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**ABSTRACTS**





## KEYNOTE SPEAKER

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## KEYNOTE SPEAKER

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# **BUSINESS**

## **ABSTRACTS**

## **PROPOSED A DESIGN COMPANY PERFORMANCE MANAGEMENT SYSTEM BY USING BALANCED SCORECARD IN A NICKEL MINING COMPANY (CASE: PT GEMA KREASI PERDANA)**

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### **Abstract**

Indonesia is one of the countries that has the largest nickel reserves in the world. In the Asian region, Indonesia's nickel laterite reserves are in the third position. Indonesia's nickel reserves are around 800 thousand tons or about 30% of the world's total nickel production, so that Indonesia has the potential to enjoy the demand for this stainless metal. One of the companies that carry out nickel mining in Southeast Sulawesi Province is PT Gema Kreasi Perdana. Administratively, PT Gema Kreasi Perdana's mining operations are located on Wawonii Island, precisely in the Southeast Wawonii district on the Konawe Islands. As a newly established company, a variety of strategies are implemented to survive and maintain its corporate existence in the mining industry. The company's vision and mission should be reflected in its business plan in a manner that ensures the company's success amid intense competition. Companies need a method for measuring performance in order to monitor and analyze company performance. Implementing a Performance Management System is one way that can use (PMS). Balanced Scorecard is the employed PMS in this investigation (BSC). The BSC is a method for measuring the performance of a firm by bridging the gap between strategy and execution. Based on a literature review, focus group discussions (FGD), and interviews with expert practitioners in their respective fields, objective strategies are determined for each perspective. The aims and initiatives for key performance indicators (KPIs) are determined by the benchmarking with other businesses and company interviews. Data analysis and weighting from each perspective will be carried out using the Analytical Hierarchy Process (AHP) method. In addition to using goal strategies, the researchers cascaded the process from the Business Unit Level to the Individual Level. The cascading process is believed to be important to ensure that the company's vision, mission, and strategy are communicated clearly to all employees. The cascading process is regarded important to ensure that the company's vision, goal, and strategy are communicated clearly to each employee. This cascading produced multiple objective strategies and KPIs for the three divisions of PT



Gema Kresi Perdana. The Individual Level cascade scorecard is solely administered by the HRGA & Strategic Affair Division. The company's implementation of the suggested new Balanced Scorecard design took approximately one year and six months from the previous year's performance review stage to the monitoring of the new design. As suggestions for future research, it would be preferable for the research to cascade to all levels within each division.

**Keywords:** Nickel, Mining, Performance Management System (PMS), Balanced Scorecard (BSC), strategy.

## DESIGN OF PERFORMANCE MANAGEMENT SYSTEM USING PERFORMANCE PRISM FOR OIL AND GAS PROJECT: CASE STUDY BKP OFFSHORE BROWNFIELD PROJECT IN MAHAKAM DELTA, EAST KALIMANTAN, INDONESIA

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### Abstract

Current performance management for project execution in the Company is measured with the strategy and process on how to achieve the target based on technical guidelines. Critical decision-making mostly depends on management's experiences. The Company's position as State-Owned Enterprises in Indonesia receives high expectations from stakeholders. The complexity of the business has made the development of the Performance Management System (PMS) for oil and gas project, as important as a basis and guideline to overcome the issues. This paper aims to design an appropriate PMS and identify important Key Performance Indicators (KPI) that can be implemented during the execution of oil and gas project. The design was developed from specific literature Performance Prism and previous project's lessons learned, which elaborated the various stakeholders point of views, combined with a cascading process in employee levels and presented the linkages using weight ratio. The questionnaire was addressed to various stakeholders who were involved in the project execution. There were 31 respondents who selected 90 KPIs and gave ratings on current performance. The weight ratio of defined criteria, sub-criteria and KPI was calculated using Analytical Hierarchy Process. The scoring system was conducted using the Objective Matrix and Traffic Light System to evaluate the performance. Findings of this paper provide, in total, 61 KPIs as leading indicators that are useful to design PMS. These KPIs to be implemented from early stage of new project or on-going project in the company. Further benchmarking to the other sister companies within subsidiary is required to identify the best KPI approach.

**Keywords:** Key Performance Indicator, Oil and Gas, Performance Management System, Performance Prism.

## DESCRIPTIVE APPROACH PROBLEM IN TRAINING PROCUREMENT PROCESS AT PT TRANSPORTASI JAKARTA (TRANSJAKARTA)

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### Abstract

The development of human resources in the corporate and industrial world is necessary to improve employee competency and productivity. The efforts made for the development of human resources are through the procurement of various training relevant to the field of work for each employee. As a company that focuses on transportation integration system services, PT. Transportasi Jakarta (Transjakarta) always tries to provide the best service. One form of effort in improving services is by improving the competence and insight of each employee through the procurement of relevant training. Currently, PT. Transportasi Jakarta already has its business process for procuring training for its employees. However, some problems often arise in the business process. Based on the interviews with staff and the Head of the Training Center Department at PT. Transportasi Jakarta, problems that often arise in the business process for procuring training for employees are the slow approval of documents by related directors, the need for additional training beyond the annual training plan, and numerous validation documents. These problems cause business processes to be hampered. This research focused on analyzing the causes of effects using Six Sigma DMAIC. This research uses a descriptive approach that emphasizes the question of how. The DMAIC (Define, Measure, Analyze, Improve, and Control) methodology used only reaches the analyzing stage because this study aims to focus on deeper problem exploration in the business processes. Understanding the cause of an issue is important for the company to take appropriate action to prevent the problem from recurring.

**Keywords:** Training Procurement, Business Process, DMAIC Methodology.

## RISK-BASED PERFORMANCE MANAGEMENT SYSTEM: INTEGRATING STRATEGIC, RISK, AND PERFORMANCE (A CASE STUDY IN INDONESIAN MANUFACTURING COMPANY)

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### Abstract

An increasingly competitive environment requires organizations to always maintain corporate performance to achieve company goals. To improve company performance, the company need not only a suitable and unique strategy but also a good enterprise risk management (ERM) implementation to face an era full of uncertainty and high volatility. Many studies have examined the impact of implementing ERM on company performance, but very few researchers have integrated ERM, company performance, and strategy management. The integration focuses on ERM that mediates the relationship between business strategy and corporate performance. This study aims to design and implement the integration between strategic, risk, and performance management using the Risk-Based Performance Management System (RBPMS) in the case study of PT ABC which is a manufacturing company and has dozens of competitors. This research will begin with problem exploration using interviews, selecting a model framework, namely RBPMS, determining key performance indicators (KPI), risk assessment, and determining key risk indicators (KRI) and key control indicators (KCI). The KPI, KRI, and KCI will be presented in the results of this study to integrate strategic, risk, and performance and make it easier for PT ABC to conduct evaluations. The RBPMS is expected to be used by various industries, especially high-risk profile industries to increase competitive advantage.

**Keywords:** Competitive Advantage, Enterprise Risk Management (ERM), Performance Management, Risk-Based Performance Management System (RBPMS), Strategic Management.

# A DEVELOPMENT OF COMPETENCY DICTIONARY FOR PROJECT FIELD TEAM IN CONSTRUCTION ENGINEERING CONSULTANT COMPANY TO PROPOSED A PERFORMANCE MANAGEMENT SYSTEM: A CASE STUDY

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## Abstract

The success of a construction project is very dependent on the process and expertise of the human resources involved. In construction projects, especially consultants, human resources with special expertise certifications needs technical competence. In its implementation, indicators that determine project success are not only based on technical competence but also functional or soft competence at every level of position, including field engineers. The success of the project will provide added value for the company in the form of increasing profit and reduce risks that have a negative impact on the company's internal processes. The purpose of this research is to develop the competency dictionary by assessing the competencies and characteristics of the field project team of a construction consulting company to develop a performance management system for PT ABC, a growth construction consultant company in Indonesia. The results in this study are used to improve the human resource capabilities of construction consulting company in support the company goals and targets. The research framework used in the form of internal and external analysis. The research was conducted using a combination of both qualitative and quantitative methods. Some of the theories used in this study are the causal relationship of competence to business, competency models, competency mapping and competency criteria which will be redeveloped into Key Performance Indicators (KPI) as input for learning and growth perspectives for developing a Balance Scorecard (BSC) as performance management system tools in a construction consultant company.

**Keywords:** Balance Scorecard, Competencies Assessment, Construction Consultant Company, Key-Performance Indicator, Performance Management System.

## SHIPPING COMPANY OPERATION PROBLEMS IN INDONESIA'S REMOTE AREA

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### Abstract

Indonesia is the world's most extensive archipelago. The shipping industry is a crucial sector that is vital to the nation's economy. Castbay Marine is a national shipping company that operates in Eastern Indonesia, particularly in Halmahera, North Maluku, to ship mining commodities using tugboats and barges. Compared to areas in western Indonesia such as Java Island, Halmahera is one of the regions that is difficult to access and has limited infrastructure to assist shipping company operations. Lack of support, such as maintenance facilities, sales of replacement parts, and limited communication, frequently impedes the operations of shipping company in the region. To identify the main problems, this research uses the DMAIC (Define, Measure, Analyze, Improve, Control) method and only reaches the analyze stage because this research only focuses on identifying problems faced by Castbay Marine. According to the results of this analysis, the two most significant challenges faced by shipping companies operating in the Halmahera region are the difficulty of performing ship maintenance in a timely manner due to the limited number of repair sites in the Halmahera region and the difficulty of gaining remote access to repair sites that are of high quality and reasonable cost. The second issue is the difficulty in handling ship administration as a result of restricted communication and regulation variations resulting from different classes of Ports and Harbor Masters in comparison to Java or large cities.

**Keywords:** Shipping, Shipping Operation, DMAIC Method.

## **BUSINESS IMPROVEMENT FOR PT PERTAGAS NIAGA IN UTILIZING CNG MRU TO EXPAND RETAIL MARKET IN BALI AREA**

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### **Abstract**

Compressed Natural Gas (CNG) is natural gas compressed into less than 1% of the volume it occupies at standard atmospheric pressure. CNG stored and distributed in hard container at a pressure of 180 – 250 bars and transporter by truck to make it easier to supply, especially to customers who have relatively long distances from the gas field. CNG is still perceived as the bridging product until the customers have access to Pipeline Gas. For the last couple of years, few of CNG customers of Pertamina Niaga have switched to Pipeline Gas, once it is available. If the costs of sales of CNG are to be borne to the sales of current contracted volume, the company target and minimum margin could not be achieved. The company target of CNG sales could be achieved by increasing the sales volume in the brand new area with less risk of competitor. The CNG sales need to target new customer segments that consume gas in smaller volume which are not economically feasible to be supplied with Pipeline Gas and on the area where there are still no competitor. The retail market is easier to approach due to the prices of CNG being lower than LPG, the sales terms also in favor for the customer as they only paid the volume of gas read on the meter system rather than depending on Kilogram Scale LPG uses. New CNG is expected to generate efficiency on the transportation cost and acquires new customer segments.

**Keywords:** Retail CNG, CNG Hub, Business Model Canvass, Strategy Diamond.

## DEVELOPMENT OF BUSINESS CONTINUITY MANAGEMENT SYSTEM AT PT PUPUK SRIWIDJAJA PALEMBANG USING ISO 22301:2019 FRAMEWORK

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### Abstract

As the third biggest fertilizer company in Indonesia, business continuity of PT Pupuk Sriwidjaja Palembang (PSP) is important for Indonesia's food security. A problem that has been identified is that PT PSP does not yet have a Business Continuity Management System that establishes protocols, creates recovery system, and helps the company to continue operating in the event of disaster. This problem is solved by implementing ISO 22301: 2019 Security and Resilience - Business Continuity Management System. The core of ISO 22301: 2019 is Clause 8: Operation which consists of Business Impact Analysis, Risk Assessment, and Business Continuity Strategy Development. The primary data for Operation Clause is extracted by interviewing and discussing with PT PSP's head of divisions and departments related to business impact analysis, identification of Critical Business Functions (CBF), risk assessment, and CBF business continuity strategy when a disaster occurs. The research finds that there are 29 CBF and 16 high risk disasters at PT PSP. The business continuity strategy for CBF is divided into four types: defer/postpone, alternate backup site/facility/critical vendor, disperse by other business unit/other entity, and recover by own business unit. The implementation plan is conducted through four steps: preparation of Business Continuation Plan dan Procedure documents, awareness and training, exercising, and evaluating.

**Keywords:** Business Continuity Management, Clause 8: Operation, Fertilizer Company, ISO 22301: 2019 Framework.



## EVALUATION OF PERFORMANCE OF PROCUREMENT SUB-DEPARTMENT AT PT PHR

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### Abstract

Business Process Management (BPM) is a management approach concentrated on improving corporate performance by managing a company's business processes. BPM is a tool for operations to achieve good performance. Process improvement approach combined with statistical process control for measuring and limiting process variation and continuous improvement. One of the key performance indicators used is service time. Time delay on a particular project will impact a cost overrun. PT PHR, a state-owned oil and gas firm in Indonesia challenged to fulfill national energy targets of one million barrels/day. The company heavily relies on outsourced operational activities. Thus, the SCM department manages 60-80% of the company budget. In May 2022, the procurement sub-department in the SCM department faced decreasing lead time performance.

This paper studies the evaluation of procurement sub-department service time performance using Statistical Process Control to know if there is any particular variation. Further, conduct a Capability Analysis to quantify the performance of a process. The procurement process is under control. Nevertheless, it is not a capable process (CPK value  $>1.33$ ) and is underperformance lead time (PPM value  $>10\%$ ). The statistical result is the key for the SCM department to re-design its procurement business process. The method used is BPM. The author is mapping the business process in the SCM department for procurement or as-is. Then, analyze the business process using Value Added Analysis. The results revealed 21 activities identified for the procurement process that translated into BPMN. As the result, several activities non-value-added and non-essential still exist in the procurement process.

**Keywords:** Statistical Process Control, Capability Analysis, Business Process Management, Value Added Analysis, Procurement Performance.

## DIGITAL TRANSFORMATION IN BUSINESS SCHOOL: A SELF-ASSESSMENT QUALITATIVE STUDY OF SBM ITB AGILE READINESS

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### Abstract

There are a lot of drivers of change for business school around the globe to better suit the renewed demand, style, and characteristics of organizations. A lot of business schools have been conducting each and its own digital transformation initiatives by also fulfilling the requirement to have readiness in the agile aspect. The purpose of this research is to acquire, analyze, and discuss self-assessment qualitative data regarding the agile readiness of a business school. The subject of the research is a business school in Bandung city, namely School of Business and Management as one of the school/faculty in Institut Teknologi Bandung (SBM ITB). The data are gathered from nineteen MBA students in SBM ITB – classified into five groups – through the method of Focus Group Discussion (FGD), as well as by team and class discussion. By having a self-assessment result on the agile readiness of SBM ITB, this can help the business school to assess the current standpoint and to adjust and manage the digital transformation initiatives ahead by overcoming current weaknesses as well as seizing future opportunities.

**Keywords:** Agile, Business School, Digital Transformation, Education Management.

## RE-ENGINEERING PERFORMANCE MANAGEMENT SYSTEM OF INSTRUMENT AND CONTROL DEPARTMENT – MAINTENANCE DIVISION IN VACCINE MANUFACTURING COMPANY

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### Abstract

An increase in population and high birth rates will directly affect the increase in the need for vaccine as a preventive measure in health care, so the vaccine production company must escalate their production capacity to fulfill the ever-increasing demand. Increasing the production capacity can be carried by adding production facility lines with the purpose of increasing the amount of production output while still paying attention to the quality aspect so that meets the standard that have been set. The Instrument and Control Department is a work unit in the Engineering and Maintenance Division which is fully responsible for the production machine operation process which plays a very important role in ensuring production machines can operate normally without any interruptions so that production needs can be met without any deficiencies in terms of quantity or quality.

The challenges faced by the instrument and control department in meeting production needs are very diverse and crucial where the slightest disturbance that occurs in production line facilities will have the potential to thwart the ongoing production operation process. Therefore, several steps are needed to make improvements to the department's performance so that it can meet the company's needs. Efforts to improve departmental performance can be carried out by assessing and measuring the parameters that affect departmental performance, which in turn can determine the company's success in achieving its goals. This paper's purpose is to identify and formulate key indicators to determine the performance of the instrument and control department by referring to the appropriate Knowledge-Based Performance Management System (KBPMS) to be implemented in the Engineering and Maintenance Division of a vaccine manufacturing company. This KBPMS will be integrated with Maintenance Management to get the most relevant indicators that can be applied to the Performance Management System that will be designed.

**Keywords:** Vaccine Manufacture Company, Instrument & Control Maintenance, KBPMS, Maintenance Management.

## IDENTIFICATION OF A SERVICE LEVEL ISSUE IN AGRICULTURE FRESH PRODUCE CHAIN

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### Abstract

PT Momenta Agrikultura is an agriculture company that produces and distributes high-quality fresh produce such as vegetables, fruits, edible flowers, and meat. The company runs activities from the upstream to the downstream supply chain process. It starts from production on the farm until distribution to customers. Current market competition in fresh produce is getting intense. Service level is one of the parameters used in the company to measure its performance. It measures the rate of order fulfillment capacity on customer demand. The product return caused by unmet quality requirements affects order fulfillment capacity. In the tight market competition, the company faces a decreasing service level trend on retail channels. Retail customer channels consist of supermarkets, hypermarkets, minimarkets, and warehouses. The low service level affects the order capacity due to unfulfilled demand in their previous order. This research will reveal the root cause of the decreasing service level, which result in a service level below 80%. Value co-creation (VCC) was used in the Forum Group Discussion (FGD) process to explore the company's challenges in maintaining service levels. Participants of the FGD are the representative of all divisions in the company. Implemented method of VCC would allow each stakeholder to express their ideas and problems. The root cause was analyzed using a tree diagram. The result of this research could be used by the company to improve the business process to increase the service level.

**Keywords:** Fresh Produce, Service Level, Tree Diagram, Value Co-creation.

## GOPAY'S STRATEGY TO SUPPORT CASHLESS SOCIETY BY UNDERSTANDING THE E-WALLET USERS BEHAVIOR

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### Abstract

There is a great potential for growth in the digital payment acceptance market in Indonesia, which makes it a promising country for the mobile wallet industry. Indonesia is one of countries that is rapidly shifting away from a cash-based economy and toward one that relies more on digital payments. The adoption of mobile wallets in Indonesia, a country with a remarkably low credit card penetration rate, is drawing new consumers of digital commerce at a rapid pace. Moreover, the current Covid-19 outbreak has also had an impact on the constantly changing preferences of customers in terms of payment options. Therefore, following the growth of mobile wallet players in Indonesia, consumers are gradually shifting toward cashless behaviors. The number of mobile or electronic wallets is growing as a result of the increasing popularity of digital payment methods as well as the massive change in the consumers preferences of payment systems. Furthermore, GoPay is considered to be one of the five largest electronic wallet providers in the Indonesian market. GoPay basically has a large user base across the country. The usage characteristics and behavior of mobile wallet users are discussed in this study. The goal of this study was to develop the best strategy for GoPay, one of Indonesia's leading mobile wallet providers, to encourage the use of cashless transactions. An online survey was conducted, and a total of 263 respondents participated and submitted their responses. The data was gathered not just from primary sources but also from secondary sources. This study used descriptive research to describe the outcomes of both quantitative and qualitative data. For the purpose of gaining insight into the users' and GoPay's perspectives, qualitative data was collected. The findings of this study revealed that users of different age generations had substantially different behavior. According to the findings of this study, users typically have more than two electronic wallets installed on their device and use them more than once per week. This study helps GoPay as the leading mobile wallet provider to have better understanding of the users' behavior of using electronic wallets. The findings can be used to develop competitive advantage strategies that are sustainable and to support the use of e-wallets in a cashless society.

**Keywords:** E-Wallet, Mobile Wallet, Financial Technology, Consumer Behavior.

## DETERMINING VENDOR KEY PERFORMANCE INDICATORS IN A COMPANY

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### Abstract

To compete with other companies in the Fuel Retail Business, Company A must take some action. One of the actions is to upgrade the fuel station's image through building renovation and rejuvenation. For firm A, the Fuel Station renovation project is crucial because it is specified in its resilience strategy, particularly at point 5R (Ringkas (Concise), Rapi (Neat), Resik (Clean), Rawat (Maintain), Rajin (Diligent)). This renovation project should be monitored periodically to keep the project performance on the track, in terms of delivery time, quality, and cost. So that the vendor Key Performance Indicator should be defined and measured on every project.

The Vendor Key Performance Indicator will be based on a literature review of the Performance Management System (PMS), combining the Knowledge-based Performance Management System (KBPMS) and Performance Prism. Besides, the indicator will be chosen based on case studies in Company A, too, and will be analyzed using a Causal Loop Diagram to determine key performance indicators. The findings in this research are to provide and define some key indicators for vendor performance that should be measured in every project.

The indicator that has been defined, will be useful for Company A to keep the project on track. This will help the company to accomplish several corporate Key Performance Indicator points, particularly the investment budget performance point that depends on the completion of renovation projects. The Vendor Key Performance Indicator which was analyzed using a Causal Loop Diagram, in terms of delivery time, quality, and cost has not yet been implemented in Company A. This paper proposed to define the indicator of Vendor KPI to measure the vendor's performance.

**Keywords:** Vendor KPI, KBPMS, Performance Indicator, Causal Loop Diagram.

## BATIK PRODUCTS AND SUPPLIER: UNDERSTANDING FACTORS AFFECTING CUSTOMERS' SELECTION DECISION USING AHP APPROACH

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### Abstract

Being recognized to the international world as a historical fabric of human civilization and declared as UNESCO's Intangible Cultural Heritage of Humanity in 2009, Indonesian batik's popularity has been gaining more attention not only from internationally but also in the local market. The beauty and unique designs of batik fabrics as well as craftsmanship involved in its production process are said to be some of factors which adds the attractiveness and value of batik fabrics. While product's quality matter when it comes for companies in selecting supplier, it is not the sole determinant. Moreover, results from previous research on customer's preference in Indonesia for batik products which emphasize the quality of batik products still lack in detail when describing and specifying what composed the 'quality' of batik products that matters to customers. The purpose of this study is to understand factors that influence customers' preference in selecting batik products and supplier by using analytical hierarchy process (AHP) approach within Daerah Istimewa Yogyakarta (Yogyakarta Region) as a case study. Since judgement of selection criteria is done subjectively by customers and may differ for every customer, the AHP is used as a method to synthesize the diverse judgements and establish a more consistent measure. A market survey was conducted by interviewing and using questionnaire given to 20 batik boutiques within Daerah Istimewa Yogyakarta (Yogyakarta Region), Indonesia. The findings of this study will aid batik enterprises/suppliers with varying degrees of importance in developing batik products and business strategy.

**Keywords:** Batik Products, Batik Supplier, Customer Preference, Analytical Hierarchy Process.

## A REVIEW OF EXPERIMENTAL AND THEORETICAL STUDIES OF COAL DISCREPANCY

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### Abstract

This paper investigates the factors that contribute to the coal discrepancy phenomenon, not only in terms of quantity but also in quality or coal properties. A conceptual model of coal discrepancy was developed based on contextual contributing factors of discrepancy in the coal mining industry using a literature review and enriched by empirical data. The study was also completed by the field experiment to check the discrepancy in quality in each mining phase. The result is then processed using linear regression to obtain the coefficient correlation and equation that show the discrepancy trend. The study analyzed some significant contributing factors that impacted coal discrepancy in the mining industry, not only from internal companies, such as equipment parameters (physical availability, utilization, and productivity), geological model, and changes in design, but also changes in mining sequence due to concerns external to the company, such as environmental issues, land issues, and market demand. With the originality of this study, it enriches the existing body of knowledge by providing a novel framework of coal discrepancy and its contributing factors from internal and external sources. It also discusses the discrepancy issue in the quality or properties of coal by providing some equations based on empirical study to estimate the discrepancy level in each mining phase.

**Keywords:** Coal Discrepancy, Mine Reconciliation, Coal Mined, Coal Quality, Mine Plan, Company Agility, Change Sequence.



# BUSINESS PROCESS REENGINEERING FOR EXCELLENCE IN THE WAREHOUSE MANAGEMENT SYSTEM: A CASE STUDY OF THE RETAIL INDUSTRY

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## Abstract

The warehouse and its inventory are assets owned by the company that should be managed to maximize its efficiency and profitability. One of the common problems in warehouses is the occurrence of inaccuracies in inventory records. Inaccuracies in inventory records can happen because of internal or external factors such as theft, damage to goods, unintentional errors during inventory transactions, or improper placement of goods. This thesis studies the main issues that arise in a company in the retail industry, namely the difference between the inventory record and the actual physical inventory that consistently exceeds the limit set by the company. If the company fails to rectify this issue immediately, it will continuously suffer losses that reduce its profits. From this case study, business process re-engineering will be carried out by using traceability technology for the warehouse management system in supporting the recording of the movement of goods. Standard operating procedures for the warehouse will also be developed and used as a guide in implementing the system. This study uses qualitative data from a semi-structured interview with the management team and observation. The data were analyzed with gap analysis and cause mapping. This study provides insight into a re-engineered business process that will be implemented to reduce stock inaccuracy in the warehouse of the retail industry.

**Keywords:** Business Process Reengineering, Warehouse Management System, Retail Industry, Stock Inaccuracies.

# **SERVICE QUALITY IMPROVEMENT: PROPOSED DESIGN OF INDONESIAN HSR TANGIBILITY AND RELIABILITY KEY PERFORMANCE INDICATORS USING KNOWLEDGE-BASED PERFORMANCE MANAGEMENT SYSTEM**

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## **Abstract**

High-Speed Railway (HSR) transportation development in certain country embodies a significant technology to support modern society's value of time and dynamic activities. Despite complicated operations and a huge investment spent, various studies stated that HSR industry faces barrier challenges to increase ridership due to lack of punctuality, reliability, pricing scheme, and inconvenience in passenger journey. It majorly affects the reasons on why passengers may and may not choose the transport option since it influences passenger satisfaction level. Acknowledging this global issue, an anticipation to the upcoming Indonesian HSR operation is made through this paper to survey Indonesian HSR passenger expectation which result was being the basis of performance management design. The quantitative data from across-age 200 respondents was generated through statistical analysis to determine the prioritization and it shown tangibility and reliability attributes as the first and second most important. Afterwards, the process continued with qualitative and quantitative analysis from Indonesian railway expert interview and previous publication of worldwide HSR which utilized to conduct external benchmarking, validate the findings, and discover contextual performance indicators for both attributes using Knowledge-based Performance Management System. The paper resulted 6 performance variables on tangibility and 7 performance variables on reliability attributes which were linked and weighted for further implementation. Differ from other countries, our findings indicate that physical facilities' importance is uniquely considered by Indonesians as it impacted tourist motivation. These new insights could shift focus of Indonesian HSR operators to invent on-target solutions in order to improve passenger satisfaction which also impacting the increase of economic benefit.

**Keywords:** High-Speed Railway, Knowledge-based Performance Management System, Product Quality, SERVQUAL, Tangibility and Reliability.

## THE IMPACT OF COVID-19 CONTAINER SHORTAGE ON GLOBAL SUPPLY CHAIN (CASE STUDY OF CONTAINER SCARCITIES GLOBALLY AND HOW IT EFFECTS GLOBAL ECONOMICS)

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### Abstract

As most of the global goods are transported and have been shipped by sea, it is estimated that more than 90% of global trade is carried by sea. As the COVID19 outbreak in 2019 has impacted many aspects of nations' growth globally, it also affects the supply chain networks and eventually the disruptions of supply chain is encountered. This scarcity or shortage due to COVID19 became a global issue with so many negative impacts such as an imbalance of global trade between supply and demand and some restrictions by nations regarding regional quarantine practices. The shortage of the container in the region that were in need caused the manufacturing industries to have a slower performance in their production and locked the global supply chain which put the liner industry into a dilemmatic decision that they eventually decided to do some port omissions or even blank sailing to cut down their operational cost. Looking at the bigger picture, this shortage that resulted in sky-rocket ocean freight has caused inflation worldwide due to risen prices in commodities. This research will be based on literature methodology as the areas shall be discussed in detail showing the findings.

**Keywords:** Covid-19, Global Economies, Container Scarcities, Global Trade.

# THE IMPACT OF BRAND REJUVENATION STRATEGY ON CUSTOMER PURCHASE INTENTION: A CASE STUDY ON PIXY COSMETICS INDONESIA

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## Abstract

PIXY Cosmetic Indonesia is a cosmetic brand produced and marketed by PT. Mandom Indonesia since 1969. In 2019, PIXY Cosmetics Indonesia carried out a Brand Rejuvenation to their products, with the objective of expanding the market to young adults and being considered as a premium brand. Even so, after being a runner-up on the position of the top 5 Top Brand Index Cosmetics from 2016-2018, PIXY Cosmetics Indonesia was kicked out in 2019 and did not get a position, especially in lip cream products. Meanwhile, the skincare and beauty category also experienced a decline in income in 2020, which is written in the annual report of PT. Mandom Indonesia. From the results of the pre-interview conducted in this study, all the 16 respondents said that the Brand Rejuvenation carried out by PIXY Cosmetics Indonesia had succeeded in creating a good and fresher impression of their products, however, 15 out of 16 participants said they would not buy PIXY Cosmetics Indonesia when they need cosmetic product because there's a huge gap between the brand and the customers in terms of marketing mix. This study aims to analyze the impact of brand rejuvenation to Customer purchase intentions at PIXY Cosmetics Indonesia and understand the best business strategy to make PIXY Cosmetics attract market interest. A strategic management process is used in this study to craft the best business strategy to increase Customer Intention Purchase. The process starts from external and internal environment scanning and culminates into SWOT analysis. Segmenting, targeting, and positioning (STP) are the methods used to choose which target market to tap into. Then, a further analysis using TOWS matrix to choose suitable strategies given the opportunities or threat presented from the external factor; strength and weakness owned by the company. A proposed marketing strategy is then formulated from the combination of the result of STP analysis and the TOWS analysis results in what is the best target segment to tap into and what is the suitable business strategy for the target segment. The ensuing implementation program is then formulated using the proposed business strategy.

**Keywords:** PIXY Cosmetics Indonesia, Brand Rejuvenation, Customer Intention Purchase, STP, SWOT.

# DESIGN OF PERFORMANCE MANAGEMENT SYSTEM FOR SMALL MEDIUM ENTERPRISE DEFENSE COMPANY IN INDONESIA (CASE STUDY: PT MAHAKARYA SUKMA ABADI)

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## Abstract

The defense industry may have different perspectives and policies in each country. The value of defense revitalization and procurement in each country can affect the country's macroeconomics and cause a domino effect on each country's microeconomics level. In Indonesia, as a developing country, the country's defense budget can give beneficial value if the Indonesian company does the work. The Indonesian president also already has the target to increase TKDN (local content) of each good's procurement that needs the government and has a short-term target to increase Indonesian competitiveness among the big five influential economies in the world by 2045. With the target and the opportunity given by the Indonesian government toward enhancing and embracing local content, SMEs to a big company in Indonesia that have the competency in defense industry segment have equal opportunity to big players in the world that supply military and defense products to Indonesia. A performance management system is needed to increase competitiveness and innovation for SMEs in the defense industry. Therefore, this paper aims to design a performance management system that can be customized to the specific needs of the defense industry in Indonesia. In this study, the object of research is PT Mahakarya Sukma Abadi, a military product developer and supplier with integrated performance management with customized aspects in terms of organization output, internal process and resource capabilities that can increase the effectiveness and innovative output. In addition, the criteria selected will be based on the company's historical data in the interview with the experts within the company, as well as obtaining the data based on the benchmarking within the industry. The research limitation is concentrated at PT Mahakarya Sukma Abadi, with the data collection from 2016 to 2021. The proposed framework can later be implemented in various SMEs worldwide with some attributes adaptation to maximize the desired outcomes.

**Keywords:** Integrated Performance Management Systems, Indonesia Defense Industry, SMEs Defense Industry Framework.

## THE DETERMINANT FACTORS FOR EMPLOYEES TO LEAVE (A CASE STUDY IN A PAINT CHAIN RETAILER)

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### Abstract

High turnover is one of the problems faced by companies, especially for small and medium enterprises. PT Fakta Asia Jaya, or Fakta Retail or Fakta Group, is one of the oldest semi-modern paint chain retailers and experiences a high turnover rate, more than the average industry. The company's services depended on employee knowledge and support. The higher turnover rate becomes the real problem with the cost of hiring, training, sales, and services, which might affect profitability in the long run. Many factors, such as age (generational differences), gender, length of work, marital status, job satisfaction, compensation satisfaction, and organizational culture, influence employees' decision to leave the company.

This research uses qualitative methodology through an in-depth interview approach with questions about job satisfaction, compensation satisfaction, and organizational culture conducts information collected. This approach was chosen to understand whether those factors significantly influence their decision. This study proposes a recommendation for the business situation and to retain the current employees, especially the millennial generation.

Based on the result of the study, it was suggested that the factors related to the employees leaving are mainly personal reasons and related to job satisfaction and compensation benefit. The other aspect emphasized by millennials is looking for career advancement and work-life balance between the family. Also, it is found that the higher risk of the job tends to look at a higher salary or to be financially incentivized; the importance of being valued and communicating in every variable makes all generations feel satisfied and fulfilled.

**Keywords:** Award Recognition, Compensation Benefits, Career Development, Job Rotation Team Building.

## ASSESSMENT ON IMPROVEMENT OPPORTUNITY OF INTERNET-OF-THINGS IN SUPPORTING THE SUPPLY CHAIN MANAGEMENT OF PT. CIPTA ADHYABUSANA (DUST)

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### Abstract

As a result of the present trend toward digitization, corporate adaptability has become one of the most important components in assuring industrial sustainability. The fashion sector is not an exception, as severe rivalry on a local and worldwide scale indirectly drives the demand for sophisticated, business-effective technology. As a practitioner in the Indonesian fashion industry, PT. Cipta Adhyabusana (DUST) is committed to implementing internet-of-things in their internal management for the sake of corporate competitiveness. Certainly, every business has its own issues and/or obstacles, and DUST is no exception. The internal management of this fashion company continues to struggle with data entry and production timeliness. DUST has implemented internet-of-things-based apps that effectively control multiple aspects of their supply chain management. However, the management is indirectly hindered by the software's inability to handle the remaining components. Consequently, this research focuses on an evaluation of the internet-of-things' potential for development that can be applied effectively to management in order to eliminate impediments and raise the company's efficiency and production effectiveness. The research is backed by primary data collected through interviews with key stakeholders and secondary data gained through a review of the literature. The analytical process completed by the Grounded Theory Analysis will generate substantive theories that will be proposed as part of an implementation strategy. The outcome of the research is to upgrade the current applications with Cyber Physical Systems (CPS).

**Keywords:** Supply Chain, Internet, Internal Management, Production Effectiveness.

## PROPOSED BUSINESS STRATEGY FOR AN INTERNATIONAL FREIGHT FORWARDING COMPANY (CASE: PT JAHERMOSA)

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### Abstract

PT Jahermosa is an international freight forwarding company established in 2012. This company has experience handling several types of goods with various services and modes of transportation. The services provided include export-import goods delivery using sea, air, and land modes. Due to COVID-19, the company's sales performance has decreased from 2019 to 2021. However, according to data from the Central Bureau of Statistics, Indonesia's total exports and imports from 2020 to 2021 have experienced a drastic increase. This gap indicates an increase in the market for goods delivery services to and from Indonesia but did not accompany PT Jahermosa's ability to absorb the market. Therefore, this study aims to provide strategic business proposals for PT Jahermosa in the freight forwarding industry to improve the company's sales performance.

This research is qualitative research using primary data and secondary data. Primary data was obtained through interviews with several customers and management participants. While secondary data is obtained through company financial reports, websites, journals, and articles. The conceptual framework used in this study is the AFI strategy (Analysis, Formulation, and Implementation). First, an analysis was carried out on the external and internal conditions of PT Jahermosa's freight forwarding business. External analysis was conducted using the PESTEL Framework, Porter's Five Forces Model, Customer Analysis, and Competitor Analysis. Meanwhile, internal analysis was carried out using the Resource Based View Model, VRIO Analysis, Porter Value Chain Analysis, and Business Model Canvas. Then, SWOT analysis is used to evaluate the strengths, weaknesses, opportunities, and threats to assess the condition of PT Jahermosa using the data from external and internal analysis. Evaluation of these four factors forms the basis for formulating strategic alternatives using the TOWS Matrix. The strategy is formulated based on strengths-opportunities (SO), strengths-threats (ST), weaknesses (WO), and threats (WT). Finally, root cause analysis is carried out to find the real cause of the problems encountered using Problem Tree Analysis. It was found that the root causes of the decline in sales performance were the absence of a marketing team,



lack of self-development programs for employees, limited IT experts, and lack of customer relationship management.

Based on the results of this research, the strategy is formulated using the Diamond Strategy Model by considering four factors: vehicles, arenas, differentiators, speed, and economic logic. The strategy proposed in the arena element is hiring IT consultants (WO3) and developing added value in the value chain (WT1). Strategies for the differentiating element are organizational structure adjustment (WO2), mentoring program development (WT3), and leadership (SO3). In comparison, the strategy on the vehicle element proposed is to increase brand and service awareness (ST3) and develop a culture of innovation (SO2) and knowledge management system (SO1). The strategy on speed element is to improve customer relations (WT2) and score customer satisfaction (ST2). Finally, the economic logic element is to develop risk management per shipment (ST1). The limitation of this research is that financial reports need to be explained in detail to keep company documents a secret. In addition, this research only covers PT Jahermosa as a freight forwarding and logistics service company. Further investigation can be made based on this research in the supply chain management, human resource management, and marketing strategy.

**Keywords:** Freight Forwarding, Business Strategy, Sales Performance, Strategy Diamond.

# PROPOSED DESIGN OF PERFORMANCE MANAGEMENT SYSTEM USING MODIFIED KNOWLEDGE-BASED PERFORMANCE MANAGEMENT SYSTEM FOR ENTERPRISE BUSINESS OF PT. XYZ

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## Abstract

PT. XYZ is a State-Owned Enterprise (SOE) engaged in the field of information and communication and is also a service provider and telecommunications network that serves B2B in its enterprise business. With the currently increasing market competition for ICT products and services for businesses, enterprise business is expected to improve performance to win the market competition. Performance Management System (PMS) design and implementation are critical elements of management control systems for providing the best solutions for businesses. This paper proposes a modified Knowledge-Based Performance Management System (KBPMS) framework for enterprise business. The framework design is using three perspectives, which are organizational results, internal process, and resource capabilities. The paper has shown there are a total of 18 performance indicators. The variable linkage is carried out using correlation analysis of past performance indicators for determining the relationship between indicators. The performance variable weighting uses the scoring reference from seven perspectives used for the Kriteria Penilaian Kinerja Unggul (KPKU) or Excellence Performance Assessment Criteria created by the Ministry of SOE for SOEs in Indonesia which based on Malcolm Baldrige National Quality Award (MBNQA). Therefore, the modification of KBPMS design with KPKU-based scoring provides an excellent performance depiction for business enterprises in SOE.

**Keywords:** Kriteria Penilaian Kinerja Unggul, Knowledge-Based Performance Management System, Malcolm Baldrige National Quality Award, Performance Measurement System.

## MILLENNIALS' TARGETED-MARKET BRANDING STRATEGIES OF A DENTAL CLINIC

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### Abstract

Brand knowledge and perception of a clinic are very important in targeting a specific target market. In order to expand the target market, an old-style denturist center is changing to futuristic dental clinic. Retargeting to the millennials segment means the clinic must get along with their behavior and evaluate their knowledge and perception about this clinic. Social media marketing as one of the branding tools has been conducted but shows no significant result. This paper will present the analysis of brand knowledge and perception of millennial patients in the clinic by using quantitative semantic scale survey and qualitative thematic analysis. The results show 1) some of the clinic's characteristics are suitable with the millennials' behavior, such as professionalism, design, and service quality, 2) pricing strategy of the clinic might be not suitable with the millennials; 3) not all millennials know all the treatments that can be done in the clinic. From those interpretations, the researchers formulated 2 alternative branding strategies, namely rebranding and sister brand. The rebranding strategy will include repositioning, redesigning, and relaunching, while sister brand will generate a new brand that maintains the value proposition of main clinic but with new pricing strategy. The study recommends the clinic to do brand concept testing to finally implement the strategy.

**Keywords:** Branding Strategy, Millennials' Behavior, Dental Clinic, Rebranding, Sister Brand.

# PROPOSED PERFORMANCE MANAGEMENT SYSTEM IN FMCG REGIONAL DISTRIBUTION CENTRE USING KNOWLEDGE-BASED PERFORMANCE MANAGEMENT SYSTEM AND SUPPLY CHAIN OPERATION REFERENCES (SCOR) 12 METHOD

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## Abstract

Some Fast-Moving Consumer Goods (FMCG) companies in Indonesia cooperate with Local Distributors to distribute their products in a certain area instead of using their subsidiaries. Therefore, they usually assign the Regional Sales Team representing Regional Supply Chain Team to the local distributors. The result from internal data in one company showed that the company could lose up to billions of Rupiah in additional distributions cost and potential sales loss, due to the poor practice of supply chain operations in the Regional Distribution Centre. These problems were caused by the insufficient performance monitoring of the indicators which are related to the Distribution Centers' operations. Supply Chain Operation Reference Model (SCOR) 12 was used as the method to assess the supply chain activities and performances of the Regional Distribution Centre. SCOR 12 in RDC operations measured 21 different performance metrics and utilized De Boer normalization to equalize each metric parameter. It is found that 10 performance metrics were categorized as not good. Knowledge-based Performance Management System was then implemented to be the framework for constructing a Performance Management System that covers the RDC operation which is related to Sales Team.

**Keywords:** De Boer Normalization, Distribution Centers, Indicators, Performance Management System, SCOR.

# A PROPOSED DESIGN OF A PERFORMANCE MANAGEMENT SYSTEM IN PHARMACEUTICAL SUPPLY CHAIN USING INTEGRATED PERFORMANCE MANAGEMENT SYSTEM

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## Abstract

In the post pandemic supply chain pharmaceutical companies face an increasingly uncertain future where resilience is critical. The environmental change itself can cause new measurements for performance management systems in the pharmaceutical supply chain. Integrated Performance Management System (IPMS) and COBIT Framework approach can help organizations to mitigate changes in organization and business process. This research focuses on the design of performance management systems by identifying critical variables and indicators as well as which critical organization function is involved by analyzing existing performance variables and indicators of current organization, performance linkage, and performance variable assessment. As a finding, 20 variables and 45 indicators over multiple organizations is formulated into 3 perspectives and 10 aspects using the IPMS framework including which organization function is contributed most in organization. Additionally, this research is limited to performance variables and indicators in the design stage of IPMS to determine KPI and Cascade KPI, target, weight, and organization function by involving 3 business value streams in the pharmaceutical industry with multiple industries. They are manufacturer, distributor, and retailer. However, the implementation plan requires a 12 months implementation from alignment of the new performance management system across the organization until it is implemented using an end-to-end application (vertical and horizontal in organization) and dashboard for real time monitoring.

**Keywords:** Supply Chain, Integrated Performance Management System (IPMS), COBIT Framework.

# PROPOSED DESIGN OF A PERFORMANCE MANAGEMENT SYSTEM USING INTEGRATED PERFORMANCE MANAGEMENT SYSTEM APPROACH CASE STUDY: PT. MOTORCYCLE ACCECORIES INDONESIA

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## Abstract

Southeast Asia's largest economy, Indonesia, a diverse archipelago with more than 300 ethnic groups - has shown impressive economic growth since overcoming the Asian financial crisis in 1997–98. With over 275 million people, Indonesia is the fourth most populous country in the world, the 10th-largest economy in terms of purchasing power parity, and a member of the G-20. To keep the economic growth going, the Indonesian government has introduced important reforms that make investing in Indonesia more attractive and simpler for foreign investors to take this opportunity to set up their businesses in Indonesia, not least in the motorcycle accessories industry sector. This situation leads to increased competition in this sector and the growth of motorcycle accessory companies and distributors in Indonesia. Many new companies are springing up to capitalize on these business opportunities. One of these new companies is PT. Motorcycle Accessory Indonesia (MAI), which was established in Jakarta, Indonesia, in 2016 as an importer and distributor of DASH products. MAI does not have any appropriate tools to measure its performance since it was established in 2016. They must improve their competitiveness in order to become a market leader. Therefore, they decided to implement a performance management system to measure their performance and evaluate their strategy. Even so, to effectively implement a performance management system, it is essential to understand the company's current external and internal conditions and to identify the elements that will influence its performance. After conducting several analyses to ascertain the company situation, a new performance management framework was developed to be proposed, which is based on the Integrated Performance Management System Framework.

**Keywords:** Motorcycle Accessories Company, Performance Management System, Performance Indicators, Key Performance Indicator, KBPMS.

## PROPOSED PROJECT MANAGEMENT OFFICE (PMO) IN FULFILLING LENDER'S REQUIREMENTS TO ACHIEVE THE TARGET OF CONSTRUCTION WORK ON HYDROELECTRIC POWER PLANT PROJECTS

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### Abstract

PT PLN (Persero) has a mandate to construct pumped storage hydroelectric power plant project as part of large-scale renewable initiatives, one of which is Upper Cisokan Pumped Storage project. This project was originally targeted to start in early 2022 and be completed by the end of 2025 so that it can support PLN in achieving the target of a new renewable energy mix of 23% in 2025. Considering the enhanced readiness for the project implementation, the World Bank, as a lender has agreed to finance this project. However, even though the loan agreement already exists, PLN has not been able to start the construction work because it has not fulfilled the World Bank's requirements at pre-construction stage, resulting in the delay of the construction work for 9 months. The mixed research design that combines both qualitative and quantitative approach was conducted. For qualitative analysis, semi-structured interviews to selected respondents was carried out to assess their knowledges and opinions regarding the establishment of Project Management Office (PMO) as a way to integrate project management processes to achieve the target of construction work. Moreover, quantitative analysis is also carried out to evaluate alternatives of PMO type based on a set of criteria by using the SMART (Simple Multi-Attribute Rating Technique) analysis method. The results demonstrate that the permanent type of PMO with cross-functional organizational structure should be established that will perform high-level monitoring and influence coordination with relevant parties to achieve project management objectives.

**Keywords:** New Renewable Energy, Project Management Office, Pumped Storage, World Bank.

# INTEGRATION OF BUSINESS ANALYTICS INTO MARKETING DECISION-MAKING IN PHARMACEUTICAL SALES AND MARKETING: A RESEARCH FRAMEWORK

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## Abstract

Traditionally, pharmaceutical sales and marketing depend highly on relationship marketing and subjective or judgment decision-making, which may risk business and public health. There is an urgency for a more reliable decision-making process, such as data-driven decision-making with business analytics, to ensure companies achieve their societal goal of reducing human suffering from illness effectively. Through a systematic literature review, this research assesses the use of business analytics and its integration into sales and marketing decision-making. This research analyses the literature using thematic analysis and a logic model and then proposes a comprehensive framework that integrates business analytics and decision-making process to improve sales performance. Multiple factors or variables are identified to impact business analytics and decision-making indicates the need to explore the specific context of the pharmaceutical market. This study suggests future studies using a case study approach to understand the pharmaceutical phenomenon better. Further analysis with survey and SEM can be used to confirm relevant factors and the magnitude of the relationship between variables.

**Keywords:** Big Data Analytics, Business Analytics, Business Analytics Capabilities, Data-Driven Decision-Making, Pharmaceutical Sales & Marketing.



# THE SELECTION OF RESEARCH DESIGN STRATEGY TO ESTABLISH PROCESS SAFETY KEY PERFORMANCE INDICATORS (KPIs) FOR MANAGING AGEING AND LIFE EXTENSION (ALE) FACILITIES IN INDONESIA'S UPSTREAM OIL & GAS OPERATIONS

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## Abstract

A substantial number of production facilities in the upstream oil and gas industry worldwide are facing aging operations beyond their original design life, which requires extended service life key performance indicators (KPIs). Nowadays, the Indonesia's upstream oil & gas operations dealing with 70% ageing and life extension (ALE) facilities which have specific characteristics, factors, and criteria of process safety KPIs. A systematic literature review confirms that there is not yet a fully sufficient process safety performance management system (PMS) framework for managing ALE facilities. Therefore, this paper demonstrates the selection of the most suitable research design strategy for developing a fit-for-purpose PMS framework by considering Saunders' research onion model.

The contextual framework will enrich a knowledge-based performance measurement system and be developed by applying the pragmatism paradigm combined with deductive and inductive reasoning approaches. The chosen research strategy will examine statistical and longitudinal case studies with a mixed method of System Dynamics and Multi Criteria Decision Analysis applied to upstream oil & gas companies operating ALE facilities in Indonesia. Data are collected by distributing questionnaires, conducting observations, focus group discussions, and in-depth interviews among key personnel and decision-makers pertaining to the aspects of process safety.

**Keywords:** Key Performance Indicators, Performance Management System, Process Safety, Ageing and Life Extension (ALE).

## DEVELOPMENT OF LEAN LINE TRANSFORMATION TO REDUCE GAS TURBINE PARTS REPAIR LEAD TIME (STUDY CASE FOR PT XYZ)

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### Abstract

As the gas turbine market business will grow significantly by 6.2% from 2022 to 2030 globally and will grow 4.9% per annum from 2021 until 2030 in Indonesia, PT XYZ as a Gas Turbine repair center of excellence shall improve the productivity to serve the local and global market. On the other hand, the global political situation is quite dynamic and involving tension between US and China, since PT XYZ is a part of US company, the global direction is to move some of the volume from China repair shop to Indonesia repair shop by 13K by utilizing the existing facilities. PT XYZ experienced high repair lead time due to the waste of the repair process, the existing repair processes were still in batch instead of single piece flow, the repair stations were scattered in the shop and required manpower travelling back and forth from one place to another in a significant distance, the operator workloads were unbalanced and lead into bottle neck and long waiting in the process.

The lean principles to be applied to tackle the issues is to identify the root cause of the issue and to define the sequence of the improvement step. The lean tools to identify the root causes of the issue are value stream mapping, drill down trees, spaghetti chart and fishbone, hence the tools to define the sequence of improvement process are Takt time identification, Yamazumi levelling, 7 Ways Layout, layout development, improvement process and run the new repair line with a single piece flow process. The result of the improvement is that the repair process runs in a single piece flow instead of batch, the load of operator is also balanced, the layout is optimized, and the repair waste reduced as well, such as waiting, inventory and traveling. On top of that, the lead time was reduced by 35% per set with repair hours saving by 15K yearly or USD 0.3M. Hence, PT XYZ are confident to accept the global challenge including additional volume 13K from China

**Keywords:** Gas Turbine, Lean Transformation, Takt Time, Lead Time, Yamazumi Levelling.

# THE SELECTION OF AN INTERNET SERVICE PROVIDER FOR AN EDUCATION TECHNOLOGY COMPANY BY USING THE ANALYTICAL HIERARCHY PROCESS (AHP)

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## Abstract

Decision-making on problem-solving is essential in becoming a problem-solver for the issue at hand. Of course, we are already familiar with the term MCDM. Its acronym is multiple-criteria decision-making (MCDM). Widespread use of the acronym was popularized in 1979 by Stanley Zionts. The Analytic Hierarchy Process (AHP) is a powerful tool for MCDA which uses ratio scale factors for pairwise comparison enabling the making of a judgment or decision from the weighting of several criteria (Saaty, 1990; Saaty, 2013). This research begins with an issue that arises in companies engaged in education technology (ed-tech) in Indonesia. This company is quite influential and has a significant role in developing the virtual teaching-learning process.

Additionally, the company also produces training and learning videos for school-level community to office workers. Learning methods like this are familiar in developed countries. However, as we know, Indonesia is a country that has a bad internet connection. Companies engaged in technology are very dependent on the internet. Please note that the internet depends on infrastructure, but companies cannot do more for this scope. So, the company takes a role in maximizing the selection of internet provider companies.

For this reason, this study selects expert workers who arrange the selection of internet service providers and collect data through interviews and focus group discussions. It generates essential factors that will be used in the selection process. A pairwise comparison of each individual will then be combined and processed using the analytic hierarchy process (AHP) method, and priorities will be formed from the previously determined alternatives. The results of this study indicate that one company has the highest score among the other four alternatives. Through this AHP process, companies prioritized in selecting adequate internet service providers are expected to become recommendations that can be submitted to companies and reduce exposure to operational risk and reputation risk.

**Keywords:** Internet Service Provider, EdTech Company, Analytical Hierarchy Process (AHP).

## BUSINESS STRATEGY FOR A PROFITABLE AND SUSTAINABLE STARTUP COMPANY: CASE OF ETAPASBAR

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### Abstract

Pasar Baru Bandung is one of Bandung's shopping and tourism landmarks, with its 4600 stores attracting shoppers also from abroad. It has a daily transaction volume that can approach 15 billion rupiahs, and now it will have to penetrate the digital market to adapt to the market behaviors that are constantly changing. In optimistically welcoming this economic recovery period, the following question has to be answered: What factors does Etapasbar need to be a successful startup company? What strategies does management need to be a profitable and sustainable company?

An observation has been made to find out how things work in Etapasbar and answer these two questions. As part of the data collection, interviews have also been conducted with several stakeholders in Etapasbar to get a clear and accurate picture of the conditions in the Etapasbar organization in the form of one-on-one in-depth interviews and Forum Group Discussions (FGD).

The goal of a startup company is to create a profitable business that provides change to the world. At least five success factors must be developed as priorities: Synergy, Good Processes, Innovation Management, Communication, and Experience. When analyzed more deeply, the usefulness of these factors has also turned into the main issue that could prevent Etapasbar's success. Future challenges include changing organizational culture to implement SMART business ideas and methods (Specific, Measurable, Achievable, Relevant, and Time-Bound). Etapasbar, an MSMEs-sized startup, has finance and human resource limits. The strategy must be applied gradually. It needs to be reviewed, at least by the semester or quarterly.

**Keywords:** SMB (Small Medium Business), Startup, Digital Transformation, Change Management.



# EDUCATION ABSTRACTS

## CREATION OF TEACHING MATERIALS OF THE HEALTH AND SAFETY EDUCATION FOR PRESCHOOL CHILDREN

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### Abstract

To identify what we should teach for health and safety in early childhood education, we asked preschool teachers to create teaching materials for preschool children. Preschool teachers selected the themes that they considered the most important for children to protect their health and life by themselves. Most preschool teachers' handmade materials were about play actively. Playing actively was considered to be the most important. The second-best theme was safety education. Preschool teachers who watched over and cared for children daily thought that the necessary teaching materials for children should include caring, playing, and preventing injury to children during their healthy upbringing, whether with or without COVID-19. Protecting children's health and life should be done in a spirit of "children first" and "children at the center." Due to the COVID-19 pandemic, taking care of children's health and safety is biased. However, protecting children's health and life should be done in a spirit of "children first," while health and safety education for children should place "children at the center."

**Keywords:** Health and Safety Education, Children First, Children Center.

## IPA MATRIX AS STRATEGIC TOOLS TO CONSTRUCT SERVICE OFFERING IN INTERNATIONAL RELATIONS OFFICE INSTITUT TEKNOLOGI BANDUNG

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### **Abstract**

International education is becoming more prominent for all universities to thrive in the education industry. Thus, ensuring international students are satisfied with service quality is vital in attracting more prospective students and increasing the chance of international students to endorse the university. Unfortunately, International Relations Office of Institut Teknologi Bandung (IRO ITB) suffers from an overwhelming workload to give the best service to international students. This research demonstrates the use of IPA Matrix complemented with qualitative data to manage their workload and simultaneously arrange ideal service offerings in the current situation. Using IPA Matrix, we categorize 18 services into four quadrants: “Keep up with the good work” (6 obligatory works and 1 voluntary service), “Concentrate here” (1 obligatory work and 1 voluntary service), “Low priority” (1 obligatory works and 4 voluntary services), and “Possible overkill” (4 voluntary services). We also identified additional services that can serve unassisted international students’ needs. We provided the recommendation for each service based on the analyses done and the regulation that applies to IRO ITB.

**Keywords:** IPA Matrix, International Student Service, Higher Education.



# **SOCIAL SCIENCES ABSTRACTS**



## THE EFFECTIVENESS OF IMPLEMENTATION OF THE BUREAUCRACY REFORM IN REGIONAL GOVERNMENT

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### Abstract

The governor's regulation regarding the roadmap for bureaucratic reform that has been stipulated requires the regional secretariat of West Java province to carry out bureaucratic reform, so that it will affect the areas being reformed. The purpose of this study is to assess the effectiveness of bureaucratic reform at the regional secretariat of West Java province. Using descriptive quantitative research methods. The population in this study were CIVIL SERVANT at the regional secretariat of West Java province, with a sample of 373 employees. The data collection in this study was using a questionnaire. The results of the research are assessing the effectiveness of bureaucratic reform in 8 areas, namely Change Management, Organizational Arrangement, Management Arrangement, Strengthening Accountability, Strengthening Supervision, Structuring Legislation/Policy Deregulation, HR Management System, and Public Services. This study shows that Strengthening Supervision and Structuring Legislation/Policy Deregulation is still proven on process to be effective in bureaucratic reform policies at the West Java regional secretariat. This means that further efforts are needed to achieve the long-term goals of bureaucratic reform. The implications of the research results are in the form of advanced policies related to bureaucratic reform and evaluating the implementation of the regional secretariat of West Java province.

**Keywords:** Bureaucratic Reform, Civil Servants, Organizational Change.

## PERCEIVED EFFECTS AND OUTCOMES OF A LEADERSHIP DEVELOPMENTAL PROGRAM WITHIN THE HEALTH SECTOR IN NORWAY

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### Abstract

Sykehuspartner HF is a central contributor both to the development of new solutions and the implementation of prioritized programs and projects in Health South-East region in Norway. Sykehuspartner HF has introduced a leadership development program for its own leaders. The research unit in this study was limited to Sykehuspartner HF's leadership program as it was carried out in 2021/2022. In order to shed light on the issue of the participants' perceived benefit from participating in the leadership development program and the extent to which the program has succeeded in achieving its purpose, an online questionnaire was used as the data collection method. The questionnaire was sent to all participants after completion of the leadership development program. 89 participants in the program filled out the questionnaire. The first overarching research question that was asked in this study was: To what extent does the program succeed in achieving the desired effect for the participants, the organization and the customer? A second research question was: Is there a difference in perceived benefit dependent upon whether the participants lead managers or lead employees? The results revealed that the program had good effects related to achieving the desired effect for the participants, the organization and the customer. This was revealed as a deeper understanding of the strategic road map and the strategic goals, change management, transformation within the company, changes in communication and messages related to change. However, these perceived benefits of the program were higher in the group of participants who lead employees compared to those participants who lead managers.

**Keywords:** Leadership Development, Health Sector, Perceived Benefit, Effects, Outcomes.



# **TOURISM & SPORTS MANAGEMENT ABSTRACTS**

## THE FOOTBALL WORLD CUP IN QATAR 2022: SPORTSWASHING AND EVENT PREPAREDNESS

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### Abstract

This article starts from Weick and Sutcliffe's five principles for "mindful management" and uses these on the phenomenon of sportswashing on the football World Cup in Qatar in 2022. The application of the principles to the preparedness and crisis management of the football organizations FIFA and the Norwegian Football Association (NFF) shows that 1) the various stakeholders must have a competence and preparedness so that they can detect unacceptable deficiencies and errors on the part of the organizers of championships at an early stage, 2) that it is still uncertain whether human rights and the implementation of new regulations for migrant workers will continue to be football's focus, 3) that past corruption and crime in FIFA and human rights abuses in the host country Qatar have so far grabbed the attention away from football's "raison d'être", 4) that it may be possible to prevent and deal with unfortunate events and crises if one develops a more "resilient" or resistant organisation, and 5) that including the football expertise of the various nations and democratizing decision-making processes has the potential to reduce corruption.

**Keywords:** Sportswashing, Organizational Preparedness, Event Preparedness, Contingency Planning, Crisis Communication.

## MANAGING MUSIC EVENTS: ARE SOME GENRES OF MUSIC MORE DANGEROUS THAN OTHERS?

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### Abstract

The Norwegian Directorate for societal security and preparedness (DSB) recommends risk assessments of behavior patterns related to the audience and artists. One assumption is that aggressiveness in the music genre's form of expression is important, where higher aggression in forms of expression can be assessed with a higher degree of risk. This assumption was investigated through semi structured interviews with 14 festival organizers using the instrument Music Events Risk Perception Scale (MERPS). MERPS consists of eight questions about perceived risk in music events. The first question was: Do you have experience with, or assume that certain genres of music - more than others - may involve different risks in relation to accidents and other dangers? Here, it was possible to answer the question completely openly and freely. The next question was about perceived risk for 10 different genres of music and to what extent this risk is significant for organizers, artists and the public. The question was: How big a risk do you think the following music genres involve during a music event? For this question, the answer scale went from 1-5, where 1 (low degree), 2 (somewhat low degree), 3 (moderate degree), 4 (somewhat high degree) and 5 (high degree). For this question, the participants were also asked to answer on a scale from 1 to 5 first for the organizer, then for the artist, and then for the audience. The next six questions were related to other conditions that may affect perceived risk. The six questions were related to the artists' behavior on stage, the audience's background and music genre affiliation, conditions for marketing music events, conditions for security measures in connection with music events, whether dangerous incidents that may occur are due to the music genre, and whether dangerous incidents that may occur due to the music genre are other background factors reasons, (terror, hate crime, and mentally ill persons or similar reasons) and to what extent these factors can explain risk behavior among the public. The results revealed that music genres with aggressive forms of expression are perceived to have a higher perceived risk for organizers, artists and the public than music genres with non-aggressive forms of expression. However, the respondents consider several genres within what

we term aggressive forms of expression, including punk and various metal styles, as kinder and less risky in general, than for events that bring together broader music genres. The explanation for that could be that concerts and festivals with more specific genres gather listeners who are actually interested in the specific music genre. This, in turn, creates belonging and cohesion, and thus less potential for conflicts during the events. A conclusion was that DSBs assumptions was only partially supported, as the results showed that other circumstances than music genre are more important for the risk assessment.

**Keywords:** Music Festivals, Perceived Risk, Event Management, Risk Assessment.

## THEY WILL REVIST YOUR HOMESTAY- TEXT ANALYSIS OF ON-LINE REVIEWS OF HOMESTAY ACCOMODATION IN UTTARAKHAND, INDIA.

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### Abstract

Homestay accommodations are shaping the entrepreneurial landscape in mountain regions of Uttarakhand. Contemporary travel assumes visit to a destination, in rural areas homestay is a tourist attraction in itself. Uttarakhand is located in the middle Himalayas and is a popular tourist destination, yet, a large number of visitors to the area remains single time visitors. Tourism enterprises rely on revisits because retaining existing visitors is cost-effective in comparison to attracting new ones. Revisit can be understood as the desire of a traveler to visit a place, tourist attraction, hotel or homestay again.

With this back drop, the present study aims to explore the structure of revisit intention in Himalayan rural homestay settings. The data for this study constitutes 199 homestay reviews posted in TripAdvisor between 2019-2021. The data was collected through running a python script. Running the script yielded 2369 posting for the stated period. The sample selection process involved three stages. In the first stage, all the postings were cleaned, checked for language consistency and duplicate postings were removed. In the second stage, short lengths postings which were less likely contribute towards data analysis i.e., postings less than five sentences were identified are removed from next stage sampling. Through this process, only 424 postings qualified for final selection. Finally, 200 samples were selected through a simple random procedure for this research.

In the present study, we have used a qualitative approach to analyze the data. The data analysis was carried out involving three independent coders (with an intercoder reliability 0.83). The data analysis process involved sentiment analysis followed by three levels of text coding procedure. In the first stage of the data analysis, a sentiment analysis procedure was run to identify and differentiate the text segments having positive or negative sentiments. The next step involved coding of the data. This was done initially through an in-vivo coding procedure. The sentiment analysis out-put was

then matched with the generated in-vivo codes to develop more concrete cods. This resulted in the development of 116 code for 199 text based contents. In the third-round theory based conceptual codes were developed synthesizing the 116 codes developed earlier. We are finally able to identify 16 independent codes (variables) and two dependent variables from the data. Data analysis procedure involved code co-occurrence and sanky diagram. Based on the weight and co-occurrence coefficient four independent variables were selected for final inclusion in the sanky model against positive revisit intention as dependent variable. We found that positive revisit intention is highly associated with stay experience and money value. Our findings also suggest that the association between money value and stay experience are high. It was also observed that host attitude has a detrimental effect on stay experience, organizing skill and service quality at Indian rural homestay settings. The study has direct implications for homestay operation and management and more generally towards customer relationship management

**Keywords:** Revisit Intention, Homestay Accommodation, Online Reviews, Host Attitude, Money Value, Stay Experience.



## CREATIVITY AND TOURISM, STUDY CASE: FOUR CREATIVE CITIES IN INDONESIA

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### Abstract

As the global tourism sector develops, many regions compete to attract tourist visits with various development strategies. Some regions differentiate themselves by highlighting their uniqueness and presenting something different from their region, while others try to follow or modify a successful tourist destination model from others. This study aims to identify the role of creativity in tourism and creative tools that are essential in tourism development strategy. A literature review was conducted to identify the interpretations and perspectives of several authors. Furthermore, by exploring several case studies from big cities in various countries and UNESCO creative cities in Indonesia with different geographic scales and fields of creativity, such as Pekalongan, Ambon, Bandung, and Jakarta, this research examines the main features of creative programming strategy in both rural and urban destinations. This study concludes that for creative programs to go hand in hand with tourism development strategies, the government and local communities must work in synergy. Strategies to make places more creative and to develop tourism by integrating the main features of resources, meanings, and creativity and considering the locality of the region are also suggested. Indonesia's creative cities put a good sample for other regions to follow in implementing tourism destination placemaking formulas.

**Keywords:** Creativity, Creative City, Development Strategy, Tourism.

## SPORT TOURISM IN LAKE TOBA AREA: MOVING FORWARD

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### Abstract

This study aims to analyze the potential of sport tourism in the Lake Toba Area which includes eight regencies: Toba, Samosir, North Tapanuli, Karo, Humbang Hasundutan, Dairi, Pakpak Bharat, and Simalungun. The method used in this research is a qualitative study approach, using primary surveys through interviews and secondary surveys from literature and previous research. The result of this study shows that trend of sport tourism in each regency has been growing faster than expected to increase in the future. Thus, the development of capabilities of stakeholders in the tourism industry needs to expand in order to tackle the future need.

**Keywords:** Destination, Lake Toba Area, Sport Tourism, Tourism.



# OUR UPCOMING CONFERENCES:

7<sup>TH</sup> ASIA PACIFIC CONFERENCE ON  
CONTEMPORARY RESEARCH  
(APCCR - JUNE 2023)

&

3<sup>RD</sup> GLOBAL CONFERENCE ON HOSPITALITY,  
TOURISM AND SPORTS MANAGEMENT  
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