



## Paper 54

Business Process Improvement Strategy in Company Digital Channel Official Store in the Marketplace for Company Sustainability

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**Abstract** - Digital transformation is begun to emerge sharply as the pandemics starts in the beginning of year 2020 and become the silver lining strategy for many companies which as a result in leveraging online channel. In cement industry, online channel is bringing the decommodification program to the company products by created added value such as transparency, easy to access, and competitive price as the result in leveraging technology will increase company efficiency and lowering distribution cost. This research is focused on improving the existing business process of the company online channel in the official store in the marketplace and implementing using the Deming circle frameworks. There are two business process improvement plans exercised consist of lowering the minimum order quantity and implementing new direct selling business scheme by leveraging company distribution center. The direct selling scheme are expected to give some added margin because of the shorter supply chain and lower distribution cost while lowering the minimum order quantity are addressing to increase sales by tapping into other market segments. The main objectives are to presume that developing online channel will not jeopardize the offline channel and will bring impact in company business sustainability in the future.

**Keywords** - business process, online channel, continuous improvement, lower distribution cost, added margin, revenue, official store, business sustainability

### I. INTRODUCTION

According to Indonesia Cement Association data, total cement industry growth for domestic and export are increased by 7% or 76 million YoY in 2021. Domestic sales growth of Indonesia cement market in 2021 are at 4,3% YoY while the overcapacity is still occurred as in the same year the domestic capacity is increase at 120 million ton.

PT Multi Orchid Nusantara or called as PT. MON was one of the big cement companies in Indonesia. As a holding company, PT. MON gave an autonomy to its subsidiaries company in service business line. However, for the cement producer operating company PT. MON made a policy and blueprint for the organization structure. Commercial activities managed by PT. MON are emphasizing in business development, sales, supply chain, and marketing for all product brand within the company group. Cement industry are one of the sectors affected as construction

sectors are hit hardest also during the pandemics. There are two market section in PT. MON for selling their cement products consist of corporate sales and retail markets section. Overcoming the challenge arise amidst the pandemic the company had constructed and formulated the strategy to survive by shifting or expanding through new sales channel (digital marketplace) or so-called official store for the retail markets section. Company official store has been established since the last quarter of 2020 and keep growing until 2021. Considering expanding the official store in the digital marketplace PT. MON then decided to change the strategy in manage the digital channel. Company management then decided that one of the subsidiaries PT. Surya Indra Sentosa (PT. SIS) will be manage as the official store operator after thorough evaluations.

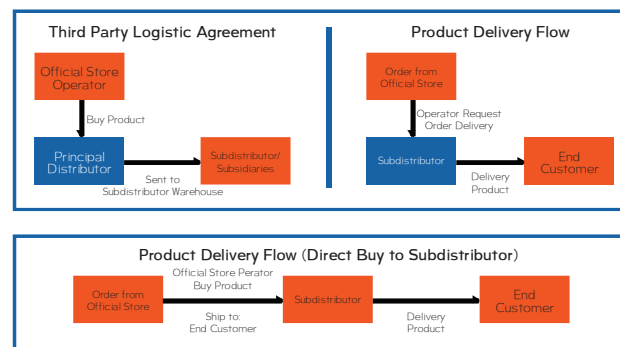


Figure 1. Official Store Business Process

Digital business and transaction in Indonesia throughout 2021 are increases noting the building material and infrastructure sectors. The arguments of potential growth in retail markets of building materials strongly supported by the analytical data generated by the Indonesia Central Bank forecast for E-Commerce growth at 31,2% in 2022. The bag segments which attributes to retail segments like building house and renovations are still contributing the largest volume in domestic demands compare to other segments. According to Indonesian ministry of industry the consumption volume in bag segments is more than 70% both inside and outside java island compared to bulk segment which attributes to infrastructure needed. There are some improvements that could be exercise by PT. Multi Orchid Nusantara strategy regarding opening the official store or online channel to distribute the product in the marketplace. Developing the digital channel could resulting in generating new competitive advantages for

the company that possibly transforms in sustainable competitive advantages. For instance, by implementing the online channel with the direct selling scheme through distribution center the company could generate competitive retail price while increasing the profit margin.

Other examples are company official channel should be able to be tapping in the potential market which rarely addressed by offline channel by providing added value service in delivery the products. As the competition will likely shifted into digital channel in the future mentioning the pandemics are promoting the digital transformation process to become faster. The company knowledge, preparation, and experience are very important to overcome future competition in the online channel. There were some insight and knowledge might be resulted in the process that enrich the company knowledge and competitive advantages.

## II. METHODOLOGY

Implementing business improvement should be a sustainable process to obtain the continuous growth which further result in sustainable competitive advantages. There were many tools could be used to implementing such strategy for instance the generally known tools use are PDCA (Plan Do Check Act) frameworks or known as Deming circle. These tools are an iterative design and management methods to control business process while at the same time focusing on continuous improvement process. Even though basically these methods are come from the quality control methods it is also widely used as strategic learning process frame. The circle goes round, and round and the repeated iterative process will make the knowledge getting richer. The methodology used by in this research are combination of both qualitative and quantitative methods which are commonly used for the research. There are three variables in this research consist of :

### A. Business Process

Developing the digital channel could resulting in generating new competitive advantages for the company that possibly transforms in sustainable competitive advantages. The improvement to operation format or existing business process should be exercised in order to gain more margin or profit for the company sustainability in the future. Company should be able to create competitive advantages, increase efficiency, and value added by optimalization of the business process. With the current business process, margin or profit generated are in 1,5% – 3% of GMV or relatively similar with the traditional channel.

On the other hand, the bag segments which attributes to retail segments like building house and renovations are

still contributing the largest volume in domestic demands compare to other segments (more than 70% both inside and outside java island compared to bulk segment) which attributes to infrastructure needed. In the side of digital business growth, Indonesia E-Commerce growth in 2021 are 50,8% and forecasted to keep growing at 31,2% in 2022 (BI Indonesia Economic Report, 2021: 60) which emphasizing that the company should seize the opportunity to improve the business process for business sustainability. Then, there are several options or alternatives business process improvement could be exercise for instance lower distribution cost or lean and optimum cost structure by implementing new business process scheme with shorter supply chain by utilize the distributor center of the company.

### B. Daily Operational

There are three main issues from that might results in low sales or revenue in company digital channel from the daily operational sides. First are the customers awareness about the company official stores. Low level of awareness will affecting directly to official store traffic and revenues. Second issue are regarding the financing options and competitive price offered by the digital channel or official store. Company should be able to generate competitive price as one of the important value added in utilizing digital channel. Then the next issues are company service level in delivering the product or minimum order quantity that should be aligned with the customer segment needs in which in the current segments are majorly medium level contractor and homeowner of big house. However retail segments are consist of not only medium contractor but also small contractor, homeowner that conducting house renovation, and many more. If the services are not aligned with these customers, they buy the product directly to the offline shop become the preferred options for the customers. Official store positioning should be clear and aligned with the targeted customers.

The company should address and improve daily operational as several issues could be arises with the current service level like whether it is synchronized with the existing loyal customers or the effectiveness of the existing digital marketing campaign and programs which could be shown from the conversion rate or customer engagement. Lowering the minimum order quantity will become an alternatives in improve the daily operation service provides to improves sales even though several aspect should be exercise first.

### C. Customers or External Parties

Customer reviews and experience are important to improve the company official store therefore the questionnaires survey use by the marketplace platform

and the interview that is conducted are very important as the purposes are to get some insight on improving the existing official store services. Hence some external tools could be also exercised to enrich the evaluations about macro conditions of the competition mentioning PESTEL and 5-porter forces analysis frameworks.

Some in depth interview are conducted from October 2021 until March 2022 to gain insight and management view regarding the online channel development of the company despite the yearly evaluation performance data from company internal file. From the external side the research will emphasize the customers point of view regarding the company official store. There are

two categories of external customers from company point of view consist of end customer (homeowner) and builder workers (mason, overseer, and contractors). It is important to getting insight from the builder workers as they are play an important role in deciding the decision to buying the products based on the company internal research. On the other hand, the internal interview will be gathering more from company managers about company official store and development plan. Below are the detail of the interview respondent which consist of external parties like builder workers and company official store loyal customer and from internal parties such as managers from sales and marketing teams.

Table 1. Data Collection Methods

External Parties	Research Method	Details
Builder Workers	Qualitative Method (In-depth Interview)	<p><b>Research Objectives:</b></p> <ul style="list-style-type: none"> <li>- To determine gain &amp; pain points of builders material workers shifting to digital channel</li> <li>- To determine digital behaviour of builders material workers</li> </ul> <p><b>Samples :</b> 50 participants (DKI, Banten, Jabar, Jateng, Jatim, and DIY) consists of : Mason (14), Overseer (14), Contractors (14), Architects (4), &amp; Interior designers (4)</p>
End Customer	Qualitative metod (In-depth Interview)	<p><b>Research objectives:</b></p> <ul style="list-style-type: none"> <li>- To determine satisfaction level of official store operational performance</li> <li>- To gain insight and suggestion of official store customer for improvement</li> </ul> <p><b>Samples :</b> 7-10 participants (in Jabodetabek) consists of Official Store loyal customers</p>
Online Survey	Summary of buyers review and comments in marketplace	<p><b>Research objectives:</b></p> <ul style="list-style-type: none"> <li>- To determine satisfaction level of official store operational performance</li> <li>- To gain insight and suggestion of official store customer for improvement</li> </ul> <p><b>Samples :</b> 30 customers reviews (in Jabodetabek) from the past 6 months</p>
<b>Internal Parties</b>		
Company Managers	Qualitative metod (In-depth Interview)	<p><b>Research objectives:</b></p> <ul style="list-style-type: none"> <li>- To determine satisfaction level of official store operational performance</li> <li>- To gain insight and suggestion of management for improving business model operation</li> <li>- To determine digital channel plan and strategy of management</li> </ul> <p><b>Samples :</b> 4 managers consists of sales, marketing and supply chain department</p>

(Source : Author, 2022)

After collecting the data and exercising both internal and external analysis the root cause analysis then will be conducted. There are several aspects to be analyze including pricing, service level, margin, market penetration and market development. As purposes for the analysis are to generate more revenue (GMV) and meet customer expectation (added product features values) and create new business process to gain more revenue and margin for the company sustainable in the future by generate competitive prices to end customer.

### III. RESULTS

Digital business growth sharp as the silver lining strategy for many industries to survive especially retails and FMCG (Fast Moving Consumer Goods) markets. The digital business or channel are important to address for the company as utilizing digital channel will increasing company supply chain network cost efficiency which affected the product price. Official store become one of the value-differentiation strategies adopted by the company as in 2020 are the only official store available

for buying cement product in the marketplace. Formulating the business solutions after exercising the root cause problem there are three factors should be addressed in differentiation strategy according to Rothaermel consist of (Strategic Management, 2021: 201) product features, customer service and compliment. There were some room to growth for the company to obtain the optimum performance is considering the official store only one years old. Below are the table that shown the results and conclusion after collecting the data both internal and external parties.

Table 2. Interview and Survey Resume

External Parties	Interview of Survey Resume
Builder Workers	Majority of mason, overseer, and contractors are attracted to buy cement online if : <b>Price is cheaper</b> than offline, <b>delivered in same day</b> and/or next day from nearest store or distributor, <b>no minimum order quantity</b> , COD/credit option, delivery track, and access through mobile app
End Customer	Most of the company official store customers are <b>medium level contractors or homeowners</b> who had big projects and used to leveraging online channel or marketplace. Reason to buy online because of cheaper price (promo.) simple (don't have to go to the shop), delivery speed, and transparency. Overall, the customers are satisfied with the official store service even though there are some suggestion addressing in <b>minimum order quantity (below 2-ton), credit payment options, promo or cashback and delivery service</b> (material and service handling from expeditors)
Online Survey	Customer are very satisfied with company official stores performance in the marketplace. However, there are some suggestions and improvement for company official store daily operation which emphasizing in <b>service (minimum quantity), quality (material handling), delivery (delivery time), and price (retail price &amp; discount)</b> .
Internal Parties	
Company Managers	All of respondent see digital transformation or <b>utilizing online channel has a big and positive impact for the company sustainability in the future</b> . However, there are some improvement need to be addressed by the company such as : - Added value (speed, transparency, cheaper price or de-commoditization, marketing campaign) - <b>Change management &amp; culture</b> (digital behavior) - <b>Market segmentation</b> (potential market, service level improvement) - <b>Margin</b> (low contribution) - <b>Fundamental</b> (data integration with offline channel)
Internal Company Report Evaluation	- Total product seen in the last 3 months (Dec '21 - Feb '22) are 7,665 with <b>1,15% conversion rate</b> . Average all sectors conversion rate in the ecommerce are 1,7% - 2% in 2021 (irp.com). - <b>Total GMV growth in 2021 are 224% (YoY)</b> . With the current business model, <b>margin or profit generated are in 1,5% - 2% of GMV</b>

(Source : Author, 2022)

Business process improvement approach should be done by exercise the existing added value of company official store first. Purposes are to align such strategy or business process improvement with the existing added values perceived by the end customers to obtain and decided the targeted benefit or value added. Considering those three-differentiation strategy the business solution offered for the company should be able to solve two problems. First is by create new business process to gain more margin for the company sustainable in the future and generate competitive prices to end customer. And the last are improving daily operation to generate more revenue (Gross Merchandise Value) and meet customer expectation or added product features values.

Current business scheme for the company official store is consist of two business process scheme which are the direct buy scheme and third-party logistic scheme. As the third-party logistic business scheme is still not operated by the company as the ongoing administration proses the official store daily operational are using the direct scheme buy. Those two business schemes are inseparable as the main business process scheme basically are the third-party logistic business process. The direct buy scheme basically is the optional scheme to make the main business process more flexible in addressing the service level of the official store.

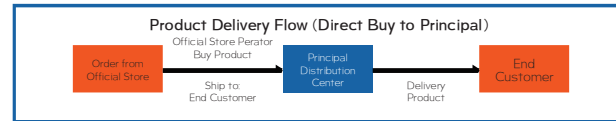


Figure 2. Official Store Direct Selling Scheme through Distribution Centre

Company infrastructure and facility across nationwide are one the company strong positioning and advantages that should be utilized. Mentioning there are total 5 company distribution center across nation which has the capability in distributing of company products similar with the sub distributor capability. The utilization and the traffic of the facilities are low in some areas which could be uses as the development of online channel business scheme.

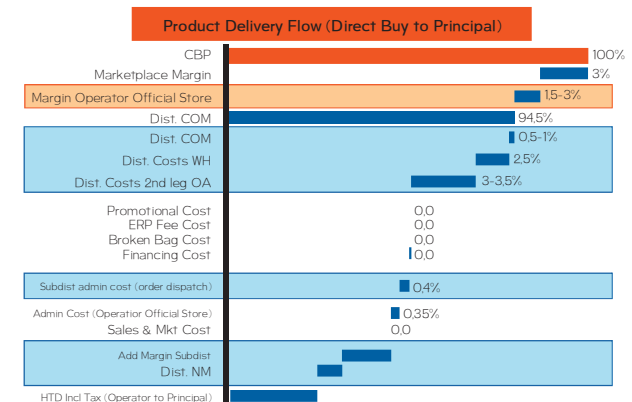


Figure 3. Price Waterfall Simulation (Direct Selling Scheme)

Using the direct selling scheme by utilize the distributor center will cut several costs and resulting in generated more profit and margin for the company indirectly through the official store operator company. From the price waterfall evaluation which based on the company best practice cost structure data shown in the figure, the potential margin for the company which previously around 1,5 – 3 % will sharply increases and become around 12,5 – 14 % or four times higher. The price simulations give some real insight regarding the potential benefit from direct selling through distribution center scheme mentioning in lower supply chain network, higher margin, and lower distribution cost as a result.

Next business solutions propose for improving daily operation in generating more revenues and meet customer expectation are by lowering the minimum order quantity. Lowering the minimum order quantity will likely increase the sales or revenue as based on the interview there are many customers expected the services are provided. This strategy will be resulting in tapping into other customer segment of the retail markets which most likely are medium sized contractor and homeowner. There are four frameworks that leading to higher value creation between supplier and retailer consist of revenue margin enhancement, process improvement, cost reduction, sharing data, and ecosystem creation (Deloitte, 2017). Business process improvement approach should be done by exercise the existing added value of company official store first.

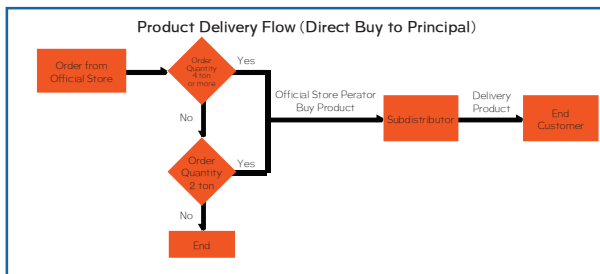


Figure 4. Order Flow Process after Lowering the Minimum Order Quantity

Lowering minimum order quantity will enhance the market penetration in the low numeric distribution area of company products as the distribution service and support are increase in the existing market. At the same time there are two potential market segments consist of contractor and homeowners that directly penetrated by such strategy and found out that the business improvement will support and facilitate their needs. As the result the number of company sales or revenue in the digital channel official will increase. However in deciding the number of the minimum quantity should be considered several factor including impacts on existing market, distribution cost and price optimization despite only mentioning in average customer consumption. It is important also to conducted

additional research in determining the market size of the low minimum order customer segment.

Planning sound and rigid strategy are important however the execution of the plan is the most critical moment in improvement step. With the execution of the plan many insights and fact will arise as the learning process are occurs. Implementing the proposed business solutions, above table are shown the PDCA steps that should be exercised by the company. Improving business process should based on the evaluation of every possible aspect and information that could be gathered. More comprehensive the data the more sound and exact strategy could be resulted to be implemented. In the first step of the PDCA framework, sound and extensive preparation or plan should be exercised first. Conducting new business process proposed as the business solution should be terminated if the evaluation or the plan preparation are inadequate. Nevertheless, the overall timeline to execute the project should be clearly define and being prepared including the evaluation and continuous improvement phase.

Table 3. Implementation Phase of New Business Improvement Plan

Improvement Plan	Planning & Evaluation Phase	Execution Phase	Evaluation & Countermeasure Phase
Direct Selling Business Process Scheme through Distribution Centre	a.) Plan evaluation step which addressing some of the potential benefit from direct selling through distribution centre scheme b.) Evaluation for selecting the pilot project area based on brand or product availability, truck or logistic transportation availability, and others c.) Integration and evaluation of existing intercompany sales procedures and systems	a.) Create a new standard operating procedure as the business process for direct selling to end customer scheme b.) Execute the plan, try to promote and build a collaboration with area sales manager	a.) Evaluation of sales performance after 3 and 6 months. b.) Formulate the correction plan after evaluation process.
Lowering Minimum Order Quantity	a.) Selection of the pilot project area based on sales and marketing team recommendation. b.) Determine the new minimum order quantity (for instance the minimum order quantity at 2 ton) c.) Determine the service level considering utilization of vehicles. d.) Setting the new price for the additional services to the customers.	a.) Make an agreement with partners regarding the new business process (pricing, service level agreement, transportation availability, and others) b.) Execute the plan and promote the services with marketing campaign	c.) Execute the correction plan and make standardization for the improvement process

(Source : Author, 2022)

Decommoditization of the cement product is important to be and the company should answer such question by giving some value enhancement by leveraging the digital channel for instance not only in generating cheaper price to generates sales or revenue but also in increase awareness of the company digital channel. The value differentiation or value added for the product will bring a new game in the market despite relying on the price war which further could make the company loss their profits. Exercise the partnership model in certain pilot project area preferable to be exercised in the beginning as the foundation in developing the business process, business model and partnership in the future.

#### IV. DISCUSSION

As a result, in adding new services for lowering the minimum order quantity there are some additional costs should be addressed by the company. Additional cost that attributes to the customer supposedly as low as possible to retain the product competitive price. From the cost structure evaluation and benchmarking process the additional price that customer has to paid for delivering the 2-ton quantity order are around 3-5 % from the total transactions. The number are still allowable considering the marketplace or platform frequently gave some cashback or discount at 2-3 % almost in every month. Based on the available vehicle capacity or size in the markets there are 2,5-ton pick-up trucks that aligned and met with the customer needs. It is better for the company to execute the plan slowly and steadily. The value differentiation or value added for the product will bring a new game in the market despite relying on the price war which further could make the company loss their profits. Overall the several factors that might smaller the company profit should be considered by the company for instance the increment of marketplace platform fee and marketing programs expense which are needed to generate more sales for introducing new product or service in the future.

Total GMV growth in 2021 are 224% (YoY) however even though the performance is excellent there are several factors need to be addressed considering cement are seasonal or cyclical commodity product which depends on several factors including weathers conditions. The seasonal problem also affecting not only the demand but also the retail price of the product in the markets. Hence the company should exercise whether the performance of digital existing digital channel could overcome and become one of the alternatives in facing the seasonal problem which could generates more stable revenue throughout the years for the company. Because of the price are still considered as important factor for the consumer caused by the overcapacity in domestic markets the daily operation of the company should be able to generate competitive price. It is important to address

as digital channel are one of the tools to improve the operational efficiency of the company. Therefore, through the digital channel the company should be able to handle several issues regarding the efficiency which resulting in generating cheaper price and give some added value to the product to shift customer perception value of the commodity product like cement. Even though additional research are needed to evaluate the effectiveness of the existing digital marketing campaign and programs as the conversion rate or customer engagement in the digital channel are affected by many factors.

The proposed solutions then should be evaluated not only from the internal company sides but also from the external side. Developing online channel addressing the proposed solution in implementing the direct selling scheme are unfavorable for many cement makers as there were some consequences arise and should be managed by the company. Some have tried to sell through digital channel by developing the ecommerce websites, but the result is unsatisfied. However, there is one interesting fact that one competitor is success in developing digital channel in the marketplace similar with the company which others are emphasizing in developing the digital channel by creating the new ecommerce website. Developing digital channel in marketplace has several different challenges than the new ecommerce for instance in developing the ecommerce some huge amounts of money are needed to boost the website traffic and must compete with the marketplace traffic. Implementing the proposed business solution in company digital channel should be exercised with accommodate all the consequences which resulting in minimize the risk for the company. Other options or alternatives that are available and could be exercised by the company to implement such strategy are by partnering with local start-ups companies even though some thorough exercise are needed to evaluate the current and future partnerships and the business model.

Using PDCA methods might help in minimize the risks. After evaluation or formulating and decided several factors in the plan preparation step such as pilot project area, retail-based price, and market segmentation then the company official store should try to conduct the plan. There are several notables step that should be taken while implementing the business process improvement plan. One example to overcome the consequences mentioning by competitor are implementing the solution in pilot project area scheme in which the destined area had been evaluated by all teams including sales, supply chain, and marketing team. Implementing the business proposed solutions in the area which the company has the low numeric distribution of company product, low vehicle utilization, and vehicle capability are suitable place which bring more benefits than disadvantages consequences. The last step for the continuous improvement of business

process for the official store are relatively similar in the execution step. However, one thing that need to be emphasized in these steps are the standardization process of the business improvement. Standardization become a crucial and important factor while applying an iterative process to obtain the goals.

Last, without standardization mostly the direction of the improvement process will scatter and hardly hit in targeting the goals for the company official stores. Last thing should be addressed in implementing the continuous improvement are on how the company managed the knowledge regarding all the innovations that had been implemented before. Knowledge about managed online channel, online conversion rates, and digital marketing campaign are become one of the basic competences that will emerged and become a very important for the company in the future as by utilized such knowledge it will increase the opportunity that the new knowledge will become company new competitive advantages for business sustainability.

## V. CONCLUSION

Developing the digital channel could resulting in generating new competitive advantages for the company that possibly transforms in sustainable competitive advantages. However, in developing the online channel the company should exercise continuous improvement process as in the digital or online channel agility are become an important tool to obtain success. There were some insight and knowledge might be resulted in the process that enrich the company knowledge and competitive advantages. For instance, by implementing the online channel with the direct selling scheme through distribution center the company could generate competitive retail price while increasing the profit margin. Such conditions exist caused by the lower distribution cost as the main impact in leveraging the online channel. It is also important to mention that the purposes of the company official channel are creating omni channel and tapping in the potential market which rarely addressed by offline channel for company business growth and sustainability. Therefore, the existence of online channel is important and the synergy or collaboration between online and offline channel should be managed well by the company.

Other options or alternatives that are available and could be exercised by the company to implement such strategy are by partnering with local start-ups companies which nowadays are quite flourish. Many start-ups company such as Go-Cement, Deliveree, or other logistic company could become a potential partners in boosting and developing the company digital channel. However, some thorough exercise are needed to evaluate the future partnerships

and business model in the digital channel. Exercise the partnership model in certain pilot project area preferable to be exercised in the beginning as the foundation in developing the business process, business model and partnership in the future.

Company strategy related to omni channel or marketing 4.0 will become a common thing to be adapt by the company and such knowledges should be maintained well for the company sustainability in the future. It became urgent to exercise the proposed solutions as the price war in the market become fiercer emphasizing in the pandemic's momentum in speed up the digital business. As the competition will likely shifted into digital channel in the future mentioning the pandemics are promoting the digital transformation process to become faster then the company knowledge, preparation, and experience are very important to overcome future competition in the online channel.

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