) test to assess sampling adequacy, with  $KMO > 0.5$  considered acceptable (Hair.JF, 2006). Subsequently, Exploratory Factor Analysis (EFA) with Promax rotation was conducted, followed by Confirmatory Factor Analysis (CFA) to validate the scales, and finally Structural Equation Modeling (SEM) to test the relationships and model fit.

## Research results

### Research sample.

The survey process was conducted using a convenience sampling method, indirectly from November 2024 to May 2025. A total of 498 valid responses were collected as shown in Table 1.

Table 1. Statistics of the official research sample

Area	Seafood	Agriculture	Others	Quantity	Rate %
South	132	60	225	417	83,73
Central	2	9	13	24	4,82
North	0	0	57	57	11,45
<b>Total:</b>	<b>134</b>	<b>69</b>	<b>295</b>	<b>498</b>	<b>100</b>

Source: Author's statistics

### Exploratory Factor Analysis EFA

According to the results, the KMO value of 0.847 indicates that factor analysis is appropriate. Bartlett's test assesses the null hypothesis  $H_0$ : the correlation between observed variables in the population is zero. If this test is statistically significant ( $Sig \leq 0.05$ ), then the observed variables are correlated with each other in the population (Hair.JF, 2006). Accordingly, the significance of the above test is 0.000, indicating that the variables are correlated with each other in the population. With the KMO coefficient results and the suitable Bartlett's test as mentioned above, it shows that there are sufficient conditions to conduct factor analysis.

Table 2: Exploratory Factor Analysis EFA

Variable code	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
<b>Distribution, Cronbach 's Alpha = 0.867</b>				
PP3	23.66	23.373	.709	.841
PP2	23.59	23.973	.676	.846

Variable code	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PP8	23.60	23.455	.713	.841
PP4	23.95	23.368	.568	.862
PP7	23.80	22.907	.691	.843
PP1	23.66	23.638	.707	.842
PP6	23.88	24.998	.475	.873
PP5	23.80	22.937	.681	.823
<b>Purchasing, Cronbach 's Alpha = 0.874</b>				
TM3	18.24	27.554	.685	.848
TM8	18.29	28.056	.629	.858
TM7	18.36	27.586	.650	.854
TM10	18.19	28.185	.662	.852
TM6	18.14	27.311	.772	.834
TM2	18.21	27.437	.649	.855
<b>Manufacturing, Cronbach 's Alpha = 0.835</b>				
SX4	16.90	20.879	.552	.815
SX1	16.95	20.916	.513	.823
SX3	17.65	19.006	.718	.780
SX5	17.60	18.866	.736	.776
SX7	17.78	20.198	.648	.796
SX6	16.87	21.495	.466	.832
<b>Planning, Cronbach 's Alpha = 0.849</b>				
HD2	14.90	15.143	.714	.817
HD1	14.94	15.657	.673	.827
HD3	14.70	16.572	.619	.841
HD4	14.73	15.407	.708	.819
HD5	14.96	15.134	.653	.834
<b>Reverse, Cronbach 's Alpha = 0.860</b>				

Variable code	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TH4	10.97	10.446	.726	.787
TH3	11.16	10.317	.655	.818
TH5	11.12	10.597	.633	.827
TH2	11.01	10.390	.725	.787
<b>Financial performance, Cronbach 's Alpha = 0.756</b>				
TC1	7.54	4.975	.597	.656
TC2	7.65	4.927	.558	.702
TC3	7.59	4.977	.595	.658
<b>Non Financial performance, Cronbach 's Alpha = 0.732</b>				
PTC2	7.63	3.916	.558	.638
PTC1	7.71	3.788	.513	.690
PTC3	7.57	3.481	.589	.597

(Source: Author's statistics)

The factor analysis results show that there are 7 components with an explained variance greater than 1, extracted from the initial 42 observed variables, with the extracted variance value being 63.064%, explaining the variability of the data.

### Assessing the reliability of the measurement scale.

According to (Nguyễn Đình Thọ - Nguyễn Thị Mai Trang, 2011) are "The reliability of the measurement scale is assessed through three indicators: Composite Reliability (CR), Extracted Variance (AVE), and Cronbach's Alpha coefficient." Following (Hair.JF, 2006) is "A measurement is considered reliable when the composite reliability is significant with a value greater than 0.5 and the average variance extracted is significant with a value above 0.5." Based on the results table, we see that the composite reliability (CR) and average variance extracted (AVE) of all measurements are greater than or equal to 0.5, so the measurement is reliable.

Table 3. Aggregate reliability and total variance extracted from the factors

Factors	CR	AVE	Cronbach's Alpha
Purchasing	0.874	0.504	0.868
Distribution	0.867	0.524	0.872
Manufacturing	0.835	0.511	0.832
Reverse	0.860	0.552	0.857
Planning	0.849	0.585	0.846

Financial performance	0.756	0.508	0.753
Non Financial performance	0.732	0.519	0.730

Source: Author's statistics

By comparing the square root of Average Variance Extracted (AVE) with the correlation coefficients between the concepts, we can see that the AVE of each concept is greater than the square of the correlation coefficients of that concept with the other concepts. Therefore, it can be asserted that the concepts or the measurement scales achieve discriminant validity.

Table 4. Total variance extracted (AVE) of the factors

	TM	PP	SX	TH	HD	TC	PTC
<b>AVE</b>	0.504	0.524	0.511	0.552	0.585	0.508	0.519
<b>AVE<sup>1/2</sup></b>	0.710	0.724	0.715	0.743	0.765	0.713	0.720

Source: Author's statistics

In addition, the correlation coefficients between the concepts with the standard deviation show that these coefficients are less than 1, indicating statistical significance and achieving the discriminant value presented in Table 5.

Table 5. Correlation matrix between concepts.

	TM	PP	SX	TH	HD	TC	PTC
TM	<b>1</b>						
PP	0.188	<b>1</b>					
SX	0.148	-0.011	<b>1</b>				
TH	0.154	0.147	0.027	<b>1</b>			
HD	0.301	0.14	0.088	0.312	<b>1</b>		
TC	0.319	0.195	0.2	0.139	0.312	<b>1</b>	
PTC	0.181	0.172	0.078	0.121	0.139	0.241	<b>1</b>

(Source: Results processed using Amos 20 and calculations on Excel.)

**Measuring instrument validation through CFA.**

The CFA results for the components creating competitive advantage for the container port are shown in Figure 2. The results indicate Chi-square = 929.695 with a P-value of .000. df = 539. Chi-square/df = 1.725; CFI = 0.934; TLI = 0.901; RMSEA = 0.038. Therefore, it is suitable for market data without the need for adjustment. Thus, the measurement of the components achieves unidirectionality. The standardized weights of the variables are > 0.5, with the minimum being 0.622, so the measurement of the components achieves convergent validity.

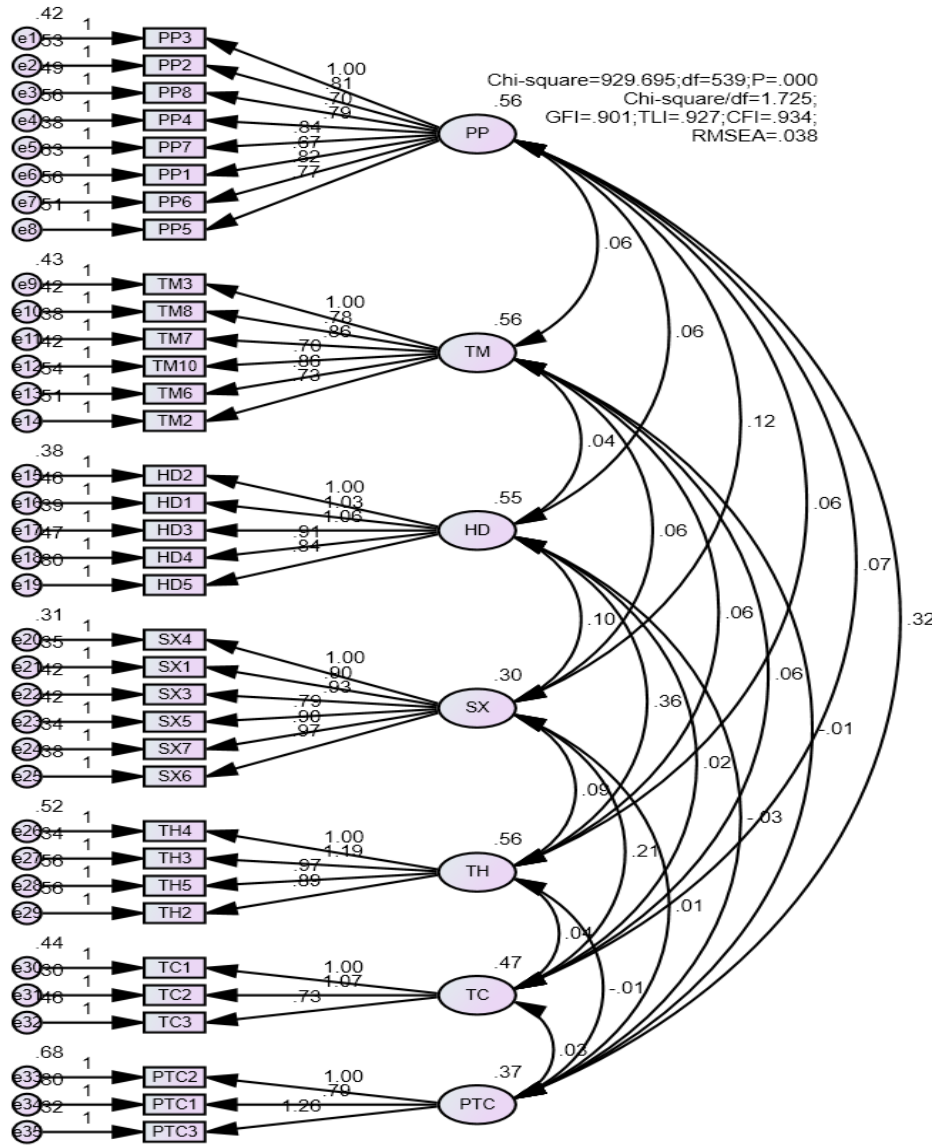


Figure 2. CFA Results

Table 6: Results of the discrimination validity test between the components of the scale

			R	S.E	C.R.	P
PP	<-->	TM	.057	.030	1.895	***
PP	<-->	HD	.057	.029	1.955	***
PP	<-->	SX	.115	.024	4.858	***
PP	<-->	TH	.065	.030	2.147	***
PP	<-->	TC	.069	.029	2.411	***
PP	<-->	PTC	.323	.039	8.179	***
TM	<-->	HD	.043	.030	1.455	***

TM	<-->	SX	.063	.023	2.766	.006
TM	<-->	TH	.059	.030	1.921	***
TM	<-->	TC	.055	.029	1.915	***
TM	<-->	PTC	.012	.026	1.471	***
HD	<-->	SX	.100	.023	4.321	***
HD	<-->	TH	.355	.039	9.059	***
HD	<-->	TC	.021	.028	.738	***
HD	<-->	PTC	.027	.026	1.050	***
SX	<-->	TH	.092	.024	3.903	***
SX	<-->	TC	.212	.027	7.740	***
SX	<-->	PTC	.011	.020	.572	***
TH	<-->	TC	.039	.029	1.346	***
TH	<-->	PTC	.012	.026	.464	***
TC	<-->	PTC	.031	.025	1.241	***

**Testing by SEM.**

The results of the linear structural analysis (SEM) show Chi-square = 1257.210 with a P value = .000. df = 726. Chi-square/df = 1.732; CFI = 0.940; TLI = 0.955; RMSEA = 0.038, which indicates compatibility with the data collected from the market. The estimation results also show statistically significant relationships as P <0.05, as presented in Table 7.

Table 7: Estimated results of the container port competitive advantage scale

The relationship			Not standardized				Standardized (ML)
			ML	S.E	C.R	P	
PP	<---	HQ	.500	.071	3.111	***	.387
TM	<---	HQ	.383	.087	4.394	***	.242
HD	<---	HQ	.307	.080	3.828	***	.205
SX	<---	HQ	.293	.075	3.884	***	.151
TH	<---	HQ	.529	.093	5.693	***	.360
HQ	<---	TC	.501	.043	3.111	***	.450
HQ	<---	PTC	.261	.055	4.757	***	.249

### Model estimation validation using Bootstrap.

The sustainability of the model is validated using the Bootstrap method with a number of repeated samples  $N = 1000$ . The estimated results from 1000 samples are averaged with the bias presented in Table 7. According to the results, it is observed that bias occurs but not significantly, thus it can be concluded that the estimates in the model can be reliable..

Table 8. Bootstrap estimation results with  $N = 1000$

The relationship			Bootstrap estimation						
The variable is affected		Impact variation	SE	SE-SE	Mean	Bias	SE-Bias	CR	
PP	<---	HQ	.043	.001	.500	.000	.000	0.00	
TM	<---	HQ	.101	.005	.385	.002	.007	0.28	
HD	<---	HQ	.103	.005	.314	.007	.007	1.00	
SX	<---	HQ	.087	.004	.304	.011	.006	1.83	
TH	<---	HQ	.099	.005	.527	.003	.007	0.42	
HQ	<---	TC	.070	.002	.500	.000	.002	0.00	
HQ	<---	PTC	.066	.003	.264	.003	.005	0.60	

Source: Author's statistics

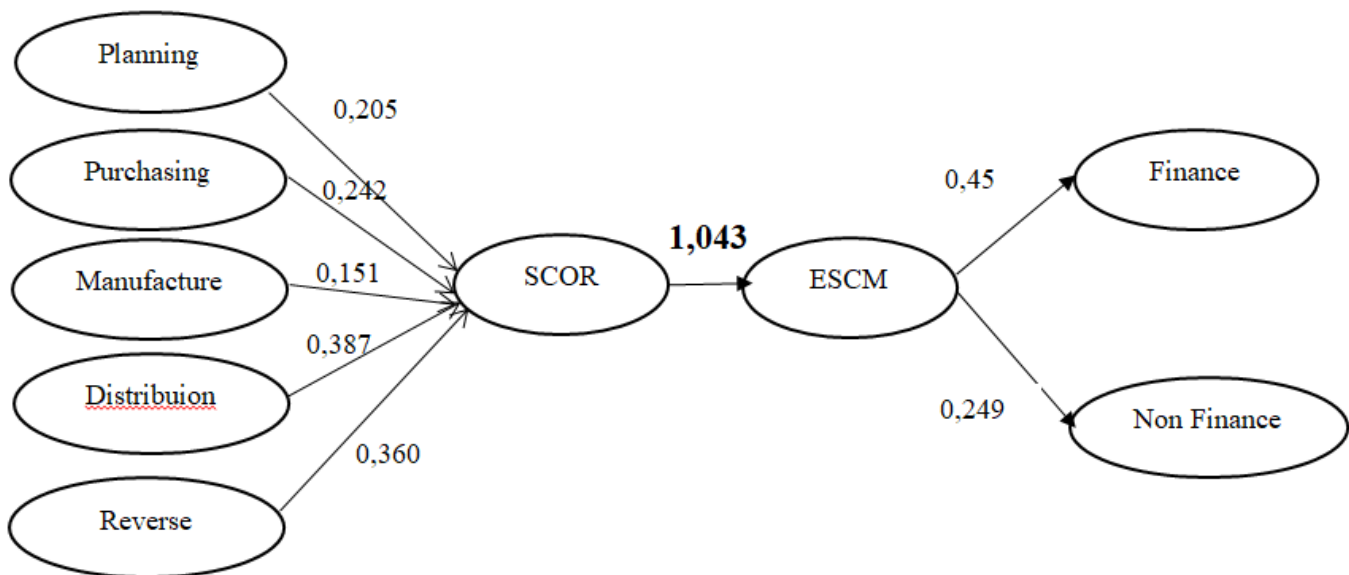


Figure 3: Research results

### Testing research hypotheses

The research has 7 hypotheses, with the testing results using the SEM tool as follows: Hypothesis H1 states that 'Planning' is a component of SCOR that affects supply chain performance. The test results show that with a standard error (SE) = 0.08, the P-value = 0.000 < 0.05, it is statistically significant at a 95% confidence level; thus, this hypothesis is accepted, indicating that good planning will enhance supply chain efficiency. With an

estimated value of 0.205, it can be said that planning is an important factor affecting supply chain management efficiency.

Hypothesis H2 with 'Purchasing' as a component of SCOR has an impact on supply chain efficiency. The testing results show that with a standard error (SE) = 0.087, the P value = 0.000 < 0.05, which indicates statistical significance at a 95% confidence level; thus, this hypothesis is accepted. This means that good supply purchasing will make the supply chain efficient. With an estimated level of 0.242, it can be said that purchasing is an important factor affecting supply chain management efficiency.

Hypothesis H3 with 'Manufacture' as a component of SCOR has an impact on supply chain effectiveness. The test results show that with a standard error (SE) = 0.075, the P value = 0.000 < 0.05, indicating statistical significance at a 95% confidence level; thus, this hypothesis is accepted and this means that good production will make the supply chain effective. With an estimated level of 0.151, it can be said that production is an important factor affecting supply chain management effectiveness.

Hypothesis H4 with 'Distribution' as a component of SCOR has an impact on supply chain effectiveness. The test results show that with a standard error (SE) = 0.071, the P value = 0.000 < 0.05, indicating statistical significance at a 95% confidence level; thus, this hypothesis is accepted and this means that good distribution will make the supply chain effective. With an estimated level of 0.387, it can be said that distribution is an important factor affecting supply chain management effectiveness.

Hypothesis H5 with 'Recovery' as a component of SCOR has an impact on supply chain efficiency. The test results show that with a standard error (SE) = 0.093, the P value = 0.000 < 0.05, it is statistically significant at a 95% confidence level, thus this hypothesis is accepted, which means that good recovery will make the supply chain efficient. With an estimated level of 0.360, it can be said that recovery is an important factor affecting supply chain management efficiency.

Hypothesis H6 states that 'Supply chain effectiveness is measured by financial performance.' This hypothesis means that supply chain effectiveness refers to financial outcomes. The test results show that with a standard error (SE) = 0.043, the P value = 0.000 < 0.05, indicating statistical significance at a 95% confidence level, therefore this hypothesis is accepted.

Hypothesis H7 states that 'Supply chain effectiveness is measured by non-financial performance.' This hypothesis means that supply chain effectiveness refers to non-financial outcomes. The test results show that with a standard error (SE) = 0.055, the P value = 0.000 < 0.05, indicating statistical significance at a 95% confidence level, therefore this hypothesis is accepted.

## **DISCUSSION OF RESULTS**

### **Theoretical contributions.**

The research results have contributed to the adjustment and addition of the measurement scales for some concepts of the SCOR model as well as the supply chain effectiveness that is suitable for the Vietnamese market. The achieved measurement scales are unidimensional, demonstrating reliability and convergent validity.

The research is significant as it contributes to the construction and development of measurement scales for the SCOR model concepts and supply chain management in the context of Vietnam's transitioning economy. This result also provides researchers with a basic theoretical framework regarding the SCOR model and supply chain issues. Furthermore, this research can serve as a reference foundation for application in supply chain operations management.

### **Implications for managers**

In order to enhance the competitive advantage for the business, create benefits for customers, and harmonize the interests of the components of the supply chain to effectively manage the supply chain when using the SCOR supply chain reference model, businesses need to implement the following solutions:

First, planning must firmly adhere to the forecast plans in which the forecasts are oriented to serve customers. Alongside this, develop optimization plans for business resources such as finances, machinery, equipment, human resources, distribution channels, and sales. Continuously develop plans to search for suppliers, especially new suppliers and potential suppliers. Constantly improve inventory management processes, distribution, and design suitable distribution network systems so that the participants in the chain are proactive and harmonize interests under a Win-Win strategy to achieve efficiency in supply chain management, including financial and non-financial efficiency targets.

Second, well manage the purchasing component. Procure raw materials to serve the supply chain. Purchasing or buying is an important input factor that determines the output effectiveness as well as the operational efficiency of the supply chain. Therefore, effectively managing purchasing strategies will greatly contribute to the efficiency of the supply chain. Regularly interact and support suppliers in resolving technical issues, providing timely and accurate information, enhancing management of suppliers regarding quality, coordinating with suppliers to improve product quality, and maintaining a good, sustainable relationship with balanced interests among all parties.

Third, strengthening supervision. Paying attention to manufacture. Designing production that matches capacity and meets consumption demand. Regularly maintaining machinery and equipment serving production. Ensuring the infrastructure serving production is guaranteed to achieve production costs and ensure the quality of output products as well as more flexible production capability. Continuously improving, applying scientific and technical standards to always innovate, create, and connect with distribution and procurement, especially the needs of customers. For customer satisfaction to achieve effectiveness and the goal of operating the supply chain.

Four, pay more attention to the distribution component. Delivery. Regularly interact well with customers. Ensure customer satisfaction in terms of cost, time, and the quality of goods delivered. Distribution is considered an important strategy that determines the effectiveness of the supply chain. Therefore, applying the SCOR reference model to analyze the distribution component will be crucial to achieving the final efficiency of the supply chain. Pay more attention to the relationship with customers, making customers the focus. Customers actively participate in the product development process. Convenient documentation for goods delivery. The ability and frequency of delivery ensure customer rights and benefits.

Finally, effectively manage the recovery process. The recovery component is likened to the reverse flow of the SCOR model, which is crucial for effective supply chain management. Recovery is an activity that has received much attention in modern supply chain management, especially towards green supply chains. Therefore, to operate an effective supply chain, businesses must be concerned about the recovery flow, such as quickly resolving customer complaints. Design the recovery process to provide value and benefits to customers, consistently recognize mistakes and willingly accept customer feedback, always empathize with customers, and continuously increase value for customers.

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