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ABSTRACTS



GCMAR 2019





PROF. DERMAWAN WIBISONO

UNIVERSITAS PERTAMINA, INDONESIA.

PREFACE

Welcome to the '2nd Global Conference on Multidisciplinary Academic Research (GCMAR-2019) organised by the Asia Pacific Institute of Advanced Research (APIAR).in collaboration with Universitas Pertamina, Indonesia.

First, it highlights the multi-disciplinary approach we adopt. While there is a focus on four key areas – business, education, information technology and social sciences – these are broadly interpreted, so that major contemporary issues that should not be neatly pigeon-holed into one discipline or another can be examined from as many angles as seems appropriate.

Second, we encourage as much interaction and networking between academia and the business community as possible. It has become increasingly obvious over recent years that business and academia have a great deal to offer each other, and both benefit enormously from much closer collaboration than was typical in the past. We strongly encourage the exchange of ideas and practical experience between pure researchers, applied researchers and practitioners.

Finally, while being an Australia-based organisation, our outreach is global: our Executive Committee includes leading scholars from three continents, while the participants at previous conferences have hailed from all parts of the world. Though young – it was established in 2011 - APIAR is already making a significant impact in terms of advancing and publishing recent research, both through conferences such as this and through its two journals (Asia Pacific Journal of Advanced Business and Social Studies and Asia Pacific Journal of Contemporary Education and Communication Technology). Your contribution at this conference will add to this, and we look forward to getting to know you and sharing with you the latest findings of experts in our four principal fields or research.

PROFESSOR DERMAWAN WIBISONO
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BUSINESS

abstracts

IMPROVING SERVICE DELIVERY PERFORMANCE OF AIRPORT SELF-SERVICE TECHNOLOGIES (CASE STUDY: TERMINAL 3 SOEKARNO-HATTA INTERNATIONAL AIRPORT)

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Abstract

In the last two decades, air transport industry has grown tremendously all over the world. The airports were transformed from Airport 1.0 to 4.0, when all about traditional processes turned into full-connected with all stakeholders and superior activities. AP2 has introduced some new digital services in Terminal 3 Soekarno-Hatta International Airport (Terminal 3) focused on easing passenger journey, especially for the using of Self Service Technologies (SSTs). The service quality and performance of SSTs was still under unacceptable level and current investment still ineffectively implemented. Using a modified conceptual model about the needs of service design for organizational change and enhanced value creation, this study is a mixed-research with assumptions that problem was caused by organization contribution and the customer acceptance. The result from internal analysis identified that SSTs design interface (UI/UX) was identified as a major fail point and from Qualitative Data Analysis that SSTs services in Terminal 3 still need many improvements. Furthermore, SSTQual customer survey with 143 respondents described that highest gap on is Design dimensions with -0.357 and the lowest gap is Assurance dimensions with -0.199. Six proposed solutions were prioritized using AHP model and alternative 3 for Customer Feedback & Channel as top priority with Normals score 0.2645. This result will impact for airport operator to improve service delivery performance by business process improvement for achieving higher customer experience level.

Keywords: Airport Technology, Customer Experience, Digital Services, Service Dominant Logic.

FORMULATING A BUSINESS STRATEGY TO GAIN SUSTAINABLE COMPETITIVE ADVANTAGE OF PT ASTRA INTERNATIONAL - DAIHATSU SALES OPERATIONS (AI - DSO)

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Abstract

Daihatsu cars in Indonesia are fully distributed by the management of PT Astra International through the sole agent, AI - DSO. Despite being the only agent of Daihatsu, AI - DSO is still suffering from declining sales growth, which can be seen from the declining sales in 2015 and 2017. Therefore, the main objective of this research is to formulate a business strategy to gain sustainable competitive advantage of AI - DSO. This research will be started by identifying the root causes of declining sales of AI - DSO. Secondly, business solution will be generated in order to improve the sales of AI - DSO. Finally, the objective of this research is also to gain sustainable competitive advantage in order to face the upcoming challenges in the automotive industry. For identifying the root causes, business analysis was performed, which consisted of business analytical tools, such as SWOT Analysis and Fishbone Analysis. Based on business issue exploration, targeted consumers AI - DSO are still the consumers who are looking for low price and functional cars, which still needs improvement to gain a competitive advantage. Based on the new STP Analysis, the proposed positioning statement of AI - DSO is "offering functional cars at low price that have good quality with trendy design". Following the proposed positioning statement, the strategy that applies both cost-driven and value driven for AI - DSO is best cost provider strategy that is both cost-driven and value-driven. Based on the ansoff matrix, market development is the most suitable strategy for AI - DSO. In delivering a proposed positioning statement followed by implementing the best-cost provider strategy and market development, marketing mix frameworks that consisted of product, price, place, and promotion will be initial steps. In order to ensure the sustainability of AI - DSO, forecasting the future of AI - DSO is important and can be analyzed using Scenario Planning.

Keywords: Best-Cost Strategy, Daihatsu, Market Development, Positioning, Scenario Planning.

THE IMPROVEMENT OF SMELTER OPERATIONAL RISKS BY USING RISK MANAGEMENT SYSTEM

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Abstract

Mining Law No. 4/2009 had regulated the policy of increased mineral added value, thus mining companies are obligated to build refining facility or smelter in Indonesia prior to export their products. Smelter activities have higher complexity than mining in many aspects and causes new operational risks to be managed; which is classified into operation, safety, and environment category. The objectives of this study are to conduct operational risk assessment and develop risk treatment plan, with a case study focusing on an Iron smelter company. Risk management process is following ISO 31000 standard and constructed using semi-qualitative method. There are a total of 121 risks in iron smelter operational that had been identified, analyzed, and evaluated. Those risks consist of 65 risks in operation, 45 risks in safety, and 11 risks in environment category; with risk rating score being estimated using consequence, likelihood, and detection matrix. Risk treatment in terms of mitigation plans are developed only for extreme and high risks rating score. There are 11 action plans created in operation category, 9 action plans in safety category, and 4 action plans in environment category. Risk assessment and treatment plan results can support the company to overcome smelter operation complexity and generate quality products in safe manner and environment friendly condition.

Keywords: Iron Smelter, ISO 31000, Operational Risk, Risk Management.

THE IMPACT OF ELECTRICITY AND LIQUID PETROLEUM GAS (LPG) PRICE CHANGES ON INFLATION: EVIDENCE FROM INDONESIA

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Abstract

Indonesian consumption of energy has been increasing as well as increasing energy prices. Households energy consumption is the most vulnerable to the effects of changes in inflation; while they will be directly affected if there is a rise of electricity and LPG. Using the main of monthly data from January 2009 until December 2017, this study aims to examine the effects of electricity and liquid petroleum gas (LPG) price changes on inflation and vice versa. Augmented Dickey Fuller, Johansen Cointegration, Vector Autoregressive, and Granger Causality model were employed to analyzed the data. The results show that there are no cointegration between electricity price with inflation and LPG price with inflation which means there are no long term relationship. Moreover, it is found that electricity price does not cause inflation, and inflation does cause to the electricity price. Similar results occur between LPG price and inflation. So, it can conclude that both electricity and LPG price does not cause to the inflation, and inflation can give an effect on electricity and LPG price. If the rate of inflation changes, electricity price and LPG price also can change. This finding will contribute to the Indonesian government in making policies to control the inflation in order to avoid an increasing in electricity and LPG price.

Keywords: Causality, Electricity Price, Inflation, LPG Price, Vector Autoregressive.

PROPOSED OPERATIONS STRATEGY FOR ASSURANCE IMPROVEMNT IN FIXED BROADBAND SERVICES PT. ABC

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Abstract

The fixed broadband industry services in Indonesia are expanding and show an increasing trend in its service subscribers due to the increasing of online savvy users in Indonesia. There are several companies that work in this industry, one of them is PT. ABC. who delivers it services using the FTTH (Fiber to the Home) as their main technology to delivering its services. The operational activity in fixed broadband and TV cable services in PT. ABC are divided into 3, there are provisioning, assurance and maintenance. During 2018, PT. ABC shows that its assurance process are not in a good condition, it can be seen from its KPI achievement in which the company measure its assurance performance with a set of key performance indicator as be seen on the table 1. Besides, the performance that is not shown indicates a good result. PT. ABC also noticed that in 2018, it already lost 10% of its subscribers and its shows an increasing trend during 2018. The purpose of this study is to find the root cause of the problem that affects the company KPI achievement and to proposed new operations strategy that can be used by the company to improve their fixed broadband and TV cable assurance process. The study was conducted using the root cause analysis and operations strategy framework from Nigel and Slack. This study will use the operations strategy framework from Nigel and Slack to proposed operations strategy solution that can be used to solve the problem. Using the framework, the main business issue here is that there is a gap between the Indihome current network performances and the Indihome customer expectation regards to the network services performances, and Telkom Witel Surabaya Selatan needed to be able to provide more stable Indihome services. This study then proposed 8 operations strategies with its implementation plan in a form of programs.

Keywords: Corporate Performance, Operations Strategy, Root Cause Analysis.

INORGANIC BUSINESS STRATEGY AT PT ANGKASA PURA PROPERTINDO AS A SUBSIDIARY OF PT ANGKASA PURA II (PERSERO)

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Abstract

Angkasa Pura II as Airport operator has done strategic planning and efforts to ensure success on the achievement of the set targets with its growth strategy and one of its strategy drives from its subsidiary. PT Angkasa Pura II(Persero) as parent company of PT Angkasa Pura Propertindo gave a mandate of developing its business to support the parent company which has a corporate profit decline in 2018. In running its business development PT APP must consider to the synergy value of the AP 2 group, with its business portfolio property management and property development. How is the implementation of the strategy that must be done, from the results of external and internal analysis quantified from the SWOT analysis of the company's position in the fourth quadrant (diversification) with the criteria for achieving optimal results with minimum time or as fast as possible (quick yield). PT APP will perform an inorganic strategy in a acquisition well operated hotel business near the airport with criteria; ownership, company's business size, in-line with existing business portfolio, group synergy and complexity. Quick win of this acquisition is a short-term objective followed by integration with existing businesses that have been run in order to become a sustainable business and provide profit for the company.

Keywords: Strategic Planning, Subsidiary, Synergy Value, Business Portfolio, Inorganic Strategy, Acquisition.

PROPOSED TURNAROUND CORPORATE LEVEL STRATEGY FOR ALPHA CORP

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Abstract

Oil was oversupplied in the world in 2014, where it was majorly contributed by unexpected near-twice of U.S. oil production from 2008 levels due to substantial improvements in shale fracking technology. By January 2016, the OPEC Reference Basket down into US\$22/bbl, which was less than one-sixth of its peak in July 2008 (\$140), and drop below the April 2003 starting point, which \$23. This condition led to a downturn in the energy sector, especially in the upstream.

Alpha Corp as a state-owned enterprise in the energy sector that must balance its roles as a profit-oriented corporation with its mandate as a national oil company to meet domestic demand, both in upstream sectors as well as downstream sectors. Alpha Corp itself is a diversified enterprise with 24 subsidiaries, ranging from Alpha Corp's core related business in upstream and downstream of oil & gas, up to non-related business such hospital, finance, airlines and hotel.

By using vertical integration diversification, the low oil price is not hitting hard the Alpha Corp as enterprise, although it is giving a difficult challenge to its upstream subsidiaries. In term of performance, the return on net asset (RONA) of Alpha Corp is still below industrial standard. With the current global condition and performance, it is a good opportunity for Alpha Corp to review and align its corporate strategy to overcome those challenge.

The purpose of this study to develop proposed turnaround corporate-level strategy for Alpha Corp. The study will focus more in reviewing the Alpha Corp portfolio performance, alignment and prospect. After reviewing all the subsidiaries, the next step is to develop proposed business strategy of Alpha Corp's subsidiaries and the corporate governance, so the corporate can have rigid economic value and valuable synergy between subsidiaries to support corporate vision & mission.

Keywords: Oil & Gas, Corporate Strategy, Portfolio, Turnaround.

STUDY OF PERFORMANCE PRISM FRAMEWORK IMPLEMENTATION FOR A COFFEE SHOP IN INDONESIA (CASE STUDY: JANJI JIWA KEDUNGUNDU SEMARANG)

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Abstract

There is a rising trend of coffee shop franchise in Indonesia as the younger generation dominates the market segment. With its fierce competition, most of these shops are focusing on elements such as growth, profitability, and competitive advantage. Yet, even when there is a certain need to measure performance, there has not been a clear comprehensive performance management system to be adopted by these establishments.

The purpose of this paper is to conduct a study of implementing comprehensive performance management system for coffee shop franchise in Indonesia from the approach of Performance Prism Framework. This study offers a guideline on how to measure the performance of the company using the five elements of stakeholder satisfaction, stakeholder contribution, strategies, processes, and capabilities. The guideline as the outcome of this study contains important criteria to measure, generic steps on measuring the criteria, and suggested metrics that can be utilized.

The guideline is then proposed to stakeholders of Janji Jiwa Kedungmundu Semarang Coffee Shop as a case study and the reception has been quite positive. There are difficulties for the implementation because the sense of urgency is still considered as low and lack of understanding from stakeholders as well. As a future work suggestion, the study can be enhanced by utilizing other frameworks and to simplify the guideline to increase the understanding and acceptance from stakeholders of the company.

Keywords: Coffee Shop, Franchise, Performance Management System, Performance Prism.

EXPLORING THE FACTORS RELATED TO THE E-FISHERY TECHNOLOGY ADOPTION IN THE FISH AND SHRIMP FARMING BUSINESS

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Abstract

Digital innovation in the field of work and human activities has changed the behaviour and habits of people today in doing their work and activities. It is by the emergence of various mobile applications in almost every field of work or human activities such as transportation, purchasing, business, etc. But not all digital innovations can be accepted. Most people find it rather difficult to accept and then adopt a digital innovation in their activities/fields of work. For example, digital innovations that try to be applied in the field of fish/shrimp farming using mobile applications. This happens because of differences in individual characteristics in the diffusion of innovation that can be grouped into five groups, namely Innovators, Early Adopters, Early Majority, Late Majority, and Laggards. As a result, this condition chasm between Early Adopters and Early Majority in technology adoption life cycle. This chasm caused eFishery Technology to stop spreading to early and late majority. This research used a company called eFishery as a case study on technology adoption. eFishery makes digital innovations in the field of fish/shrimp farming by providing eFishery technology (a mobile application that is connected to a smart fish/shrimp feeder), Based on the finding factors, fish/shrimp farmers who have Early Majority and Late Majority characteristic need of proven data and facts about eFishery technology usability & efficiency factors, ease of use of eFishery technology, and technology & company reputation in community have an impact in influencing them to adopt eFishery technology in fish and shrimp farming business.

Keywords: Cultivating System, Digital Inovation, Mobile Application, Technology Adoption.

DESIGNING THE SUPPLY CHAIN SCORECARD AS A PERFORMANCE MEASUREMENT OF SUPPLY CHAIN DEPARTMENTS (CASE STUDY: PT RST INDONESIA)

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Abstract

Globalization and digitalization are forcing industries to adapt new and efficient manufacturing practices because it raises challenges to all manufacture companies. Competing strictly with competitor in the global market requires companies to focus on improving operational function with effective supply chain management by reducing costs, sustaining customer-supplier relationship and increasing profit and market share. Assessing the success of the company can be done with measuring one of important management practice which is supply chain management, because it is an important management practice to determine a company's success. This paper focuses on designing the supply chain scorecard as a performance measurement for department level of Supply Chain Department at RST Company that measure and evaluate business operation from four following perspective: financial, operation, customer and strategic. This scorecard provides guidance for supply chain department in evaluation and measuring SCM in balanced way and propose framework of performance management to map and analyze supply chain process. By translating the company's vision, mission, and strategy through the Supply Chain Scorecard approach, this study produces three strategic objectives on the strategic perspective, eight strategic objectives on operational perspective, three strategic objectives on the customer perspective and two strategic objectives on the financial perspective. In total, there are 48 KPI produced that consists of 28 leading indicators and 20 lagging indicators which are identified for the four perspectives of Supply Chain Scorecard. Operation perspective is the perspective with the highest priority level (0,485), the strategic perspective (0,284), the financial perspective (0,165) and the last is the customer perspective (0,066).

Keywords: Performance Measurement, Supply Chain Scorecard, Strategy Map, Key Performance Indicator, Analytical Network Process.

THE DESIGN OF A MODEL TO OUTLINE RELATIONSHIPS BETWEEN LOYALTY PROGRAMME MEMBERS AND THE RETAILERS THAT OFFER THEM

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Abstract

The purpose of this presentation is to report on the development of a model that outlines relationships between members of loyalty programmes and the retailer concerned. The model was expected to incorporate the three main elements that make up relationship quality namely trust, satisfaction and commitment, as well as customer loyalty. Loyalty programmes are categorised according to the perceived benefits that they might offer in the South African fast moving consumer goods (FMCG) marketplace. These are identified as consumeristic, altruistic and egoistic.

A loyalty programme is designed in order to increase profit through the recognition of good customers through the offering of benefits and/or rewards in response to their ongoing patronage. Past literature suggests that research into various forms of programmes could be helpful to businesses when deciding which benefits should be part of the programme. This study considered some of the more prevalent benefits offered in South African programmes. A large number of retailers are making use of loyalty programmes and the customer uptake has been substantial over the past ten years or so.

At the beginning of the study, a conceptual model was designed that outlined the constructs that would be considered for the study. Three independent variables were identified in terms of perceived benefits, namely altruistic, consumeristic and egoistic benefits. These were combined with the three dependent variables, namely the relationship quality components of trust, satisfaction and commitment, and one related to customer loyalty.

The research design was an exploratory sequential mixed methods approach. Qualitative data was collected by means of two in-depth interviews with major retailers and two focus groups with loyalty programme members. This was followed by a quantitative survey that was hosted on the internet. The population for the quantitative study was made up of members of loyalty programmes within the FMCG sector. The database constituted of at least 500,000 South African economically active consumers. The questionnaire was made up of groups of questions designed to collect responses connected to the independent and dependent

variables. The desired sample size was 500. In the end, 559 usable replies were received which was more than adequate.

Structural equation modeling revealed that trust and satisfaction ought to be treated as a single construct, namely trust/satisfaction. Egoistic benefits were also absorbed into consumeristic benefits and were, therefore, no longer considered to be an independent item. Perceived consumeristic and altruistic benefits still displayed positive and significant relationships with the new construct of trust and satisfaction. It was interesting to note that although altruistic benefits demonstrated a significant relationship with commitment, consumeristic benefits did not. It was also interesting to note that neither consumeristic nor altruistic benefits were directly related to loyalty. However, an alternative path was established where loyalty can be achieved through the constructs of trust/satisfaction and commitment. As a result of these findings, a new model was developed.

This presentation contributes towards both theoretical and practical areas in the field of loyalty programmes, particularly that of the South African FMCG marketplace. It should be noted that although altruistic and consumeristic benefits do not exhibit a direct pathway to loyalty, loyalty can still be achieved if trust/satisfaction is accomplished. This highlights the importance of loyalty programme offerings being designed in a way that are both transparent and user-friendly, allowing for a positive outcome of trust and satisfaction.

Keywords: Customer Loyalty, Relationship Quality, Loyalty Programmes.

MEASUREMENT OF NATIONAL CHARACTER FOR INTERNATIONAL COMPARATIVE ACCOUNTING STUDIES

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Abstract

This study measures national character in seven developed countries, based on social capital concept. Evaluating national character in developed countries helps cross-country study on accounting systems. The measurements of national character use data of the World Values Surveys (WVS) conducted by the World Values Surveys Association. The WVS is a questionnaire survey that uses a random sampling method with multiple pre-coded selections. Compared to other social capital surveys, this survey takes better measurement of national character because it includes numerous questions in a wide range of fields and focuses on many people in diverse countries. Factor analysis of the WVS data identifies three factors of social capital concept. These three factors are consistent with the components of social capital concept proposed in previous studies. Structural equation model finds the coefficients for measuring national character, and regression analysis measures three indexes of national character of each country. The findings are as follows: Social capital consists of three factors such as social trust, religious social norms, and political networks. The measures of these three factors are the lowest in Japan, followed by France, the United States, Germany, Canada, and Australia, in increasing order. In developed countries, religious social norms measures are negative and low, and the effect of political networks on national character is relatively low. This study implies that differences in national character affect various national institutions and systems. This study has significant implications for both regulators and financial markets.

Keywords: International Accounting, Comparative Study, National Character, Research Method, Social Capital.

PROPOSED MARKETING STRATEGY FOR SAKUKU

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Abstract

Transactions are activities that are very inherent in everyday life. Technological developments also influence the types of money used in transactions of modern society. They support the birth of server-based electronic money. To support the usage of electronic money in Indonesia, PT. Bank Central Asia, Tbk (BCA) launched a server-based electronic money product in the form of mobile application, Sakuku. Although the growth of nation electronic money frequency usage was very large in 2017 to 2018, in that period the growth of electronic money frequency using Sakuku was only 36%. The purpose of the study is to identify factors that influence customers in choosing electronic money product and to develop branding and marketing strategies to increase customers' desire to use Sakuku. This research used non structured interview, survey, and netnography to as data collection method and descriptive analysis as analysis method. The study result shows that the company needs to reformulate Segmentation, Targeting, and Positioning (STP) of Sakuku and change the marketing mix strategy which included promotion, place, product, and price.

Keywords: Electronic Money, Marketing Strategy, STP, Marketing Mix.

CONSUMER ANALYSIS ON INDONESIAN DIGITAL FINANCIAL PLANNER INDUSTRY USING MARKETING MIX APPROACH

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Abstract

The behavior of Indonesian society, related to the internet and technology, has been changed abruptly compared to 10 years ago. In December 2017, 143.3 million Indonesians were classified as active internet users and 30% of them accessed the internet from their mobile phones. This phenomenon automatically affects the way of business works, including the personal financial planner industry. Many Indonesian startups capture it as a potential opportunity and they offer digital personal financial planner service through mobile application and official website. The purpose of the study is to find out the effect of product, price, place, and promotion (marketing mix) to the consumer decision regarding the intention of using digital financial planner in Indonesia. The data in this study were obtained by distributing a questionnaire to hundreds of respondents using a purposive sampling technique. The Quantitative method was used to analyze the data, namely the reliability and validity tests, the classic assumption test, T-test, F-test, as well as multiple linear regression analysis. Based on the analysis, the results show that promotion variable is the most influential and followed by price variable in the second position, while product and place variables are not categorized as significant variables to influence the consumer decisions.

Keywords: Marketing Mix, Indonesia, Technology, Promotion Variable.

ANTI-BRIBERY MANAGEMENT SYSTEM IMPLEMENTATION IN A GOVERNMENT INSTITUTION – MITIGATING BRIBERY RISK BY INTEGRATING ISO 31000 INTO ISO 37001 EXAMINING THE DIMENSIONS

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Abstract

Nowadays, people are becoming more aware of bribery risk that can disrupt organizational goal achievement. Bribe brings huge impacts for any organization, from financial loss until reputational damage that will ruin organization reliability. Considering its role and responsibility that handling review, analysis, approval, monitoring and controlling activities that are exposed to bribery risk, the organization has been implementing anti bribery management system based on ISO 37001 since 2018. This system relies heavily on optimum bribery risk assessment as a reference to determine action to address bribery risk. By integrating ISO 31000 into ISO 37001, organizations use risk assessment based on ISO 31000 as a tool to produce optimum bribery risk assessment to mitigate the bribery risk. Bribery risk assessment is conducted based on Business Process run by the organization. The implementation of the risk assessment will depend on the condition of the organization and will be adjusted according to the organization's needs. This organization has implemented risk management based on ISO 31000 earlier in 2015. Using an established system by integrating ISO 31000 into 37001 could support the implementation of anti-bribery management system to mitigate the bribery risk. Optimum bribery risk assessment will support bribery risk mitigation to prevent bribery occurrence within organization.

Keywords: Bribery Risk, Business Process, Integration, Mitigation, Risk Assessment.

DEVELOPING CUSTOMER LOYALTY PROGRAM AS AN INITIATIVE TO REDUCE CHURN IN PT NETWORK TV (PT NTV) (CASE OF PAY-TV OPERATOR COMPANY)

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Abstract

This study explores the phenomenon of growing churn customers in a pay-tv operator in Indonesia. There are many factors that are affecting a pay-tv customer to churn, for example, the content is no longer interesting, the service is disappointing, the presence of alternative entertainment, the change behavior of customer toward local FTA content, and the ineffective loyalty program. This study tried to explore and present a loyalty program concept in order to reduce churn customer. This new concept which is based on the preferences of the customer is expected to enhance or replace the existing loyalty program. The study employed desk study, focused group discussion and survey in order to understand the loyalty concept and to grab the preference of majority customers. In general, it is found that the previous loyalty program is not effective. The study found that three elements are important for designing the loyalty program that are the communication media, the frequency of the program reward and the reward offering. The customers prefer a personalized communication media, direct reward and immediate reward as the format of loyalty program. This new concept will change the management approach to be more proactive than the existing, reactive approach.

Keywords: Churn, Customer Experience, Loyalty Program, Pay-Tv, Subscription.

PREPARING PT ANGKASA PURA II (PERSERO) FUTURE USING SCENARIO PLANNING APPROACH

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Abstract

Indonesia is the largest market in the Southeast Asia Region for the aviation industry, with over 40% of the total population of Southeast Asia. The country ranks as the second fastest growing aviation industry in the world, after China, in terms of aircraft orders and business value. Then, does this potential imply the performance of airport operators? How is APII's performance as the largest airport operator in Indonesia? What is the performance of infrastructure development in AP II? The company developed a strategy to anticipate future changes over the next ten years (2020 - 2030) in the form of the Company's Long Term Plan. This scenario planning approach is to strengthen the company's strategy to survive amid disruptions and challenges in the next ten years.

To identify the main driving forces can be divided into two main areas, the micro environment and the macro environment. Based on interviews, several problems and keywords that were mentioned by respondents during the interview were collected. This keyword is a description of the problem that might be a source of change in the future. To be able to classify the problem, keywords are categorized into seven driving forces: market, regulation, infrastructure, technology, society, economy and politics.

The scenario planning in this study was developed based on the most important driving forces as the axis, namely the economy and infrastructure. The two axes divide the quadrant into four different scenarios that develop and represent what the industry will face in the future. The development of scenarios also involves the consideration of respondents during the interview. The first quadrant is defined as a Time Bomb in its construction, with high economic growth, but low infrastructure progress. The second scenario is called Cultivation where both driving forces have high growth in numbers. In the third scenario, the name of the scenario is Airport Frenzy, where economic growth is low, but infrastructure growth is high. Dark ages were chosen as the fourth scenario, where both the driving forces of both the economy and infrastructure support were at a low level.

Keywords: Challenges, Disruption, Driving Forces, Strategic Planning, Sustainable.

DESIGNING THE HUMAN CAPITAL STRATEGY IN A FAMILY BUSINESS COMPANY: A STUDY OF PT RIDING SELALU

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Abstract

Currently, PT Riding Selalu is still very centralized to the BOD who are also the owners where it still has to be micromanaged by the BOD. There are still a lot of incompetent employees who are unable to work independently without specific orders from the BOD.

The objectives of this paper are to identify the Human Capital Management (“HCM”) maturity level of PT Riding Selalu, to analyze the gap between HCM maturity level of PT Riding Selalu with the target of HCM maturity level and to identify ways to increase the HCM maturity level of PT Riding Selalu. The tool that is used is the tool created by Bassi and McMurrer (2007) in a form of a survey. The tool is able to score the organization on the range of HCM practices across the five major categories, i.e. leadership practices, employee engagement, knowledge accessibility, workforce optimization, and organizational learning capacity. By using this tool, it is known that the HCM Maturity Level of PT Riding Selalu is Poor. The gap between the current condition and the target, i.e. the adequate HCM maturity level is lacking 12,50 points. In order to increase the HCM maturity level of PT Riding Selalu, PT Riding Selalu must increase the scores of each HCM drivers, particularly on the HCM drivers with lowest and second lowest scores, i.e. Leadership Practices and Employee Engagement.

There are three implementation plans that need to be practiced, the short-term, medium-term and long-term. In the short-term implementation plan, PT Riding Selalu must choose a division to be the pilot project. It is advised that the marketing division should be the pilot project because the result can be quantified and measured easily, i.e. the increase of number of sales. PT Riding Selalu should firstly focus to increase the HCM maturity level in that division in three months time. Then, if the HCM maturity level of that division has already achieved adequate or even superior score, then PT Riding Selalu proceed to focus on increasing the HCM maturity level of all divisions. That is the medium-term implementation plan.

Keywords: Human Resources, Human Resources Management, Human Capital, Human Capital Management, Family Business.

SCENARIO PLANNING FOR DEVELOPING THE COMPANY STRATEGY OF PT PEMBANGKITAN JAWA-BALI

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Abstract

PT Pembangkitan Jawa-Bali (“PJB”) as an Integrated Power Generation Company in Indonesia was established in 1995. Since that time PJB has played an important role in promoting the national economy development by providing reliable, high-quality, and sustainable electricity supply. In-order to fulfill the market demand and increase the market share, PJB has to utilize the existing powerplant and also increasing the investment of new powerplant.

The prediction of condition will be occurred in the company is difficult to define and also the affect that will happen to that company. Even though there is limitation for precise future prediction but the company still needs to do the precaution. The situation at the company most likely will change either in the long term or even short term. Therefore, company required “what if” scenarios that are intended to develop business strategy to respond to the changes that may happen.

Environmental conditions and their influence on the company are required to be scanned and monitored by the company. By doing this, the company could get an input which factors could change the competitiveness of the company. To develop strategies in maintaining the sustainability of competitive advantage (SCA), internal and external conditions must be analysed. By carrying out this process regularly, dynamic aspects, challenges and opportunity in the market can be monitored.

Therefore, this paper will determine the key uncertainties in electricity industry, then using Scenario Planning, we could predict how PJB has to anticipate the external condition, internal condition as well as prediction and assumption in the future by defining business or innovation strategy.

Keywords: Scenario Planning, Business Strategy, Decentralization, Digitalization.

PROPOSED COMPETITIVE STRATEGY TO IMPROVE RAJA HAJI FISABILILLAH INTERNATIONAL AIRPORT PERFORMANCE

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Abstract

Airport business is a capital intensive industry. It needs many funds in developing and improving airport facilities and infrastructure to keep on competitive. Raja Haji Fisabilillah International Airport is one of the airports operated by Indonesia airport management, PT Angkasa Pura II (Persero). For years, the airport financial performances are in critical condition. The operational expenses are much higher than their revenues.

The objective of this research is to define the competitive strategy for Raja Haji Fisabilillah Airport so that the airport can improve its performance. The research was started from environmental scanning, strategy formulation, and strategy implementation and evaluation. After conducting internal and external environment scanning using SWOT analysis, then the information is evaluated by the IE Matrix, Grand Strategy Matrix, and Porter's Generic Strategy.

The research finding revealed that the competitive position of Raja Haji Fisabilillah International Airport in the market was weak, so the airport has to implement intensive strategies to improve its competitive position.

A recommendation business strategy that is suitable for RHF Airport's current condition is creating a General Aviation business. This business is a product that was never implemented by airport competitors, and it can grab different segments of customers. In addition, this business does not require significant investment because the existing airport facilities are sufficient.

Keywords: Airport, Business Strategy Formulation, Competitive Strategy, External Analysis, Internal Analysis.

BUSINESS STRATEGY TO INCREASE THE REVENUE OF ABC AIRLINE

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Abstract

ABC is Indonesian full-service airline serving both domestic and international destinations. ABC got into a competition with both local and foreign airlines which are ambitious enough to get a piece of the Indonesian market. Unfortunately, ABC is not fit enough due to its weak performance. Focusing only on ABC's business as a full-service airline, this research was conducted to find feasible solutions to increase its revenue by understanding its current business model and effectiveness, then, identify the problems that cause the weak performance.

AFI framework is being used in this research to organize a strategic plan for ABC. Interviews and questionnaires were collected to get insights from internal users, third party, and customers perspective. The research shows that ABC effort to achieve its target revenue is relatively effective but not yet efficient. The sources of this weak performance are the cost which is outgrowth the revenue, insufficient process of new implementation, low confidence on its own product, too focus on market acquisition, weak monitoring & control function, and uneven information distribution. However, ABC has strong competitive advantages such as its strong brand position, acknowledged service quality, dan its broad network. Therefore, ABC should retain its differentiation strategy and improving its internal quality.

Keywords: Airline, Business Strategy, AFI Framework, Revenue, Differentiation.

**DIGITAL COLLABORATION PLATFORM AS
AN INTEGRATED DIGITAL SERVICE AT AIRPORT
MANAGED BY PT ANGKASA PURA II (PERSERO)
(Case Study: Terminal 3 Soekarno-Hatta International Airport)**

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Abstract

The Aviation industry has a big impact on Indonesia's economic development, where this industry can contribute to employment, tourism, trade, and other industrial sectors. The aviation industry sector is supported by the presence of airports. According to data from the International Air Transport Association (IATA), by the end of 2030, Indonesia is forecast to become the 4th largest aviation market in the world. Angkasa Pura II is one of the official airport operators in Indonesia, together with its stakeholders, Angkasa Pura II who provide airport services and airport-related services. To anticipate the growth of air passengers, Angkasa Pura II and its stakeholders must anticipate crowded terminals, long queues and waiting times and other things that can be impacted on the passenger journey, the use of digital services to serve passengers and their baggage can provide faster and optimal services.

At present, the digital passenger service between Angkasa Pura II and its stakeholders mostly runs with a siloed process, which can have an impact on the passenger's experiences and the seamless passenger journey. To achieve the company's vision to become smart connected airport operator in the region, digital service collaboration with all stakeholders must be implemented. Literatures review, interviews with experts from stakeholders, observations in the fields, survey result and reports from relevant institutions used to identify the current situation and strategy of Angkasa Pura II and its stakeholders, and also to describe the key influencing factors (stakeholder engagement, clarity of rules, technology readiness, regulatory support) in implementing digital collaboration platform and to support strengths, weaknesses, opportunities and threats analysis in the implementation of digital collaboration platform.

The alternative solution is proposed for the implementation of the digital collaboration platform in Terminal 3 Soekarno Hatta International Airport, to provide a joint solution for Angkasa Pura II and its stakeholders in realizing seamless passenger journey and faster passenger processing.



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Implementation steps are defined so that implementation progresses are in line with the plan, and also determined the timeline for implementation by considering the key influencing factors and estimated costs of each stage of implementation. Several key resources are needed to further optimize the use of Digital Collaboration Platform.

Keywords: Collaboration, Digital Platform, Collaboration Platform, Integrated Services.

PRELIMINARY STUDY OF BLOCKCHAIN TECHNOLOGY FOR COMMERCIAL SERVICES DIVISION AT PT ANGKASA PURA II (PERSERO)

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Abstract

The use of Blockchain technology has been used by a world class company in a variety of industries. In adopting new technology, it is not always smooth, but there are always obstacles and challenges to solve.

This study aims to assist PT Angkasa Pura II (Persero) to identify the factor related to adopt new technology and the right opportunities of starting points in order to success the implementation of Blockchain technology. In this research, literature is used as a reference supported by primary data and secondary data derived from the combined data between quantitative and qualitative data obtained from interviews, questionnaire/survey and field observations.

The study uses several analytical tools to determine factors related to technology adoption by using the Diffusion of Innovation (Roger, 2003), while acquiring information on where to start Blockchain technology using analytical tools Literature Review and Transformation Phase (Iansiti, M.& Lakhani, K.R, 2017).

After doing business analysis, it is hoped that this research will provide recommendations for the Proposed Model of Blockchain Technology in Commercial Services Division in order to make more effective and efficient commercial activity.

Keywords: Blockchain, Diffusion of Innovation, Transformation Phase.

PROPOSED PERFORMANCE MANAGEMENT SYSTEM BASED ON BALDRIGE EXCELLENCE FRAMEWORK AT PT ANGKASA PURA II (PERSERO)

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Abstract

The business environment has changed rapidly. We are now living in the VUCA era which has become a new normal condition that companies face in doing business, includes for Angkasa Pura II (AP2) as an airport operator company. The Ministry of State-Owned Enterprises (SOE) hopes that SOEs can compete in a global era to make a maximum contribution to the national economy. One of the efforts undertaken by Ministry of SOEs is to apply Kriteria Penilaian Kinerja Unggul (KPKU) which is adopted from Malcolm Baldrige Criteria. However, the implementation of the KPKU at AP2 was not felt to have a significant impact on the company's performance. One of the reasons is that many work units do not have a deep understanding of the questions in KPKU criteria. This research is proposed a performance management system based on Malcolm Baldrige Criteria that can easily understand by AP2 employee by changing the non-prescriptive perspective of Baldrige Criteria into a prescriptive perspective that adapted with AP2 conditions.

Keywords: Malcolm Baldrige, Baldrige Excellence Framework, Business Excellence System, Performance Management System.

REDUCING PROJECT DELAY IN SOEKARNO HATTA INTERNATIONAL AIRPORT (CASE STUDY: TERMINAL 1C REVITALIZATION PROJECT)

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Abstract

Soekarno Hatta International Airport (SHIA) is the biggest airport in Indonesia that is managed by PT Angkasa Pura II (Persero). Terminal 1C, one of the terminals at SHIA, is currently undergoing a revitalization project that aimed to increase its capacity from 3 million passengers per annum (mppa) to 8 mppa. This project faces several obstacles in its implementation so that it is surely that the completion will be delayed. This research aimed to understand the obstacles were faced and to find out the solution so that the project delays can be minimized.

Using fishbone diagram and current reality tree, the author analyses the current condition of the project to identify the root causes of the problems that cause project delays to occur in revitalization project. Based on interviews with key person of the company that involved in this revitalization project, we can know that there are 2 (two) groups of root problems faced by this project, that is problems related to operational process and problems related to project management. Of the 3 alternative solutions proposed, the second alternative which is closing the terminal during the project is the best alternative for AP2 to minimize the project delay in terminal 1C revitalization project. In choosing the best alternative, author used Analytical Hierarchy Process (AHP) with 2 (two) comparison parameters, that is Delivery time and Cost impact.

The implementation of the second alternative solution begins with the consolidation of the stakeholders and preparing terminal 2D to accept the operational transfer of the airlines from terminal 1C. For a long term plan, improvement needs to be carried out starting from the upstream process, which is during the procurement process of consultant (either planning consultants or construction management consultants) along with the company regulations that govern them.

Keywords: Revitalization, Airport, Operation, Project, Delay.

PROPOSED BUSINESS PROCESS FOR MONITORING CARGO MOVEMENT AND REVENUE DATA TO ANSWER FUTURE BUSINESS AT CARGO TERMINAL XYZ AIRPORT

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Abstract

Cargo business has become such a business that gives a significant portion of revenue and economic benefits to the airport zone. In Cargo Terminal XYZ Airport, the business is divided into two categories which is the core activity for passenger and cargo's embarkation/disembarkation, domestic/international and the non-core activities to support flight's operation, national and worldwide. The core activities are business activities that are directly related to logistic activity process consist of air cargo park, value-added industry and business park (Kasarda, 2015). This research aims to identify the existing condition and develop a new business process of Cargo Terminal XYZ Airport' cargo movement and develop revenue data monitoring process activities. The average deviation is 5.5% from tonnage comparison between manual report and in-house upload system on Jan-Apr 2019. This means that the manual report that is sent by company's business partner is higher than data on company's in-house upload system. Since the collection tonnage and revenue data is done manually, Cargo Terminal XYZ Airport does not have cargo movement and revenue data in real-time that makes there is possibility of potential loss of its revenue. The root cause generated from (1) collecting cargo movement and revenue data process is done manually and (2) it is collected and compiled from many sources. The proposed solution will help company management regarding monitoring process and implementing its corporate strategy.

Keywords: Business Process Improvement, Cargo Movement and Revenue Data Monitoring, Data Connectivity Concept, Business Transformation.

A LESSON ON COLLABORATION AND CO-CREATION: ISSUES AND ANSWERS FROM CREATIVE BUSINESSES PERSPECTIVE

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Abstract

Collaboration is one of the key successes of many businesses. However, each company has their own issues to achieve effective collaboration. Technology has redefined how a company collaborates with the customers, and the ever-growing marketplace shows countless applications for every use case possible. In the last decade, companies went from locked down, process-driven corporate portals that provided a digital version of the collection of binders on the shelves within most cubicles.

This research investigated the collaboration activities within creative companies. Using questionnaires from 90 respondents continued by triangulation with in-depth interview with several key respondents, the research has examined several important findings and recommendations. The common problems faced by companies are difficulty of finding the right information, people spend a considerable amount of their work day finding information, files, or trying to find the right person to talk to but it takes time to find the data and right person to talk to. Siloed information and communication between departments and by team is also an issue. The expertise from each department and/or person cannot be utilised to the fullest by other teams within the company. The last problem is difficulty of adapting to new systems as during the process some may not feel they are properly equipped.

There are five crucial points if companies want to be successful towards collaboration. Those five pillars are fit with the company's culture; current company culture determines where organization can start collaboration. It is important to select an approach that fits current culture. After that, companies need to select the right participants, there are two types of customer collaboration possible: an open online platform where everyone can participate and closed online community where companies select the people to join in. The third one is C-level involvement, support is not enough, companies need a tangible proof of the results of the collaboration. Manage external communication equals to internal communication, companies need to make sure that the collaboration is not completely taking place behind the scenes of organization. The last one is measure impact. Companies need to advise to use a number of clear success indicators that can be measured during the implementation

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of collaboration. Ideally, it is closely linked to the company's culture and the company's long-term objectives.

Keywords: Collaboration, Co-Creation, Company Culture, Organization.

DESIGNING INTEGRATED PERFORMANCE MANAGEMENT SYSTEM (IPMS) AS A FRAMEWORK FOR A BUSINESS UNIT WHICH ADOPTS FLEXIBLE ORGANIZATION CONCEPT IN A TELECOMMUNICATION COMPANY

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Abstract

In the digital era, technology and innovation have become the new engine for many corporations to improve their business operations and deliver better customer experience. Telkom Group, as National State-Owned Enterprise in Telecommunication, considered this momentum to transform their organization to become more agile for any digital adoption to serve their customer better. As stated in the vision to be the king of digital in the region (Southeast Asia), Telkom obliges to move faster, compete with another telecommunication company in providing high-speed connectivity, creatively offer various digital product/service for both enterprise and retail consumer to achieve higher revenue growth. Therefore, Telkom started to transform their organization and introduce new strategic-business-unit (SBU) creation as digital product factory called 'Divisi Digital Service' (DDS). As a publicly listed company, public investors expect PT. Telkom to maintain cash flow and continuously improve the financial growth of the annual profitability. On the other hand, as a State-Owned Enterprise (SOE) company, Telkom not only expected to grow financially but also invested to meet the unpredicted Indonesia government needs for both digital products/services development and telecommunication infrastructure deployment which could be a trade-off against annual financial performance. Ideally, to measure all stakeholders needs achievement, Telkom is implementing the Balance Scorecard (BSC) framework and designing DDS as a pilot for agile & flexible organization in facing the high uncertainty in the digital business. Unfortunately, the BSC framework is only implemented fairly in corporate level and the performance measurement of each sub-unit in DDS organization is harmonized/generalized (the final score is equalized). It indicates that KPI from the head of division is not only cascaded & aligned improperly but also potentially affects demotivation for most DDS employee. Hence, to solve the business issue, Integrated Performance Management System (IPMS) framework was introduced to define a better performance management system which aligns from corporate to divisional level. Our methodology is designing the performance management system (PMS) of Telkom starting with the iteration of vision-mission, core value,



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define the key metrics then cascading and aligning into each of sub-unit in DDS using Integrated Performance Management System (IPMS) framework. In the result of the PMS design, the paper shows the possibility non-financial indicator in business result perspective of PT. Telkom. Otherwise, the indicators are fully cascaded to follow the flexible organization concept in DDS organization.

Keywords: Flexible Organization, Integrated Performance Management System, Telecommunication, Digital, Key Performance Indicator.

MITIGATING AIRPORT IRREGULAR OPERATION WITH AIRPORT OPERATION CONTROL CENTRE (CASE STUDY AT SOEKARNO-HATTA INTERNATIONAL AIRPORT, TANGERANG)

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Abstract

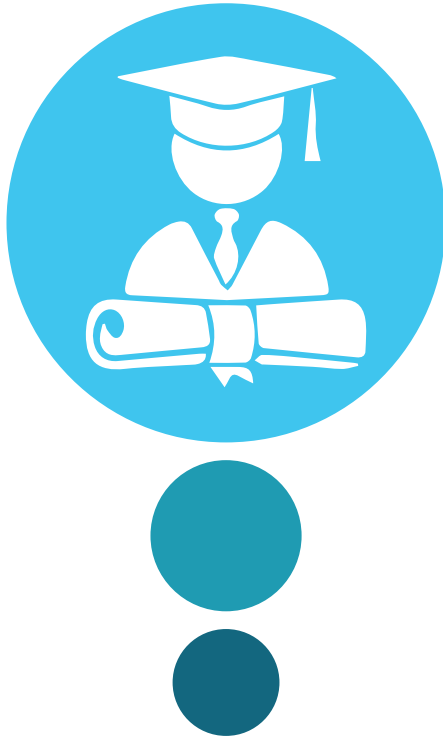
Soekarno-Hatta International Airport is the biggest airport in Indonesia and also the most complex of them all. PT Angkasa Pura II or APII is a state-owned company that manage and operate Soekarno-Hatta International Airport. With the traffic of passengers and flights that keep on increasing each year, Soekarno-Hatta International Airport (SHIA) faces with so many issues and problematic operational cases that needs to be solved swiftly and precisely. One of the business issues that SHIA faces is the irregularity that happens each day.

In this research, the irregular operations are analyzed to make the appropriate strategy in dealing with the issue using a qualitative approach. The method to analyzed it is by using fishbone diagram to identify the root cause and when potential cause is known, the approach of stakeholder analysis is used combine with human capital analysis. Besides that, an approach to analyzed the business process is also used to identify any missing link between the implementation concept of ACDM and the current condition.

The business solutions are to implement the ACDM concept in AOCC that will help the company to monitor and evaluate operational successfulness to improve and enhance the performance of APII. The method used as the business solution is the framework of Change Management and Operational System Integration. The target KPI of AOCC unit will be the on-time performance (OTP) of Soekarno-Hatta International Airport.

The decision making by the ACDM partners is facilitated by the sharing of accurate and timely information and by adapted procedures, mechanisms and tools. APII and all of the stakeholders that operates in an airport need and must collaborate in order to overcome the current issues and prevent them from coming again in the future.

Keywords: Airport Operation Control Center (AOCC), Airport Collaborative Decision Making (ACDM), Irregular Operation, Change Management, Airport Stakeholder.



EDUCATION

abstracts

DEVELOPING RESEARCH-BASED NARRATIVES TO TEACH UNDERGRADUATE WRITING

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Abstract

What is college-level undergraduate writing and how does it need to be taught? This paper addresses the question and is divided into three parts. The first part introduces a need analysis used to develop college curriculum. In the need analysis, information is collected from interviews of faculty members at a Midwestern community college, to identify their perceptions of appropriate college-level writing in English. Using the qualitative research method of transcendental phenomenology, the researcher explores the perceptions of faculty members about college-level writing and synthesizes a set of principles to be considered when teaching students how to write. In the second part of the paper, the researcher explains how the aforementioned principles are used to develop curriculum to teach students to draft research-based narratives, as a means to satisfy requirements for college-level English writing. The research-based narratives are developed in the form of I-Search investigations, based upon previous work pioneered by Ken Macrorie. In the third part of the paper, the researcher explains the benefits of basing work assigned to students on a careful, systematic, selective need analysis. Implications of this study include developing relevant assignments for students, teaching students the value of research and writing early in their college careers, and accepting local responsibility for developing standards of teaching and writing.

Keywords: College-Level Writing, Undergraduate Teaching, Transcendental Phenomenology.

MALAYSIAN DOCTORAL DEGREE PATHWAYS: A REFLECTION

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Abstract

The purpose of this paper is to review the Malaysian Qualification Framework (MQF) 2.0 on the doctoral degree definition, standing, pathways and the standards applicable. This is in order to assess international comparability and possible attainment of doctoral degree learning outcomes to produce knowledge workers who are able to contribute new knowledge to the industry to enhance innovation and economic growth and prosperity. The method is to review the MQF MQF doctoral standing, pathways, standards and learning outcomes which will be contrasted with international benchmarks. The doctoral standards and the MQF 2.0 will also be reviewed for consistency. It is suggested that the MQF have a common doctoral level for new knowledge learning outcome and graduate attributes to create the knowledge worker. This, however, is utilised through three differentiated pathways research (Phd), mixed mode and coursework (doctoral) with differentiated assessment and standing of the doctoral degree. The coursework mode particularly raises the issue of quality assurance and ability to fulfil the desired outcome. This is especially so when with provision of three routes, only the PhD route termed as research. The MQF2.0 has a common level descriptor across all doctorates predicated on research (including new knowledge) as seen in para 87 and 88 of the Standards. The common one standard level research outcomes cutting across all doctorates is evident under Appendix 2. But the question is whether this is compromised by the differentiated assessment and mode particularly via a coursework doctoral degree as evident in the Standards. It is suggested that the three pathways depart from international practices. The usage of the terminology academic doctorate (PhD) and professional doctorate is seemingly conflicted with international usage and the coursework doctoral degree arguably a deviation from international benchmarks and bereft of the outcome required of a doctoral degree. This is an early paper attempting to review the doctoral degree under the MQF 2.0. It is also an attempt to link postgraduate doctoral education and the production of knowledge workers relevant to the industrial, digital age and beyond. It is an invitation for the relevant authorities to review the MQF 2.0 with due regard to the functionality, purpose, broadening of concept, standing and assessment (quality assurance) of dual PhD namely academic and professional doctoral degrees. This is to assure that the doctoral degrees are benchmarked to international practices including catering to the needs of industry for creation of new knowledge and innovation in industry



EDUCATION

environment that translates to a vibrant economy under the equivalent routes of academic and professional (professional work environment).

Keywords: Malaysian Qualification Framework 2.0 (MQF 2.0), Malaysian Standards on Masters and Doctoral Degrees, Research Degrees, Academic Doctorate, Professional Doctorate, Knowledge Worker, Industry Driven and Quality Assurance and Research Outcomes.

THE JAPANESE ENGLISH LANGUAGE TEXTS FOR 3RD & 4TH PRIMARY STUDENTS: STRENGTHENING OR WEAKENING EDUCATION?

Harry Carley

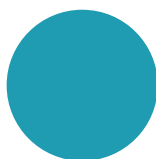
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Abstract

This paper will discuss the new English texts for 3rd and 4th year Japanese primary school students and the dilemma it is causing among instructors and administrators. Previously, there was much discussion and debate by government officials, local school boards and teachers themselves as to the need for English instruction at the 3rd and 4th grade level. Japan lags most other Asian countries when it comes to overall English language abilities even though it is a required subject for junior and senior high school students. This has proven to be a negative factor when it comes to international business and other dealings on a global basis. From April 2020, a new curriculum will be introduced that encompasses 3rd and 4th grade Japanese students in a more structured English language setting. These additional classes have come at the cost of a reduction or alteration with the instruction of other core subjects such as Japanese, math or science. Due to the common knowledge that there are so many hours in a school day, the addition of English classes will require the reduction of other subject's mater to stay within the allotted school time. This is a common problem among many countries that are trying to add or have already added English language instruction to their core study base. This paper, therefore, will elaborate on how the new text 'Let's Try is being implemented into classroom usage. Schools are needing to maintain a balance among other school subjects while at the same time finding time for government mandated English classes.

Keywords: English, Japan, Language Education, Primary School.



ICT

abstracts

THE MAPPING OF MALNUTRITION AND STUNTING THROUGH WEB-BASED SUPPORT SYSTEM

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Abstract

Information on changes in weight of the children-under-five has been a parameter for mapping potential malnutrition problems. However, that is not enough. Besides the weight, the body height is also important information. This is related to the problem of stunting in Indonesia. The prevalence is quite large and spread in several areas. The Indonesian government has made a policy aimed at overcoming the malnutrition and stunting problem. The posyandu (integrated healthcare centre) is established. The posyandu is coordinated by puskesmas (community health centre) to observe the children, however, some children are not observed. That is because the benefits of posyandu services are not taken by their parents. In addition, the recorded data is not directly state condition of the community health. The data mining algorithm could be used to indicate nutritional status. It is conducted through information on the weight and height of children for estimate the community health status. This paper focuses on finding a support system model that could be used for it. The result is a web-based support system model, which generate the map and the community health status. Thus, it is an input for government and stakeholder to improve health of the children and the community.

Keywords: Algorithm, Data-Mining, Posyandu, Public-Health.

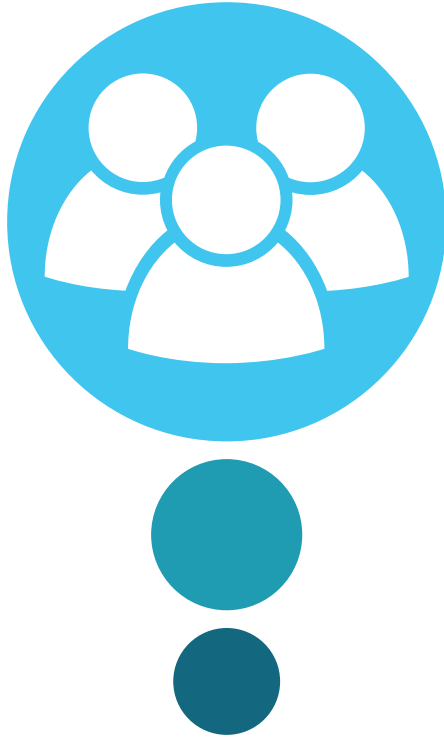
USER'S RESISTANCE TOWARDS MS ACCESS-BASED ACCOUNTING SOFTWARE AT A RELIGIOUS ORGANIZATION

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Abstract

This research is a survey about the user resistance towards MS Access-based accounting software at a religious organization. The purpose of this research is to develop accounting knowledge for the implementation of accounting information system in Catholic Church organization under the framework of Status Quo Bias Theory (Samuelson and Zeckhauser 1988; Kim and Kankanhalli, 2009) and to give input for the organization in terms of identifying factors that affect the rejection of the MS Access-based accounting software introduced by the head of the organization. The practical implications are to provide input for the accounting team of the Archdiocese of Semarang regarding the steps needed to be taken to succeed the implementation of the new accounting software in the pursuance of better church governance pertaining to its transparency and accountability. The sample of this study included all parishes in the Yogyakarta Vicariate Episcopal which amounted to 38 parishes. The data were analyzed using Path Analysis with SmartPLS 2.0. All constructs used in this study fulfilled the validity requirements (convergence and discriminant validity) and the reliability requirements (the composite reliability). The result shows that from the structural model test (the hypothesis testing) self efficacy influences the switching cost and the switching cost influences the user resistance. The inner model test shows an R^2 of 0.585 for the dependent variable meaning that the user resistance 58.5% can be explained by all constructs proposed by the Status Quo Bias Theory.

Keywords: Status Quo Bias Theory, User Resistance, Religious Organization, Catholic Church, Indonesia.



SOCIAL SCIENCES

abstracts

DEVELOPING A CREATIVE ENTERPRISE IN A CREATIVE CITY (CASE STUDY: BANDUNG, INDONESIA)

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Abstract

The city of Bandung, Indonesia, was selected to be a pilot project of a creative city by the British Council due to the advanced development of its creative industries. The combination between the topography, demography, cultural and social patterns of the place and the people have made it an ideal condition for the industries to grow. The paper is trying to depict an example of an entrepreneurial entity within the creative industries which not only strived to empower the people in what used to be one of the impoverished kampongs in Bandung, but also ensured their business sustainability by creating a cooperative. A qualitative research method of interview was applied. The respondent was a team of entrepreneurs who formed a company about twenty years ago. I had the opportunity to have an interview with the CEO, Nancy Margried, and at the time she explained about her company, Batik Fractal.

Keywords: Entrepreneurship, Creative Industries, Creative City, Bandung, Indonesia.

PROCESS SAFETY COMPETENCY MAPPING OF FRONT-LINER IN PT. IPC TO ENHANCE COMPETITIVE ADVANTAGE AS A WORLD CLASS COMPANY

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Abstract

Process Safety is competitive advantage that CherCo is willing to invest in. PT Indonesia Petroleum Company (PT IPC) as subsidiaries of this is facing challenging business situations. It is important to stay competitive by keeping operations safe and reliable. Based on observation and findings from Leadership Site Visit Validation & Verification (LSV V&V) test score is under expectation. Frontliner has been chosen because they are the highest risk holders to perform day to day operations in facility. This research will observe front liner if they already had and implemented standard process safety competency in handling and/or supporting routine operations, and to measure the current actual level of process safety competency.

Competency mapping will be baseline to measure the current level of competency of process safety, and assess the readiness of our competency level as competitive advantage in CherCo world class company. By knowing the gaps, strategy to increase competency level of frontliners in facility can be developed. Literature review mapping is used to determine the model of process safety core elements which will be used as the basis elements in developing questionnaire to map competency level. This research refers to models from Center for Chemical Process Safety (CCPS) and IChemE Safety Center (ICS), compared with internal Process Safety focus elements in OEMS. The intersection of these literature review mapping process is resulting 9 Process Safety Core Elements, which next is translated into questionnaire statements based on Knowledge – Skills – Attitude (KSA) competency characteristic.

Based on the assessment, it can be concluded that Operations already had very good to excellent competency level in some PS elements, however, some room of improvement exists on several area of PS elements to improve the competency level of frontliners.

Keywords: Process Safety, Competency Mapping, Frontliner, Operator, Awareness, Competitive Advantage.

PUTTING SOCIAL CAPITAL IN CITY BRANDING: AN INTEGRATED STRATEGIC COMMUNICATION REVIEW OF JAKARTA'S POSITIONING

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Abstract

This paper analyzes Jakarta as the capital of Indonesia and the latest news from Jakarta that often seizes the public's attention. The high level of pollution, population density which has an impact on congestion and flood, and the high crime rate, are probably some of the government's reasons in moving the capital city from Jakarta to East Kalimantan. However, Jakarta still has a strategic role in economic growth. The data in the third quarter of 2018 show that the economic growth of Jakarta contributed 17.51% to the national economy. Likewise, the human development index for Jakarta is 80.47 – the highest index among 34 provinces of Indonesia in 2018.

Besides that, Jakarta Provincial Government is developing city into smart city. The six pillars of the smart city concept are also underlying its city development. In responding to the existing conditions, presenting Jakarta as a smart city in the right context becomes its challenge. Furthermore, if Jakarta is no longer the capital of Indonesia, then redefining how Jakarta builds its positioning is a very strategic. This paper applies survey research toward 256 millennials in Jakarta to get their opinion about Jakarta. The findings formulate the design of strategic communication in the concepts of city branding and social capital.

Keywords: Social Capital, Smart City, Positioning, City Branding.

DETERMINANTS OF WOMEN ENTREPRENEURSHIP IN THE UNION TERRITORY: A CASE EVIDENCE OF PUDUCHERRY, INDIA

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Abstract

Entrepreneurship has been considered as an effective economic activity in every nation and its contribution in the economic development is perceptible. The existing literatures put forwarded by Van Stel et al. (2005), Wong et al. (2005), Wennekers et al. (2005), Baumol et al., (2007); Gries and Naude, (2008); Frederick and Monsen (2011), Koellinger & Thurik (2012) and Noel Saraf (2015) found that there is a strong correlation between entrepreneurship and economic progress. Women entrepreneurship' is like a discipline for a child that begins at home. Women have been entrepreneurs in different ways. A house wife is an entrepreneur as she manages her time, strategizes and plans on ways to secure her children's future, passionate about her home and family and wears so many more different hats for a successful life. The present study attempted to find out the major determinants of women entrepreneurship in the Union Territory of Puducherry, India. In order to do the same, both secondary and primary data have been used. Secondary information have been collected from published books, articles, reports and websites, while primary data have been collected from the sample respondents from the Union Territory of Puducherry, India. This region includes four parts viz. Pondicherry, Karaikal, Yanam and Mahe, in this study the geographical scope is confined to only two regions which are Pondicherry and Karaikal. As per the 2017 annual report of the District Industrial Centre, Puducherry, there are 1615 women entrepreneurs who have been registered from Puducherry and Karaikal regions. The document exposed that there are 1295 entrepreneurs who have been registered from Puducherry in which 620 from rural and the remaining 675 from urban area. Whereas, there are 320 women entrepreneurs have registered from Karaikal in which 157 are from rural and the remaining 163 from urban centre. Hence, in the universe of 1615 women entrepreneurs, the share of Puducherry region is 80 percent and the rest 20 percent by Karaikal. Among those women entrepreneurs, 15 per cent have been selected as ultimate sample for this study using proportionate sampling method. Naturally, the fresh and newly established entrepreneurial units will take a few years to show their economic progress and reinforce their performance hence, the fresh units are yet to settle down and have been exclude from the study. The primary data have been collected with the help of the well

structured (pre-tested) interview schedule and also record the response of the sample respondents using advanced devices. The data collected from the sample women entrepreneurs through structured interview schedule have been analyzed using SPSS software. Further, in order to estimate the major determinants of the women entrepreneurs in the Union Territory of Puducherry, the Factor Analysis has been administered.

Keywords: Entrepreneurship, Determinants of Women Entrepreneurship
Union Territory of Pondicherry, Factor Analysis.

CONSTRUCTING FAIRCLOUGH'S IDEAL READER USING VAN DIJK'S SOCIO-COGNITIVE MODEL: A CRITICAL LINGUISTIC STUDY

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Abstract

Text produced by mass communication sources like the online news reports lacks the dynamicity of face to face interaction. It is, therefore, assumed by Fairclough to be addressed to an ideal reader. We assume this ideal reader is someone who understands and agrees with the produced text and the kind of reality it constructs. Each text embodies the ideology of the text producer. We have selected three different news reports on the abrogation of Article 370 in India. The Article gave some special rights to the controversial state of Jammu&Kashmir. One news report is from a mainstream Indian news agency, second from an alternate media in India and the third by BBC. We have used the Critical Discourse Study perspective to analyse the kind of reality constructed and thus, the kind of ideal reader addressed. This ideal reader, influenced by the discourse of the news media (re)produces it in the society contributing to the creation and establishment of this particular discourse/this particular kind of reality. We attempt to comparatively study the different ideal readers constructed in the three reports and its social effects thereof. An important aspect of our analysis is van Dijk's Socio-cognitive Model that focusses on the cognitive mediation between textual discourse and society. It explains the process how the ideal reader gets cognitively influenced to produce social effects of the textual discourse.

We found one report simply eulogizing government's moves and explaining how worthy an action it is. Third report was neutral and objective in its approach. It used direct and matter of fact style of reporting. The third report was found to be mostly critical in its approach. The style of reporting was objective, yet the content reported seemed to be very much like the first report. We question if these observations can be explained using the concept of Overton window from Political Science.

Keywords: Ideal Reader, Fairclough, Critical Discourse Study, Socio-cognition, Van Dijk, Overton Window.

ECONOMIC ANALYSIS OF COASTAL POLLUTION AND HEALTH CARE IN CHENNAI CITY

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Abstract

Seaports are major hubs of economic activity and of environmental pollution in coastal urban areas. Due to increasing global trade, transport of goods through ports has been steadily increasing and will likely continue to increase in the future. The air quality impacts of ports are significant, with particularly large emissions of diesel exhaust, particulate matter, and nitrogen oxides. The health effects of these air pollutants to residents of local communities include asthma, other respiratory diseases, cardiovascular disease, lung cancer, and premature mortality. In children, there are links with asthma, bronchitis, missed school days, and emergency room visits. The significance of these environmental health impacts requires aggressive efforts to mitigate the problem. Notable effects of coastal pollution include the effect on human health. Nitrates in drinking water affect the red blood cells of infants, which sometimes results in death. Cadmium in sludge- derived fertilizer absorbed by crops and ingested in sufficient amounts, causes acute diarrhea, liver and kidney damage. The hazardous nature of mercury, arsenic, and lead, on human health has been well documented. The Minamata Tragedy is an example of the impact of Mercury poisoning on human health. Around the Globe, the impact of Coastal pollution on health care is vulnerable. The situation is similar in Chennai city also. Discharge and disposal of untreated and industrial wastes, discharges of coolant waters, harbour activities such as dredging, cargo handling, dumping of ship wastes, spilling of cargo's chemicals and metal ores and fishing activities are major responsible for Coastal Pollution in Chennai city. Keeping the view of the insights the researcher has analyzed the economic impact of coastal pollution in Chennai city.

Keywords: Coastal Pollution, Chennai, Economic Impact.

WOMEN ENTREPRENEURSHIP IN INDIA: AMONG MINORITIES

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Abstract

Economic development of a nation encompasses different types of activities, and the economic development does not take place spontaneously. A special human force is needed and the person who is offering the driving force to execute the process of economic development is an entrepreneur. From the available source, it can be traced that Schumpeter (1951) underscored that the French economist Richard Cantillon was the first who introduced the concept "entrepreneur" in his famous work published in 1755. The world-famous economist Schumpeter (1967) rightly remarked that economic development consists of "employing resources in a different way is doing a new combination in means of production", in fact, entrepreneurs are acting as a hero in the production process. The role of an entrepreneur in an economy is to create an environment which is conducive to the optimum utilization of the available resources such as money, man power or material. The emergence of women entrepreneurs and their contribution to the national economy is quite visible in India. The number of women entrepreneurs has grown over a period of time, especially in the 1990s. Women entrepreneurs need to be lauded for their increased utilization of modern technology, increased investments, finding a niche in the export market, creating a sizeable employment for others, and setting the trend for other women entrepreneurs in the organized sector. According to government reports, Muslim women are among the poorest, educationally disenfranchised, economically vulnerable, politically marginalized group in the country. In 1983, the Gopal Singh Committee instituted by the government, declared Muslims as a "backward" community in India. A central feature of this "backwardness" is their exceedingly poor socio-economic status, particularly of Muslim women. Most Muslim women remain "invisible" workers in the informal economy. The minority Muslim community was specifically targeted as historically, they have been one of the most backward, poor and marginalized communities in India. Hence, the present study is an attempt to assess the entrepreneurship development among the Muslim community in Chennai city. As this study is focusing on only the Muslim community, it is displayed the existing entrepreneurial spirit among this community, nature of their business and available support system particularly in Chennai city. The present study is conducted in Chennai city particularly places where Muslim women are involving in the



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entrepreneurial activities. In order to execute this research, both the primary and secondary data has been used. Secondary data have been collected from the published reports and materials while primary data have been collected from 300 sample respondents from simple random sampling method. The analysis of data collected has been carried out by using simple frequencies and percentages for multiple responses as well as weighted averages scores has been collected and use of factor analysis and chi-square been made to draw the inferences from the study. The data were analyzed quantitatively and qualitatively. Major variables in this study include socio-economic variables, factor influenced to become as an entrepreneur, nature of entrepreneurial activity, size of investment, total members employed, value of output, marketing and problems faced by Muslim women entrepreneurs in Chennai city.

Keywords: Women Entrepreneurship, Muslim Minorities, Socio-Economic Attributes.

BAMETI THE LUANG ISLAND COMMUNITY'S TRADITION THE STUDY OF THE WOMEN'S ROLE IN PRESERVING THE LOCAL WISDOM

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Abstract

In social life, men and women have different gender roles. Men are considered to be superior so that they play more roles, especially as breadwinners, while women are considered more suitable to play the role as household regulators. In the paternalistic tradition of the people in Babar Island community, especially in Luang, the Southwest Maluku District, the difference of roles in managing households are also apparent. Men who are considered superior do fishing and archery fish in the deep sea in order to meet household needs. On the other hand, women, in addition to preparing supplies and caring for children, also look for seafood through Bameti, to support their daily needs. This study aims to determine whether the meaning of this local wisdom is still maintained or has been shifted in line with the changes of the people's lifestyles due to the effect of the globalization. The used method in this study is qualitative research with a phenomenological approach. According to Creswell's opinion this research describes respondents' experiences and opinions about Bameti. The findings of the study indicate that the role of partnership through Bameti is still maintained just because it contains the meaning of equality of role in paternalistic Luang society. On the other hand, it also provides value for the involvement of the women in managing and conserving marine natural resources.

Keywords: Bameti, Luang Communities, Preserving, Local Wisdom.

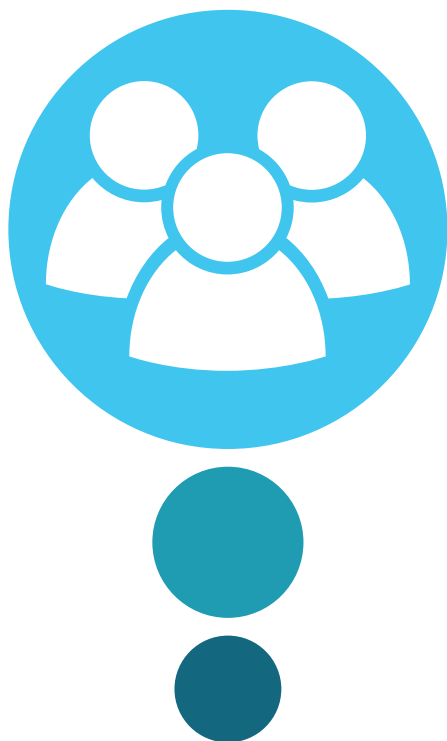
DIFFERENTIATING NECESSITY AND OPPORTUNITY BASED ENTREPRENEURSHIP USING THE TIME PERSPECTIVE APPROACH

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Abstract

Nowadays, Youth generation tend to choose to become a self-employed than a worker. The demand to study entrepreneurship is increasing. Indonesian Government also support the entrepreneurship development by giving funding aids or business mentoring, thus they can run and grow their business. There are two types of entrepreneurship named necessity and opportunity entrepreneurship. This research aims to find the differentiation between two types of entrepreneurship using time perspective approach. This research uses explanatory research in both qualitative and quantitative research, focused on semi-structured interview and survey. The interview aims to find the differentiation between necessity and opportunity entrepreneurship while the survey use Time Zimbardo Inventory survey to find out the Time Perspective. The result between the interview and survey can then be analyzed to find the significant differences between necessity and opportunity entrepreneurship. The result is that between necessity and opportunity, entrepreneurship is significantly different on the Past Positive time perspective. Necessity entrepreneurship has highest score than opportunity entrepreneurship, thus, this research supports that necessity and opportunity entrepreneurship can be differentiated based on time perspective.

Keywords: Necessity Entrepreneurship, Opportunity Entrepreneurship, Zimbardo Time Perspective.



HOSPITALITY & TOURISM

abstracts



HOSPITALITY & TOURISM

IMPORTANCE-PERFORMANCE ANALYSIS ON WORK BASED LEARNING AND DIGITAL LITERACY OF TOURISM STUDENTS IN COPING WITH THE ERA OF INDUSTRY 4.0

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Abstract

Industrial Revolution 4.0 brings a lot of changes to the working environment and we tend to be dependent on the technological and digital advancement. Employees should also master digital literacy and thus vocational institutions that create quality employment should also prepare their students to become professionals through work-based learning. This study investigated the level of work based learning and digital literacy of tourism students in an Indonesian tourism vocational institution. The study utilizes the quantitative approach using importance-performance analysis where there are 4 quadrants which should be looked at. Items of the questionnaire were developed using theory of life skills 4Hs and digital literacy. The data were collected from 260 students who have conducted internship program and they were selected purposely. The results show that there is high priority to develop skills of students in making structured plan, applying healthy life and control physical or mental strain and pressure (Quadrant A/high priority). There is also a need to increase the capability of students in mastering digital literacy as all items of digital literacy are counted in quadrant C (low priority).

Keywords: Industrial Revolution 4.0, Digital Literacy, Life Skills 4Hs, Work Based Learning, Internship.



HOSPITALITY & TOURISM

IMPACT OF GLASS CEILING ON FEMALE CAREER ADVANCEMENT; MODERATING ROLE OF FEMALE CAREER ASPIRATIONS: A STUDY ON HOTEL INDUSTRY IN SRI LANKA

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Abstract

Studies consistently indicate that there's a high level of inequality in levels of gender diversity at top management positions, despite the factor global increase of female workforce participation. Women, by far, are the minority in top leadership positions within the private and public sectors (HVS, 2014). In recent years, women and gender issues turn in to a major area of concern in Sri Lankan context (Bomбуwela & De Alwis 2013). Considering the above information, this study attempts to identify the type of relationship between Glass Ceiling and Female Career Advancement in the context of Sri Lankan hotel industry. Secondly, to determine the factors which adversely affect on Female Career Advancement among the female executive employees working in the hotel industry in Sri Lanka. Finally, it is expected to recognize the moderating impact of Female Career Aspirations on the existing relationship between the Glass Ceiling and Female Career Advancement. To fulfil the study objectives, a quantitative research framework was applied and Snow Ball Sampling was used. A total of 120 questionnaires were distributed among junior executives and above executive category female employees, working in 3 to 5 star class hotels in Colombo district of Sri Lanka. Finally, 104 completed questionnaires were used for the purpose of data analysis. Smart PLS 3 and SPSS 21 version was employed to analyze the collected survey data. The findings of the study indicate that there is a strong negative (-0.552) relationship between Glass Ceiling and Female Career Advancement in the hotel industry in Sri Lanka. Further, it was identified that Organizational Barriers are the most negatively (-0.566) affecting factor for Female Career Advancement. Moreover, it was observed that both Personal Barriers and Government Barriers have the least impacts on Female Career Advancement, which reported as (0.416) and (0.295) respectively. However, SmartPLS output revealed that there is no any significant moderating effect from Female Career Aspirations to the existing relationship between Glass Ceiling and Female Career Advancement and in turn the second hypothesis - Female Career Aspirations moderates the existing relationship between Glass Ceiling and Female Career Aspirations was



HOSPITALITY & TOURISM

rejected. According to the empirical findings of the study, it is strongly recommended for organizations to develop mechanisms to address gender imbalances and promote fair discrimination and equality at all times in terms of hiring, promotion and on Human Resource Management related activities. Further, ensuring family-friendly work policies and the government involvement in updating antidiscrimination regulations are some of the key aspects which support to prevent Glass Ceiling issues from the organizational environment. The results of this study would be beneficial for the stakeholders of hospitality industry, academics and the policy makers in order to have a better understanding to solve Glass Ceiling related issues and to achieve organizational success.

Keywords: Glass Ceiling, Hotel Industry, Female Career Advancement, Career Aspirations.



HOSPITALITY & TOURISM

STRATEGIC ANALYSIS AND RECOMMENDATION FOR THE HOSPITALITY INDUSTRY IN INDONESIA (CASE STUDY OF A HOTEL IN SOLO)

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Abstract

Indonesia is a major destination for international tourism as evident in the number of visitors of 15.8 million in 2018. Solo, the third-largest city in Central Java, attracts significant tourist attention with its numerous landmarks and traditional cuisine. As a result, the city's hotel industry has prospered. However, the pace has not kept up with that of Indonesia as a whole. The number of foreign tourists coming into the city has actually decreased, and the hotel industry has suffered from a supply-demand imbalance as the number of rooms increased whereas the number of guests declined at the same time.

This paper examines the competitive landscape, business environment and strategic positioning of De Solo Boutique Hotel, a three-star hotel in Solo, Central Java, which is facing pressure from various external factors. The hotel was established in 1962 as a guesthouse and was later upgraded into a hotel. This paper applies the conceptual framework of strategic management process. Research and data collection are conducted using qualitative approaches. The business issues identified include both external pressures (heavy competition and intense rivalry) as well as internal issues (service quality and facilities maintenance). This paper recommends a revised strategy to help the hotel establish its competitive positioning, and create service differentiation and identify its unique value proposition.

Keywords: Business Strategy, Hospitality Industry, Tourism.

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NOTES

OUR UPCOMING CONFERENCES

1st Asia Pacific Conference on Tourism & Hospitality Management

Melbourne, Australia

28th & 29th of Feb 2020



4th Australia and New Zealand Conference on Advanced Research

Melbourne, Australia

28th & 29th of Feb 2020



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