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MARKETING STRATEGY ANALYSIS OF PFF USING SWOT AND AHP METHOD

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ABSTRACT

The study was conducted at a freight forwarder (PFF) company that focuses on logistics as an export and import cargo handling service. At present the company as an official vendor of the Indonesian Coconut Charcoal Entrepreneurs Association (Perpaki), with the addition of new competitors and old competitors who are already engaged in the same field, then determining the right marketing strategy is important for company development and solving problems that arise in terms of internal or external. In analyzing the best strategy for the company, criteria are needed to be determined by the Strength, Weakness, Opportunities, and Threats (SWOT) methods. The initial stage of this research is to analyze the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices in the company as an input stage in determining the validation and reliability test factors that affect the company. The total value of IFE and EFE obtained will be used for the second stage, namely the matching stage which will be implemented using the InternalExternal (IE) matrix and the SWOT matrix to obtain several alternative strategies. As a decision stage to provide an objective basis for the selection of the most appropriate strategies, the alternative strategies obtained will be implemented with the Analytical Hierarchy Process (AHP) and Quantitative Strategic Planning Matrix (QSPM) methods. After doing the 3 stages, obtained 2 alternative strategies with the highest Total Attractive Score (TAS), namely improving and developing a company management system with a TAS of 5.37 and expanding cooperation with shipping companies (shipping), so that it becomes a priority as a partner by way of participated in various logistical events held in each region with a TAS of 5.14.

Keywords: Marketing Strategy, SWOT Matrix, IFE Matrix, EFE Matrix, Freight Forwarder

TOTAL SAFETY MANAGEMENT FOR CONTINUOUS IMPROVEMENT SAFETY WORKPLACE OF HIGHRISE BUILDING PROJECTS IN EAST JAVA PROVINCE

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ABSTRACT

The increasing number of highrise building projects in the last few decades has helped to increase the number of work accidents in highrise building projects workplace while in the construction industry project organization is a key to implementing sustainable safety management to reduce the number of accidents to zero accidents, yet the temporary and separate nature of the project organization by the central organization the obstacles to running a sustainable safety management are quite complicated. The purpose of this research is to find out how far is the implementation of total safety management in the project organization to build an work environment with safety-oriented project so that the formation of safety behavior of workers can be more disciplined as well as efforts to improve safety workplace to achieve zero fatal accident in the construction industry. The analysis used on this reasearch by using Structural Equation Model-Partial Least Square (SEM-PLS) method to analyze the variables as a measurement tool to find out how far the project organization has implemented total safety management

as a continuous improvement effort to suppress work accident rate to create sustainable safety management in project environment.

Keywords: total safety management, continuous improvement, sustainable safety management, workplace safety, Structural Equation model (SEM), Partial Least Square (PLS).

A MATHEMATICAL MODELS FOR CRANE SCHEDULING IN CONTAINER TERMINALS

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ABSTRACT

The container activities take a big role in running a business at the port whereby the stakeholder of maritime business have to put more attention to it, for example, the importance of the scheduling pick up of containers in the field. One of several problems that may occurs on the scheduling pick up of containers is the waiting time from the container that will be served because the crane which is used for pickup of container still carry another container. Besides, each of the container owner has its own consideration for the scheduling pick up of containers that may have differences from other container owner. Those things make port management team has to give the best service on the pickup of the containers within optimal service time. The aim of this research is to acquire the optimal scheduling time for container pickup. This research results a mathematical model that can be used on the next cases of scheduling pick up of containers. The development of mathematical model begin with calculation of the weight of importance from two port stakeholders : the port management team and the owner of container(s). In addition, the weight of importance has to be counted on each container with consideration of this 5 (five) influential factors : the level of urgency, container load, container rental fees, the fragility level of goods inside container, and price of goods inside container. The numeric data of 5 (five) influential factors of each container is used as the input data on the developed mathematical model whereby uses Either-or Constraints and Integer Programming methods. The simulation results show that the optimized crane scheduling, which reduces the cost by 30% rather than approach of scheduling in existing condition.

Keywords: Integer Programming, Mathematical Model, Containers Scheduling, Maritime Business, Port, Container Optimization

SUPPLY VESSEL'S FLEET SCHEDULING AND ROUTE SELECTION FOR OFFSHORE PLATFORM USING INTEGER PROGRAMMING

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ABSTRACT:

Oil and gas are primary natural resources that still used until today. One of the potential area is the offshore region of southwestern Madura Island. So that an offshore platform, which was an offshore building used for the exploitation and exploration activities of natural minerals and minerals through the drilling process, was built in there. This activity require supporting activites so that their sustainability still maintained, such as the fulfillment supplies for crew, or materials needed on the bridge, maintenance or repairs and supervision. Existing operation uses one type of ship for each platform and each shipment only carries one type of cargo. This condition causes the costs incurred to

be large because the number of trips increases and ineffectively. Therefore, it is necessary to reschedule and choose the appropriate fleet for the distribution of these by optimizing using integer programming with consideration of cost, time, supply and demand. This research was conducted a simulation of operational activities to serve four platform with six types of ships through two port options namely Gresik and Lamongan. The needs supplied are fresh water, chemicals, food and cement. The results show that the minimum operational cost is using supply vessel 1, 2, 3, 4, and 5 with Rp856,205,000 per week.

Keywords: optimization, distribution, operating pattern, ship, offshore platform, oil and gas industry

MARKETING STRATEGY ANALYSIS USING SWOT AND QSPM, CASE STUDY: PT. XYZ

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ABSTRACT

The refrigeration is one of the businesses that evolve in Indonesia, which fulfill from small to large scale of production needs. This condition creates competition between one publisher and another. PT. XYZ, the object of this research, is a supplier of industrial compressors and cooling systems in Indonesia. PT. XYZ sells its products through sales and the number of sales that is not too much makes PT. XYZ is less recognized by the market. Therefore, it is necessary to have an appropriate marketing strategy to find out the potential of the company so that it can increase the company's ability to reach a wider market. The methods that will be used in this study are SWOT (Strength-Weakness-Opportunity-Threats) Analysis and QSPM (Quantitative Strategic Planning Matrix). SWOT analysis is an effective strategy in determining competitive strategies that determines the company strengths, weaknesses, opportunities, and threats. After obtaining several alternative strategies from the SWOT matrix, the research evaluated using the QSPM (Quantitative Strategic Planning Matrix) method. QSPM can be used to evaluate the relative interests of several alternative strategic choices objectively. The purpose of this research is to identify the strengths and weaknesses of internal factors and also opportunities and threats from external factors that can provide an alternative long-term company marketing strategy. By using IFE - EFE analysis, the IE matrix shows the company's position in cell 2, namely Grow and Build. And the SWOT analysis shows that the selected strategy to support the objectives of the company is 'WO strategy'. The results show that the highest value in QSPM is an alternative strategy that expanding marketing using technological improvements.

Keywords: Refrigeration, Industry, SWOT method, QSPM method, Alternative, Marketing, IE matriks

QUALITY IMPROVEMENT PLAN OF INSTRUMENT TRANSFORMER USING TAGUCHI EXPERIMENT METHOD IN PT. XYZ

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ABSTRACT

Up to this year, PT. XYZ has been experienced of increasing sales of instrument transformer products, along with increasing consumer demand. Quality is the most important thing in the manufacturing product. But on the production floor of PT. XYZ faces quality problems. Based on the 2018 production

report from January to December the number of defective products is more than 2.00%. The high defective products indicates the need of management action in the production process as a form of continuous quality improvement. The cause of the product defect is caused by the large number of casting processes. This research helps the company solving the problem using Taguchi's Design of Experiment. The Taguchi Experiment is a method to improve the quality of the production by reducing the variation of the process through experiments that produce a robust design. The research begins with identifying key quality characteristics most influencing the product defect then is followed by identifying factors affecting the quality characteristics. Levels for each factors are determined according to the current situation in the manufacturing process of the company. A multi respon Taguchi Experiment involving few factors is employed to initiate plan of an experiment that will be proposed to the company management to be conducted. From the experiments that have been performed, some influential factors are finally revealed, which are: oven temperature, oven time, mixing temperature, mixing time, clamping pressure, and clamping time. In this process, the level which gives the optimal result is the oven temperature at 1300C, oven time at 480 minutes, mixing temperature at 500C, mixing time at 70 minutes, clamping pressure at 2.5 bar, and clamping time at 10 minutes. This such experiment plan is very useful to improve the product quality and hopefully the companys product quality problem will be solved.

Keywords: Instrument Transformer, Product Quality, Taguchi Experiment, Manufacturing Process.

STRATEGY DEVELOPMENT TO IMPROVE PRODUCT DESIGN OPERATIONAL AND PROCESS MANAGEMENT IN KPKU PT PLN (PERSERO) UIT JBTB

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ABSTRACT

Ministry of State Owned Enterprises (Indonesia) is developing Kriteria Penilaian Kinerja Unggul (KPKU) as a guide for building, organizing, and empowering state-owned people and resources to achieve superior performance. PLN UIT JBTB is a PLN unit that moves on the business of operating services and maintenance of high voltage installations in which the KPKU for the focus of operations entered in category 6. At KPKU 2018, the achievement of PLN UIT JBTB still has not reached the target charged by PLN head office. The writing of this thesis focuses on how to increase the score in category 6 because the company's core business in the field of operations. In addition, the main performance under the management contract of BOD to PLN UIT JBTB is the effectiveness of products and processes. The achievement of KPKU Score 2018 Category 6 is still low so it impacts on the main performance of PLN UIT JBTB. In addition to the category 6 KPKU also there are questions regarding the support process that can help the achievement of the main performance of the company. Therefore category 6 can be a focus of research at the same time entrance for performance enhancement in PLN UIT JBTB. The method used to find the root Cause of the problem from the root of the problem is proposed improvement idea with the source of expert judgement, theory/best practice that already exist, and the proposal of the author. The proposed idea of the improvement was chosen using a priority matrix where in determining its weight using the Analytical Hierarchy Process (AHP). So that with the thesis is expected to increase the performance of PLN UIT JBTB into Industrial Leader.

Keywords: Analytical Hierarchy Process; Kriteria Penilaian Kinerja Unggul; Priority Matrix; Root Cause Analysis.

OPTIMAL BILLING OFFICER ALLOCATION BASED ON WORKLOAD IN PT PLN (PERSERO) UP3 PASURUAN

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ABSTRACT

Trade receivables are one of the problems of companies that implementing post-paid systems. Receivables issued by PT PLN (Persero) UID East Java every month reach 2.5 trillion Rupiah, of which 40 billion Rupiah are arrears of receivables. To accelerate the receipt of receivables, various efforts have been made, but have not yet received satisfactory results. One of the satisfying efforts in accelerating the receipt of receivables is by using a billing officer. The problem faced is that some service units have not yet received satisfactory results, due to the unbalanced placement of billing officers.

PT PLN (Persero) UP3 Pasuruan, is one of the fifteen other units with the highest burden per officer. The results of the study using the NASA-Task Load Index and RSME (Rating Mental Effort Rating) method found that the workload of billing officers is in the heavy category. So, it is necessary to allocate and add officers to achieve optimal workload. In addition, the results of the study showed a significant positive correlation between NASA-TLX and RSME.

Keywords: Rating Scale Mental Effort (RSME), NASA-Task Load Index (NASA-TLX), Workload.

MEASURING EFFECTIVENESS OF TECHNICAL WORK LOADS WITH THE SWAT (SUBJECTIVE WORKLOAD ASSESMENT TECHNIQUE) AND WORK SAMPLING METHOD

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ABSTRACT

PT. XYZ is a company that produces air conditioners for several applications in buildings that have a distribution network of 11 branches in the Indonesian city, one of which is in Surabaya. PT. XYZ Surabaya branch has a problem with after sales service which is difficulty in being able to complete customer service on time in repair, maintenance, washing and replacement of spare parts. The impact is consumers feel less satisfied and can result in sales of after sales service. PT. XYZ Surabaya. Although there is assistance to serve after sales service from external employees. 40% of orders have been delayed due to very large after sales service requests, an average of 3-5 days and the percentage of late SPK about 60%. For this reason, this study aims to find out whether an additional amount or leveling of workload is needed for internal employees. So, research needs to be done in order to measure the workload and productivity of the technicians. The method used to measure workload and productivity uses the Subjective Workload Assessment Technique (SWAT) and Work Sampling methods to determine whether additional employees are needed, how many employees will be added and even workload among employees. SWAT results show that the time load factor (T) is the dominant factor affecting the workload of technicians because technicians are required in terms of time to carry out the repair process quickly. The work sampling results show all productive employees who have an average value of 72%, it is necessary to determine the allocation of the addition of internal employees but taking into account the results of the SWAT method which results show the highest dimension of load time around 66%. Management decided to do a trial for the next two months. If the KPI after sales

service division continues to show the same results, then an addition of 1 employee is made to improve the quality of service and smoothing workload among internal employees.

Keywords: Mental Work Load, Time Work Load , SWAT, Productivity, and Work Sampling, Employee

IMPROVEMENT UNPLANNED DOWNTIME ON BOILER USING FAILURE MODE EFFECT ANALYSIS METHOD AND RELIABILITY CASE STUDY: STEAM-ELECTRIC POWER PLANT

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ABSTRACT

Maintenance in an industry needs to be considered in an effort to maintain the condition of production facilities in order to continue operating properly. XYZ Steam Power Plant (PLTU) is one of the private power plants (Independent Power Producer / IPP) with capacity a generator of 2×615MW, XYZ PLTU sells electricity to the State Electricity Company (PLN) as the main consumer. The problem that is faced by the XYZ PLTU which often happens is unplanned downtime in Boilers resulting in decreased availability. Data from unplanned downtime during 2019 shows that the boiler is often stopped by a total of 39 days. For this reason, improvement efforts are needed to reduce unplanned downtime in boilers using the Failure Mode Effect Analysis (FMEA) and Reliability methods. Before the improvement process is done, the first step that needs to be done is to identify the symptoms to find out the root cause of the problem using the Fault Tree Analysis (FTA) method. After knowing the root cause of the problem, then the analysis process is carried out with a Pareto diagram to find out the most common problems. The FMEA method is used to measure the risk level of a boiler failure by measuring the value of the Risk Priority Number (RPN) by ranking criteria, namely: Severity (S), Occurrence (O), Detection (D). From the analysis and discussion, there were three critical damages with RPN tube leak value of 405, slagging and fouling of 270, and Submerged Scrapper Chain Conveyor (SSCC) of 40. The proposed priority of repairs was tube leak by carrying out tube coating and water canon actions

Keywords: Boiler, Unplanned Downtime, Reliability, Failure Mode Effect Analysis (FMEA).

SYNCHRONIZING BUSINESS AND LEGAL ORIENTED DIVISION: A KNOWLEDGE MANAGEMENT PERSPECTIVE

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ABSTRACT

The most important indicator of success of a project is to complete it in the scheduled time. When delay occurs due to the synchronization issue between business and legal division, it affects the performance. This paper aims to analyse the synchronization issue between business and legal division and determine the solution through the knowledge management perspective. Qualitative research method was used in this study. Data were gathered through interview and observation. The result indicate that the existing strategic and retail asset leveraging process flow (SOP) are inefficient. The modification of the existing process flows can overcome the synchronization issue, by inviting the legal experts to give their legal

opinion about the issue, where the legal opinion can be used to determine the project's continuity. KM frameworks like SECI and PPT will also be applied to support the proposed process flow. The findings of this study will be useful for company when facing the synchronization issue between different characteristics division. This study is among the first to overcome the project delay caused by the synchronization issue among two different divisions, legal and business, using a knowledge management disciplines. In this study, solution was offered through Standard Operating Procedure (SOP) modification and knowledge management framework, which were SECI and PPT.

Keywords: project delay, asset leveraging, process flow, knowledge management, SECI, PPT

IMPROVEMENT OF PLASTIC FACTORY EFFICIENCY WITH LEAN MANUFACTURING METHOD

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ABSTRACT

Plastic Factory is a manufacturing company engaged in the field of flexible packaging with a make to order system that produces laminating films using a laminator machine. However, the production process has constraints such as defective product results, the activity of waiting too long from some production activities and excess production. These activities include waste or waste, resulting in companies experiencing losses. The formulation of the problem in this research is how to reduce activities that do not provide added value or waste in the production process of the Laminator machine with the Lean Manufacturing method. The result of waste that often occurs is defect (20.96%), waiting (19.35%) and over production (18.81%). Mapping tools used based on the results of the questionnaire into the VALSAT (Value Stream Analysis Tools) matrix are Process Activity Mapping (42.42%). Based on recommendations for improvement through questionnaires and analysis Root Cause Analysis for Value Added Ratio (VAR) before the improvement of 78.95%, while after making improvements the VAR value amounted to 81.45%.

Keywords: Lean Manufacturing, waste, VALSAT, Value Added Ratio.

PROPOSED STRATEGY FOR LEVERAGING FIXED ASSET OF TELECOMMUNICATION COMPANY

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ABSTRACT

The declining of revenue growth experienced by Telkom Indonesia at 2018 as one of the telecommunication company in Indonesia, resulted in their commitment to fix it for next periods. As one of the functional unit at Telkom Indonesia, Finance Functional Unit committed to this goal, by leverage company's assets which designated to Asset Management Center. With more than 3000 land and building as their fixed assets, there are many fixed assets that have not been used optimally or idle, meanwhile those assets could provide maximum economic value if leveraged properly. It is necessary for Asset Management Center to create the most appropriate strategy for them, in order to leverage assets. Therefore, the formulation of proposed strategy for Asset Management Center to leverage its

fixed assets was carried out. This research use qualitative and quantitative methodology, by gather primary data through observation; interview; questionnaires, and secondary data from annual report; web pages; and etc. These data analyzed using Environmental Analysis and Strategic Factor Analysis Summary (SFAS) Matrix, henceforth used for the formulation of proposed strategy using Data Triangulation, Market Segmentation; Targeting; and Positioning, and Diamond Strategy. The result obtained is a proposed strategy for the Asset Management Center to conduct cooperation with Telkom Group entities, in creating a co-working space which equipped with digital technology IoT, based on the capability that Telkom Group have in providing digital technology services, in order to implement synergy group program and increase revenue growth as the goal of Telkom Indonesia.

Keywords: Fixed Asset, Strategy, Leveraging Asset, Co-working Space, IoT, Synergy Group

THE DETERMINANT OF PROFITABILITY OF ISLAMIC COMMERCIAL BANK: A REVIEW AND RESEARCH SUGGESTIONS

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ABSTRACT

The bank in carrying out its business activities relies on the trust of the public and other parties such as shareholders. Bank need to keep their financial performance be stable and even increase. The measure of financial performance achievement that a bank achieved can be seen the level of profitability of the bank. This study limited to variable include: third-party funds, non-performing financing, good corporate governance, and profitability. The purpose of the research is to know further third-party funds, non performing financing, and good corporate governance on profitability of sharia commercial banks in Indonesia. This study is designed by qualitative research by using theoretical review based and supporting by previously research. The basic concept underlined this theoretical review are dimensions of profitability, third-party funds, non performing financing, and good corporate governance. By critical review and classifying the result of previous researchs, this research found some propositions: (1) third-party funds have effect on profitability (2) non performing financing have effect on profitability (3) good corporate governance have effect on profitability (4) third-party funds, non performing financing, good corporate governance have effect profitability simultaneously. The implication of this research is expected to be used as consideration in overcoming the problem to improving bank health, especially on bank profitability.

Keywords: Third-Party Funds, Non Performing Financing, Good Corporate Governance, and Profitability.

STRATEGY FORMULATION TO ELEVATE JENANG KUDUS COMPETITIVE ADVANTAGES USING BUSINESS MODEL CANVAS IN CV BARAKAHFOOD DELICIA

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ABSTRACT

Food and beverage industry have strong correlation with tourism sector. Thanks to the diversity of ethnic groups contribution in Indonesia. In this social media era, born new trend in tourism called “food

tourism”, a combination of tourism activity and culinary. This trend is a potential for companies engaged in the ethnical culinary field to grab this opportunity by binding their traditional culinary products with tourism activity offering, including for CV BARAKAHFOOD DELICIA, producer of Jenang Kudus, authentic traditional food from Kudus that established for more than 100 years. Currently, this company is still run as traditional food producer in Indonesia with a focus on selling Jenang Kudus products in owned stores and several conventional channels. This is difficult if they want to expand the market to "food tourism". Existing business model capture in nine building blocks in Business Model Canvas. With current business model, company experience decreases in direct sales, not achieved revenue growth target, and the biggest issue is very weak brand recognition since unsegmented customer based. Current business model also evaluates using environmental analysis based on market forces, key trend forces, industry forces, and macroeconomics forces. Besides that, business model assessment using SWOT deeply analyse the strengths, weaknesses, opportunities, and threats of each building blocks and prioritized using Analytical Hierarchy Process to find out the most impactful SWOT towards current business model. Analysis result will lead into strategy formulation using TOWS matrix where generate strategic recommendation points to build better business model. Using Porter’s Generic Strategy, this final project recommends differentiation strategy for this company to gain competitive advantage. Furthermore, new business model is proposed that focused on expand customer segment into food tourism and improve value proposition.

Keywords: food tourism, traditional food, Business Model Canvas, SWOT, TOWS, strategy formulation

TRANSFORMATION STRATEGY OF PT TELEKOMUNIKASI INDONESIA TBK FROM COMMUNICATION SERVICE PROVIDER INTO DIGITAL SERVICE PROVIDER

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ABSTRACT

Digital product development nowadays already disrupted every conventional player. Since mobile smartphone and internet technology development, it allowed individual or company develop mobile apps and publish it in their application stores like Play Store and App Store because it’s an open store people could freely offer their application for users worldwide and generate a large number of revenues it leads to rapidly grow of mobile application startup companies like Uber and Airbnb to disrupt the conventional taxi and hotel industry. Disruption also happens in telecommunication industry, Over the Top (OTT) digital service provider like Whatsapp, LINE, and Telegram to global telecommunication companies like AT&T, Vodafone, NTT. In Indonesia, OTT digital service provider develops IP based communication services like chat application, Voice Over Internet Protocol (VOIP) and application video call without consuming large number of phone credit. Because of this, customer change over to use OTT instead of conventional communication service, lately makes telecommunication company like TELKOM loss a large number of their revenue. Facing this situation TELKOM aware they should design business transformation strategy to find innovative ways of restructuring and redesign company competitive basis, with digital maturity assessment through qualitative and quantitative data collection methods. The company should identify the right digital transformation strategy and determined the challenge of accomplished by digital transformation goals. Also, TELKOM should identify potential digital capability which TELKOM should developed to compete within the market.

Keywords: Digital transformation, Telecommunication, Digital telco, Transformation Strategy, Digital industry competition

IMPROVING CUSTOMER SATISFACTION AND LOYALTY IN POULTRY FEED INDUSTRY

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ABSTRACT

Indonesia is the fourth rank of the highest population in the world and the potential market for the poultry industry to fulfil the demand for chicken meat as an affordable protein for the people. Along with the increase of consumption of chicken meat of Indonesian people, poultry feed industry grows and develops rapidly, making feeds industry one sector that attracts investors and foreign companies to enter this industry. PT. Charoen Pokphand Indonesia is the first mover in the poultry feed industry in Indonesia, in recent years, competitors try to penetrate the loyal Customers of the company to join their business to offer many benefits such as lower price and flexible payment method. In the third quarter, 2019 Company profit declined as well as the number of customers declined. The purpose of this study was to analyze and figure out the customer relationship strategy that can be implemented to improve customer satisfaction and loyalty in the poultry feed industry. This study uses a qualitative approach. The samples in this study were the potential customers, existing customers for less than one year and existing customers for more than one year of PT Charoen Pokphand Indonesia. The technique of data collection was done by conducting interviews with the Correspondents. The results of this study indicate that the company image, the stability of the product quality and cohesiveness services such as technical service assistant, response to problem or complaint are the important factors on customer satisfaction and loyalty. Relationship programs which can be implemented are improving the internal process in primary activities and support activities to ensure stable quality, monitoring feed quality using digital technology, technical service assistant to the customers, seminar program to improve farmer skill, and fast response in handling customers complaint.

Keywords: poultry feed industry, company image, feed quality, technical service assistant, stability of quality.

BUSINESS DEVELOPMENT USING BUSINESS MODEL CANVAS AT SUKOLILO BAMBOO WEAVING CENTER, SUKODADI SUB- DISTRICT, LAMONGAN DISTRICT

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ABSTRACT

Sukolilo village is a bamboo weaving center located in the sub-district of Sukodadi, Lamongan Regency. The main products of this village are head cover and hand fan. The craftsman productivity in this village is able to compete with other bamboo weaving centers. In facing future challenges, evaluation and improvement of business models are needed in order to continue to compete and develop. One simple concept (tools) in analyzing a business model is to use Business Model Canvas (BMC). BMC can be used as a tool for the design of new business models. This study aims to map, evaluate and improve business models in the Sukolilo bamboo weaving center. This study uses the Focus Group Discussion (FGD) method and in-depth interviews to obtain information and analyze business models. The results of this study indicate that the bamboo weaving center of Sukolilo Village does not yet have a specific customer segmentation. The value proposition that belongs to the bamboo weaving center of Sukolilo Village is in terms of design, price and cost reduction. For channels, consumers know information about woven bamboo products only by word of mouth. In terms of

customer relationships, the crafters maintain the stability of the price and product quality. For revenue streams, most of the bamboo weavers do not make weaving activities their main occupation. Other income is also obtained through a number of jobs, including trading, farming and labor. The key resources in this bamboo weaving center are craftsmen and bamboo as the main in making weaving. The key activities carried out are the process of producing woven bamboo and marketing its products. Key partnerships of bamboo weavers are collectors and distributors as the main partners. The cost structure that is incurred is to buy bamboo as the main material in the manufacture of woven.

Keywords: Small and Medium Industries, Woven bamboo, Business Model Canvas, Focus Group Discussion.

THE EFFECT OF ENTREPRENEURIAL MARKETING DIMENSIONS ON MSMEs PERFORMANCE IN SURABAYA CITY, INDONESIA

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ABSTRACT

Micro, small, and medium enterprises or commonly called MSMEs are the biggest contributors to the revenue of Surabaya City, Indonesia. However, MSMEs are often hampered by marketing and human resources problems that causing a slowing performance growth starting in 2018. A concept called entrepreneurial marketing which has proven its success in strengthening aspects of marketing and entrepreneurship in various countries is considered to becoming a solution. This study aims to determine the effect of the seven dimensions of entrepreneurial marketing on the performance of MSMEs in the city of Surabaya. This research is a quantitative study using 159 MSME owners in the city of Surabaya as a primary data source. Research data were collected using a researcher administered survey method with questionnaire instruments. From the hypothesis testing conducted using SEM and multiple linear regression methods, given that the proactiveness and value creation had a positive effect, while customer intensity had a negative effect, and other dimensions did not affect the overall performance of MSMEs. The results of this study indicate that proactiveness and value creation are very important aspects for MSMEs to achieve a higher performance. Therefore, MSMEs and the government can make these two aspects as the main focus for developing MSMEs in the city of Surabaya.

Keywords : Entrepreneurial Marketing, MSMEs, Performance, Surabaya.

BUSINESS RISK ASSESSMENT ON DIVERSIFICATION AS CORPORATE STRATEGY IN ASIAN, AUSTRALIAN, EUROPEAN AND NORTH AMERICAN PORT SERVICES COMPANIES

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ABSTRACT

Additionally seen many benefits from diversification itself that is to spread the risk, for some company management sides, diversification has a different viewpoint which would bring the company to new risks. This study aims to find out whether the port services company with the diversification strategy business has a lower risk than the port service company which is not pursuing the diversification strategy business. Yet, the study about this topic is relatively unexplored especially in port services company. Eighteen case studies during 2010 to 2018 which operate as tool port model and have typical

government ownership in four different regions; Asia, Australia, Europe and North America have been considered to analyze how business risks are assessed in the real practice. Furthermore, we performed Rumelt's measurement which allows us to determine and measure the degree of diversification. When the company wants to reduce a business risk, the action must be taken, among others stabilizing sales, stabilize operating expenses, and with lower operating leverage. Hence, the business risk measured by using the coefficient of variation of operating profit method called CVEBIT. The findings of this study stated that. PT Pelindo as related diversified company's business risk calculation by 0,56 while the others related diversified company business risks at 1,94. So it can be said that at a certain optimal point after diversified, it will be increasing the overall risk. Non-diversified and unrelated diversified company's has a lower business risk at 1,06 and 0,85 than firms with diversification strategy at 2,89. Two factors that influence and determine the level of business risk are the volatility of the sales and the greater the number of fixed cost, the more volatile operating income and business risk will also be higher.

Keywords : Business risk, Diversification Strategy, CVEBIT, Port services company