



**IConBEM**

The International Conference on Business  
and Engineering Management

# Abstract Book

**International Conference on Business and  
Engineering Management (IConBEM)**

**20<sup>th</sup> February 2021**

**Organized and Partnered by:**

**BUSINESS  
MANAGEMENT**



**ITS**  
Institut  
Teknologi  
Sepuluh Nopember



**MONASH  
University**





## **MESSAGE FROM THE CONFERENCE CHAIR**

On behalf of conference committee, we would like to welcome all delegates to this online International Conference. The 2<sup>nd</sup> International Conference on Business and Engineering Management (IConBEM 2021) is organized and partnered by the Department of Business and Management, Institut Teknologi Sepuluh Nopember as well as IEEE Tems Thailand Chapter and Monash University. The theme of this year conference is “**Innovation in Tough Time**”. The year of 2020 has been marked with the unprecedented event – pandemic COVID19, that bring our life upended. The business world has been severely impacted both in the supply side and demand side. World and business leaders around the world are seeking new way of doing business while maintaining the health protocol. Innovation in various aspects is essential to overcome this challenge. This conference will bring together ideas, knowledge, problems, research findings, and expert experiences surrounding innovation in this tough time.

We are so pleased to see many respected colleagues and reputable practitioners in this conference event. **A total of 93 papers were submitted**, representing wide range of topics from various field in ***Business*** and ***Engineering Management***. This is a great impact for productive discussions and networking. We have recorded that **8 Countries** are participated in the submission papers such as **Australia, Bangladesh, France, Indonesia, Sweden, Taiwan, United States, and and Vietnam**. We are also delighted to have two respected keynote speakers. **Prof. Dag Näslund** from **Lund University, Sweden** and **Dr. Jane Menzies** from **Deakin University, Australia** both are well known and great scientists at their area. Finally, this conference is smootly conducted by the contribution of many parties, including the committee, the reviewers, the keynote speakers, the participants, and the audiences.

Wishing you all a productive and enjoyable conference.

Conference Chair,  
Imam Baihaqi, S.T., M.Sc., Ph.D  
Associate Professor and  
Dean of Creative Design and Digital Business Faculty





## **THE COMMITTEE**

**General Chair** : Imam Baihaqi, Institute Technology of Sepuluh Nopember, Indonesia  
**General Co-Chair** : Amrik Sohal, Monash University, Australia

### **Program Chair**

- Daniel Prajogo, Monash University, Australia
- Satria Fadil Persada, Institute Technology of Sepuluh Nopember, Indonesia
- Sanjukta Choudhury Kaul, Binus University, Indonesia
- Wawan Dhewanto, Bandung Institute of Technology, Indonesia

### **Organizing Committee:**

- Ninditya Nareswari, Institute Technology of Sepuluh Nopember, Indonesia
- Bahalwan Apriansyah, Institute Technology of Sepuluh Nopember, Indonesia
- Puti Sinasari, Institute Technology of Sepuluh Nopember, Indonesia
- Prahardika Prihananto, Institute Technology of Sepuluh Nopember, Indonesia
- Dewi Saktia Ardiantono, Institute Technology of Sepuluh Nopember, Indonesia
- Mushonnifun Faiz Sugihartanto, Institute Technology of Sepuluh Nopember, Indonesia
- Nabila Silmina Hakim, Institute Technology of Sepuluh Nopember, Indonesia
- Diana Sari, Padjadjaran University, Indonesia

### **International Committee**

- Andre A Pekerti, University of Queensland, Australia
- Benny Tjahjono, Coventry Univeristy, UK
- Caroline Chan, RMIT, Australia
- Chih-Liang Liu, National Yunlin University of Science and Technology, Taiwan
- Dotun Adebajo, University of Greenwich, UK
- Janti Gunawan, Institute Technology of Sepuluh Nopember, Indonesia
- Nafis Alam, Asia Pacific University, Malaysia
- Nachiappan Subramanian, University of Sussex Business School, UK
- Pan Wei Hwa, Yunlin National University of Technology, Taiwan
- Pervaiz Ahmed, Monash University Malaysia Campus, Malaysia
- Sanjukta Choudhury Kaul, Binus University, Indonesia
- Shu-Chiang Lin, Texas Health and Science University, USA
- Sulaeman Rahman, Padjadjaran University, Indonesia
- Syarifa Hanoum, Institute Technology of Sepuluh Nopember, Indonesia
- Teerasak Khanchanapong, Thammasat University, Thailand
- Tritos Laosirihongthong, Thammasat University, Thailand
- Yudi Fernando, University Malaysia Pahang, Malaysia
- Saadat M. Alhashmi, University of Sharjah, UEA



## **KEYNOTE SPEAKERS**



**Dr Jane Menzies**  
Deakin University, Australia.

### **Social resilience, innovation and bouncing back stronger during tumultuous times**

In this keynote address, I present a framework of social resilience based on the work of Menzies & Raskovic (2020), which articulates that social resilience is a meta-capability that firms, institutions and even countries themselves can use to cope with crisis events. Social resilience is defined as the ability to bounce back stronger after an adverse event, for instance as a result of the impact of the COVID-19 pandemic. Building on the work of Duckek (2020), Darkow (2018) and Obrist et al. (2010) in the framework it is argued that social resilience is an outcome, a process but also a meta-capability. In the framework, there are four capabilities namely anticipating, coping, adapting and transforming, which can assist firms with being resilient (Menzies & Raskovic, 2020). Firms must also develop proactive and reactive resilience to both prepare for crises, but also to contain crises when they occur (Darkow, 2018). Through the processes of social structuration, which includes enabling and constraining forces, various capitals are enacted to assist firms with being socially resilient. These capitals include leadership capital, social capital, economic capital, geographic and physical environment capital, and finally cultural capital (Menzies & Raskovic, 2020). To assist in bouncing back stronger, I also suggest that firms must develop strong innovative capabilities, to reconfigure and pivot, to create new products, processes, services and markets that match the new status quo, during and after a crisis. Implications for firms are discussed in the presentation



**Profesor Dag Naslund**  
Lund University, Sweden

### **Six operations and supply chain management tips in troubling times**

The presentation will discuss the impact of the pandemic on business, and especially on smaller businesses, which in many cases seem to be the ones especially suffering from the pandemic. Prof Naslund will provide six operations and supply chain related tips for business how to review processes and potentially adapt to the consequences of the pandemic





# GENERAL PROGRAM

Online, February 20<sup>th</sup>, 2021

Time	Agenda
12.00 - 12.30	Preparation
12.30 - 12.40	Opening Performance
12.40 - 12.50	Opening Remark by General Chair - Dr. Imam Baihaqi & Prof. Amrik Sohal
12.50 - 13.00	Welcoming Speech by Rector of ITS - Prof. M. Ashari
13.00 - 13.50	Keynote Session 1 <b>Keynote Speaker:</b> Dr. Jane Menzies Deakin University, Australia <b>Topic:</b> Social resilience, innovation and bouncing back stronger during tumultuous times <b>Chair:</b> Dr. oec. HSG. Syarif Hanoum
13.50 - 14.40	Keynote Session 2 <b>Keynote Speaker:</b> Prof. Dag Näslund Lund University, Sweden <b>Topic:</b> Six operations and supply chain management tips in troubling times <b>Chair:</b> Mushonnifun Faiz Sugihartanti, S.T., M.Sc
14.40 - 15.00	Break
15.00 - 17.00	Parallel Session
17.00 - 17.15	Closing





## PARALLEL SESSION

February 20, 2021

15.00 – 17.00 (GMT+7)

Link Zoom: [linktr.ee/IConBEM2021](https://linktr.ee/IConBEM2021)

PAPER NO	AUTHOR (S)	PAPER TITLE
<b>Room 1A: Business and Social Science</b>		
14	Suresh Kumar and Merlinda Dami	Integrating Diffusion of Innovation To Technology Acceptance Model: A Survey Of Millennials' Intention To Use E-Money Card
15	Suresh Kumar and Angela Leonie Keyko Yukita	Millennials Behavioral Intention in Using Mobile Banking: Integrating Perceived Risk And Trust Into Tam (A Survey In Jawa Barat)
22	Anindhitya Andriani and Tengku Ezni Balqiah	An Experimental Study of Retailer-Brand Collaboration: Duration and Perceived Fit toward Consumer Behaviors
23	Nabila Rachmadhanian and Tengku Ezni Balqiah	The Influence of Antecedents Online Relationship Quality and Its Impact on Customer Loyalty in e-commerce
31	Dhinda Siti Mustikasari and Rifelly Dewi Astuti	Factors Affecting the Online Grocery Shopping Experience
10	Nguyen Hoang Mai	Investigate young urban Vietnamese consumers' green purchasing behaviour
20	Hajar Annisa Islam and Tengku Ezni Balqiah	Factors Affecting Customer Engagement and Loyalty in Online Grocery Shopping
29	Fahmi Fahresi	Modification of the TAM Model in Analyzing Interest in Using the PLN Mobile Application
49	Amanda Putri Kusumawardhani, Ujang Sumarwan and Diah Krisnatuti	An Analysis of Consumer Preference for Branded Bag
<b>Room 1B: Business and Social Science</b>		
32	Susanto Berlin Manarua Situmorang and Daniel Tumpal Hamonangan Aruan	The Role of Customer Brand Engagement on Brand Loyalty in the Usage of Virtual Hotel Operator
34	Dyah Ayu Nabilla Ariswanto and Yeshika Alversia	The Effect of Endorser Credibility to Customer Relationship Commitment and Brand Equity on E-commerce in Indonesia.
36	Precellina and Aswin Hadisumartoc	The Role of Electronic Word of Mouth, Health Protocol, Perceived Usefulness and Perceived Enjoyment to Boutique Hotel Booking Intention During Covid-19 Pandemi



<b>PAPER NO</b>	<b>AUTHOR (S)</b>	<b>PAPER TITLE</b>
<b>37</b>	Ika Diyah Candra Arifah and Rosa Prafitri Juniarti	Interface Aesthetic, Perceived Value, Perceived Ease of Use, And Perceived Usefulness on Purchase Intention Of Smartwatch Consumer
<b>40</b>	Carissa Lorens Marchia Raharja and Aswin Hadisumarto	The Role of Perceived Risks on Millennials on Online Purchase Intention At Travel Agencies During The Covid-19 Pandemic
<b>51</b>	Sahnaz Ubud	Social Entrepreneurship as Catalysts of Creating Local Innovation
<b>59</b>	Bima Sakti Prayitno, Satria Fadil Persada and Reny Nadlifatin	Case Exploration of Gamification Based in Higher Education Learning System Model
<b>Room 1C: Business and Social Science</b>		
<b>42</b>	Lukmanul Hakim, Yuyus Sudarma, Joeliaty Joeliaty and Imas Soemaryani	Relationship of Business Incubator's Resources and Capabilities to Business Incubator Success : A Conceptual Framework
<b>53</b>	Terang Maharani and Sari Wahyuni	The Effect of Service Quality and Brand Image in The Air Cargo Industry On Consumer Satisfaction And Loyalty of PT Garuda Indonesia (Persero) Tbk
<b>64</b>	Ineu Widaningsih, Anas Ma'Ruf, Suprayogi Suprayogi and Dradjad Irianto	Multi-Objectives Optimization On Cutting Layer And Tooling Strategy Selection For DCM : A State-Of-The-Art Review
<b>69</b>	Syane Rachma Dian and Astrie Krisnawati	The Impact of The Announcement Of First Covid-19 Case In Indonesia On Property And Real Estate Companies' Stock Returns And Trading Volume
<b>74</b>	Didik Wahjudi and Yosua Dhiemas Picky Projesa	An FMEA-based Approach to Waste Reduction: A Case on A Make-to-Order Company
<b>62</b>	Imam Baihaqi and Dewie Saktia Ardiantono	Developing Measurement Model for Supply Chain Analytics Maturity
<b>67</b>	Yasmin Mochtar, Susy Astuti, Prasetyo Wahyudie and Lea Anggraeni	Interior Design Practice and Business during Covid-19 Pandemic in Indonesia
<b>68</b>	Dias Yuanella and Susy Budi Astuti	Moeng Kopi, a Traditional and Homey Coffee Shop Concept for Millennial
<b>Room 1D: Business and Social Science</b>		
<b>76</b>	Achmad Room Fitrianto	Sustainable Livelihood Approach Addressing Community's Economic Distress Facing the Covid 19 Outbreak: A Methodological Concept



<b>PAPER NO</b>	<b>AUTHOR (S)</b>	<b>PAPER TITLE</b>
<b>78</b>	Agil Setiawan and G.N Sandhy Widyasthana	The Analysis Of Telkomsel Marketing Strategy Towards Gen Z Segment: By.U Product Case Study
<b>79</b>	Majdi Maulid Adityo and Gatot Yudoko	Proposing New Process Design to Improve Efficiency of Engine Assembly Production System
<b>82</b>	Muhammad Arfani Fadlil and Aryana Satrya	The Effect Locus of Control And Entrepreneurial Self-Efficacy On Opportunity Recognition Ability with The Mediation Of Entrepreneurial Intention On Former PMI In East Nusa Tenggara
<b>84</b>	Dr. Agustina Fitrianingrum and Roro Mega Cahyaning Azmi Riyandani	Investigation on the Drivers of Women Millennials Entrepreneurs Participation: Evidence from Indonesia
<b>77</b>	Ratih Setyaningrum, Andi Wijaya and Subagyo Subagyo	The characteristics of society in Indonesian city based on the Hofstede cultural dimensions : A measurement of five Indonesian island
<b>89</b>	Muhammad Hadi Pradana and Wawan Dhewanto	Program Development For Fashion E-Commerce Accelerator Using Co-Creation Double Diamond
<b>90</b>	Bahalwan Apriyansyah, Satria Fadil Persada, Prahardika Prihananto, Nabila Silmina Hakim and Evan Kuncoro Jati	The Influence Of Social Media Marketing To Brand Loyalty. Case Study: Luxury Sports Shoes
<b>Room 2A: Engineering Management</b>		
<b>3</b>	Nurul Isnaini	Reducing Warehouse Finished Goods Operational Cost by Lean Management Approach - A Case Study
<b>4</b>	Kharisma Ningrum and Putu Dana Karningsih	Fraud Risk Management Based On ISO 31000:2018 And House Of Risk Methods In Electric Power Supply Company
<b>6</b>	Arman Hakim Nasution, Dewie Saktia Ardiantono, Ninditya Nareswari, Ribka Anintha Miyagi and Aang Kunaifi	Design of Integrated Agro-Tourism Business Ecosystem based on Circular Economy (Case Study in Batu)
<b>52</b>	Muhammad Iqbal	Comparison Of Volatility Prediction Between Garch And Svr-Garch Methods In Emerging Countries
<b>1</b>	Aditya Putra Rahardjo	Optimization Model For Schedule Nervousness In Flight Catering Industry
<b>2</b>	Azir Alfanan and Elisabeth Deta Lustiyati	Implementation of Occupational Safety and Health Standards in Health Care Facilities



<b>PAPER NO</b>	<b>AUTHOR (S)</b>	<b>PAPER TITLE</b>
<b>8</b>	Jusron Basyir and Putu Karningsih	Implementation Of Lean Service To Improve The Quality Of Procurement Services Spare Part Chain Conveyor In Indonesian Trading Company
<b>13</b>	Witono Hardi	Modification of Thin Aluminum Tube Profile to Improve the Performance of Impact Energy Absorption
<b>Room 2B: Engineering Management</b>		
<b>55</b>	Devia Edika Putri and Imam Baihaqi	Designing the Supplier Development Program: The Case Study of a Plastic Company
<b>57</b>	Syaipul Malik Ibrahim and Dewi Hanggraeni	Disperse of Ownership, Liquidity, and Firm Value: Evidence from Indonesia
<b>60</b>	Ivanto Petrus Simamora	Business Coaching: Implementation of The Financial Performance Analysis and Social Media Improvement in Indonesian MSMEs' Restaurant
<b>17</b>	Adrian Firmansyah and Putu Dana Karningsih	Lean Assessment on Dairy Manufacture With Qualitative and Quantitative Approach
<b>35</b>	Riska Rizqiwati and Niniet Indah Arvitrida	Design of Supplier Performance Measurement for Aircraft Material Supplier in Aircraft Maintenance Company (PT X)
<b>44</b>	Muchamad Wikan Pujantoro, Udisubakti Ciptomulyono and Maranatha Wijayaningtyas	Assessment Of Contractor Prequalification In Construction Projects
<b>Room 2C: Engineering Management</b>		
<b>73</b>	Rhey Ferry and Rifelly Astuti	Analysis of Urban Male Consumers Attitude and Behavioral Intention Towards Skincare Product in Indonesia
<b>75</b>	Muhammad Bintang	Analysis of the Effect of Organizational Engagement on Job Satisfaction with Organizational Identification and Organizational Commitment as Mediating Variables on Millennial Generation Employees in Indonesia
<b>81</b>	Herfina Puspawardani	Proposed Marketing Strategy for PIJAR Sekolah (Case Study: Telkom Regional 3 PT. Telkom Indonesia)
<b>50</b>	Mohammad Azis Efendi	Innovation of Bank BRI Financing Products In Supporting Supply Chain Business With Modified Qfd Method



<b>PAPER NO</b>	<b>AUTHOR (S)</b>	<b>PAPER TITLE</b>
<b>65</b>	Farhah Izzah Dinillah and Janti Gunawan	Exploring the Role of Virtual Try on Use Mobile Augmented Reality (MAR) in Indonesia Consumer's Online Buying Behaviour during Covid-19 Pandemic
<b>83</b>	Megadea Relegia Ramdhaniar and Nurhadi Siswanto	Optimization of Sales Telecommunication Products Sales Plan
<b>Room 3A: Management</b>		
<b>12</b>	Sri Rahayu Hijrah Hati and Dwi Januar Luqmansyah	Customer Experience on Islamic Banking Digital Branch in Indonesia
<b>16</b>	Deavina Retkaputri and Zaäfri A. Husodo	The Impact of Firm Leverage on Shareholders' Wealth in Southeast Asia
<b>19</b>	Aditya Herdiyan Pratama and Nurmala	Mapping & Modelling Of Supply Chain System In A Private Indonesian Hospital Using Supply Chain Operating Reference (Scor) & Business Process Modelling Notation (Bpmn) Method
<b>26</b>	Maulana Fajariansyah, Erwin Widodo and Buana Ma'ruf	Conceptual Framework of Strategy Formulation for Aircraft MRO
<b>27</b>	Rifda Mufidah Lestari and Zaafri Ananto Husodo	The Impact of Institutional Shareholders on Merger and Acquisition Deals in Asia Pacific Region
<b>28</b>	Mursyid Hasanbasri, Desy Farmaciawaty, Ilma Rachmania, Fransisca Widjaja and Aldo Fantinus Wiyana	Healthcare Ecosystem Mapping in Primary Care: A Case Study in West Java, Indonesia
<b>30</b>	Rian Yaitzar Chaniago, Rachmat Boedisantoso and Arie Dipareza Syafei	Adaptation and Mitigation Strategies Of Climate Change From Agricultural Sector In Tabalong District (South Borneo)
<b>5</b>	Agung Sutrisno	Supply Chain Sustainability Risk Management Tools - A Classification Model
<b>7</b>	Ricardo Pasaribu and Tatang Akhmad Taufik	Risk Management Implementation At The Add On Project Of Muara Tawar Power Plant Using Failure Mode Effect Analysis And Hybrid Fuzzy Multi Criteria Decision Making
<b>9</b>	Risvan Kuswurjanto and Satria Fadil Persada	Influence of Organizational Culture and Knowledge Management on Project Performance through Innovation as a mediating variable in Sugar Factory X
<b>66</b>	Ananda Fortunisa, Ernie Sule, Imas Soemaryani and Mery Sondari	What does variable matter for employee brand consistent behaviour as imply of employee branding outcomes: a literature review.



<b>PAPER NO</b>	<b>AUTHOR (S)</b>	<b>PAPER TITLE</b>
<b>Room 3B: Management</b>		
<b>38</b>	Muhammad Fahreza and Eko Rizkianto	Retained Earnings Factor Analysis on Return and Excess Return: A Comparison Study of Retained Earnings-to-Market Equity and Book-to-Market Equity
<b>39</b>	Cut Nabila Saraziva and Dony Abdul Chalid	A Comparative Study of Bank Efficiency in Indonesia Before and After Crisis in 2008 based on Data Envelopment Analysis
<b>41</b>	Erin Nur Putriani, Putu Dana Karningsih and Adithya Sudiarno	Operational Risk Management Analysis Of Printing Company
<b>43</b>	Q Ahmad Riza Zakariyya	Analysis the Effect of Twitter Social Media Traffic on Stock Price Movement in Indonesia IPO Airline Companies
<b>45</b>	Radhi Prasetya	Analysis of The Effect of Green M&A On Bidder Company Performance After Merger And Acquisitions in The Asia-Pacific and Europe Region
<b>47</b>	Peter Pratama and Junino Jahja	Effect of Financial Ratio on LQ45 2019 Stock Return
<b>18</b>	Bramasta Raga Siwi and Mokh Suef	Planning Of Reserve Current Transformer Policy At Pt. Pln (Persero) Surabaya Transmission Unit
<b>21</b>	M Dana Prihadi, Teguh Redy Senjaya and Laras Ayu Santika	Analysis of Labor Requirement Provision of Medical Record File Based on WISN to Effectivity of Medical Record Distribution Service to Polyclinic
<b>24</b>	Irbinanto Subakti	Risk Management of Warehouse Building and Operational Building Assembly Detonators : In a Mining Company
<b>25</b>	Dina Heriyati	Determinants of sustainability reporting assurance: Evidence from Indonesia
<b>Room 3C: Management</b>		
<b>48</b>	Siti Hapsari Rizki and Ruslan Prijadi	Analysis of the Impact of Idiosyncratic risk to The Expected of Return on 5 ASEAN countries for the period 2007-2018
<b>58</b>	Yasir Yulias Apriansyah and Nurdin Sobari	Analysis of the Supporting Factors of Customer Engagement as a Marketing Strategy for Islamic Banking Services in Indonesia



<b>PAPER NO</b>	<b>AUTHOR (S)</b>	<b>PAPER TITLE</b>
<b>61</b>	Resky Oktavia and Nurdin Sobari	The Influence Of Customer Engagement In Behavioral Intention On Staycation: The Experiential Marketing Perspectives Moderated By Health Risk And Financial Risk
<b>70</b>	Nisa Adzhani Lutfiputri and Elok Savitri Pusparini	The Effect of Self-efficacy and Work Motivation on Indonesian Freelancer's Work Performance
<b>71</b>	Nasha Azarine Putri and Elok Savitri Pusparini	The Effect of Work-Life Balance Towards Intention to Stay, Organizational Commitment, and Organizational Citizenship Behavior at Millennial Generation in Indonesia
<b>72</b>	Ali Husen Sumantoro and Yos Sunitiyoso	Problem-Solving And Decision-Making Framework To Improve The Performance Of Technical Escalation Managers At Pegasus Technologies Enterprise
<b>46</b>	Nazmul Amin Majumdar and Ahmad Ahnaf Amin	CSR Practices in Emerging Economies: A Study of National and Multinational Companies in Bangladesh
<b>85</b>	Hotmauly Media Rika and Dwi Nastiti Danarsari	The Effect of Bank Ownership Structure and Bank Performance on Bank Stability and Bank Risk-Taking Behavior in Indonesia
<b>87</b>	Ninditya Nareswari, Aang Kunaifi, Nugroho Priyo Negoro, Dewie Saktia Ardiantono and Puti Sinansari	Abnormal Loan Growth on Bank Performance: A Literature Review
<b>91</b>	Prahardika Prihananto, Nugroho Priyo Negoro, Bahalwan Apriyansyah, Mushonnifun Faiz Sugihartanto and Jusuf Lamirada Habibie	Explanatory Power and Accuracies Comparison of Sharia Compliant Asset Pricing Model (SCAPM). Case Study of Sharia Listed Securities in Indonesia
<b>92</b>	Mushonnifun Faiz Sugihartanto, Nalaputi Basoeki, Syarifa Hanoum, Elif Tiryakioglu and Cynthia Ferrier	Improving Packaging Logistics System using Packaging Performance Methodology. Study Case: Camembert Cheese
<b>93</b>	Syarifa Hanoum, Fadhil Dimas Nandito, Nabila Silmina Hakim and Sardar M.N Islam	Evaluating Operational Efficiency of the Fast-Food Restaurant in Indonesia





## **CONTENTS**

MESSAGE FROM THE CONFERENCE CHAIR .....	III
THE COMMITTEE.....	V
KEYNOTE SPEAKERS .....	VI
GENERAL PROGRAM.....	VIII
PARALLEL SESSION.....	X
OPTIMIZATION MODEL FOR SCHEDULE NERVOUSNESS IN FLIGHT CATERING INDUSTRY.....	1
IMPLEMENTATION OF OCCUPATIONAL SAFETY AND HEALTH STANDARDS IN HEALTH CARE FACILITIES.....	1
REDUCING WAREHOUSE FINISHED GOODS OPERATIONAL COST BY LEAN MANAGEMENT APPROACH – A CASE STUDY .....	2
FRAUD RISK MANAGEMENT BASED ON ISO 31000:2018 AND HOUSE OF RISK METHODS IN ELECTRIC POWER SUPPLY COMPANY .....	2
SUPPLY CHAIN SUSTAINABILITY RISK MANAGEMENT TOOLS - A CLASSIFICATION MODEL ....	3
DESIGN OF INTEGRATED AGRO-TOURISM BUSINESS ECOSYSTEM BASED ON CIRCULAR ECONOMY (CASE STUDY IN BATU).....	4
RISK MANAGEMENT IMPLEMENTATION AT THE ADD ON PROJECT OF MUARA TAWAR POWER PLANT USING FAILURE MODE EFFECT ANALYSIS AND HYBRID FUZZY MULTI CRITERIA DECISION MAKING .....	4
IMPLEMENTATION OF LEAN SERVICE TO IMPROVE THE QUALITY OF PROCUREMENT SERVICES SPARE PART CHAIN CONVEYOR IN INDONESIAN TRADING COMPANY .....	5
INFLUENCE OF ORGANIZATIONAL CULTURE AND KNOWLEDGE MANAGEMENT ON PROJECT PERFORMANCE THROUGH INNOVATION AS A MEDIATING VARIABLE IN SUGAR FACTORY X 6	
INVESTIGATE YOUNG URBAN VIETNAMESE CONSUMERS' GREEN PURCHASING BEHAVIOUR .....	6
CUSTOMER EXPERIENCE ON ISLAMIC BANKING DIGITAL BRANCH IN INDONESIA .....	7
MODIFICATION OF THIN ALUMINUM TUBE PROFILE TO IMPROVE THE PERFORMANCE OF IMPACT ENERGY ABSORPTION.....	7
INTEGRATING DIFFUSION OF INNOVATION TO TECHNOLOGY ACCEPTANCE MODEL: A SURVEY OF MILLENNIALS' INTENTION TO USE E-MONEY CARD .....	8
MILLENNIALS BEHAVIORAL INTENTION IN USING MOBILE BANKING: INTEGRATING PERCEIVED RISK AND TRUST INTO TAM (A SURVEY IN JAWA BARAT) .....	9
THE IMPACT OF FIRM LEVERAGE ON SHAREHOLDERS' WEALTH IN SOUTHEAST ASIA.....	9
LEAN ASSESSMENT ON DAIRY MANUFACTURE WITH QUALITATIVE AND QUANTITATIVE APPROACH.....	10
PLANNING OF RESERVE CURRENT TRANSFORMER POLICY AT PT. PLN (PERSERO) SURABAYA TRANSMISSION UNIT .....	10
MAPPING & MODELLING OF SUPPLY CHAIN SYSTEM IN A PRIVATE INDONESIAN HOSPITAL USING SUPPLY CHAIN OPERATING REFERENCE (SCOR) & BUSINESS PROCESS MODELLING NOTATION (BPMN) METHOD .....	11
FACTORS AFFECTING CUSTOMER ENGAGEMENT AND LOYALTY IN ONLINE GROCERY SHOPPING .....	12
ANALYSIS OF LABOR REQUIREMENT PROVISION OF MEDICAL RECORD FILE BASED ON WISN TO EFFECTIVITY OF MEDICAL RECORD DISTRIBUTION SERVICE TO POLYCLINIC .....	12



AN EXPERIMENTAL STUDY OF RETAILER-BRAND COLLABORATION: DURATION AND PERCEIVED FIT TOWARD CONSUMER BEHAVIOR .....	13
THE INFLUENCE OF ANTECEDENTS ONLINE RELATIONSHIP QUALITY AND ITS IMPACT ON CUSTOMER LOYALTY IN E-COMMERCE .....	13
RISK MANAGEMENT OF WAREHOUSE BUILDING AND OPERATIONAL BUILDING ASSEMBLY DETONATORS: IN A MINING COMPANY .....	14
DETERMINANTS OF SUSTAINABILITY REPORTING ASSURANCE: EVIDENCE FROM INDONESIA .....	14
STRATEGY FORMULATION IN AIRCRAFT MRO USING DAVID'S MODEL .....	15
THE IMPACT OF INSTITUTIONAL SHAREHOLDERS ON MERGER AND ACQUISITION DEALS IN ASIA PACIFIC REGION .....	15
HEALTHCARE ECOSYSTEM MAPPING IN PRIMARY CARE: A CASE STUDY IN WEST JAVA, INDONESIA .....	16
MODIFICATION OF THE TAM MODEL IN ANALYZING INTEREST IN USING THE PLN MOBILE APPLICATION .....	16
ADAPTATION AND MITIGATION STRATEGIES OF CLIMATE CHANGE FROM AGRICULTURAL SECTOR IN TABALONG DISTRICT (SOUTH BORNEO) .....	17
FACTORS AFFECTING ONLINE GROCERY SHOPPING EXPERIENCE .....	17
THE ROLE OF CUSTOMER BRAND ENGAGEMENT ON BRAND LOYALTY IN THE USAGE OF VIRTUAL HOTEL OPERATOR .....	18
THE EFFECT OF ENDORSER CREDIBILITY TO CUSTOMER RELATIONSHIP COMMITMENT AND BRAND EQUITY ON E-COMMERCE IN INDONESIA .....	18
DESIGN OF SUPPLIER PERFORMANCE MEASUREMENT FOR AIRCRAFT MATERIAL SUPPLIER IN AIRCRAFT MAINTENANCE COMPANY (PT X) .....	19
THE ROLE OF ELECTRONIC WORD OF MOUTH, HEALTH PROTOCOL, PERCEIVED USEFULNESS AND PERCEIVED ENJOYMENT TO INTENTION TO BOOK OF BOUTIQUE HOTEL DURING COVID 19 PANDEMIC .....	20
INTERFACE AESTHETIC, PERCEIVED VALUE, PERCEIVED EASE OF USE, AND PERCEIVED USEFULNESS ON PURCHASE INTENTION OF SMARTWATCH CONSUMERS .....	20
RETAINED EARNINGS FACTOR ANALYSIS ON RETURN AND EXCESS RETURN: A COMPARISON STUDY OF RETAINED EARNINGS-TO-MARKET EQUITY AND BOOK-TO-MARKET EQUITY FROM 2008 – 2018 .....	21
A COMPARATIVE STUDY OF BANK EFFICIENCY IN INDONESIA BEFORE AND AFTER CRISIS IN 2008 BASED ON DATA ENVELOPMENT ANALYSIS .....	21
THE ROLE OF PERCEIVED RISKS ON MILLENNIALS ON ONLINE PURCHASE INTENTION AT TRAVEL AGENCIES DURING THE COVID-19 PANDEMIC .....	22
OPERATIONAL RISK MANAGEMENT ANALYSIS OF PRINTING COMPANY .....	22
RELATIONSHIP OF BUSINESS INCUBATOR'S RESOURCES AND CAPABILITIES TO BUSINESS INCUBATOR SUCCESS: A CONCEPTUAL FRAMEWORK .....	23
ANALYSIS THE EFFECT OF TWITTER SOCIAL MEDIA TRAFFIC ON STOCK PRICE MOVEMENT IN INDONESIA IPO AIRLINE COMPANIES .....	24
ASSESSMENT OF CONTRACTOR PREQUALIFICATION IN CONSTRUCTION PROJECTS .....	24
ANALYSIS OF THE EFFECT OF GREEN M&A ON BIDDER COMPANY PERFORMANCE AFTER MERGER AND ACQUISITION IN THE ASIA-PACIFIC AND EUROPE REGION .....	25
CSR PRACTICES IN EMERGING ECONOMIES: A STUDY OF NATIONAL AND MULTINATIONAL COMPANIES IN BANGLADESH .....	25



EFFECT OF FINANCIAL RATIO ON LQ45 2019 STOCK RETURN.....	26
ANALYSIS OF THE IMPACT OF IDIOSYNCRATIC RISK TO EXPECTED OF RETURN ON 5 ASEAN COUNTRIES FOR THE PERIOD 2007-2018.....	27
AN ANALYSIS OF CONSUMER PREFERENCE FOR BRANDED BAG .....	27
INOVASI PRODUK PEMBIAYAAN BANK BRI DALAM MENDUKUNG BISNIS RANTAI PASOK DENGAN METODE MODIFIED QFD .....	28
SOCIAL ENTREPRENEURSHIP AS CATALYSTS OF CREATING LOCAL INNOVATION .....	28
COMPARISON OF VOLATILITY PREDICTION ABILITY BETWEEN GARCH AND SVR-GARCH METHOD IN EMERGING COUNTRIES .....	29
THE EFFECT OF SERVICE QUALITY AND BRAND IMAGE IN THE AIR CARGO INDUSTRY ON CUSTOMER SATISFACTION AND LOYALTY OF PT GARUDA INDONESIA (PERSERO) TBK .....	29
INVESTIGATION THE RELATIONSHIP WORK-FAMILY BALANCE AND JOB SATISFACTION DURING IN COVID-19 PANDEMIC.....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
DESIGNING THE SUPPLIER DEVELOPMENT PROGRAMS : THE CASE STUDY OF A PLASTIC COMPANY .....	30
DESIGN AND PERFORMANCE EVALUATION OF ACTIVATED SLUDGE SYSTEM AT WASTEWATER TREATMENT PLANT OF GADJAH MADA UNIVERSITY WISDOM PARK TOILET IN REDUCING COD AND NITROGEN CONCENTRATION.....	30
DISPERSE OF OWNERSHIP, LIQUIDITY, AND FIRM VALUE: EVIDENCE FROM INDONESIA .....	31
ANALYSIS OF THE SUPPORTING FACTORS OF CUSTOMER ENGAGEMENT AS A MARKETING STRATEGY FOR ISLAMIC BANKING SERVICES IN INDONESIA .....	32
CASE EXPLORATION OF GAMIFICATION BASED IN HIGHER EDUCATION LEARNING SYSTEM MODEL .....	32
BUSINESS COACHING: IMPLEMENTATION OF THE FINANCIAL PERFORMANCE ANALYSIS AND SOCIAL MEDIA IMPROVEMENT IN INDONESIAN MSMES' RESTAURANT .....	33
THE INFLUENCE OF CUSTOMER ENGAGEMENT IN CUSTOMERS' BEHAVIOURAL INTENTION ON STAYCATION: THE EXPERIENTIAL MARKETING PERSPECTIVES MODERATED BY HEALTH RISK AND FINANCIAL RISK .....	33
DEVELOPING MEASUREMENT MODEL FOR SUPPLY CHAIN ANALYTICS MATURITY .....	34
MOENG KOPI, A TRADITIONAL AND HOMEY COFFEE SHOP CONCEPT FOR MILLENNIAL AT SURABAYA .....	34
MULTI-OBJECTIVES OPTIMIZATION ON CUTTING LAYER AND TOOLING STRATEGY SELECTION FOR DCM : A STATE-OF-THE-ART REVIEW .....	35
EXPLORING THE ROLE OF VIRTUAL TRY ON USE MOBILE AUGMENTED REALITY (MAR) IN INDONESIA CONSUMER'S ONLINE BUYING BEHAVIOUR DURING COVID-19 PANDEMIC .....	35
WHAT DOES VARIABLE MATTER FOR EMPLOYEE BRAND CONSISTENT BEHAVIOUR AS IMPLY OF EMPLOYEE BRANDING OUTCOMES: A LITERATUR REVIEW .....	36
INTERIOR DESIGN PRACTICE AND BUSINESS DURING COVID-19 PANDEMIC IN INDONESIA.....	36
THE IMPACT OF THE ANNOUNCEMENT OF FIRST COVID-19 CASE IN INDONESIA ON PROPERTY AND REAL ESTATE COMPANIES' STOCK RETURNS AND TRADING VOLUME.....	37
THE EFFECT OF SELF-EFFICACY AND WORK MOTIVATION ON INDONESIAN FREELANCER'S WORK PERFORMANCE.....	37
THE EFFECT OF WORK-LIFE BALANCE TOWARDS INTENTION TO STAY, ORGANIZATIONAL COMMITMENT, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT MILLENNIAL GENERATION IN INDONESIA.....	38



PROBLEM-SOLVING AND DECISION-MAKING FRAMEWORK TO IMPROVE THE PERFORMANCE OF TECHNICAL ESCALATION MANAGERS AT PEGASUS TECHNOLOGIES ENTERPRISE.....	38
ANALYSIS OF URBAN MALE CONSUMERS ATTITUDE AND BEHAVIORAL INTENTION TOWARDS SKINCARE PRODUCT IN INDONESIA.....	39
AN FMEA-BASED APPROACH TO WASTE REDUCTION A CASE ON A MAKE-TO-ORDER COMPANY.....	40
ANALYSIS OF THE EFFECT OF ORGANIZATIONAL ENGAGEMENT ON JOB SATISFACTION WITH ORGANIZATIONAL IDENTIFICATION AND ORGANIZATIONAL COMMITMENT AS MEDIATING VARIABLES ON MILLENNIAL GENERATION EMPLOYEES IN INDONESIA .....	40
SUSTAINABLE LIVELIHOOD APPROACH ADDRESSING COMMUNITY'S ECONOMIC DISTRESS FACING THE COVID 19 OUTBREAK: A METHODOLOGICAL CONCEPT .....	41
THE CHARACTERISTICS OF SOCIETY IN INDONESIAN CITY BASED ON THE HOFSTEDE CULTURAL DIMENSIONS : A MEASUREMENT OF FIVE INDONESIAN ISLAND .....	41
THE ANALYSIS OF TELKOMSEL MARKETING STRATEGY TOWARDS GEN Z SEGMENT: BY.U PRODUCT CASE STUDY .....	42
PROPOSING NEW PROCESS DESIGN TO IMPROVE EFFICIENCY OF ENGINE ASSEMBLY PRODUCTION SYSTEM.....	43
REDUCING WAREHOUSE FINISHED GOODS OPERATIONAL COST BY LEAN MANAGEMENT APPROACH – A CASE STUDY .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
PROPOSED MARKETING STRATEGY FOR PIJAR SEKOLAH (CASE STUDY: TELKOM REGIONAL 3 PT. TELKOM INDONESIA) .....	43
THE EFFECT LOCUS OF CONTROL AND ENTREPRENEURIAL SELF-EFFICACY ON OPPORTUNITY RECOGNITION ABILITY WITH THE MEDIATION OF ENTREPRENEURIAL INTENTION ON FORMER PMI IN EAST NUSA TENGGARA .....	44
OPTIMIZATION OF SALES TELECOMMUNICATION PRODUCTS SALES PLAN .....	44
INVESTIGATION ON THE DRIVERS OF WOMEN MILLENNIALS ENTREPRENEURS PARTICIPATION: EVIDENCE FROM INDONESIA .....	45
THE EFFECT OF BANK OWNERSHIP STRUCTURE AND BANK PERFORMANCE ON BANK STABILITY AND BANK RISK-TAKING BEHAVIOR IN INDONESIA.....	45
DOES THE PRICING STRATEGY FURTHER INCREASE THE COMPETITIVE ADVANTAGE FOR COMPANIES IMPLEMENTING THE ABC SYSTEM? .....	46
ABNORMAL LOAN GROWTH ON BANK PERFORMANCE: A LITERATURE REVIEW .....	47
THE ANALYSIS OF PRICING STRATEGY ON COMPETITIVE ADVANTAGE AND ORGANIZATIONAL PERFORMANCE .....	47
PROGRAM DEVELOPMENT FOR FASHION E-COMMERCE ACCELERATOR USING CO-CREATION DOUBLE DIAMOND .....	48
THE INFLUENCE OF SOCIAL MEDIA MARKETING TO BRAND LOYALTY. CASE STUDY: LUXURY SPORTS SHOES.....	48
EXPLANATORY POWER AND ACCURACIES COMPARISON OF SHARIA COMPLIANT ASSET PRICING MODEL (SCAPM). CASE STUDY OF SHARIA LISTED SECURITIES IN INDONESIA .....	49
IMPROVING PACKAGING LOGISTICS SYSTEM USING PACKAGING PERFORMANCE METHODOLOGY. STUDY CASE: CAMEMBERT CHEESE .....	49
EVALUATING OPERATIONAL EFFICIENCY OF THE FAST-FOOD RESTAURANT IN INDONESIA	50





## OPTIMIZATION MODEL FOR SCHEDULE NERVOUSNESS IN FLIGHT CATERING INDUSTRY

**Aditya Putra Rahardjo**

Magister Management Technology Institute Technology of Sepuluh Nopember

### ABSTRACT

Instability often occurs in production planning, which is also known as schedule nervousness. This phenomenon triggers companies to make various efforts in minimizing the level of instability. In this study, the author tries to look at the schedule nervousness problems of the aviation catering industry in determining the amount of production planning to increase profits. In the context of schedule nervousness, there is a very high difference between the value of the temporary demand which is known 10 hours before with the fix order when the airline has closed the check-in process. This phenomenon makes the aviation catering company must bear the loss in value of the difference in demand that occurs. In one month the company must bear the loss of at least 500 pax of food. Based on those problems, the author tries to make an optimization model with linear programming by determining the number of orders for each airline and class of passengers at a certain service level to produce minimal inventory with large profits.

**Keywords:** schedule nervousness, production planning, optimization, inventory

## IMPLEMENTATION OF OCCUPATIONAL SAFETY AND HEALTH STANDARDS IN HEALTH CARE FACILITIES

**Azir Alfanan and Elisabeth Deta Lustiyati**

Public Health Department, Universitas Respati Yogyakarta

### ABSTRACT

**Background:** The number of work accidents in 2017 was recorded at 123,041 cases, then increased in 2018 by 173,105 cases and reached a loss of 1.2 trillion. Efforts to prevent occupational accidents and occupational diseases must be carried out by managers or employers of workplaces in Indonesia. One of the workplaces that has the potential danger of work accidents and occupational diseases is the Health Service Facility. Potential hazards in health care facilities threaten medical and non-medical personnel, patients, and patient.

**Aim:** To determine the the implementation of the occupational health safety (OHS) standard in health care facilities in Sleman Regency.

**Methods:** A qualitative research method with case study design at three health care facilities in the Regency of Sleman. The informants were taken using purposive sampling. There were 12 informants for this research. They are are the management of the workplace, and worker representatives from each section.

**Result:** OHS standards in the form of hazard potential identification and risk control have not been implemented proactively. Standard precautions have been implemented in accordance with statutory provisions. Ergonomic aspects that have not been implemented properly are the workspace layout settings. Regular health checks for workers, but immunization has not been given to all workers at risk. Physical activity as an indicator of a clean and healthy behaviour has not been carried out regularly. OHS aspect of facilities and infrastructure has been implemented in accordance with standards.



Emergency or disaster preparedness activities including fire, hazardous material and waste management have met the standards. Several health service facilities have not yet carried out solid waste sorting.

**Conclusion:** OHS standards have not been fully implemented by health service facilities.

**Keywords:** occupational health safety, health care facilities

## **REDUCING WAREHOUSE FINISHED GOODS OPERATIONAL COST BY LEAN MANAGEMENT APPROACH – A CASE STUDY**

**Nurul Isnaini**

Department of Management Technology, Institut Teknologi Sepuluh Nopember, Indonesia

### **ABSTRACT**

PT. ABC is a sweeteners manufacturing company that goes through various stages of the production process. In the fiscal year 2019/2020 (19/20), the warehouse operating costs were known to have over spent 5 billion rupiah. The impact of the higher cost was low profits and uncovered fixed costs that make company unable to compete in the market freely. Preliminary studies show that the reason for not achieving the target cost according to the budget is due to the operation of an external warehouse to store finished goods and also the efficiency of flow of goods layout that called waste. So that the company can still win the competition, the company needs to make improvements by reducing or eliminating waste. This study uses a lean approach to be able to identify defects and waste, repair defects and reduce waste to increase the efficiency of the warehouse operational process, especially the finished goods warehouse. Waste identification was done by using value stream mapping and process activity mapping. The data obtained were analyzed using Gemba Shikumi to produce a series of recommendations for improvement. The recommendations for improvement are assessed for its weaknesses and strengths. The results of the improvements that have been applied are evaluated on the results of their implementation, controlled for their consistency and identified the benefits of the improvements

**Keywords :** Gemba Shikumi, Lean, Process Activity Mapping, Value Stream Mapping.

## **FRAUD RISK MANAGEMENT BASED ON ISO 31000:2018 AND HOUSE OF RISK METHODS IN ELECTRIC POWER SUPPLY COMPANY**

**Kharisma Ningrum**

Industrial Management Department, Sepuluh Nopember Institute of Technology

**Putu Dana Karningsih**

Industrial Engineering Department, Sepuluh Nopember Institute of Technology

### **ABSTRACT**

Fraud is an act of dishonor or unlawful and harms the other party to gain an advantage for themselves. PT XYZ is a company engaged in electricity. In carrying out business processes personnel are often faced with conditions of opportunity, pressure, and justification (not feeling guilty) to take unlawful actions. Fraud cases that have occurred in the electricity sector include: bribery in the construction of power plants, bribery in the procurement process of electricity application development, corruption in



the fuel procurement process. Fraud negatively affects both the state, the company and the perpetrators. The impact of fraud for the company include: loss of investment financing, decline in the company's image, bankruptcy. This company has not managed the risk of fraud in its business processes. This study analyzed the potential risk of fraud in the business process of electricity supply with ISO 31000:2018 and House of Risk. Firstly, risk identification is carried out from the point of view of fraud in the company's business processes using questionnaires and discussions. Analyze the risk with questionnaire and HOR 1, risk evaluation, risk response analysis by brainstorming and HOR 2. There are 103 Risk Events, 49 Risk agents with 10 priority risk agents so that 21 Risk Responses are proposed to the XYZ Company.

**Keywords:** Fraud Risk, Risk Management, House of Risk, Electric Power Supply

## **SUPPLY CHAIN SUSTAINABILITY RISK MANAGEMENT TOOLS - A CLASSIFICATION MODEL**

**Agung Sutrisno, Charles Punuhsingon**

Department of Mechanical Engineering, Faculty of Engineering, Sam Ratulangi University,  
Kampus Bahu, Manado 95115, Indonesia

**Vikas Kumar**

Faculty of Business and Law, The University of The West of England, Frenchay Campus,  
Bristol BS 161QY, United Kingdom.

3 Balai Besar Logam dan Mesin, Departemen Perindustrian, Republik Indonesia, Jl.  
Sangkuriang No.12, Bandung 40135, Indonesia

**Shinta Virdhian, Dwi Handayani**

Department of Industrial Engineering, Faculty of Engineering, Universitas Islam Indonesia,  
Sleman 55584, Yogyakarta, Indonesia

### **ABSTRACT**

In order to properly managing sustainability risk within supply chain context, the existence of classification scheme of engineering tools and techniques dealing with sustainability risk management is undeniably important. However, references which focused on effort to classify engineering tools to improve manageability of sustainability risks in supply chain context is rarely available in literature. Driven by this research gap, in this paper a classification scheme of engineering tools to manage sustainability risk is presented. In this paper vast arrays of engineering tools and techniques are grouped in steps in identifying, evaluating and monitoring sustainability risks. A conceptual model for mapping typical of supply chain sustainability risks with their engineering tools is proposed. New research directions from this initial study are presented

**Keywords:** Supply Chain, Sustainability Risk, Hard Engineering Tools, Soft Engineering Tools



## **DESIGN OF INTEGRATED AGRO-TOURISM BUSINESS ECOSYSTEM BASED ON CIRCULAR ECONOMY (CASE STUDY IN BATU)**

**Arman Hakim Nasution, Dewie Saktia Ardiantono, Ninditya Nareswari, Ribka Anintha Miyagi,  
Aang Kunaifi**

Department of Business Management, Institut Teknologi Sepuluh Nopember, Surabaya,  
Indonesia

### **ABSTRACT**

The tourism industry and the agricultural industry are the main economic pillars of Batu City. The concept of Agro-tourism was promoted to collaborate these two potential industries. Thus, this study proposes a business ecosystem design for integrated agro-tourism. However, agro-tourism will also contribute to the amount of waste that affects environmental conditions in Batu City. The circular economy concept can solve the waste generated by integrating agro-tourism in Batu. Thus, a circular economy design is needed to explain the circulation of waste in the business ecosystem proposed in this study. To design a business ecosystem, researchers first analyze the potential for the application of integrated agro-tourism. Then the researchers conducted a Stakeholder Mapping analysis to determine which stakeholders were involved in the integrated agro-tourism business ecosystem. Analysis of external conditions is also carried out using the PESTLE framework, which consists of Political, Economic, Social, Technological, Legal, and Environmental. After that, the business ecosystem design was carried out, which resulted in the core business, extended enterprise, and business ecosystem. Based on the business ecosystem's core business, a circular economy design is developed that benefits each stakeholder in the core business. Furthermore, the researchers designed a Business Model Canvas suitable for core business integrated agro-tourism.

**Keywords:** Agro-tourism, Business Ecosystem, Circular Economy

## **RISK MANAGEMENT IMPLEMENTATION AT THE ADD ON PROJECT OF MUARA TAWAR POWER PLANT USING FAILURE MODE EFFECT ANALYSIS AND HYBRID FUZZY MULTI CRITERIA DECISION MAKING**

**Ricardo Pasaribu, Tatang Akhmad Taufik**

Magister Management Technology Institute Technology of Sepuluh Nopember

### **ABSTRACT**

The demand for electricity supply in developing countries such as Indonesia, especially in the capital city area, is increasing. The increase in demand for electricity supply is not supported by electricity production capacity owned by the Perusahaan Listrik Negara (PLN)'s Power Plant Unit which has experienced significant decline in its equipment performance due to aging. Therefore, PLN built the Add On Block 2,3,4 Muara Tawar Power Plant Project which is expected to support the increasing demand of electricity in Indonesia's capital area. However, the implementation of the project has been delayed from the target. This study aims to perform risk analysis on each stage of the project which is influenced to the delay of power plant project. Furthermore, this study uses Failure Mode and Effect Analysis method and Hybrid Fuzzy Multi Criteria Decision Making (MCDM) such as Fuzzy Decision Making Trial Evaluation and Laboratory and Analytic Network Process to identify risk priority and find out priority of risk mitigation steps that need to be implemented. The result found that priority risk



factors which significantly contribute to delay of power plant project for each stage of project are land acquisition dispute, incompetence of plant design consultant, non-conforming material or engines, work accident, and power plant synchronization failure. Therefore, by using Hybrid Fuzzy MCDM method, the risk mitigation steps that should be implemented to reduce risk of delay are by making procurement monitoring, implementing contractor safety management system, and inspection for synchronization stage preparation.

**Keywords:** Risk Management; Project Management; Power Plant; Multi Criteria Decision Making.

## **IMPLEMENTATION OF LEAN SERVICE TO IMPROVE THE QUALITY OF PROCUREMENT SERVICES SPARE PART CHAIN CONVEYOR IN INDONESIAN TRADING COMPANY**

**Jusron Azhar Basyir, Putu Dana Karningsih**

Faculty of Creative Design and Digital Business, Institut Teknologi Sepuluh Nopember  
Surabaya, Indonesia

### **ABSTRACT**

An Indonesian trading company, a Japanese trading subsidiary that provides spare parts for chain conveyors and power transmission units for the food and beverage to mining industry sectors. This company must make improvements to improve service to customers according to one of the focuses of company improvement is on service response and determination of customer needs, from several surveys to customers in the 2019 fiscal year there were 33% customer not satisfied with the service the company provided and there was a decline sales -6.01%. The customer dissatisfaction are long inquiry handling response times, product misidentification and delays in delivery. It is indicated that occurs because wasteful activities, such as long processing times due to poor communication between divisions. To improve company performance, the Lean Service approach will be used. This approach will identify and make recommendations to eliminate or reduce waste. The initial step of this research is to determine the value from the customer's point of view, followed by making a Service Value Stream Mapping of the whole process to identify waste. Next is to analyze the root cause of waste by using a fishbone diagram. From the analysis shows waste waiting in the process of handling orders the root cause there is no target time for processing in SOP and waiting for the delivery process the root cause of this is knowledge of warehouse staff and operators with the FIFO system, transportation waste with the root causes of small hand truck carrying capacity and waste error, root cause misidentification has not sent a approval specification to customer. To determine critical waste, it is done by adopting the Failure Mode Effect Analysis method. The root causes of critical waste which are prioritized for action will be searched for the causes and the formulation of recommendations for improvement. The results of the research are recommendations for improvement from the root causes of critical waste.

**Keywords:** Trading, Wastes, Lean Service, Service Value Stream Mapping, Fishbone Diagram, Failure Mode Effect Analysis



## **INFLUENCE OF ORGANIZATIONAL CULTURE AND KNOWLEDGE MANAGEMENT ON PROJECT PERFORMANCE THROUGH INNOVATION AS A MEDIATING VARIABLE IN SUGAR FACTORY X**

**Risvan Kuswurjanto, Satria Fadil Persada**

Institut Teknologi Sepuluh Nopember Surabaya, Indonesia

### **ABSTRACT**

The relation between sugar factory and growers was developed in supplying sugarcane as raw material. Almost 90 % of the materials were supplied by growers. The sugarcane quality was determined using an individual sugar recovery analysis system. In order to increase the grower trust and motivation, PT X was improved the existing system of analysis with new online analysis system. The aim of this research was to identify the influence of organizational culture, knowledge management and innovation on project success. The research was conducted by distributing questionnaires to respondents from sugar factories as executors of individual sugar recovery analysis projects and growers as users. Respondents from sugar factories answered questionnaires related to variables of organizational culture, knowledge management, innovation and project performance. Respondents from sugarcane farmers answered their responses to the online sugar recovery analysis system. The results from the sugar factory were analyzed using structural equation modelling (SEM - PLS) while the results of growers were analyzed descriptively and qualitatively. The results showed that organizational culture and knowledge management were not significant effects on project performance either direct or indirect with innovation as mediator. The innovation was affected by the performance of the online sugar recovery analysis system. The response of sugarcane farmers to the online sugar recovery analysis system was positive and agreed to be applied. Even though in its implementation there are still obstacles, it can still be tolerated.

**Keywords:** culture, innovation, project performance, SEMPLS

## **INVESTIGATE YOUNG URBAN VIETNAMESE CONSUMERS' GREEN PURCHASING BEHAVIOUR**

**Nguyen Hoang Mai**

Van Lang University, HCMC, Vietnam

### **ABSTRACT**

Young urban Vietnamese consumers have recently demonstrated their environmental concerns. Recent researches discussed some ideas among Vietnamese consumers in general. This paper laid foundations by focus on the group of young urban Vietnamese consumers and explore their behavior toward green purchasing which has been scantily researched. This quantitative research survey 250 respondents between age group of 18 and 24 in Ho Chi Minh City which is the largest city of Vietnam on March 2020. The purposive sampling technique was used, involving respondents who practice green lifestyle and have green product purchasing experience. Exploratory factor analysis (EFA) revealed existence of factors that shown positively and significantly affect young urban Vietnamese consumers' purchase behavior. This study concludes that the purchasing behavior of young urban Vietnamese consumers is influenced by many factors and mostly related to their multi-faceted conception. Therefore, green purchasing behavior seems to be better assessed by specific group of people than general. The research determined that the most substantial factors which affect young urban Vietnamese consumers' green



purchasing behaviour are the availability and price of green products. It brings important insight and beneficial implications for firms and organizations that produce and distribute green products.

**Keywords:** green purchasing behaviour, young urban consumers, Vietnam

## **CUSTOMER EXPERIENCE ON ISLAMIC BANKING DIGITAL BRANCH IN INDONESIA**

**Dwi Januar Luqmansyah**

Master Management, Faculty of Economics and Business, University of Indonesia, Jakarta,  
Indonesia

**Sri Rahayu Hijrah Hati**

Department of Management, Faculty of Economics and Business, University of Indonesia,  
Depok, Indonesia

### **ABSTRACT**

As a country with the largest Muslim population in the world, Islamic banking in Indonesia also contributes to the national banking industry, although its market share is still limited. This requires Islamic banking to better understand the needs of its customers. One of the business process transformations carried out by banking today is changing traditional operational services to digital-based operational services. The first Islamic bank that carries the concept of Digital Branch is Mandiri Syariah. The purpose of this study was to determine the effect of customer experience on attitudes towards Islamic banking and contemporary marketing concepts such as customer satisfaction and loyalty. This study uses the online questionnaire for customers who make transactions at the Digital Branch. With 25 research question items, this study managed to collect 252 service user respondents at three Digital Branch outlets. Data analysis using the PLS-SEM method, and the result is customer experience has a positive and significant effect on attitudes towards Islamic banking as well as customer satisfaction and loyalty. The study implies how frontline personnel factors most influence customer experience and customer experience has the greatest influence on attitude toward Islamic banking compared to satisfaction and loyalty to Islamic Bank Digital Branch in Indonesia. Most of them have the expectation of having a customer experience in accordance with sharia values which is expected to be better than conventional banking.

**Keywords:** Attitude towards Islamic Banking, Customer experience quality, Digital Branch, Islamic Banking, Loyalty, Satisfaction.

## **MODIFICATION OF THIN ALUMINUM TUBE PROFILE TO IMPROVE THE PERFORMANCE OF IMPACT ENERGY ABSORPTION**

**Witono Hardi**

Mechanical Engineering Department, Faculty of Engineering, Khairun University

### **ABSTRACT**

The use of thin-walled structures as impact energy absorbers are well known. The thin aluminum cylinder tube is a good impact energy absorber. However, the energy-absorbing structure must also have sufficient toughness. In this research, we made modifications to improve the performance of the thin aluminum tube.



The thin aluminum cylinder's modification is prepared by adding four grooves along the wall in the axial direction. Numerical modeling was carried out using the finite element method. The impact test is carried out by applying a high speed of 50 m / s to a hammer that hits the axial direction's specimen. Explicit dynamic analysis is used in this modeling. The reaction force is obtained by measuring fixed support at the end of the tube. The total energy as a function of time is obtained in this simulation.

The explicit dynamic simulation results show that the toughness of the modified specimens increased compared to the original specimen. The amount of energy per unit time at the start of the collision appears to be higher. Likewise, the total deformation in the modified specimen is shorter than the original specimen. Thus until the end of the collision, the modified thin aluminum tube specimen provides better toughness and absorption of impact energy.

**Keywords:** Modification, energy absorption, explicit dynamic, impact

## **INTEGRATING DIFFUSION OF INNOVATION TO TECHNOLOGY ACCEPTANCE MODEL: A SURVEY OF MILLENNIALS' INTENTION TO USE E-MONEY CARD**

**Suresh Kumar**

Faculty of Business - President University, Indonesia

**Merlinda Dami**

PT Dok Widjaja Mandiri, Indonesia

### **ABSTRACT**

This study aims to investigate millennials' intentions to use the E-Money card. The variables examined in this study include relative advantage, perceived compatibility, complexity, observability, trialability, perceived enjoyment, innovativeness, perceived usefulness, perceived ease of use, and behavior intention to use. The study applied a quantitative research method with an online survey platform and distributed it through social media such as WhatsApp, Line, and Instagram. The questionnaire contained 34 questions. The sampling technique used was purposive sampling and obtained 435 respondents with 390 valid responses. All variables passed the validity and reliability test and no discriminant problems were found. Structural Equation Modeling (SEM) was used to analyze the data. Results show that relative advantage influences perceived usefulness and perceived ease of use, followed by perceived compatibility, complexity, observability, and trialability influences perceived ease of use, innovativeness influences behavior intention to use, perceived usefulness, and perceived ease of use influence behavior intention to use. It is also found that there are no influences between perceived compatibility and perceived usefulness. Followed by complexity, observability, and trialability do not influence perceived usefulness and perceived enjoyment, innovativeness does not influence perceived usefulness and perceived ease of use, and lastly perceived ease of use does not influence perceived usefulness. This study provides a better understanding in regards to millennial intention to use the E-Money card by integrating the Diffusion of Innovation theory with innovativeness to TAM.

**Keywords:** e-money card, DOI, TAM, innovativeness, perceived usefulness, perceived ease of use, behavior intention to use.



## **MILLENNIALS BEHAVIORAL INTENTION IN USING MOBILE BANKING: INTEGRATING PERCEIVED RISK AND TRUST INTO TAM (A SURVEY IN JAWA BARAT)**

**Suresh Kumar, Angela Leonie Keyko Yukita**

Faculty of Business - President University, Indonesia

### **ABSTRACT**

To analyze the major factors influencing user acceptance in using mobile banking, this current study integrates the Technology Acceptance Model (TAM) model with perceived risk (privacy, financial, security, and time risk), trust, and attitude constructs. A quantitative research approach was employed utilizing an online survey method and distributed it through social media such as Line, Twitter, WhatsApp, and Instagram. The questionnaire consisted of 46 questions and 400 valid responses received. Structural Equation Modeling (SEM) was carried out to examine the predictive behavior of the proposed factors of the research model. All constructs passed the validity and reliability test. Results show that perceived risk influences perceived usefulness and perceived ease of use influences usefulness. Furthermore, perceived usefulness influences attitude, and perceived usefulness and attitude influence the intention to use mobile banking. Surprisingly, it is found that trust did not influence attitude, and trust and perceived ease of use did not influence the intention to use mobile banking. Mobile banking related issues are yet to be examined empirically in millennials users, especially in West Java. This research was developed by extending the TAM model with perceived risk with 4 sub-dimensions and trust to find out the intention of adopting mobile banking.

**Keywords:** mobile banking, TAM, perceived risk, trust, attitude, intention.

## **THE IMPACT OF FIRM LEVERAGE ON SHAREHOLDERS' WEALTH IN SOUTHEAST ASIA**

**Deavina Retkaputri, Zaäfri A. Husodo**

Universitas Indonesia

### **ABSTRACT**

The issue of the firm capital structure continues to be an exciting phenomenon to research. Begins with the development of theories regarding optimal leverage, to the proliferation of research on firms with zero leverage, which are apparently more profitable. This study attempts to identify the impact of firm leverage on shareholders' wealth in Southeast Asian firms between 2009 and 2018 using panel data analysis. Our results show that there is a non-linear relationship between firm leverage and shareholder wealth. Contrary to the suggestion of optimal leverage theory, this non-linear relationship indicates that leverage has a negative relationship to dividend yield up to a certain point, but the relationship turns positive at high debt levels. This implies that managers should consider any increase in the firm leverage, since additional debt does not always increase shareholder wealth. Additionally, our results show that several firm-level and country-level factors significantly correlated with shareholder wealth, such as sales growth, growth opportunity, profitability, cash holdings, asset tangibility, inflation and corporate income tax. Understanding the impact of leverage on shareholders' wealth enhances managers' decisions in capital structure and complements knowledge to investors who would like to increase wealth through dividends.

**Keywords:** Capital structure, optimal leverage, shareholder wealth, dividend yield.



## **LEAN ASSESSMENT ON DAIRY MANUFACTURE WITH QUALITATIVE AND QUANTITATIVE APPROACH**

**Adrian Firmansyah, Putu Dana Karningsih**

Faculty of Creative Design and Digital Business Institut Teknologi Sepuluh Nopember Surabaya, Indonesia

### **ABSTRACT**

The dairy industry in Indonesia is one of the manufacturing sectors that is quite important, because from national data it is known that the amount of production cannot cover existing needs. So that productivity needs to be increased to be able to catch up the emptiness that occurs in the market. One method that can be used to increase productivity in an industry is by implementing lean manufacturing. In this study, a study was conducted in one of the dairy industries, namely PT. X in the province of East Java, Indonesia. PT. X has implemented lean manufacture since 2015. Over time it is known from the productivity indicator, namely OEE (overall equipment effectiveness), the OEE value achieved each month is only 40% to 60% while the company's target is 75%. PT. X has never evaluated the implementation of lean manufacture. Basically, the application of lean manufacture is an ongoing process activity, so it needs to be followed by an evaluation, namely an assessment process. Based on the results of the assessment, it will be known how far the leanness value that has been achieved by the company and the problems that cause obstruction to the implementation of lean manufacturing. To conduct an assessment, it will be done by modifying the lean assessment tool from the previous research. There are two approaches to conducting assessments, namely qualitatively and quantitatively using fuzzy logic methods. A qualitative approach is used to see the perceptions of stakeholders regarding the application of lean manufacturing. The quantitative approach is used to see the level of performance based on benchmarks that can be calculated with numbers. The measurement results in the form of evaluation results will be represented in the form of a lean radar chart diagram. Based on the evaluation results, recommendations for improvement are proposed based on the level of effectiveness and difficulty in implementing the improvement plan and the priority scale. The results of the research are recommendations for improvement from the root causes of critical dimension which determined from lean assessment.

**Keywords** : lean assessment, lean manufacture, OEE, dairy industry, fuzzy logic.

## **PLANNING OF RESERVE CURRENT TRANSFORMER POLICY AT PT. PLN (PERSERO) SURABAYA TRANSMISSION UNIT**

**Bramasta Raga Siwi, Mokh Suef**

Institut Teknologi Sepuluh Nopember, Indonesia

### **ABSTRACT**

Maintenance of the transmission network is an integrated activity carried out on the installation and its supporting facilities, to prevent damage or restore the installation and facilities to an appropriate condition, so that continuity of electricity distribution can be guaranteed. To realize the mission and tasks carried by PT. PLN (Persero), maintenance activities are very important as a form of managing the transmission assets. The availability of spare component is very important for maintenance activities, especially for transformer component. During the overhaul of the transformer, a spare transformer is needed to replace the transformer that is being overhauled. If there is no spare transformer, PLN's capacity to supply electricity from the power plant will decrease, causing costs due to high downtime and losses. But if you provide too many transformers, the investment costs will be



higher. The purpose of this study is to determine the optimal number of 150kV reserve current transformers needed at PT. PLN Surabaya Transmission Unit. In this study, several scenarios were carried out. The scenario that is carried out is the expectation that 0 current transformers will be damaged to 18 current transformers. Of the 19 calculated scenarios, the greatest chance for the current transformer to be damaged is 4 units with a chance of 0.181. Expected cost of downtime and cost of N standby current transformer have values that are inversely proportional. The smaller the current transformer inventory, the higher the expected cost of downtime. However, the more current transformer supplies, the greater the value of the cost of standby N current transformer. So, it is found that the minimum total cost value is IDR 2,040,584,042. Where the optimal number of current transformers is 7 pieces. This amount was chosen because it produced the minimum total cost.

**Keywords:** Maintenance, Damage rate, Arrival distribution, Shortage, Downtime, Standby machine

## **MAPPING & MODELLING OF SUPPLY CHAIN SYSTEM IN A PRIVATE INDONESIAN HOSPITAL USING SUPPLY CHAIN OPERATING REFERENCE (SCOR) & BUSINESS PROCESS MODELLING NOTATION (BPMN) METHOD**

**Aditya Herdiyan Pratama, Nurmala**

Department of Master of Management, Faculty of Economics & Business, Universitas  
Indonesia

### **ABSTRACT**

Hospital is one of the most unique business as it needs to balance profit making as well as 'life-saving' in terms of customer satisfaction. Therefore, efficient & effective operational cost management is paramount in a Hospital's sustainability. One of the most influential cost-driver in a Hospital Operation is the Pharmacy or Drugs Supply Chain. However, research regarding the Drugs Supply Chain is limited, particularly in Private Hospitals in which it has to deliver profit to the stakeholder as well as comply to government policies. This thesis proposes the use of Supply Chain Operations Reference (SCOR) to model the Hospitals Supply Chain Operations as a tool to assist in the hospital managerial analysis. While SCOR is a proven and robust method of supply chain modelling, some complementary processes may exist which are not covered by the SCOR standard. Therefore, this thesis further proposes the use of Business Process Modelling Notation (BPMN) to be used as a modelling tool using the SCOR model as a basis. The research conducted finds a few processes standardized in the Indonesian Private Hospital Operations which are not yet covered by the SCOR model such as the internal supply chain within the Hospital as well as some added process events. In this sense, the research in this thesis will contribute to the establishment of a robust Pharmacy Supply Chain Operation model practiced in Hospitals.

**Keywords:** Hospital Supply Chain, Pharmacy supply Chain, SCOR, BPMN.



## **FACTORS AFFECTING CUSTOMER ENGAGEMENT AND LOYALTY IN ONLINE GROCERY SHOPPING**

**Hajar Annisa Islam, Tengku Ezni Balqiah**  
Universitas Indonesia

### **ABSTRACT**

COVID-19 pandemic has driven the growth of online grocery shopping in Indonesia. However, the increasing trend did not last long as the customers tended to return to physical grocery stores after entering the new normal. This study aims at understanding the role of customer engagement in predicting customer loyalty, i.e., repurchase intention and positive word-of-mouth. We use structural equation modeling to test the research model with customers of online grocery stores in Indonesia (n = 341). The results indicated that customer perception of risk (i.e., security and privacy concerns) and ease of use positively affected e-satisfaction and trust. There are also positive mediating effects of customer engagement on the relationships among e-satisfaction and trust with repurchase intention and positive word-of-mouth. This study contributes to marketing literature in customer engagement, loyalty, and online grocery shopping behavior. Further, this study provides online grocery stores with actionable insights to increase customer engagement and loyalty.

**Keywords:** Online grocery shopping, E-commerce risk, Customer engagement, Loyalty

## **ANALYSIS OF LABOR REQUIREMENT PROVISION OF MEDICAL RECORD FILE BASED ON WISN TO EFFECTIVITY OF MEDICAL RECORD DISTRIBUTION SERVICE TO POLYCLINIC**

**M Dana Prihadi, Teguh Redy Senjaya, Laras Ayu Santika**  
Akademi Perkam Medis dan Informatika Kesehatan Bandung

### **ABSTRACT**

Berdasarkan studi pendahuluan terdapat beberapa masalah yang berhubungan dengan kegiatan penyediaan berkas Rekam Medis (1) Poliklinik dengan ruang penyimpanan berbeda lantai. (2) Tracer yang terkadang error. (3) Petugas distribusi merangkap sebagai petugas penyediaan berkas Rekam Medis. Penelitian ini bertujuan untuk mengetahui kebutuhan tenaga kerja penyediaan berkas Rekam Medis berdasarkan perhitungan WISN guna menunjang efektivitas kerja dalam pelayanan distribusi Rekam Medis ke Poliklinik di RSUD "45" Kuningan. Penelitian ini menggunakan metode deskriptif kualitatif dan teknik pengumpulan data yaitu dengan melakukan observasi secara langsung, wawancara serta studi referensi yang memiliki relevansi erat dengan pokok permasalahan. Kesimpulan dari penelitian ini, yaitu: (1) SPO sudah sesuai, (2) Efektivitas pelayanan distribusi Rekam Medis belum efektif, (3) Kebutuhan petugas sebanyak 9 orang dengan uraian 3 orang petugas penyediaan berkas Rekam Medis dan 6 orang petugas distribusi.

**Keywords:** Penyediaan, Distribusi, Berkas Rekam Medis, WISN, Efektivitas.



## **AN EXPERIMENTAL STUDY OF RETAILER-BRAND COLLABORATION: DURATION AND PERCEIVED FIT TOWARD CONSUMER BEHAVIOR**

**Anindhitya Andriani, Tengku Ezni Balqiah**

Faculty of Economics and Business, Universitas Indonesia

### **ABSTRACT**

Indonesian retailers such as department stores tend to use sales promotion by discounting items, which has caused the consumer to be less likely to pay at full price and learn to postpone their purchase. Therefore, this study aims at investigating the effects of limited-edition strategy in a retailer-brand collaboration on consumer behaviors, i.e., the urgency to buy. Analysis of variance was conducted to test a 2 (collaboration duration: limited edition versus ongoing collection) x 2 (perceived retailer-brand fit: high fit versus low fit) between-subjects design (n=277). The result shows that the urgency to buy are favorable among participants when the collaboration product is offered as limited-edition and has a high perceived retailer-brand fit. This study contributes to marketing literature in the space of the effectiveness of brand alliances and limited-edition strategy. Further, this study provides insights for managers to design competitive marketing strategies by exciting consumers to make a purchase right away without marking the product on sale.

**Keywords:** “Retailer-brand collaboration”, “Limited edition strategy”, “Perceived Retailer-Brand Fit”, “Urgent purchase behavior”

## **THE INFLUENCE OF ANTECEDENTS ONLINE RELATIONSHIP QUALITY AND ITS IMPACT ON CUSTOMER LOYALTY IN E- COMMERCE**

**Nabila Rachmadhanian, Tengku Ezni Balqiah**

Universitas Indonesia

### **ABSTRACT**

Despite the abundance of e-commerce marketplace in Indonesia, their interplay with online relationship quality is scarce. The purpose of this study is to investigate the antecedents of online relationship quality and their consequences on attitudinal and behavioral loyalty as the outcomes in the e-commerce marketplace industry. The study is a cross-sectional study and data were collected from 769 e-commerce marketplace customers in Indonesia that participated in this study by completing an online survey. The research hypotheses were tested using structural equation modelling-partial least squares (SEM-PLS). The results showed that 10 out of 11 hypotheses that measured the direct effect of antecedents online relationship quality on the consequences of online relationship quality were supported, concluding that website information quality, website service quality, online relational bonds and perceived vendor reputation affect online relationship quality. However one of the hypotheses, which is the effect of website system quality on online relationship quality was not supported, showing that the quality of website system on e-commerce marketplace does not affect their customer online relationship quality. This study provides wide antecedents of online relationship quality and their consequences towards attitudinal and behavioral loyalty for the e-commerce marketplace. By being aware of them, e-commerce marketplace can adjust a suitable guideline to maintain and increase the quality of their relationship with online customers to help increasing customer attitudinal and behavioral loyalty.



**Keywords:** “Relationship Quality”, “Loyalty Program”, “Attitudinal Loyalty”, “Behavioral Loyalty”, “e-commerce”.

## **RISK MANAGEMENT OF WAREHOUSE BUILDING AND OPERATIONAL BUILDING ASSEMBLY DETONATORS: IN A MINING COMPANY**

**Irbianto Subakti**

Department of Management Technology, Institut Teknologi Sepuluh Nopember, Indonesia

### **ABSTRACT**

This study identifies and assesses the significant risks in the construction process of warehouse buildings and explosives detonator assembly operations in the province of East Kalimantan. Risk identification uses Work Breakdown Structure and Risk analysis uses Failure Mode Effect Analysis (FMEA). Data is collected through a questionnaire which is distributed via WhatsApp social media to construction experts working in similar projects. Whatsapp social media is an option because this pandemic season where people limit their interactions with each other. Risk mitigation is carried out using the House of Risk Phase 2. This research is expected to provide input to investors, so that investors can consider the risks that arise in the warehouse and operation of the explosives detonator assembly. Delay in payment is the highest risk agent in several construction projects, where this is within the scope of investors. Followed by an inaccurate job definition scope agency, Risk of Change in scope of work, Risk of Change in Standards and Regulations, Risk of Incomplete Design. On the side of Contractors, the most dominant risk agent is labor disputes being the first risk agent. This is followed by theft or robbery of materials on site, risks of availability of labor, materials and equipment, risks of inadequate technology, poor subcontractor performance, and shortages or delays in material supply.

**Keywords:** Needs, Mall, Visitors, Text Mining

## **DETERMINANTS OF SUSTAINABILITY REPORTING ASSURANCE: EVIDENCE FROM INDONESIA**

**Dina Heriyati**

Universitas Airlangga

### **ABSTRACT**

Companies publish stand-alone sustainability reports that have become common in recent years, in which some of these are independently assured. Independent assurance of the report is generally considered a way to improve the credibility of the report. However, few empirical studies have considered determinants of companies' adoption of voluntarily independent assurance on sustainability reporting in Indonesia. This research investigates factors that shape the adoption of independent assurance on sustainability reporting by public companies in Indonesia. Using a sample of 252 companies that produced sustainability reports between 2014–2018, this study used logit analysis to identify the factors associated with the decision to voluntarily adopt independent assurance and the choice of the assurance provider.

**Keywords:** Sustainability reporting, sustainability reporting assurance, Indonesia



## **STRATEGY FORMULATION IN AIRCRAFT MRO USING DAVID'S MODEL**

**Maulana Fajariansyah, Buana Ma'ruf**

Department of Technology Management, Institut Teknologi Sepuluh Nopember, Indonesia

**Erwin Widodo**

Department of Industrial and System Engineering, Institut Teknologi Sepuluh Nopember, Surabaya, Indonesia

### **ABSTRACT**

MRO industry has entered a new era, marked by increasingly competitive competition and Covid-19 impact. A MRO which has several lines of business needs a strategy that can restore company's performance for survival, recovery and growth. This research was conducted with objective of selecting potential strategy, by identifying internal and external factors from airframe business and formulating strategy using David's model. David's framework includes input, matching, and decision stage. AHP is used to determine weight of internal and external factors. Based on the results of IFE, EFE, and CPM Matrix in input stage. SWOT, IE, BCG, and SPACE Matrix in matching stage are generate some strategic alternatives. Furthermore, at the decision stage, QSP Matrix is used to determine alternative strategy chosen. A new business model will be applied with New Business Model Canvas. The expected result is recommend the potential strategy in business airframe sector. With an objective, can assist the company in achieving the goals.

**Keywords:** Strategic Formulation, David's Model, Business Model Canvas (BMC), MRO, Airframe.

## **THE IMPACT OF INSTITUTIONAL SHAREHOLDERS ON MERGER AND ACQUISITION DEALS IN ASIA PACIFIC REGION**

**Rifda Mufidah Lestari, Zaafri Ananto Husodo**

Master of Management, Faculty of Economics and Business, Universitas Indonesia, Jakarta, Indonesia

### **ABSTRACT**

This paper describes the impact of institutional shareholders on merger and acquisition deals by running a regression analysis with the data of M&A conducted by Asia Pacific acquirers from 2015 – 2019. The result show that the likelihood of the M&A deals to be large, cross border deals, and option for full control are increased by existence of institutional shareholders. In additional, foreign institutional shareholders increase the likelihood of cross border M&A and the presence of long-term institutional shareholders encourages company to have larger M&A deals. Overall, these findings are consistent with the view that institutional shareholders can provide better M&A deals in Asia Pacific.

**Keywords:** Mergers and Acquisitions, Institutional Shareholders, Asia Pacific



## **HEALTHCARE ECOSYSTEM MAPPING IN PRIMARY CARE: A CASE STUDY IN WEST JAVA, INDONESIA**

**Mursyid Hasan Basri, Desy Anisya Farmaciawaty, Ilma Nurul Rachmania, Fransisca B.  
Widjaja, Aldo Fantinus Wiyana**

School of Business and Management, Institut Teknologi Bandung, Bandung, 40132, Indonesia.

### **ABSTRACT**

Primary care is supposed to be the foundation to achieve universal health coverage. However, there is still a big gap in primary care service delivery in practice, especially in developing countries. The Healthcare system is portrayed as a complex setting consisting of multi-activities and multi-stakeholders. This research tries to describe the process flow of Indonesia's primary healthcare, key entities involved, and the linkage among them. This study employed a qualitative method. Semi-structured interviews were conducted with various types of primary care in West Java, Indonesia. Using the Healthcare Ecosystem Mapping framework, major entities are grouped into the interconnected-circle of delivery, financing, policymaking, and innovation. The interaction among entities are also described in BPMN. Findings showed that Indonesia's primary healthcare still focused more on curative rehabilitative action than promotive and preventive action. Besides, very few innovations are done in the healthcare delivery aspect. Further research should be conducted to give recommendation of a redesign process to improve this situation.

**Keywords:** Healthcare Ecosystem Mapping, BPMN, Indonesia primary healthcare

## **MODIFICATION OF THE TAM MODEL IN ANALYZING INTEREST IN USING THE PLN MOBILE APPLICATION**

**Fahmi Fahresi**

Institut Teknologi Sepuluh Nopember, Indonesia

### **ABSTRACT**

The development of information technology in Indonesia is very rapid from year to year. One of them is the increasing penetration of smartphone use in Indonesia which has experienced a rapid increase. One of the main steps to achieve the success of Mobile Application technology is the acceptance of this technology by its users. Therefore, identifying the factors that influence the successful acceptance of technology is very important. This study aims to identify the usefulness of technology in this application. This study uses the Extended TAM Model because the TAM model is a parsimony model, which is a simple but valid model built on a strong theoretical basis. (Jogiyanto 2007). To test the research hypothesis, the Partial Least Square Structural Equation Modeling (PLS-SEM) method was used. This research is a quantitative study with a survey approach to respondents, where the respondent must have used the PLN Mobile application technology. The expected results from this study are that the factors that have the most significant influence on the acceptance of PLN Mobile application technology are obtained, and recommendations for strategic decisions towards PT PLN (Persero) regarding the application of the PLN Mobile application technology.

**Keyword :** PLN Mobile Application, Partial Least Square Structural Equation Modeling (PLS-SEM), Technology Acceptance Model (TAM).



## **ADAPTATION AND MITIGATION STRATEGIES OF CLIMATE CHANGE FROM AGRICULTURAL SECTOR IN TABALONG DISTRICT (SOUTH BORNEO)**

**Rian Yaitzar Chaniago, Rachmat Boedisantoso, Arie Dipareza Syafei**

Departement of Environmental Engineering, Institut Teknologi Sepuluh Nopember, Indonesia

### **ABSTRACT**

Agriculture and climate change have a complex causal relationship. The agricultural sector produces large amounts of greenhouse gases (GHG) such as CH<sub>4</sub>, CO<sub>2</sub> and N<sub>2</sub>O which affect the climate. One of the consequences of climate change is an increase in rainfall. The increase in rainfall has caused 2,679.2 ha of submerged rice fields and crop failure in Tabalong District. This study aims to determine the climate change adaptation and mitigation strategy of the agricultural sector in Tabalong District. Emission measurements and mapping of the distribution of GHG emissions are presented to support strategies determination. The GHG inventory is calculated using the Ministry of Environment and Forestry method, mapping the distribution of emissions using the geographic information system method, and determining the best adaptation and mitigation strategies using a Analytic Hierarchy Process (AHP). The results showed that GHG emissions from the agricultural sector of Tabalong District until 2030 amounted to 191,384 tCO<sub>2</sub>e / year. From the mapping of the distribution of GHG, it is known that Banua Lawas Sub-district is the highest contributor to CH<sub>4</sub>, CO<sub>2</sub> and N<sub>2</sub>O emissions from 2015-2030. The results of AHP synthesis showed there are 3 climate change adaptation strategies that are the priority of stakeholders, namely the use of superior seeds, controlling pests and plant diseases, and accelerating cultivation with agricultural tools and machines. Meanwhile, for climate change mitigation strategies, the three main priorities are efficiency of fertilizer use and liming, utilization of agricultural waste, and intercropping patterns.

**Keywords:** Adaptation Strategies, Agricultural, Climate Change, Mitigation Strategies

## **FACTORS AFFECTING ONLINE GROCERY SHOPPING EXPERIENCE**

**Dhinda Siti Mustikasari, Rifelly Dewi Astuti**

Faculty of Economics and Business, University Indonesia

### **ABSTRACT**

The role on Online Grocery Shopping (OGS) is increasing with each passing day, and this happens due to the increasing use of the Internet and the changing lifestyle of consumer. Therefore, retailers are constantly trying to make improvement of their services in order to get the best benefit that retailers and consumer can get. This study aims to identify which experience factors that affect customer satisfaction of online grocery shopping. A sample of 580 Indonesian individual participate in this empirical study. Structural Equation Model of PLS were used to validate the measurement model and to test the relationship in the model. The results reveal that customer service, delivery and brand experience, also economic value as significant factors that affect the online grocery shopping satisfaction. Which means that these factors have a role in encouraging a positive online shopping experience by consumers, and influence the customer satisfaction, and further will likely to make repeat purchases and participate in spreading positive information about retailers. Based on these findings, retailers should be conscious that the improvements of customer experience are important for achieving a highly ideal online grocery retailer.



**Keywords:** Online Grocery Shopping, Customer Experience, Customer Satisfaction, Repurchase Intention, eWOM

## **THE ROLE OF CUSTOMER BRAND ENGAGEMENT ON BRAND LOYALTY IN THE USAGE OF VIRTUAL HOTEL OPERATOR**

**Susanto Berlin Manarua Situmorang, Daniel Tumpal Hamonangan Aruan**

Faculty of Economics and Business, Universitas Indonesia, Jakarta, Indonesia

### **ABSTRACT**

Virtual hotel operators have a growing trend in Indonesia during recent years. Two of its main causes is the rise of “budget travelling” and the incentive by the central government to promote tourism industry. Unfortunately, the study of virtual hotel operator itself is still uncommon. The purpose of this study is to explain relationship between the customer brand engagement with attitudinal loyalty and behavioral loyalty from customers in the usage of virtual hotel operators in Indonesia. This research was tested empirically by using PLS-SEM with a sample of 133 respondents, who used hotels operated by virtual hotel operators in Indonesia. The results of this study indicate that sensory experience positively influences customer brand engagement with the virtual hotel operator brand. Furthermore, affective experience positively affects affective and behavioral engagements, whereas intellectual experience positively influences cognitive and affective engagement. Likewise, customer brand engagement can be effective in increasing loyalty, at least on attitudinal level. In addition, attitudinal loyalty positively influences behavioral loyalty on virtual hotel operator. The findings of this study can provide academicians and managers a guide to improve customer engagement and loyalty toward a virtual hotel operator’s brand.

**Keywords:** Customer brand engagement, Brand experience, Attitudinal loyalty, Behavioral loyalty, Virtual hotel operator.

## **THE EFFECT OF ENDORSER CREDIBILITY TO CUSTOMER RELATIONSHIP COMMITMENT AND BRAND EQUITY ON E-COMMERCE IN INDONESIA**

**Dyah Ayu Nabilla Ariswanto, Yeshika Alversia**

University of Indonesia

### **ABSTRACT**

One of the recent way in marketing promotion that is popular and frequently used by many companies is the use of celebrity endorsements. Celebrity endorsements is one of the strategy where a company’s product is endorsed by a celebrity to support their marketing campaigns. With the increase in investment for celebrity endorsements in Indonesia’s e-commerce industry, this research aims to analyse the effectiveness of Indonesia’s e-commerce marketing strategy that uses celebrity endorsement on the e-commerce’s brand trust and brand credibility. Furthermore, we also assess the effect of brand trust and brand credibility to consumer’s relationship commitment that could also influence relationship continuity expectation and brand equity of the e-commerce. 421 respondents who are users of Indonesia’s e-commerce are collected as data samples through online questionnaires. These samples are used as the main data for this research. Structural Equation Model (SEM) is used for data analysis



tool and six hypotheses are tested in this research using AMOS software. The result of this research shows that the celebrity endorsements, valued by endorser credibility, directly impacts the brand trust and brand credibility of the e-commerce's brand in Indonesia. Three dimensions of endorser credibility, attractiveness, trustworthiness, and expertise are identified, with trustworthiness as the highest factor that contribute to the endorser credibility. Other than that, trust and credibility of the brand's e-commerce also directly impacts consumer's relationship commitment to an e-commerce that will influence the relationship continuity expectation and brand equity of an e-commerce in Indonesia. This research is expected to enrich the marketing literature and contribute to e-commerce companies in Indonesia for their marketing strategies using the right celebrity for their celebrity endorsements.

**Keywords:** Celebrity Endorsement, Endorser Credibility, Relationship Commitment, Relationship Continuity Expectations, Brand Equity, E-Commerce.

## **DESIGN OF SUPPLIER PERFORMANCE MEASUREMENT FOR AIRCRAFT MATERIAL SUPPLIER IN AIRCRAFT MAINTENANCE COMPANY (PT X)**

**Riska Rizqiwati**

Department of Technology Management, Institut Teknologi Sepuluh Nopember, Surabaya Indonesia

**Niniet Indah Arvitrida**

Department of Industrial and System Engineering, Institut Teknologi Sepuluh Nopember, Surabaya, Indonesia

### **ABSTRACT**

Purchasing performance is an important determinant of a firm's competitive advantage. Cost, quality and delivery measures are often used to conceptualise purchasing performance. These performance dimension are closely tied to supply performance evaluation. Supplier performance evaluation has increasingly been regarded as one of the most important strategies in the globalization era including for the maintenance repair organization (MRO) that runs in the airline industry. As a MRO PT X require reliable supplier of parts and repair and maintenance services. The suppliers of these product and services are regarded as critical for the industry with the multidimensional nature of the problem, supplier evaluation involves both tangible and intangible criteria. This research purposes to determine weight of supplier evaluation criteria with AHP and TOPSIS and comparing the result by using both methods. Research was conduct in a Indonesia's biggest maintenance repair organization that run in airline industry. The model highlight the areas of most concern to the airline MRO companies in supplier performance evaluation.

**Keywords:** supplier performance evaluation, supplier selection criteria, analytical hierarchy process, airlines industri, multicriteria criteria decision making



## **THE ROLE OF ELECTRONIC WORD OF MOUTH, HEALTH PROTOCOL, PERCEIVED USEFULNESS AND PERCEIVED ENJOYMENT TO INTENTION TO BOOK OF BOUTIQUE HOTEL DURING COVID 19 PANDEMIC**

**Precellina, Aswin Dewanto Hadisumarto**

Faculty of Economics and Business, Universitas Indonesia

### **ABSTRACT**

eWOM has become an important source of additional information for customers in determining the purchase of a product or service such as a hotel. Unfortunately, Covid-19 pandemic occurred in 2020 and changed consumer behavior regarding information needs to fulfill their sense of secure to stay at hotel. Therefore, this study aims to examine the role of electronic word of mouth of boutique hotels and information on the application of health protocols on the intention to book boutique hotels during the Covid-19 pandemic by paying attention to consumer perceived usefulness and enjoyment aspects. A total of 216 responses to a survey were collected. Structural Equation Model (SEM) was used to analyze data using PLS-SEM to test the hypotheses. The results of this study is perceived usefulness and perceived enjoyment of electronic word of mouth and health protocol influence significantly to hotel booking intention. This means that it indicates that online reviews and application of health protocols are perceived as useful and fun information to use that encourages customer boutique hotel booking intentions. During this pandemic, the results also showed that customers prioritized the fulfillment of utilitarian values, namely searching for information about the hotel as a whole as perceived usefulness of hotel online reviews as an external factor in hotel management and the application of hotel health protocols as an internal factor in hotel management before stay. The managerial implication of this research encourages boutique hotel management to provide the best service and promote the uniqueness of boutique hotels to encourage good and detail reviews and implement health protocol in order to increase boutique hotel booking intentions.

**Keywords:** Covid-19, Electronic Word of Mouth, Health Protocol, Intention to Book, Perceived Usefulness, Perceived Enjoyment

## **INTERFACE AESTHETIC, PERCEIVED VALUE, PERCEIVED EASE OF USE, AND PERCEIVED USEFULNESS ON PURCHASE INTENTION OF SMARTWATCH CONSUMERS**

**Ika Diyah Candra Arifah, Rosa Prafitri Juniarti**

Department Management, Faculty of Economics, Universitas Negeri Surabaya

### **ABSTRACT**

Many testimonies stated smartwatches' ability to increase people's well-being and save people's lives in emergency situations. Smartwatches encourages a healthy lifestyle and strengthening the way of life of users through intelligent coaching. By passing the technology, fashion, and fitness barriers, smartwatches are starting to gain traction with solid growth predictions. To deepen the perception of the fundamental factors that promote adoption behavior, this research explores a theoretical model focused on technology acceptance and visibility by interface aesthetics that influence smartwatches users to buy. SEM-AMOS is used to evaluate the conceptual model and related theories from 100 survey samples. Empirical findings indicate that perceived value and perceived ease of use are key factors that



drive purchase intention. This result is different from the previous research in Europe and the United States market which states that the design factor (fashion) affects consumer purchasing decisions. In the Indonesian context, consumers' view of smartwatches is more about technology than a fashion accessory. This research is intended to provide managerial insight into building a value proposition for mass customers through lifestyle messaging about health monitoring and the ease of getting updates on the wrist instead of over their phone.

**Keywords:** interface aesthetics; perceived value, perceived ease of use and perceived usefulness, purchase intention, smartwatches

## **RETAINED EARNINGS FACTOR ANALYSIS ON RETURN AND EXCESS RETURN: A COMPARISON STUDY OF RETAINED EARNINGS-TO-MARKET EQUITY AND BOOK-TO-MARKET EQUITY FROM 2008 – 2018**

**Muhammad Fahreza, Eko Rizkianto**  
Universitas Indonesia

### **ABSTRACT**

The most recent study regarding book-to-market was by Ball (Ball et al., 2020) which based on stocks in the United States. They found that retained earnings gives book-to-market predictive power in explaining and predicting expected return. Then, can the book-to-market phenomenon in Indonesia be explained through the retained earnings factor? This study tries to explain and compare factors between retained earnings and book value of equity in Indonesia. This study uses the Fama-MacBeth regression method and portfolio test using Single Index Model in explaining returns and excess returns to book-to-market and retained earnings-to-market. The results show that the retained earnings-to-market factor can explain average cross section of returns. The portfolio test shows that the retained earnings-to-market factor had a higher excess return and alpha than book-to-market for equally weighted portfolio. Recommendation for future research are testing the retained earnings factor to predict return as individual stocks rather as portfolio.

**Keywords:** Retained Earnings, Book-to-Market, Fama-MacBeth Regression, Single Index Model.

## **A COMPARATIVE STUDY OF BANK EFFICIENCY IN INDONESIA BEFORE AND AFTER CRISIS IN 2008 BASED ON DATA ENVELOPMENT ANALYSIS**

**Cut Nabila Saraziva, Dony Abdul Chalid**  
Universitas Indonesia

### **ABSTRACT**

During financial crisis, the profitability of businesses tend to decline. Therefore, managements aim to minimize inefficiencies in running their businesses. Using 35 banks in Indonesia, we analyze the crisis effect on bank's efficiency before and after crisis in 2008. This study utilizes data envelopment analysis (DEA), Wilcoxon test, and analysis of variance which applied to accounting data spanning from 2006 to 2019. Based on data envelopment analysis (DEA), most banks (43%-69%) are not efficient yet from 2006 to 2019. The majority of banks in Indonesia have not yet performed their function as an



intermediary wherein they are not efficient enough to utilize their inputs to produce a certain level of output. This study shows significant differences between bank efficiency before and after crisis based on Wilcoxon test. This indicates that regulations and business models after crisis in 2008 have a significant impact on bank efficiency in Indonesia. Some variables (total assets, operating expenses, total revenues, and net income) show an increasing growth even after the crisis. On the other hand, this study shows there is no significant differences between bank efficiency based on BUKU (Bank Umum berdasarkan Kegiatan Usaha) or bank based on business activities based using analysis of variance. On average, large banks are more efficient even during the financial crisis. This study also shows there is no significant differences between bank efficiency based on capital adequacy ratio buffer using analysis of variances. However, this study shows that there is significant differences between bank efficiency based share ownership. Bank with majority of local ownership is found to be more efficient. This study shows that the regulatory framework seems to play a crucial role in the banks' efficiency configuration. The policy design can be more compatible and flexible in relation with the issues raised. Therefore, banking policy should promote profitability, capitalization, and growth while at the same time controlling its efficiency.

**Keywords:** Bank, Efficiency, Indonesia, Crisis, Data Envelopment Analysis, DEA.

## **THE ROLE OF PERCEIVED RISKS ON MILLENNIALS ON ONLINE PURCHASE INTENTION AT TRAVEL AGENCIES DURING THE COVID-19 PANDEMIC**

**Carissa Lorens Marchia Raharja, Aswin Dewanto Hadisumarto**  
Faculty of Economics and Business, Universitas Indonesia

### **ABSTRACT**

The increasing use of the internet has influenced the development of travel agents with the existence of online travel agents. The growth of the internet is also one of the triggers for millennials to travel. However, the Covid-19 pandemic makes millennials have to consider the risks in their purchase intentions at travel agents. This research wants to study how perceived risks affect online purchase intention of travel agencies during the Covid-19 pandemic. There are six perceptions of risk that are measured, namely, financial risk, product risk, risk, security, time risk, social risk, and psychological risk. The survey will be carried out by distributing questionnaires to 310 respondents who will focus on the millennial generation as respondents. The results showed that during a pandemic, the observed risk of perception had a negative effect on purchase intentions of online travel agents. Product risk, time risk and psychological risk are the three risks that have the highest negative influence on online purchase intentions during the Covid-19 pandemic. The results also show that the pandemic changes consumer behavior in seeing the risks they will face. By understanding the differences in risk perceptions, companies can reduce perceived risks that will have a negative impact on consumer purchase intentions.

**Keywords:** Perceived risks, Purchase intention, Millennials, Covid-19

## **OPERATIONAL RISK MANAGEMENT ANALYSIS OF PRINTING COMPANY**

**Erin Nur Putriani**  
Department of Technology Management, Sepuluh Nopember Institute of Technology Surabaya, Indonesian  
**Putu Dana Karningsih, Adithya Sudiarno**



Department of Industrial and System Engineering, Sepuluh Nopember Institute of Technology Surabaya,  
Indonesian

### **ABSTRACT**

Business incubators still have a low success rate in Indonesia. The variables that influence business incubators success have been found by previous studies. The aim of this study was to find the correlation of business incubators resources, business incubators capabilities and business incubators success. The method used was literature review scientific articles indexed by Google Scholar or Scopus. Conclusions: First, business incubators resources associated business incubators capabilities; Secondly, business incubators success may be influenced by business incubators resources and business incubators capabilities. Novelty research rests on the composition and combination of the existing variables in the theoretical framework. The research implication for business incubator managers and shareholders is that the results of this study can be used to increase the success rate of incubators by increasing business incubator resources and capabilities. The suggestion for further researchers is to test the proposed framework empirically.

**Keywords:** Business incubator, Business incubators success, Business incubators resources, Business incubators capabilities.

## **RELATIONSHIP OF BUSINESS INCUBATOR'S RESOURCES AND CAPABILITIES TO BUSINESS INCUBATOR SUCCESS: A CONCEPTUAL FRAMEWORK**

**Lukmanul Hakim**

Departement of Management and Business, Faculty of Economics and Business, Universitas Padjadjaran  
Departement of Accounting Information Systems, Universitas Bina Sarana Informatika

**Yuyus Suryana Sudarma, Joeliaty, Imas Soemaryani**

Departement of Management and Business, Faculty of Economics and Business, Universitas Padjadjaran

### **ABSTRACT**

Business incubators still have a low success rate in Indonesia. The variables that influence business incubators success have been found by previous studies. The aim of this study was to find the correlation of business incubators resources, business incubators capabilities and business incubators success. The method used was literature review scientific articles indexed by Google Scholar or Scopus. Conclusions: First, business incubators resources associated business incubators capabilities; Secondly, business incubators success may be influenced by business incubators resources and business incubators capabilities. Novelty research rests on the composition and combination of the existing variables in the theoretical framework. The research implication for business incubator managers and shareholders is that the results of this study can be used to increase the success rate of incubators by increasing business incubator resources and capabilities. The suggestion for further researchers is to test the proposed framework empirically.

**Keywords:** Business incubator, Business incubators success, Business incubators resources, Business incubators capabilities.



## **ANALYSIS THE EFFECT OF TWITTER SOCIAL MEDIA TRAFFIC ON STOCK PRICE MOVEMENT IN INDONESIA IPO AIRLINE COMPANIES**

**Q Ahmad Riza Zakariyya, Athor Subroto**  
University of Indonesia

### **ABSTRACT**

This research is conducted to know the relationship of causality between the traffic of social media twitter and the stock return of the company. The research method uses scrapping data from twitter, adopting granger causality VAR for testing causality, and analyze herding behavior. This research use time-series data from February 2020 until Oktober 2020 on a 30min basis. This research was conducted at one aviation company in Indonesia, with 89.334 filtered tweets. The analysis gives information about the movement of tweet volume and stock market activity and the correlation between them. Analysis result gives a conclusion that there is no directional causality between the Twitter Traffic and Stock return on IPO Airline Companies from the full period of reserch, but on two-month basis we found causality from tweet movement to stock return in august until October 2020. This research also found Herding behavior on stock movement against market on the period august until October. The information gathered from this research potentially indicates the market's form is weak-form.

**Keywords:** Stock Price, Twitter, Traffic, Granger Causality, Vector autoregresive, Herding Behaviour.

## **ASSESSMENT OF CONTRACTOR PREQUALIFICATION IN CONSTRUCTION PROJECTS**

**Muchamad Wikan Pujantoro, Udisubakti Ciptomulyono, Maranatha Wihayanigtyas**  
Department of Technology Management, Sepuluh Nopember Institute of Technology Surabaya

### **ABSTRACT**

The selection of the winning contractor candidate must be carried out in order to get the best prospective contractor. Prequalification is done to ensure the company gets the best contractor and meets the desired quality. At present the Prequalification is not yet complete, while the Prequalification is more in line with the formality requirements, it still needs an inadequate contractor to qualify. As examples of development projects in the field that correct delays due to inappropriate selection of contractors. Therefore a process of pre-qualification construction contractor was chosen using the Analytical Hierarchy Process (AHP) method. Before entering into the multi-criteria evaluation process using the AHP method, the criteria, sub-criteria and alternatives are in accordance with the pre-qualification of the construction contractor. Data collection criteria based on questionnaires were processed using the Delphi Method. Questionnaire data were obtained from expert expert evaluations that were directly related to the pre-qualification process of construction contractors as well as from published literature studies. The expected results in this study consist of 2 objectives. The first is to install the criteria that are the priority of PT PJB in choosing a good contractor. Second, analyze the weight of each criterion using AHP metode.

**Keywords:** Prequalification, Analytical Hierarchy Process (AHP), Delphi Method, Construction Contract.



## **ANALYSIS OF THE EFFECT OF GREEN M&A ON BIDDER COMPANY PERFORMANCE AFTER MERGER AND ACQUISITION IN THE ASIA-PACIFIC AND EUROPE REGION**

**Radhi Prasetya, Rofikoh Rokhim**  
Universitas Indonesia

### **ABSTRACT**

In recent years, environmental sustainability has become an issue that is widely discussed. Environmental sustainability has become an essential concern for many companies these days, especially heavy pollution companies. Therefore, to accelerate the transformation and improvement of pollution companies' value, many companies have taken corporate actions in the form of green mergers and acquisitions (GMA). This study examines the impact on the company's performance (Return on Asset) and whether the green effect has a significant role in its performance post-green merger and acquisitions (GMA). Sample of mergers and acquisitions firms are tested using OLS Regression and a comparative test with t-statistics. The green factor had a statistically positive and significant correlation with ROA changes after three years of mergers and acquisitions. In both green and non-green sub-samples, the average ROA has a minus value in three years after mergers and acquisitions, respectively. However, the green sample has an average ROA value that is better close to zero and has an increasing trend in average ROA post-mergers and acquisitions. These results indicate that green deals are expected to improve bidder companies' financial performance in the future, even though green mergers and acquisitions require higher costs (green premium). This research was conducted to look at the opportunities for a transition to a green economy that is environmentally friendly by increasing energy efficiency and renewable energy.

**Keywords:** Environmental Sustainability, GMA, OLS Regression, t-statistic, Renewable Energy.

## **CSR PRACTICES IN EMERGING ECONOMIES: A STUDY OF NATIONAL AND MULTINATIONAL COMPANIES IN BANGLADESH**

**Nazmul Amin Majumdar**  
BRAC University  
**Ahman Ahnaf Amin**  
Georgia State University

### **ABSTRACT**

The corporate social responsibility (CSR) debate has emerged as an 'inescapable priority' for companies in today's globalised world. CSR considers business management practices of companies in terms of responsible behaviour towards their internal and external stakeholders and the society at large. Emerging economies have been largely neglected in CSR literature. CSR practices in emerging economies are eclectic, ad hoc, unevenly applied, and limited to few businesses, but they are gaining popularity among companies aspiring to be considered good corporate citizens. This especially important as the business epicentre shifting from industrial nations to developing Asia. Accordingly, the main objective of this research is to understand the challenges and prospects of CSR practices of national and multinational companies (MNCs) conducting business in Bangladesh, to provide improved understanding of CSR practices in emerging economies, and to guide businesses in incorporating appropriate CSR practices in their activities. The review of the major models suggests that CSR is not primarily philanthropy, contrary to the widespread belief, particularly in emerging economies. Rather CSR is a process whereby businesses can gain a competitive advantage. The literature review recognises five domains in the existing CSR models, namely economic, legal, ethical,



philanthropic, and environmental. It argued that present CSR models and practices of developed economies cannot be replicated in emerging economies without a prior comprehensive examination of the different contextual factors of the latter. The macro-environmental conditions and country-specific characteristics act as determinants that influence the nature and extent of CSR practices in emerging economies. Thus, this study investigates (i) what are the perceived determinants that influence the CSR practices of listed companies in Bangladesh? (ii) how do the perceived determinants influence the organisational readiness and managerial practices of CSR? and (iii) to what extent do listed companies (nationals and multinationals) practise CSR? An exploratory qualitative research approach was chosen for data collection. Pharmaceutical businesses listed on the Dhaka Stock Exchange (DSE) were selected for the case study. The findings suggest that the country's CSR practices are influenced positively by the level of economic development, democratic practices, socio-cultural and religious beliefs of the citizens, whereas they may be inhibited by the regulatory regime, corruption, and the lack of a level-playing field between national and MNCs. Economic conditions such as the fragility of the economy, lack of physical facilities, stifling bureaucracy, and outdated rules and regulations, and a high degree of corruption was an obstacle to CSR practices by managers and pharmaceutical companies. In contrast, a healthy, sound democratic and political environment assists CSR practices. The pharmaceutical companies studied have adopted specific CSR policies, such as the UNGC, CRI, GRI, and OECD guidelines. However, due to a lack of monitoring and supervision of CSR practices, the pharmaceutical companies had a tendency to exhibit their typical drug promotional programmes as philanthropic activities. The findings highlighted that CSR issues for Bangladesh are not delineated according to the needs of the country, for example, workplace health and safety, women's rights, consumers' rights, anti-corruption, disaster management, job creation, and industrial establishment standards. Even proposed government CSR policy concentrates on philanthropic responsibilities of companies, ignoring other aspects of CSR practices. This study argues that CSR should be conceptualised as 'a company's responsible behaviour that covers economic, legal, ethical, philanthropic, and environmental issues of business and society'.

**Keywords:** Corporate Social Responsibility, Emerging Economies, Determinants, MNCs, Inward Internationalisation.

## **EFFECT OF FINANCIAL RATIO ON LQ45 2019 STOCK RETURN**

**Peter Pratama, Junino Jahja**

Master of Management Program, Faculty of Economics and Business, Universitas Indonesia

### **ABSTRACT**

Efficient Market Hypothesis states that stock price immediately reflects all available information, but evidence on delay in information absorption gave rise to the idea that current financial ratios may affect future stock price and return. This study aimed to determine whether financial ratios affect stock return in Indonesian market, represented by stocks in LQ45 2019 index, and to study factors that may cause deviation in this regard. We obtained panel data from stocks in LQ45 index of Indonesia Stock Exchange February-July 2019 and/or August 2019-January 2020, observed from December 2014 to December 2019. Independent variables were financial ratios, and dependent variables were quarterly and annual stock returns. Data were collected in June 2020. Single-stock analysis showed varying results with varying beta and adjusted R-squared values, with trend of PER and PBV being prominent factors. All-stocks analysis revealed negative influence of DY on annual return with poor adjusted R-squared value, suggesting that financial ratios were unable to universally explain stock returns. Additional analyses with information lag of 2–4 quarters showed varying results across quarters, among which were significant effects of ROE and NPM, suggesting delay in information absorption. We concluded that financial ratios affected LQ45 2019 stock return in stock-specific and lag-specific fashion, with no immediate effect on quarterly return of all stocks but significant effect of DY on annual



return. PER, PBV, ROE, and NPM may have benefits for prediction depending on stocks and lag periods. Regardless, investors may still be able to predict stock return by single-stock analyses.

**Keywords:** Financial ratio, stock price, stock return, LQ45.

## **ANALYSIS OF THE IMPACT OF IDIOSYNCRATIC RISK TO EXPECTED OF RETURN ON 5 ASEAN COUNTRIES FOR THE PERIOD 2007-2018**

**Siti Hapsari Rizki, Ruslan Prijadi**  
University of Indonesia

### **ABSTRACT**

Ignoring idiosyncratic risk in the calculation of asset pricing related to the expected return in accordance with the CAPM (Capital Asset Pricing Model) theory causes several anomalies and differences with some previous research results. This study aims to re-examine the role of idiosyncratic risk using idiosyncratic volatility as a proxy both contemporaneously and ex-ante to expected of return using data from 5 ASEAN countries with the largest stock portfolios, namely Indonesia, Singapore, Thailand, Malaysia and Philippines. Using the standard deviation of the residual Fama and French Five Factor Model to estimated idiosyncratic volatility and perform cross-sectional regression Fama-Macbeth, The results showed that in these countries contemporaneous idiosyncratic risk had a significant positive effect on expected of return, while ex-ante did not have a significant effect on expected of return.

**Keywords:** Fama and French Five Factor Model, Idiosyncratic risk, Cross-sectional Fama-Macbeth.

## **AN ANALYSIS OF CONSUMER PREFERENCE FOR BRANDED BAG**

**Amanda Putri Kusumawardani, Ujang Sumarwan, Diah Krisnatuti**  
Bogor Agricultural University

### **ABSTRACT**

At this time the use of branded goods is a common thing. In Indonesia there are many branded goods shop in many shopping center in Indonesia. Branded bag also become fashion trend in Indonesia and everyone can find a lot of international designer bag around us. Therefore, analyzing the factors of costumer preference on choosing branded bag become important to study. The purpose of this research How do reference groups, personality, social status, place, price, and product quality affect branded bag purchase preferences. The other purpose is how is the relationship between consumer preferences and the number of branded bags that consumers have and the relationships between consumer preference and usage situation of branded bag, The method used to measure the customer preference is multiple linear regression, logistic regression and cross tabulation analysis. The result are R value is 68 % and d R Square value is 46,2% and shows that personality, place and product quality affect customer preference of purchasing branded bag while reference group, social status and price do not affect customer preference of purchasing branded bag, and customer preference of purchasing branded bag affect the number of branded bags that customer have and usage situation of branded bag.

**Keywords:** Preference, Branded Bag, Linear Regresion, Cross Tabulation.



## **INOVASI PRODUK PEMBIAYAAN BANK BRI DALAM MENDUKUNG BISNIS RANTAI PASOK DENGAN METODE MODIFIED QFD**

**Mohammad Aziz Efendi**

Department of Technology Management, Sepuluh Nopember Institute of Technology Surabaya

### **ABSTRACT**

Innovation is an absolute thing that must be done by a company, including businesspeople in the banking sector. Banks must face the challenges of rapid change triggered by the adoption of the use of technology and increasingly diverse customer demand dynamics, especially in the supply chain industry sector. In a goods supply chain system, banking has a very vital role in accelerating the payment process and activities so that financial flows in the supply chain business run smoothly and in balance. This vital role encourages the banking industry to compete in innovation and launches various types of financing products and services that are specific to companies involved in the supply chain industry called Supply Chain Financing. The product is an integrated banking service package to support companies engaged in a supply chain system, both goods, and services. Companies realize that if they can deliver new products earlier than competitors, they will have a better chance of gaining acceptance by consumers and gaining huge profits in the market, but many new products that are launched with short development times are unsuccessful and fail to be accepted. by the market. This is because the design team does not focus on actual customer needs during the design phase so as a consequence, these products have a low level of customer satisfaction. This study aims to design and implement Supply Chain Financing product innovations in various stages using Quality Function Deployment (QFD). The canoe model is used to get product attributes that can maximize customer satisfaction. Whereas the Business Model Canvas (BMC) is used as a tool to design product innovations based on the value proposition, infrastructure, customers, and financial aspects of the company.

**Keywords:** Quality Function Deployment, House of Quality, Kano, Business Model Canvas, Supply Chain Financing, ANP.

## **SOCIAL ENTREPRENEURSHIP AS CATALYSTS OF CREATING LOCAL INNOVATION**

**Sahnaz Ubud**

Bina Nusantara University

### **ABSTRACT**

The community readiness for improving the standard of living becomes the world's attention to improving the welfare of society. Creating a local innovation is one of the determinants of success in preparing society to face today's competition. One solution that can answer these challenges is to increase the role of social entrepreneurship, wherewith social entrepreneurship, business ideas that are both profit-oriented and social-oriented can be well realized. However, realizing social entrepreneurship is not easy, it takes a very strong determination to involve the role of the community in realizing it. Social entrepreneurship It also complies with the SDGs program that is currently being implemented worldwide. So it takes a model that is in accordance with the principles of social entrepreneurship in creating innovations from the community. The purpose of this study is to develop factors that can be considered by social entrepreneurship in creating local-based innovation models that can have a positive impact on improving people's lives. This research used a qualitative approach based on the needs of a



concept or phenomenon further. Methods of data collection used triangulation. The data analysis technique used Nvivo. The information of this research was the innovations of the people, especially the creation of innovations that can be developed for social entrepreneurship with a quadruple helix approach. The result of this research was that in implementing the concept of Socio Entrepreneurship, the role of government, universities, companies, or foundations was needed as well as the role of the community itself. This study also contributed that in implementing the social entrepreneur should consider 17 goals of SDGs in developing the quadruple helix model. From the results of this study in the quadruple helix model should be integrated between the active role of society, government support, universities, and supporting companies to improve the standard of living of the community, by creating various innovations that are able to provide added value to society.

**Keywords:** Social Entrepreneurship, Local Innovation, Quadruple Helix, Sustainable Development Goals.

## **COMPARISON OF VOLATILITY PREDICTION ABILITY BETWEEN GARCH AND SVR-GARCH METHOD IN EMERGING COUNTRIES**

**Muhammad Iqbal**  
University of Indonesia

### **ABSTRACT**

In financial time series data, machine learning methods is often used in predicting the volatility of financial data and has been successful in several studies recently. One of the most effective methods of machine learning is the Support Vector Machine, where this method has been proven by previous researchers to show excellent performance in predicting volatility compared to the GARCH method. In this study, machine learning methods will be combined with traditional methods (namely SVR-GARCH) and will be compared with non-combined methods (GARCH and SVR), which will then prove its ability in developing countries. The results showed that in developing countries, SVR-GARCH has a better volatility prediction ability than GARCH during financial crisis conditions. While, in the opposite result, the traditional model has a better ability on normal condition and the non-financial one.

**Keywords:** Volatility Prediction, Support Vector Machine, GARCH, Economic Crisis, Emerging Countries.

## **THE EFFECT OF SERVICE QUALITY AND BRAND IMAGE IN THE AIR CARGO INDUSTRY ON CUSTOMER SATISFACTION AND LOYALTY OF PT GARUDA INDONESIA (PERSERO) TBK**

**Terang Maharani, Sari Wahyuni**  
Department of Management Universitas Indonesia, Jakarta, Indonesia

### **ABSTRACT**

Air cargo is the only business that survived during the pandemic of Covid-19 for airline company especially Garuda Indonesia. Most of the airline companies made a new strategy related to their cargo business by forming preighters or converting their planes completely into cargo planes which further increased the competition between airlines in Indonesia. Garuda Indonesia, as the dominator of the



cargo market in Indonesia, both domestically and internationally, needs to maintain its business so that it is not replaced by other airlines. As a company engaged in the service sector of delivering goods from port-to-port, improving service quality is an important aspect to increase competitive advantage and brand image is a supporting factor in sales, so this research is aimed to see the effect of service quality and brand image on customer loyalty directly and indirectly with the mediation of customer satisfaction. This study was analysed by using SEM-PLS and IPMA methods to see the relationship between the variables. It contributes to both managerial and theoretical customer behaviour through empirical data research based on surveys distributed to 118 freight forwarders in the Jabodetabek region, who cooperate with Garuda Indonesia Cargo. Through this research, it was found that there is a need for service improvement in the form of safe payment transactions and promotional products that can increase customer loyalty.

**Keywords:** Air Cargo, Service Quality, Brand Image, Customer Satisfaction, Customer Loyalty, SEM-PLS, IPMA.

## **DESIGNING THE SUPPLIER DEVELOPMENT PROGRAMS : THE CASE STUDY OF A PLASTIC COMPANY**

**Devia Edika Putri**

Department of Technology Management, Sepuluh Nopember Institute of Technology Surabaya

**Imam Baihaqi**

Department of Business Management, Sepuluh Nopember Institute of Technology Surabaya

### **ABSTRACT**

Suppliers' critical role in achieving companies' competitive advantage has encouraged companies to work closely with their suppliers to achieve common goals. One of the collaborative efforts is improving supplier capability through the supplier development program. Based on a plastic company's case, this paper proposes a framework to develop the supplier development program. The proposed framework comprises three folds: supplier performance evaluation, supplier portfolio, and program development. The framework utilizes the analytical hierarchy process to measure supplier performance and integrates the House of Quality and Failure Mode Effect Analysis approach to identify the right programs for suppliers. The results, five supplier development programs are determined to improve their supplier's performance. This supplier development programs can be used as a direction for the company to build close relationships with suppliers by increasing supplier capabilities to meet its long-term needs.

**Keywords:** Analytical Hierarchy Process, Supplier Performance Evaluation, Failure Mode Effect Analysis, Supplier Development Program.

## **DESIGN AND PERFORMANCE EVALUATION OF ACTIVATED SLUDGE SYSTEM AT WASTEWATER TREATMENT PLANT OF GADJAH MADA UNIVERSITY WISDOM PARK TOILET IN REDUCING COD AND NITROGEN CONCENTRATION**

**Ovik Yanuar Setyapeni**

Magister of Water and Wastewater Management, Department of Civil and Environmental Engineering, Gadjah Mada University

**Sri Puji Saraswati, Johan Syafri Mahathir Ahmad**



Department of Civil and Environmental Engineering, Gadjah Mada University

### **ABSTRACT**

The majority of households in urban areas are using septic tanks to treat waste from their toilets. However, the quality of the effluent from the septic tanks has the potential to contaminate the environment, especially the quality of groundwater. The objectives of this research were to design, build, operate and evaluate Wastewater Treatment Plant (WWTP) with an activated sludge process to reduce the organic matter of wastewater in public toilets at UGM Wisdom Park in Yogyakarta. In the existing condition, wastewater from Wisdom Park public toilets was discharged into septic tank, and effluent wastewater from the septic tank flows into the infiltration well. Thus the effluent from the septic tanks should be further treated. WWTP was designed with a planned discharge of 0.8 m<sup>3</sup>/day. The activated sludge system was built with two reactors i.e., aeration tank and clarifier tank with the capacity of 500 liters and 300 liters. Starting up for 119 days with continuous aeration using a blower that can produce an average airflow rate of 16.454 lpm and wastewater recirculation using submersible pump with average discharge 4.012 lpm. The system achieve a maximum removal of COD 73% and total Nitrogen 54%. WWTP performance did not achieve the target efficiency due to low level of dissolved oxygen (0.4-0.5 mg/l) and frequent clogging of recirculation pump. However the system has potential to reach better performances mainly by increasing the capacity of the blower and diffusers.

**Keywords:** return activated sludge, difuse aeration, COD, Nitrogen.

## **DISPERSE OF OWNERSHIP, LIQUIDITY, AND FIRM VALUE: EVIDENCE FROM INDONESIA**

**Syaipul Malik Ibrahim, Dewi Hanggraeni**

Faculty of Economics and Business Universitas Indonesia

### **ABSTRACT**

This study aims to investigate the relationship between disperse of ownership, liquidity, and firm value using a sample of 225 Companies on Indonesia Stock Exchange (IDX) market conditions since 2014 until 2019. We examine disperse of ownership as measured by free float, liquidity as measured by Amihud illiquidity, firm value as measured by Tobin's Q, and total assets, operating income to price ratio, financial leverage ratio, operating income on assets, relative bid-ask spread, turnover of stock, depth of stock, stock return, and return on assets as control variables. We use panel data, which is a combination of cross section and time series data from Thomson Reuters data stream. We find that this study indicated that free float is negatively associated with liquidity of stock and both firm value while liquidity of stock is positively associated with firm value. Our findings not only consistent with some prior research in relation to blockholder dispersion have a negative correlation with Tobin's Q and disperse of ownership negatively impact liquidity of stock, but also can serve as a reminder for investor that liquid stock may not provide positive returns.

**Keywords:** Disperse of Ownership, Free Float, Amihud Illiquidity, Firm Value, Tobin's Q.



## **ANALYSIS OF THE SUPPORTING FACTORS OF CUSTOMER ENGAGEMENT AS A MARKETING STRATEGY FOR ISLAMIC BANKING SERVICES IN INDONESIA**

**Yasir Yulias Apriansyah, Nurdin Sobari**

Faculty of Economics and Business, Universitas Indonesia

### **ABSTRACT**

Competition in the banking market in Indonesia is currently very competitive, this has also resulted in the slow development of Islamic banking. To support the development of Islamic banking in Indonesia, various strategies are needed, one of which is to directly involve customers in marketing Islamic banking products and services through engagement behavior. The purpose of this research is to find out what factors can encourage customer engagement in Islamic banks in Indonesia. Based on the engagement theory and literature relationship marketing to propose that the Customer Perceived Value (CPV) and Relationship Quality (RQ) which is represented by Satisfaction, Commitment and Trust, is an antecedent of Customer Engagement (CE). In addition, the mediation relationship between CPV and CE through Satisfaction, Commitment and Trust will be tested to better understand the effect of CPV on CE. The findings of this study are expected to contribute in helping to market Islamic banking products and services so as to accelerate the development of Islamic banking in Indonesia.

**Keywords:** Islamic Banking in Indonesia, Customer Perceived Value, Customer Engagement, Satisfaction, Trust and Commitment.

## **CASE EXPLORATION OF GAMIFICATION BASED IN HIGHER EDUCATION LEARNING SYSTEM MODEL**

**Bima Sakti Prayitno, Satria Fadil Persada, Reny Nadlifatin**

Sepuluh Nopember Institute of Technology, Surabaya

### **ABSTRACT**

Education nowadays is not just sitting and listening to mentor, but there are several methods that can be used. One of the methods is gamification that using game elements in a non-game context. In this study, the context of gamification is for education. Gamification is considered as one of the methods of e-learning and is suitable for use in distance learning such as during the COVID-19 pandemic. In its application, gamification encounter obstacle that each learner has different learning styles. One of learning style classification is often used is Felder-Silverman Learning Style. This theory classifies learning style into four dimensions, it is processing, perception, input and understanding. In this study, learning style will be tested the acceptance level from learner with technology acceptance model (TAM) with perceived playfulness as external variable. The results of this study are expected to provide new understanding for the appropriate learning system in higher education.

**Keywords:** Felder-Silverman, perceived playfulness, Technology Acceptance Model.



## **BUSINESS COACHING: IMPLEMENTATION OF THE FINANCIAL PERFORMANCE ANALYSIS AND SOCIAL MEDIA IMPROVEMENT IN INDONESIAN MSMEs' RESTAURANT**

**Ivanto Petrus Simamora, Lily Sudhartio**  
Universitas Indonesia

### **ABSTRACT**

The MSMEs (Micro, Small, and Medium Enterprises) is a sector that has a significant contribution to GDP in Indonesia. However, there are many MSMEs that do not have sufficient knowledge regarding how to analyze the financial performance of their business. The next problem is that many MSMEs still not introducing their products even though they already have social media. This paper aims to assist one of the Indonesian MSME restaurants to analyze the financial performance of their business and improving marketing activities through Instagram. This research is qualitative research on business coaching methods. The business coaching method is used to find out the major problem, the actual condition, and then create solutions to overcome the major problems in the MSME. We found that the MSME had several problems after conducting external and internal analysis, such as BMC, PESTEL, Porter's Five Forces, STP, Marketing Mix 7P, interviews, and observations. Gap analysis and Pareto analysis emphasize the major problems, preparing the financial statement to analyze the financial performance and improving the social media activities through Instagram. Financial performance analysis will be very useful for MSME in deciding in the future. Improving social media activities through Instagram also implemented so that they can promote their products.

**Keywords:** Business Coaching, Financial Statement, Financial Performance Analysis, Instagram.

## **THE INFLUENCE OF CUSTOMER ENGAGEMENT IN CUSTOMERS' BEHAVIOURAL INTENTION ON STAYCATION: THE EXPERIENTIAL MARKETING PERSPECTIVES MODERATED BY HEALTH RISK AND FINANCIAL RISK**

**Resky Oktavia, Nurdin Sobari**  
Faculty of Economics and Business, University of Indonesia, Jakarta, Indonesia

### **ABSTRACT**

During the covid-19 pandemic, staycation is likely to play a key role in tourism industry as an alternative solution. Nevertheless, among the abundance study in tourism industry, research on staycation depicted in experiential marketing remains nebulous. Drawn from the experiential marketing perspectives, this study highlighted customer engagement's influence upon customer's behavioral intention on doing staycation which mediated by customer experience and customer identification. However during the pandemic, perceived risk such as health risk and financial risk plays a significant role in shaping customer behavior during decision-making process. Thus, the moderating role of both health risk and financial risk from customer experience and customer identification toward customers' behavioral intention were also be examined in this study. The model was tested toward 249 respondents who have done staycation at least once within 7 months ever since the first case of covid-19 in Indonesia was announced. The collected data then examined using Structural Equation Modelling (SEM) Lisrel. Findings showed that both affective and cognitive engagement has positive significant influence toward customer experience, but negatively affect customer identification. However, behavioral engagement positively influence customer identification but has negative significant influence toward customer experience. In addition, health risk has negative influence as moderating variable but positively



influence behavioral intention directly. Besides, financial risk significantly influence behavioral intention directly, and influence customer identification positively, but has no significant influence toward customer experience. The theoretical and practical implications to encourage tourism stakeholders to stimulate customer experience and customer identification by enhancing their engagement during staycation are discussed.

**Keywords:** Experiential Marketing, Customer Engagement, Customer Experience, Staycation, Perceived Risk, Health Risk, Financial Risk.

## **DEVELOPING MEASUREMENT MODEL FOR SUPPLY CHAIN ANALYTICS MATURITY**

**Imam Baihaqi, Dewie Saktia Ardiantono**  
Sepuluh Nopember Institute of Technology Surabaya

### **ABSTRACT**

Supply chain activities generate massive amount of data. Supply chain analytics (SCA) provides capabilities for companies to gain insight from this data leading to increasing their supply chain efficiency and effectiveness. Although many have discussed the benefits of SCA, there has been little guide for companies how to develop their SCA capability. This paper proposes a measurement model to measure supply chain analytics maturity. The proposed measurement was developed based on Supply Chain Operations Reference (SCOR) model. Drawing upon the Information System theory, the indicator for each stage of SCA maturity were developed. The proposed measurement enables companies to evaluate their SCA capability.

**Keywords:** Supply chain analytics, Maturity Model, Measurement, SCOR Model.

## **MOENG KOPI, A TRADITIONAL AND HOMEY COFFEE SHOP CONCEPT FOR MILLENNIAL AT SURABAYA**

**Susy Budi Astuti**  
Lecturer at Interior Design, Institute Technology of Sepuluh Nopember  
**Dias Yuanella**  
Entrepreneur

### **ABSTRACT**

Abstract - Nearly 80% of the people of Surabaya today are coffee lovers. Moeng Kopi Café provides a different atmosphere for coffee connoisseurs in Surabaya and of course Moeng Kopi fills everyday life a need for all coffee addicts. A place with a homey and comfortable atmosphere where people can escape from fatigue and enjoy a cup of morning coffee comfortably. Our cafe offers delicious traditional cuisine and snacks. We focus on a cozy cafe atmosphere and quality coffee with exotic coffee beans. We have several branches in East Java and Central Java. We have a calm atmosphere by combining raw and traditional materials. Our cafe has a very comfortable interior design with complementary natural colors. We have bolstered our traditional and modern menus which are delicious and affordable prices. In this writing, we've done a SWOT analysis of our cafe to see our strengths and weaknesses. We has also analyzed our opportunities and threats from outside environment

**Keyword:** Coffee Shop, Traditional, Homey, Cozy, Speciality Coffee.

## **MULTI-OBJECTIVES OPTIMIZATION ON CUTTING LAYER AND TOOLING STRATEGY SELECTION FOR DCM : A STATE-OF-THE-ART REVIEW**

**Ineu Widaningsih, Anas Ma'ruf, Suprayogi and Dradjad Irianto**

Faculty of Industrial Engineering, Bandung Institute of Technology

### **ABSTRACT**

Die-Cavity Machining (DCM) has some different objectives that maybe contradicting and therefore needs trade-off among them. Compared to prismatic and rotational shape machining, DCM is more complex considering the sculptured characteristics of machining surface. Layer-by layer approach applied in DCM requires multiple tools selection and determination of the depth of cut for each cutting layer. Those decisions need to be considered in DCM optimization problem. The trade-off between different objectives are required, such as machining residues/cut-off (or coverage) from the roughing process to be traded-off with the machining (roughing) time. This paper presents a state-of-the-art review on multi-objective optimization on cutting layer and tooling strategy selection (CLT) for DCM and presents the needs for a trade-off between machining time and cut-off (residual volume) by minimizing machining Time per Volume Coefficient (TVC). The process is conducted simultaneously. A systematic literature review is presented to show the complexity of the geometric related problem, the optimization techniques that have been applied, and the different objectives in DCM, including some multi-objective coverage. Finally, some directions on algorithms for optimizing TVC in TLC problem is presented. Considering the combinatorial problem in CLT, this paper overviews the Multi-Objectives Dynamic Programming approach (MODP) and Metaheuristics Multiple Objective approaches (MOGA etc) for CLT problem optimization. The results suggest that the optimum combination of tools and cutting layer could increase machining efficiency. Consequently, the paper concludes with a discussion of recommended metaheuristic approach to trade-off between machining time and residual volume in more complex or higher depth of die-cavity machining.

**Keywords:** Die-Cavity Machining (DCM), Tooling and Layering, Machining Time per Volume Coefficient (TVC), Multi-Objectives Dynamic Programming (MODP), Multiple Objective Genetic Algorithm approach (MOGA).

## **EXPLORING THE ROLE OF VIRTUAL TRY ON USE MOBILE AUGMENTED REALITY (MAR) IN INDONESIA CONSUMER'S ONLINE BUYING BEHAVIOUR DURING COVID-19 PANDEMIC**

**Farhah Izzah Dinillah, Janti Gunawan**

Faculty of Creative Design and Digital Business, Institut Teknologi Sepuluh Nopember

### **ABSTRACT**

The cosmetics industry in Indonesia has experienced a decline due to the emergence of the Covid-19 virus pandemic, this has been worsened by the implementation of PSBB (Large-Scale Social Restrictions) policy by the government and the elimination of product testers that are an attraction for offline cosmetic sales. PSBB causes people to tend to shop online through e-commerce. The increase in e-commerce users has made several cosmetic brands in Indonesia innovate by implementing the Virtual Try On use MAR in e-commerce. With this technology, it is hoped that consumers will be able to feel the sensation of trying cosmetics just like before the



pandemic, and return consumers' interest in buying cosmetics. Because the application of Augmented Reality technology in the cosmetic industry is relatively new, the company still knows the right segment and the effectiveness of this technology application. Therefore, this study measures the effect of the application of the Virtual Try On use MAR in e-commerce on the interest in buying online cosmetics when the Covid-19 virus occurs in Indonesia. This study aims to determine the effect of this technology on the interest in buying online cosmetics in e-commerce during the Covid-19 pandemic in Indonesia. To achieve the research objectives, the data processing and analysis techniques used were descriptive analysis and PLS-SEM. The data was collected by means of an online questionnaire given to 150 samples with accurate correspondence in Indonesia. The object of this research is women aged 18-30 years who have used this technology in Shopee e-commerce.

**Keywords:** Cosmetics, Covid-19, Indonesia , MAR (Mobile Augmented Reality), Online Buying Behaviour.

## **WHAT DOES VARIABLE MATTER FOR EMPLOYEE BRAND CONSISTENT BEHAVIOUR AS IMPLY OF EMPLOYEE BRANDING OUTCOMES: A LITERATUR REVIEW**

**Ananda Fortunisa**

Universitas Padjadjaran, Universitas Bakrie Indonesia

**Ernie Tisnawati Sule, Imas Soemaryani, Mery Citra Sondari**

Universitas Padjadjaran, Indonesia

### **ABSTRACT**

Employee brand consistent behavior (EBCB) as the outcome of employee branding (EB) is a determining factor in the projection of employee attitudes towards consumers in the service industry. This study aims to map all previous research results related to employee brand consistent behavior. The method used in this research is literature review. Based on the results of the literature review found, there are 120 literature discussing EB. FROM these literatures, the most frequently discussed variables as determinants of EBCB are corporate communication (CC), marketing management (MM) and brand management (BM). Some of them were found to study it from the human resource management (HRM) variable, and rarely studied it from the leadership and personal values (PV) variables. This research shows that the leadership variables and PV are variables that also play a role in the success of EB apart from CC, MM, and BM. Suggestions for further researchers, to conduct in-depth analysis through qualitative methods in order to find the factors that can influence it directly or indirectly. The originality of this research is the map of EBCB as the outcome of EB through CC, MM, BM, HRM, leadership, and PV.

**Keywords:** employee branding, employee brand consistent behavior, corporate communication, brand management, HRM, leadership, personal values.

## **INTERIOR DESIGN PRACTICE AND BUSINESS DURING COVID-19 PANDEMIC IN INDONESIA**

**Yasmisn Mochtar, Susy Astuti, Prasetyo Wahyudi, Lea Anggraeni**

Institut Teknologi Sepuluh Nopember

### **ABSTRACT**

The Covid-19 pandemic has affected many different aspects of jobs. Including those of interior designers. As a job that requires a lot of material sourcing, site visits, and collaboration between designers and client. With a situation that demands interior designers to work from home, new ways are taken by the studio to continuously work on projects despite the pandemic. This research aims to



see how the practice of interior design has changed during the pandemic and if there are any new methods of working for interior designers as a response to the situation. Moreover is to look at how new styles of practice affects the interior design studio business in general. A quantitative method is applied for this research. The research takes sample datas from interior design studios located in bigger cities, or those with an amount of interior design studios. The cities include Jakarta, Bandung, Surabaya, Jogjakarta, Medan and Denpasar. From all the data gathered it could be inferred that new ways of working are applied. Thus in terms of practice and business, some aspects in studio based interior design will change post pandemic and in the future.

**Keywords:** Interior design practice, Interior design business, Covid-19 pandemic, Indonesia.

## **THE IMPACT OF THE ANNOUNCEMENT OF FIRST COVID-19 CASE IN INDONESIA ON PROPERTY AND REAL ESTATE COMPANIES' STOCK RETURNS AND TRADING VOLUME**

**Syane Rachma Dian, Astrie Krisnawati**  
Telkom University

### **ABSTRACT**

COVID-19 pandemic is a great disaster that affects all aspects of human life. Inevitably, COVID-19 also has impacts on economic activities throughout the world, including investment activities. It also affects the investors' behavior in Indonesia Stock Exchange (IDX). The changes in investors' behavior can lead to abnormal returns and the shifting of the volume of stocks being traded. During the pandemic, most property and real estate companies in Indonesia experience depressions in their financial performance. Thus, this study aims to assess whether the COVID-19 pandemic significantly impacts the property and real estate sub-sector in IDX in terms of the stock return and trading volume activity. This study uses a quantitative method and event study using secondary data of stock price and stock trading volume. The event used in this study is the announcement of the first case of COVID-19 in Indonesia. The window period of this event study consists of the 10 days before the event, the D-Day of the event, and the 10 days after the event (February 17-March 16, 2020). The results of this study show that according to the paired samples t-test, there is no significant difference of average abnormal return between before and after the announcement of the first COVID-19 case in Indonesia, and there is a significant difference in average trading volume activity between before and after the announcement of the first COVID-19 case in Indonesia.

**Keywords:** COVID-19, stock returns, trading volume, property and real estate.

## **THE EFFECT OF SELF-EFFICACY AND WORK MOTIVATION ON INDONESIAN FREELANCER'S WORK PERFORMANCE**

**Nisa Adzhani Lutfiputri, Elok Savitri Pusparini**  
Magister Manajemen, Universitas Indonesia

### **ABSTRACT**

In the recent years, the number of freelancers has been increasing significantly. It is even predicted that in the future majority of people will work as freelancers instead of conventional employees. Freelancers are experts in specific areas who are hired for short term contracts (project based) and has horizontal



work relationship (freelancer – client). This research is conducted towards Indonesian freelancers to find out the factors that influenced their work performance specifically the internal factors. Since knowing the factors that affect freelancer's work performance could help both the client and the freelancer to improve themselves. The model created for this research points self-efficacy and work motivation as the independent variables which affect work performance both directly and indirectly using work engagement as the mediator. Using online questionnaire, the qualified data are then processed using PLS-SEM technique. The result shows that self-efficacy has a direct and positive effect on work performance, while work motivation has a positive and significant indirect effect using work engagement as its mediator. This indicates that internal factors especially self-efficacy should be the main focus to improve freelancer's work performance.

**Keywords:** freelancer, work performance, self-efficacy, work motivation, work engagement.

## **THE EFFECT OF WORK-LIFE BALANCE TOWARDS INTENTION TO STAY, ORGANIZATIONAL COMMITMENT, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AT MILLENNIAL GENERATION IN INDONESIA**

**Nasha Azarine Putri, Elok Savitri Pusparini**  
Magister Manajemen, Universitas Indonesia

### **ABSTRACT**

Studies regarding millennial generation and how companies can benefit from them remain relevant as millennial generation enters the workforce in Indonesia. It is not only unavoidable but also imperative that companies recruit and maintain their millennial employees in order to compete and maintain competitive advantages in the 4.0 Industrial Revolution era. This empirical research focuses on the effect of work-life balance on intention to stay, organizational commitment, and organizational citizenship behavior in the millennial generation in Indonesia. The study is conducted using online survey that was carried out within one month, garnering responses from 272 respondents. The data is then processed using the SEM-LISREL software. Results from the research indicate that there is a positive and significant relationship between work-life balance and intention to stay, a positive and significant relationship between work-life balance and organizational commitment, and a positive and significant relationship between work-life balance and organizational citizenship behavior. In conclusion, companies need to put more emphasis on improving their millennial employees' work-life balance in order to ensure that they not only stay, but also commit and do beyond for the company.

**Keywords:** work-life balance, intention to stay, organizational commitment, organizational citizenship behavior, millennial generation.

## **PROBLEM-SOLVING AND DECISION-MAKING FRAMEWORK TO IMPROVE THE PERFORMANCE OF TECHNICAL ESCALATION MANAGERS AT PEGASUS TECHNOLOGIES ENTERPRISE**

**Ali Husen Sumantoro, Yos Sunitiyoso**  
School of Business and Management ITB Jakarta

### **ABSTRACT**



There has been ongoing concerns on the Technical Escalation Management (TEM) organization's performance, specifically on the ability of Escalation Managers to work on and resolve Customer's issues in timely manner. The Escalation Managers have not been able to meet the targeted baseline and there has been no significant improvement in the last 30 months. Further analysis reveals major causes impacting performance – People, Process, Product Quality and External Factors. This study will focus on understanding issues and developing solution from Process perspective. The methodology being used in the study is qualitative research with interviews, observations and literature studies. The study shows that Escalation Managers are primarily relying on their intuition, experience and knowledge to manage Customer's escalations. There is no formal approach to problem-solving and decision-making processes in the TEM organization. This study aims to propose an innovative framework that can guide Escalation Managers in resolving customers' problem effectively. The framework is developed based on existing norms and processes, synthesized with the Kepner-Tregoe methodologies. It consists of 3 phases: escalation triage/review, formal escalation and escalation closure. Each phase consists of multiple iterative steps which will enable Escalation Managers to manage escalated cases in a structured and consistent manner.

**Keywords:** Kepner-Tregoe, problem-solving, decision-making, problem analysis, escalation management.

## **ANALYSIS OF URBAN MALE CONSUMERS ATTITUDE AND BEHAVIORAL INTENTION TOWARDS SKINCARE PRODUCT IN INDONESIA**

**Rhey Tyas Ferry, Rifelly Dewi Astuti**

Faculty of Economics and Business, Universitas Indonesia

### **ABSTRACT**

This study aims to examine the phenomenon of male consumers buying skincare as a product category which traditionally evolve in women market segmentation. The main purpose was to find the most influential variables from three dimensions, namely personal (i.e., self-image congruity, ageing effect, physical attractiveness, healthcare), socio-cultural (i.e., social beliefs, lifestyle), and marketing (i.e., social media advertising, celebrity endorsement, online purchase situation, price value) factors on their consumption behavior towards skincare products. It is a descriptive survey research using questionnaires distributed to men living in urban areas and 384 male consumers were collected. SEM (Structural Equation Modelling) analysis was used to test the hypotheses. Results showed that ageing effect has the strongest impact, and on the contrary, celebrity endorsement has the weakest impact on urban male consumer attitude towards skincare products. Despite the common beliefs that the cosmetic industry associated with women, this paper has proven that by using the right tools and variables, this niche market segmentation brings up enormous potential for the beauty industry in Indonesia. Findings in this study provide insights for marketers in Indonesia about what key factors to consider when it comes to men skincare product categories, especially if they want to penetrate the urban area segmentation.

**Keywords:** Male consumer, Skincare, Attitude, Repurchase Intention.



## **AN FMEA-BASED APPROACH TO WASTE REDUCTION A CASE ON A MAKE-TO-ORDER COMPANY**

**Didik Wahjudi, Yosua Dhiemas Picky Projesa**  
Petra Christian University, Surabaya, Indonesia

### **ABSTRACT**

Firms conduct activities to satisfy the need of their customers. However, some activities do not add value to customers. Authors propose some approaches to identify and reduce these wastes. By reducing waste, it is expected that the firm competitiveness will increase. One approach to tackle waste is to use a failure mode and effect analysis (FMEA) approach. This study aims to modify the existing model to reduce waste on a make-to-order company. The authors propose criteria to assess the severity, occurrence, and detection of the 21 identified wastes. Using the waste priority numbers (WPN), these 21 wastes are classified into 6 high priority wastes, 4 medium priority wastes, and 11 low priority wastes. Focusing on the high priority and medium priority wastes, countermeasures are identified through a discussion with the management of the company. Using the same criteria for severity, occurrence, and detection, the management evaluates how effective the countermeasures are. The proposed countermeasures can reduce the waste priority numbers significantly. From the results of the assessment, ten waste modes with high and medium priorities get good results because the average of WPN values decreased from 125.9 to 26.8. The largest WPN value drops from 213 to 40. The largest CPN value also reduces from 445 to 110. The impact of the implemented countermeasures can be observed and get a positive response from the management of the company.

**Keywords:** Waste Reduction, Waste Priority Number, Lean Manufacturing, FMEA, W-FMEA.

## **ANALYSIS OF THE EFFECT OF ORGANIZATIONAL ENGAGEMENT ON JOB SATISFACTION WITH ORGANIZATIONAL IDENTIFICATION AND ORGANIZATIONAL COMMITMENT AS MEDIATING VARIABLES ON MILLENNIAL GENERATION EMPLOYEES IN INDONESIA**

**Muhammad Ridha Bintang, Elok Savitri Pusparini**  
Faculty of Economics and Business, Universitas Indonesia

### **ABSTRACT**

The study of the millennial generation or the "Y" generation is an interesting, contextual and sexy research topic to do. Their role nowadays has also become increasingly important with their increasing quantity in the world of work and also the quality of those who have filled a number of strategic positions in companies and even in government. This empirical study aims to analyze the effect of organizational engagement on job satisfaction both directly and through the mediation of organizational identification and organizational commitment. The approach used uses a quantitative approach through a digital questionnaire to collect data collected through social media. Respondents involved in this study were determined using a non-probability sampling method, with a population of respondents who were all employees of the millennial generation with at least one year of work experience. The results found illustrate that there are aspects that affect the relationship that is mediated in the hypothesis. Discussions, managerial implications, and suggestions for this study are provided at the end of this final report.



**Keywords:** Organizational Engagement, Job Satisfaction, Millennial Employees, Organizational identification, Organizational commitment.

## **SUSTAINABLE LIVELIHOOD APPROACH ADDRESSING COMMUNITY'S ECONOMIC DISTRESS FACING THE COVID 19 OUTBREAK: A METHODOLOGICAL CONCEPT**

**Achmad Room Fitrianto**

The centre for Islamic Entrepreneurship and Business, The State Islamic University of Sunan Ampel Surabaya

### **ABSTRACT**

Man-made or natural disaster, both create community economic distress; it makes the degree of accessing regular source of community income more difficult to be reached. Within a certain time when there are no improvements in mitigation and anticipation, it will bring poverty in the community. In December 2019 has been found severe acute respiration syndrome coronavirus 2 that identified in Wuhan China and spread worldwide. In Indonesia there was 700,097 cases of infections nationwide and bring to death toll to 20,847. Disasters, since they cannot be fully controlled or stopped, trigger social change. The basis of social change is the changes process of human thought. These changes can refer to the dynamics of cultural values or social evolution. Social change, the process by which a certain society or culture evolves in response to a great stimuli. Therefore, historical background data are essential in understanding people behaviour. Conceptually, this proposal employ sustainable livelihood in capturing the community's economic distress that is constructed by the environment changes especially the danger of corona virus spread. In portraying community desire and intention in responding the environment changes and other factors that potentially create vulnerable condition cannot be separated from the community assets. Those assets that owned by the community are physical assets, human asset, social asset and financial support. Owing to the aim of this research is to strengthen the process of community adaptation behaviour toward the disaster and other threats; it seems the use of sustainable livelihood approach is methodologically correct. However the limitations of utilising this method require a long term and cyclical process of research. The strength of this method will provide a comprehensive approach in identifying factors that determine the community distress and able to identify community resilience based on the community consensuses through the assets and potencies mapping.

**Keywords:** Disaster, economic distress, Corona Virus, sustainability livelihood.

## **THE CHARACTERISTICS OF SOCIETY IN INDONESIAN CITY BASED ON THE HOFSTEDE CULTURAL DIMENSIONS : A MEASUREMENT OF FIVE INDONESIAN ISLAND**

**Ratih Setyaningrum**

Dian Nuswantoro University, Gadjah Mada University

**Andi Rahadiyan Wijaya, Subagyo**

Gadjah Mada University

### **ABSTRACT**

There is culturally plural happens in nowadays' life context in many ethnics, in a same space. This cultural diversity leads to different communication and attitude in social society. The bigger different



between two cultures exist, the bigger challenge to adapt. Previous research stated that Indonesia as one Hofstede cultural group. But based on its location, Indonesia had various ethnic and historical sites. By seeing all of them, this paper has aims to measure, to classify and to do mapping on Indonesian cultural dimension characteristic. It has some steps of research by considering culture, management and clustering of Indonesian cultural dimension. The measurement using Hofstede was conducted to 805 respondents, analyzed by using principal component analysis and been clustered by using agglomeration hierarchi clusterring method. Respondents were coming from Indonesian native live in Sumatra, Java, Kalimantan, Sulawesi, Kupang and Ambon. The result showed that Indonesian culture can be categorized into 4 cluster groups, furthermore it can be classified into 2 dimensions: *intrinsic characteristics* (1); *environmental and future characteristics* (2). The dimension of *intrinsic characteristics* consists of *power distance index* (PDI), *collectivism* (COLL) and *masculinity* (MAS). While dimension of *environmental and future characteristics* consists of uncertainty avoidance (UAI) and long-term orientation (LTO). The result of this study is a cultural mapping in Indonesian society that a potentially contribute to develop cultural pattern in smart cities.

**Keywords:** Cultural dimension, Hofstede, Indonesia, Characteristic.

## **THE ANALYSIS OF TELKOMSEL MARKETING STRATEGY TOWARDS GEN Z SEGMENT: BY.U PRODUCT CASE STUDY**

**Agil Setiawan, G.N Sandhy Widyasthana**

Department of Business and Management, Institute of Technology Bandung

### **ABSTRACT**

Telkomsel is currently transforming from a telecommunications company to a digital telecommunications company, this is due to a shift in consumer behavior. From the financial statement data, the Telkomsel legacy business continues to experience a significant decline from Mou Telkomsel in 2018 as many as 207 billion minutes, currently only 179 billion minutes are left, then for SMS itself in 2018 as many as 77 billion units, now only 54 billion remain. unit. Then for its own data, Telkomsel continues to experience a significant increase from 4,373,077 TB, up about 34.8% to 6,715,227 TB. From this data, consumers began to switch from telephone and SMS services to digital services by utilizing several OTT (Over the Top) services such as Whatsapp, Line, Telegram and various other services. While the battle is getting more fierce in the gen Z segment, operators are fighting for the potential market of this gen Z, this is because internet users are currently dominated by them. According to data from APJII (Indonesian Internet Service Providers Association) 15-19, where 91% are internet users, then at the age of 20-24, around 88.5% of them are also internet users. To win gen Z Telkomsel issued a product called Loop. Loop itself has several advantages offered, such as low prices, bundling packages for games, music, etc., and also by forming a community which they call the Loop community. However, what happened was not in accordance with Telkomsel's expectations, the presence of Loop was not well received by the Z genes. Loop is still seen as a brand with a high price category (premium brand), which is very incompatible with the habits of Gen Z who are very price sensitive. Due to the failure of the Loop product, Telkomsel then issued a product called by.U as the first digital provider in Indonesia with the same segment as Loop, namely Gen Z. Various responses emerged when by.U was launched, some were positive but not a few negative comments from Gen Z Gen Z thinks that by.U, which carries an all-digital provider without being complicated, actually makes it difficult for them in the ordering process. This study aims to determine the most appropriate marketing strategy in developing by.U as a product to win gen Z. The strategy is divided into 3 major stages using the Five Diamonds Strategy Model, TOWS Analysis and Strategic Brand Management. This research ends with a plan for implementing an appropriate marketing plan strategy.

**Keywords:** marketing strategy, digital provider, gen Z, legacy, by.U.



## **PROPOSING NEW PROCESS DESIGN TO IMPROVE EFFICIENCY OF ENGINE ASSEMBLY PRODUCTION SYSTEM**

**Majdi Maulid Adityo, Gatot Yudoko**

Department of Business and Management, Bandung Institute of Technology

### **ABSTRACT**

PT. XYZ is an automotive manufacturing company in Indonesia that produce four-wheeled vehicles (cars). In the last 2 years, the value of market demand of PT. XYZ is always fluctuating, which results many changes in the work system of production process that can cause high potential of product defects. Furthermore, preparations for the new products development are continuously being made in order to increase market competition which indirectly also impacts to production process. This situation had encouraged Engine Assembly Department as production department at PT. XYZ to create a high efficiency of process design in order to keep prioritizing high product of quality assurance. Confirmation of business issue will be analyzed by Maynard Operation Sequence Technique (MOST) method to find the mismatch of the assembly process. The application of the MOST method will be carried out on two models, current engine production model and new engine model. In current engine production model, the application of MOST aims to redesign the assembly process at each work station that can increase the existing efficiency process. In the new engine model, MOST is used to determine the assembly process design, one of the mandatory activities in the new engine model development stage. From the results, the process efficiency of several work stations (sample) can be stabilized according to the target of 97.2% (123 seconds). In the new engine model, MOST can determine the additional of 3 operators to carry out the new model engine assembly process in line with the current efficiency process target. Further analysis in the form of verification on in-line training activities and the new model event trial will be carried out to verify MOST calculation result. The implementation of the MOST will be carried out with the target of implementing the overall improvements completed in June 2021.

**Keywords:** Maynard Operation Sequence Technique (MOST), Process Efficiency, Process Design, Engine Assembly.

## **PROPOSED MARKETING STRATEGY FOR PIJAR SEKOLAH (CASE STUDY: TELKOM REGIONAL 3 PT. TELKOM INDONESIA)**

**Herfina Puspawardani, Atik Aprianingsih**

Institut Teknologi Bandung

### **ABSTRACT**

PT Telkom Indonesia is a telecommunication company which provides PIJAR Sekolah as an integrated digital education platform that will connect schools, teachers, students, and parents. It is a combination of digital learning media and information management system which beneficial for learning activities at school institutions. Within the Covid-19 occurs, this platform helps the learning method. It is facing the problem when the PIJAR Sekolah's sales target in Telkom Regional 3 had not been achieved that it can be observed from the realization of trial into subscription scheme was still low. This research aims to help the company in facing their business issue using environmental analysis which contains of internal and external analysis with the additional of SWOT analysis. From the analysis result, the author found that there are several root cause analysis. In selecting the strategies which resulted from TOWS Matrix analysis for solving the root causes, the author is using cost benefit analysis. These



solutions and alternative strategies are intended for reaching the final goal in increasing the sales and achieving revenue which represented in the benefit bigger than cost value of the selected strategies.

**Keywords:** marketing strategy, marketing management, digital marketing, sales channel, learning management strategy, telecommunication company.

## **THE EFFECT LOCUS OF CONTROL AND ENTREPRENEURIAL SELF-EFFICACY ON OPPORTUNITY RECOGNITION ABILITY WITH THE MEDIATION OF ENTREPRENEURIAL INTENTION ON FORMER PMI IN EAST NUSA TENGGARA**

**Muhammad Arfani Fadlil, Aryana Satrya**  
Magister Manajemen, Universitas Indonesia

### **ABSTRACT**

Becoming an entrepreneurs have a good influence in helping PMIs to manage the money they get from working abroad, so that the money goes round and they can have an increase in income to a sustainable quality of life. From the results of previous studies, it is known that locus of control, entrepreneurial self-efficacy and entrepreneurial intention can affect PMI's ability to have opportunity recognition to start an entrepreneur. Data collection was carried out by conducting a survey to obtain 202 PMI people in East Nusa Tenggara Province and then the data obtained were processed using Structural Equation Modeling. The results showed that positive locus of control was not significant and entrepreneurial self-efficacy had a significant negative effect on entrepreneurial intention and both had a significant positive effect on opportunity recognition. Entrepreneurial intention has a significant positive effect on opportunity and mediates perfectly on locus of control and opportunity recognition as well as partially significant mediation on entrepreneurial self-efficacy and opportunity recognition. And for future research could consider creativity, knowledge, education level, behavior and attitude as a variable that influence people entrepreneurial self-efficacy and opportunity recognition.

**Keywords:** Locus of Control, Entrepreneurial Self-efficacy, Entrepreneurial Intention, Opportunity Recognition, Ex-PMI.

## **OPTIMIZATION OF SALES TELECOMMUNICATION PRODUCTS SALES PLAN**

**Megadea Relegia Ramdhanir, Nurhadi Siswanto**  
Institut Teknologi Sepuluh Nopember

### **ABSTRACT**

Telecommunication products have become one of the most important human needs in the current era. SA (sales acquisition) products, which are products to acquire new customers, are the most important products sold by distributors, but often provide losses. As a distributor of a large telecommunications company in Indonesia, PT X must make an SA product sales plan to maximize sales. In fact, the results of SA sales from distributor data and systems are not the same. The existence of this gap can then be seen that more optimal SA production is able to maximize SA sales. To carry out the plan, PT X needs to estimate the new sales revenue target which is the revenue from the SA product using the forecasting method. With not much data and forecasting that tends to be short ie short term, this study uses the



exponential smoothing method. Forecasting results are then used in the optimization process that requires new sales revenue targets and SA sales results in the previous month. The optimization includes two objective functions. One optimization method that is able to handle cases with more than one goal is the goal programming method. This final study aims to determine the target of new Sidoarjo regency revenue sales and determine the SA production that does not exceed the number of the previous month in each district & the amount in accordance with the limits of the SA sales results by the system. In doing this research, forecasting results are used as a limitation of the objective function in the optimization model. From the results of the optimization of the goal programming model, the amount of SA production that should be produced in each district in Sidoarjo regency is obtained. This study aims to narrow the gap in SA distributor data and system production, so that SA sales can be maximized so that losses can be minimized.

**Keywords:** Sales Plan, Exponential Smoothing, Goal Programming.

## **INVESTIGATION ON THE DRIVERS OF WOMEN MILLENNIALS ENTREPRENEURS PARTICIPATION: EVIDENCE FROM INDONESIA**

**Agustina Fitrianingrum**

Economics Faculty, Universitas Internasional Batam

**Roro Mega Cahyaning Azmi Riyandani**

Management Study Program, Universitas Internasional Batam

### **ABSTRACT**

Indonesia is a patriarchal culture as a social system that placed men in a dominant position compared to women is crystal clear from the private life to business matters, especially in the business area that is closely related to technology acquisition or ICT. On the other hand, ICT serves as a support structure for all 17 Sustainable Development Goals (SDGs) to boost decent work and economic growth to eradicate poverty, hunger, health problem, and also to increase the performance of the industry, innovation, and infrastructure to create a sustainable life. Women entrepreneurs contribute significantly to economic development because the number of companies owned by women increases by 8% per year. Therefore, investigation on the drivers of active participation of millennial women entrepreneurs in Indonesia is an urgent matter. The research is conducted on 306 young women entrepreneurs systematically using the purposive sampling technique. This research data is analyzed using partial least square (PLS)—a structural equation modeling (SEM) technique. The study has shown that entrepreneurship empowerment strongly affects women's intention to participate in entrepreneurship. The ICT skills have opened up opportunities to free themselves from the confines of in capabilities. Finally, this paper performed all hypothesis have significant relationship and positively related to women entrepreneurs participation.

**Keywords:** women entrepreneurs, empowerment, equality, ICT.

## **THE EFFECT OF BANK OWNERSHIP STRUCTURE AND BANK PERFORMANCE ON BANK STABILITY AND BANK RISK-TAKING BEHAVIOR IN INDONESIA**

**Hotmauly Media Rika**



Magister of Management Science in Banking, University of Indonesia

**Dwi Nastiti Danarsari**

University of Indonesia

### **ABSTRACT**

Globalization, innovation and advances in information technology in the banking sector in Indonesia have grown very rapidly in the last 10 years. In the midst of competition, banks are required to produce good performance and comply with the regulations of the authorities to maintain their stability. This is because the banking sector controls 77% of financial sector assets. This study analyzes the effect of performance on stability and risk-taking behavior by looking at the influence of structure and type of ownership in 31 banks with the largest total assets in Indonesia. By using the two-step generalized method of moment as an estimator method to solve the endogeneity problem, this study found that performance has a positive and significant effect on bank stability and has a significant negative effect on risk-taking behavior. Concentrated ownership structure also has a positive and significant effect on the relationship between bank performance and stability, and has a negative and significant effect on risk-taking behavior.

**Keywords:** Bank Performance, Bank Stability, Bank Risk-Taking Behavior, Ownership Structure, Generalized Method of Moment.

## **DOES THE PRICING STRATEGY FURTHER INCREASE THE COMPETITIVE ADVANTAGE FOR COMPANIES IMPLEMENTING THE ABC SYSTEM?**

**Devie, Aileen Jessica Antonia, Elizabeth Wijaya**

Petra Christian University

### **ABSTRACT**

This study aims to investigate the extent to which the Pricing Strategy is able to create an effective Competitive Advantage for companies implementing the ABC System in their production activities. The research of the data were obtained through questionnaire-based survey from several manufacturing companies in Indonesia implementing ABC System. This research used Structural Equation Model (SEM) with Partial Least Square statistical method. The results of this research indicate that those companies applying Activity Based Costing System are proven to be capable of making companies' Pricing Strategy more effective and increasing their Competitive Advantages. The empirical results show that price competition is unavoidable among manufacturing industries. However, implementing Activity Based Costing System can increase manufacturing companies' Competitive Advantage. Thus, the implementation of ABC System employs the Pricing Strategy as a determinant factor of Competitive Advantage. This research supports the results of previous studies that also concluded that there is a strong relationship between Activity Based Costing System and Competitive Advantage. In addition, this research found that Pricing Strategy could improve Competitive Advantage by implementing Activity Based Costing System.

**Keywords:** Activity Based Costing System, Pricing Strategy, Competitive Advantage.



## **ABNORMAL LOAN GROWTH ON BANK PERFORMANCE: A LITERATURE REVIEW**

**Ninditya Nareswari, Aang Kunaifi, Nugroho Priyo Negoro, Dewie Saktia Ardiantono, Puti Sinansari**

Department of Business Management, Institut Teknologi Sepuluh Nopember

### **ABSTRACT**

The main function of a bank is an intermediary financial institution that is related to collecting and distributing funds. The higher loan will make higher the interest income received by the bank. However, too high credit can lead to higher credit and default risk. Credit growth that is not followed by a monitoring function will have a negative impact on the bank. This study aims to review the literature related to the effect of abnormal credit growth on bank performance. This study provides several propositions related to abnormal credit growth, performance, risk, bank solvency, and the role of bank size that can be tested empirically in future studies.

**Keywords:** Abnormal loan growth, Bank profitability, Bank risk, Bank solvency.

## **THE ANALYSIS OF PRICING STRATEGY ON COMPETITIVE ADVANTAGE AND ORGANIZATIONAL PERFORMANCE**

**Devie Devie, Avevelin Kezia Gihon, Vania Priscilla**

Business Accounting Program, Faculty of Business and Economics, Petra Christian University

### **ABSTRACT**

This study aims to explore the application of pricing strategy as the determining factor in creating competitive advantage and its impact on Organizational Performance against Small Medium Enterprises (SMEs) in Indonesia using the Tokopedia E-commerce platform during the Covid-19 pandemic. This study also attempts to find out whether pricing strategy and competitive advantage have the same impact on the Financial Performance or Market Performance, which is part of the Organizational Performance. A questionnaire-based survey was conducted to collect the registered SME data from Tokopedia e-commerce platform. This study uses cross-sectional data and will be analyzed using the WarpPLS 5.0 software. The result of this study stated that pricing strategy has a positive and significant impact on financial performance through competitive advantage and market performance. However, the best mediation for the pricing strategy to affect the financial performance is done by implementing intervening variables to the market performance. This study also found out that pricing strategy is still used by SMEs who use the Tokopedia digital platform in building their Competitive Advantage. Pricing strategy should be oriented to build Market Performance first before affecting Financial Performance. The uniqueness of this research was conducted on SMEs during Covid-19 era and using the Tokopedia digital platform. The study is to test whether pricing strategy, competitive advantages, market performance, and financial performance are considered as research models that are suitable for SME during Covid 19 era.

**Keywords:** Pricing Strategy, Organizational Performance, Financial Performance, Market Performance, Competitive Advantage.



## **PROGRAM DEVELOPMENT FOR FASHION E-COMMERCE ACCELERATOR USING CO-CREATION DOUBLE DIAMOND**

**Muhammad Hadi Pradana, Wawan Dhewanto**  
Institut Teknologi Bandung, Indonesia

### **ABSTRACT**

Clothing or fashion is one of the basic needs of humans. The market size is very large, with diverse segmentations and very tight competition between companies and their producers. Nowadays, with the development of information technology, access to the internet that is increasingly evenly distributed, and the development of technological devices that are accessible to all levels of society, a new habit of shopping online has also developed. People's behaviour is starting to change by adopting easier online shopping habits. This has led to an increase in fashion entrepreneurs selling online. The advantages of selling online are the low fixed costs that must be incurred because there is no need to open a physical shop and the ease of analytic measurements as a value matrix for evaluating strategy. Unfortunately, the proliferation of online sales is dominated by imported products, especially from China, which is indeed cheaper than domestic products. However, many domestic products are available in the market that is quite good and can compete with imported products. In the effort to encourage fashion entrepreneurs to compete with imported products, a mentoring program and access to the necessary facilities are needed to develop the products of fashion entrepreneurs. The Accelerator is a program that provides assistance, workshops, facilities, and access needed by fashion entrepreneurs to develop their business. By using the co-creation method with a double diamond model, this research examines the materials and facilities needed by fashion entrepreneurs. The co-creation result is a prototype that can then be iterated again to continue to help fashion entrepreneurs in the future containing three things: (1) Topic materials fashion startups need to learn to expand their business, (2) Facilities fashion startups need to access to grow faster, (3) the appropriate business model to help the sustainability of the Accelerator.

**Keywords:** co-creation, double diamond model, fashion entrepreneur, Accelerator, fashion startup.

## **THE INFLUENCE OF SOCIAL MEDIA MARKETING TO BRAND LOYALTY. CASE STUDY: LUXURY SPORTS SHOES**

**Bahalwan Apriyansyah, Satria Fadil Persada, Prahardika Prihananto, Nabila Silmina Hakim,  
Evan Kuncoro Jati**

Institut Teknologi Sepuluh Nopember Surabaya

### **ABSTRACT**

Nowadays, the sports shoes (sneakers) culture phenomenon is emerging and in the highest trend, and the product itself is a commodity that depends so much on trends among the people who used and shared it with his/her peers. This behavior is encouraged by social media usage, with multiple intentions to share it on their pages that can be varied from just merely flexing purposes to engaging with brand loyalists or people sharing the same background and interest. This research explored the influence of social media marketing to the object of research of luxury sports shoes to see the effect on the brand's loyalty. For conducting the analysis, structural equation modeling (SEM) will measure the variables and validity. The reliability check of AMOS is used to do the checking, using variables such as social media-based brand community, brand consciousness, customer center metric, brand trust, and brand loyalty. This research is expected to provide some benefits or advantages to understand the variables that have a role in brand loyalty in the luxury industry, especially luxury sports shoes. One hundred



sixty-eight (168) respondents already took part in this research, indicating that social media marketing affects customer's brand loyalty. It is also shown that social media increase people's trust in the brand, and the effect of that trust is consumers are more familiar and loyal to the product. This research suggests that companies involved in the luxury sports shoe industry should step up their social media marketing activity for better product understanding and create trust between the company and consumers, leading to brand loyalty.

**Keywords:** social media marketing, brand loyalty, luxury sports shoes, Structural Equation Modelling.

## **EXPLANATORY POWER AND ACCURACIES COMPARISON OF SHARIA COMPLIANT ASSET PRICING MODEL (SCAPM). CASE STUDY OF SHARIA LISTED SECURITIES IN INDONESIA**

**Prahardika Prihananto, Nugroho Priyo Negoro, Bahalwan Apriyansyah, Mushonnifun Faiz Sugihartanto and Jusuf Lamirada Habibie**

Institut Teknologi Sepuluh Nopember Surabaya

### **ABSTRACT**

Indonesia's Islamic capital market experienced rapid development for the last 5 years with more than 200 percent increase in total assets. That phenomenon stimulates the use of tools to analyze the risk and return of sharia stocks in Indonesia. Sharia-compliant asset pricing model (SCAPM) is one tool that can be used to do those analyses. SCAPM is a modification of the capital asset pricing model (CAPM) by replacing risk-free return with another element like zakat, inflation, and Bank Indonesia sharia certificate (SBIS). This study uses 3 SCAPM, Zakat based SCAPM (SCAPMZ), Inflation based SCAPM (SCAPMI), and SBIS based SCAPM (SCAPMS) on shares listed in the sharia securities list (SSL). Those models were compared by using analysis of variance (ANOVA) based on accuracies and explanatory power of expected returns. The accuracies of each SCAPM were measured by using Mean Absolute Deviation (MAD) and Mean Square Error (MSE). Whereas, the explanatory power of SCAPM measured by using adjusted R-squared. This study finds that SCAPMI is the best model compared with others as it has significantly better explanatory power. However, further development of SCAPM is needed as we found that explanatory power and accuracies from those 3 models still relatively low.

**Keywords:** Explanatory Power, Accuracy, SCAPM, ANOVA

## **IMPROVING PACKAGING LOGISTICS SYSTEM USING PACKAGING PERFORMANCE METHODOLOGY. STUDY CASE: CAMEMBER CHEESE**

**Mushonnifun Faiz Sugihartanto, Syarifa Hanoum**

Department of Business Management, Institut Teknologi Sepuluh Nopember Surabaya

**Nalaputi Basoeki, Elif Tiryakioglu**

Faculty of Engineering, Lund University, Sweden



**Cynthia Ferrier**

Arts et Métiers ParisTech - École Nationale Supérieure d'Arts et Métiers, France

### **ABSTRACT**

The supply chain logistics performance can be profoundly impacted by the packaging of the product. This research aims to assess the performance of the current packaging of Camembert cheese Coeur de Lion and then propose suggestions to improve its efficiency throughout the supply chain. Each actor of the supply chain is involved and taken into account when evaluating the packaging features. The secondary packaging is less efficient for all actors, especially concerning convenience. The first packaging is not very convenient, and its weight and cost are quite high for cheese. Finally, the traceability of tertiary packaging is not optimal. By discussing cost, environmental impacts, and especially impact on other features in the supply chain, we propose solutions to replace the circular wooden box of the cheese by a cardboard box with round shape. Then, only the cardboard trays will be used as a secondary packaging all along the supply chain. These combined solutions reduce the handling work, the packaging material cost and provide more convenience for all actors, even for the customer.

**Keywords:** Packaging Logistics, Supply Chain, Packaging Performance, Packaging Scorecard

## **EVALUATING OPERATIONAL EFFICIENCY OF THE FAST-FOOD RESTAURANT IN INDONESIA**

**Syarifa Hanoum, Fadhil Dimas Nandito, Nabila Silmina Hakim**

Institut Teknologi Sepuluh Nopember Surabaya

**Sardar M.N. Islam**

Victoria University, Australia

### **ABSTRACT**

Restaurants are characterised by unpredictable customer demand that causes the fluctuations in sales and revenue. The combined fluctuated demand and sales cases the challenge in attaining efficiency. The objective of this study is to propose an efficiency evaluation model for a restaurant with the case study of the fast-food restaurant chain in Indonesia. The linear-programming method the so-called Data Envelopment Analysis (DEA) is utilised to evaluate the operational efficiency of the restaurants and its impact on the restaurant's performance. We evaluate the operational efficiency based on four input variables (available seats, labour cost, operating costs, staff strength) and two output variables (total sales and total covers). The results shows that 4 out of 18 fast-food restaurant outlets are not efficient. In order to improve the restaurant's efficiency, the DEA model provides improvement targets for each inefficient restaurant. Besides, we recommend a peer group (an efficient restaurant) that become the benchmark object in order the inefficient restaurant improve their performance in the future. We add a scale efficiency to indicate which restaurants are operated in the optimum scale, which one are not, thus they have an opportunity to increase the scale of operations in order to attain better efficiency level.

**Keywords:** Efficiency evaluation, Data envelopment analysis, Fast food restaurant, Scale efficiency