

CONSTRUCTING ADAPTATION PADS IN A FORM OF MSME RESILIENCY STRATEGIES IN PT NUSANTARA TOTALINDO LOGISTICS

Muhammad Rizky Anugrah Pratama^{*)}, Lien Herlina^{*)}, Fithriyyah Shalihati^{*)¹}

^{*)}School of Business, IPB University
Jl. Pajajaran Bogor 16151, Indonesia

Abstract: PT Nusantara Totalindo Logistics (PT NTL) is a company engaged in the logistics transportation sector with fast business growth but is currently in the business introduction and business turbulence phase. In facing the business introduction phase and business turbulence, it is necessary to develop business resilience and adaptation strategies. This study aims to identify PT NTL's business potential and advantages, build business resilience for PT NTL by establishing PT NTL's vision and mission as a corporate statement to support the completeness of organizational documents and designing business resilience formulations for PT NTL through creating work programs, organizational structure, business model canvas, business processes, and business risk mitigation to build a business adaptation strategy. The data for this research were sourced from in-depth interviews and risk management research questionnaires. Based on the results of the study that has been done, a time-framed business adaptation-bearing formulation has been formed through six processes, starting from vision and mission formation to risk management that has adaptation and resilience properties. Business in the face of business turbulence. The management implications of a business resilience strategy are the establishment of a vision and mission according to the resilience and business adaptation strategy, a comprehensive organizational structure, work programs for the next five years according to business turbulence and disruption, a kanas business model that supports work programs up to logistics risk management.

Keywords: business introduction phase, risk management, business risk, transportation collaboration system, business turbulence

Abstrak: PT Nusantara Totalindo Logistics (PT NTL) merupakan perusahaan yang bergerak di bidang transportasi logistik yang memiliki pertumbuhan bisnis cepat, tetapi saat ini berada dalam fase pengenalan bisnis dan turbulensi bisnis. Dalam menghadapi fase pengenalan bisnis dan turbulensi bisnis sehingga perlu mengembangkan strategi resiliensi dan adaptasi bisnis. Penelitian ini bertujuan mengidentifikasi potensi dan keunggulan bisnis dari PT NTL, membangun resiliensi bisnis untuk PT NTL, dan merancang formulasi resiliensi bisnis PT NTL melalui perancangan program kerja, struktur organisasi, business model canvas, proses bisnis, dan mitigasi risiko bisnis untuk membangun strategi adaptasi bisnis. Data penelitian ini bersumber dari in-depth interview dan kuesioner penelitian manajemen risiko Berdasarkan hasil penelitian yang telah dilakukan, maka dibentuk suatu formulasi bantalan adaptasi bisnis yang berjangka waktu melalui enam proses, mulai dari pembentukan visi dan misi hingga manajemen risiko yang memiliki sifat adaptasi dan resiliensi bisnis dalam menghadapi turbulensi bisnis.. Implikasi manajemen dari strategi resiliensi bisnis adalah pembentukan visi dan misi sesuai strategi resiliensi dan adaptasi bisnis, struktur organisasi yang komprehensif, program kerja lima tahun kedepan sesuai dengan turbulensi dan disrupsi bisnis, model bisnis kanas yang mendukung program kerja hingga manajemen risiko logistik.

Kata kunci: fase pengenalan bisnis, manajemen risiko, risiko bisnis, transportation collaboration system, turbulensi bisnis

Article history:

Received
17 November 2022

Revised
20 January 2023

Accepted
13 February 2023

Available online
31 May 2023

This is an open access article under the CC BY license (<https://creativecommons.org/licenses/by/4.0/>)



¹ Corresponding author:

Email: oktyshalihati@apps.ipb.ac.id

INTRODUCTION

PT NTL is a company that operates in field logistics and freight transportation founded in January 2021 by Daniel Satria Wibowo at Jalan Industri Pasir Gombang No. 155, Cikarang District North, Bekasi, West Java. PT NTL has three offices in Cikarang, Tangerang, and Surabaya and is supported by core business in logistics, which has rapid sales growth. This phenomenon is worth watching, but requires extensive care, because if they only focus on very high sales growth and ignore the sustainability of the business, then This could backfire for PT NTL and cause PT NTL to be problematic in the future. After all, it is not able to compete with other companies. Currently, PT NTL also now has 41 employees in the field, operational and financial, relying on manual business processes. They do not have a vision and mission, work programs, business model canvas, and logistics's risks management in the future, so this must be taken care in order to create PT NTL's sustainability. Currently, PT NTL is in the phase of business's introduction. Business's introduction phase is one of the phases of the product life cycle (Yoo, 2010). The business's introduction phase has the following characteristics. Namely, sales growth is increasing very fast, marked by penetration to the market to achieve its target, the product has a low price, and tends to take a risk business (Yoo, 2010).

Overall, If PT Nusantara Totalindo Logistik only focuses on business growth but ignores the business risks that a business will experience in phase introduction business, so will jeopardize the current business conditions of PT Nusantara Totalindo Logistik. In business turbulence, when they have no awareness of their business environment, PT NTL will experience problems in the future because it is not capable of competing with other businesses and cannot adapt to the introductory phase of business.

Currently, the world economy is experiencing turbulence caused by market dynamics. Natural and human-induced outbreaks can occur at any time Fiksel (2015). Turbulence is an event that shows a flow of change that has a large and small scale quickly or slowly. Turbulence can occur because of two factors (Fixel, 2015): Pressure grade is something factor that will come by gradually like, population growth, the development of telecommunication technology, and happening gap between which rich and the poor. Sudden pressure occurs suddenly and is associated with

natural disasters, such as tsunamis, industrial accidents, terrorist attacks, and political temperatures happening in a country.

This turbulence must anticipate with resilience efforts. According to Fiksel (2015), resilience is the capacity to adapt and develop with a sudden change. To overcome this turbulence, PT NTL must have resilience, endurance, and continuity. Resilience is essential for PT NTL because, according to Fixel (2015), businesses must develop, evolve, and withstand customer expectations. Resilience in business must have a nature following that: adaptability, which is the ability To do change in condition change fast, and cohesion, which is the ability to combine different components in a community. Efficiency is consuming the resources they have in the right amount and not excessive, and diversity is how to maintain existence from talent, style, and innovation owned by a business (Fiksel 2015).H

What differentiates between Fiksel (2015) and current research is that, in Fiksel (2015), they are focusing most of their analysis based on characteristics of resiliency, capability factors, and vulnerability factors of business, meanwhile this current research focuses on how to create resiliency and adaptation strategy based on vision and mission statement, organization structure, work program, business model canvas, and risk management of PT NTL.

Supply chain resilience is a multidisciplinary and multidimensional phenomenon (Ponis 2012). Supply chain resilience is related to supply chain risk management by examining related research areas from the management scale (Ponis 2012). To build resilience in the supply chain to face a crisis-prone era, there are five principles that serve as a guide for supply chain resilience, namely, having an understanding of the supply chain and practice in rearranging techniques in the supply chain, creating a supply chain-based strategy through mutual sharing of informations, creating and maintaining agile supply chain networks, and ability to respond quickly facing changeable conditions, and introducing agility, availability, efficiency, speed, and clarity of risk management as part of a supply chain management culture (Ponis 2012).

According to Griffis et al (2014), supply chain resilience has two capacities, namely resistance capacity, namely the ability of the system to minimize the time between disruption and recovery from disruption and recovery

capacity, namely the ability of the system to return to function after a disruption occurs which is indicated by performance. stable and does not need to be re-mastered by other companies and does not depend on disruption and competitor factors. The depiction of these two capacities is illustrated through a supply chain resilience tree as follows (Griffis et al 2014).

A bearing is needed through a business resilience strategy to realize these four properties. A business resilience strategy is a strategy that intends to deal with change or disruption in order to be able to meet the expectations and expectations of stakeholders (Fiksel, 2015). There are several levels of hope and expectation from stakeholders to something business (Fiksel 2015). Resilience continues to evolve in increasing expectations from customers in the present and the future, influencing business processes to develop from upstream to downstream to fulfill customer expectations based on the following criteria: cost business performance and service business (Fiksel 2015). Resilience must guard integrity by updating self, variation, redundancy, decentralizing business, and managing diversity (Fiksel 2015).

These five traits produce an adaptation cycle (Fiksel 2015). The adaptation cycle is multidimensional in the economy, ecology, and connection between man (Fiksel 2015). Cycle adaptation worn by the company, which is new stand-up, is already ripe (Fiksel 2015). Several phases represent the adaptation cycle: reorganization business to compose a repeatable business process; business exploitation, namely increasing product sales; releasing business, namely the stage to mature the business, and the business reaches its peak and phase. The business process occurs a swift change, and conservation business to keep business to continue being adaptive in facing change and characterized by steady and slow growth (Fiksel 2015).

It is necessary to have a set of document supporters that arranged for support readiness business through a corporate plan and plan business for five years which support readiness business covers several following criteria Vision and mission of PT NTL, Work program from PT NTL, organization structure of PT NTL, Business model canvas from PT NTL, Risk management from PT NTL, and Business adaptation strategy on PT NTL (Fiksel 2015).

Based on the existing conditions of PT NTL facing the business introduction phase, business turbulence, and business adaptation cycle. It needs to resolve through the formulation of business adaptation and resilience bearings sustainability, and it becomes urgent for the researcher to implement the study of this paper.

METHODS

The study was done in PT NTL, in Jalan Industri Pasir Gombang Nomor 155, Kecamatan Cikarang Utara, Bekasi, Jawa Barat, from October 2021- February 2022. The data in this study consisted of primary data and secondary data. Data was primarily obtained through in-depth interviews with the PT Nusantara Totalindo Logistik manager. Secondary data was obtained through literature from various research, scientific publications, and journals.

Sources of data in this study were obtained from three types of respondents. Three types of respondents this customized with the context of internal and external risk management (Andriyanto & Mustamin, 2020). The three types of respondents are as follows, customers from PT NTL that is DHL, Midea, and JTE, partner from PT NTL that is DHL, Midea, and JTE, and business stakeholder that is PT NTL.

The number of respondents that the researchers set was six people because, according to Andriyanto & Mustamin (2020), 19 risk agents are causing 19 risks faced by PT NTL, which several parties such as customers from PT Nusantara Totalindo Logistics are DHL, Midea, and JTE, partner from PT Nusantara Totalindo Logistics, DHL, Midea, dan JTE, and business stakeholder, that is PT Nusantara Totalindo Logistics.

From a statement from Andriyanto & Mustamin (2020), the House of Risks obtained total data on shipment delays and total data lateness stuffing next conducted processing data. The House of Risks (HOR) method determines what happened and the risks that occur knows what the risk-causing agents are, and knows the strategy handling for minimizing reason risk category priority. Based on these tasks, these three parties are responsible for the business activities of PT Nusantara Totalindo Logistik (Andriyanto & Mustamin, 2020). Based on the proposition conducted by Kusnindah et al. (2014) recommend that the results study must

be obtained from party internal and external so that the following principle, framework work, and process management risk.

The researcher prepared the logistic risk management questionnaire in order to get data secondarily related to managing risk and aimed to get four variables as follows (Andriyanto & Mustamin, 2020): Test variable amount incident risk business on PT NTL; Test variable level impact from risk business on PT NTL; Test variable amount incident from agent risk business on PT NTL; Test linkages Among variable agent reason risk with risk business from PT Nusantara Totalindo Logistik.

Study other conducted through approach qualitative and quantitative. Data processing and analysis techniques in this study use the model Miles and Huberman and other analytical models, namely data categorization. There are four steps in qualitative data research analysis:

Data Collection, namely qualitative data collection techniques through observation, in-depth interviews, and triangulation data (Sugiyono, 2017). In this study, the data collection techniques are in-depth interviews and online questionnaires. Data reduction that summarizes, focuses, and throws away unimportant things in data makes it easier for researchers to conclude the respondent's problem and do the next stage. Data displays show reduced data in the form of a table/chart, and a brief description accompanies its kind. In conclusion, drawing conclusions or verification is the final step in qualitative research.

Risk Management from PT Nusantara Totalindo Logistik uses the HOR (House of Risks) method where the House of Risks Method is divided into two models that is HERR 1 and HERR 2, as follows Process identification business or activity model SCOR (Supply Chain of risks). Identification incident risk where risks describe all events that are likely to occur and result in loss of the company, measuring the impact of risk can be done through the method as follows, identification agent reason risk aims to know the factor that can only cause something risk event, measure the occurrence value or the opportunity value of the emergence of a risk agent, look for score correlation Among happen risk with agent reason risk where the score correlation generated consist of 0,1,3,9 where 0 show no connection correlation, 1 describe connection correlation as small, 3 describe correlation currently, and 9 describe correlation tall, calculating the ARP value that uses as a material for consideration for determining priority handling risk will become input in

HERR 2 later, by the way, as follows, for HERR 2, the initial stage begins by selecting a risk agent from the value Highest ARP up to the lowest use of Pareto analysis. If agent risk includes category priority, the steps next identify relevant mitigation actions () against risk agents. If the risk agent is not a priority agent, then the agent is not processed further and is done. Measure score correlation agent with handling risk where score correlation. Measure total risk effectiveness through the method as follows, such as measure level difficulty in application action mitigation for reducing appearance risk agent, calculating the comparison Among effectiveness and difficulty face risk with the following formula, measuring the priority scale in which top priority value is given to active mitigation with the highest ETD value, and creating Output HERR phase two is effectiveness to absolute difficulty risk.

The whole process of searching House of Risks I and House of Risk II is actually being used as one of the methods to enable PT NTL's ability to gain resilience and adaptation pads in order to face business turbulences and as the last step after making Vision and mission of PT NTL, program work from PT NTL, structure organization of PT NTL, Business model canvas from PT NTL, risk mitigation strategy from PT NTL as a whole process of making business adaptation strategy on PT NTL.

RESULTS

In formulating resilience and adaptation strategy, which will be held on PT NTL on recommendation from researchers, resilience and adaptation strategies will be used for the four traits to face turbulence: adaptation, cohesion, diversity, and efficiency (Fiksel, 2015). The strategy has been build based on analogy from Basu (1998), Osterwalder (2010), Kotler (2012), Osterwalder (2012), Wongso (2014), Novita (2016), Anggrahini (2017), Suresh (2018), Kaho et al. (2018), Firmansyah et al. (2019), Silalahi (2019), Fitch (2021), Wongso (2014), Arniati et al. (2020), Fauzi et al (2020), Gunawan et al (2020), Rinaldi (2020), Andriyanto & Mustamin (2020), Huda (2021), Surianta et al. (2021), Arief et al. (2021), Appel et al. (2021), Alifiyatus et al. (2021), APTRINDO (2021), and Halim (2022) that give conducts and guidances for The researcher to created and classified the resilience strategy adaptation stages according to the four traits to deal with turbulence found in Table 1.

Business Adaptation and Resilience Strategy from PT Nusantara Totalindo Logistics

Table 2 describes the potential fragility and capabilities of the chain supply. This grouping is based on a fundamental grouping and reason from potency fragility and capability in chain supply. Reason potential fragility and capabilities in the supply chain are affected by turbulence internal and external, which could influence flexibility source power, demand flexibility, flexibility in manufacturing, capacity, and adaptability to product entrepreneurship, after grouping the sustainability factors and vulnerability factors, the researcher To do grouping for capability factors as shown in Table 3.

Table 3 explains about factors that could influence the ability of PT NTL in order to face business turbulence factors that cover flexibility in manufacture, capability, visibility, dispersion, collaboration, and safety in the supply chain. Factors that cause supply chain capability to start from product modularity to collaboration with government, security personnel, and employee engagement for guard security bar u. After the classification of compatibility factors from PT NTL, stages next is to make a classification of vulnerability factors from PT Nusantara Totalindo Logistik, which is shown in Table 4.

Table 1. Business resilience and adaptation strategies PT Nusantara Totalindo Logistik to face business turbulence

Process	Business	Adaptation	Cohesion	Diversity	Efficiency
Creating Vision and Mission for PT NTL		Adapt customer problems COVID -19	Connect Among Stakeholders with a comprehensive corporate statement	Take advantage of the diversity of actor's logistics program work and structure business organization	Create a vision and that mission SMART Goals which Become corporate statement for strategy adaptation business
Create a work program PT Nusantara Totalindo Logistik		Adaptation program work until five years which could tackle the problem pandemic and post pandemic covid-19	Build program work that connects stakeholders affected by pandemic and post pandemic covid-19	Build Program work which capable of accommodating stakeholders with diverse Problems by SMART	Build efficient program with clear key performance Indicator which is specific, measurable, attainable, and relevant.
Make structure organization From PT NTL		NTL. Adaptation which characterized by a streamlined, agile, and systematic job desk so that employees will work effectively	Making an organizational structure that unites all business components from financial and operational, which are two different processes between one another	Innovation process business from manual Becomes Transportation Collaboration System and Enterprise Resources Planning with utilizing IT Staff.	Making organizational structure that utilizes natural resources in work distribution that has clear KPI which clear so that more efficient
Make Business Model Canvas from PT NTL		Make Business Model Canvas from PT Archipelago Totalindo Logistics	Make Business Model Canvas from PT Archipelago Totalindo Logistics	Make Business Model Canvas from PT Archipelago Totalindo Logistics	Make Business Model Canvas from PT Archipelago Totalindo Logistics
Make management risk business from PT NTL		Make management risk logistics which have natural repair sustainable adapt with risk logistics now and time which will come	Make management risk which unites three processes; management risk, that is, identification risk, analysis risk, and evaluation risk	Treatment which various in face risk logistics	Determination of ARP and ETD so that businesses are capable of prioritizing risk so that managing risks will work efficiently
Make strategy resilience and adaptation business from PT NTL.		Adaptation based on supply chain resilience management, so the business has the capability to adapt to turbulence from internal and external	components on capability factors and stakeholders On program work and structure organization	that utilizes business components which there is on transportation collaboration system and enterprise resources planning	Make strategy adaptation based business on solution diversity problem by SMART

Table 2. Supply chain resilience assessment management

Type	Definition	The factors that affect the supply chain resilience assessment management	Grouping by fundamentals
Supply Chain Vulnerabilities	The traits that can make PT Nusantara Totalindo Vulnerable logistics against disruption	Turbulence Big threat Pressure	Limited external resources Sensitivity
Supply Chain Capabilities	The traits that can make PT Nusantara Totalindo Logistics capable anticipate and fight disruption	Connectivity, flexibility in demand, anticipation business recovery dispersion efficiency in operational business openness collaboration organization market position safety financial strength entrepreneurship product	Adaptability Diversity Efficiency Cohesion Diversity

Table 3. Capability factors of PT Nusantara Totalindo Logistics

Capabilities	Definitions	Capability Factors
Manufacturing Flexibility	Ability for changing quantities and outputs quickly and efficiently	Product modularities or services, diverse business capabilities and processes, size of the commodities, changing speed of distribution, manufacturing expedition, reconfiguring configuration, scale arrangement, rerouting for distributions
Capacities	Assets availability to retained level of production	Labour capacities, additional capacities, and additional plans in logistics
Visibilities	Knowledge regarding operating assets and business environment	Exchanging informations with suppliers or vendors, external supervision, and clarity regarding logistic market
Dispersion	Assets decentralization and clarity of distribution	Empowerment for specific locations, logistic market dispersion, decision making process spread across distribution and distributors in Java, Borneo, and Sumatera
Collaborations	Ability for working effectively for mutual benefits	Supply chain communication, profit sharing with vendors, customer involvement during distributing goods, and decision-making process that has been made by all stakeholders
Safety	Ability for facing against intrusion and attacks that will endanger companies and logistic process inside PT Nusantara Totalindo Logistics	Collaboration with government, security personnel, and labour's involvemnt for keeping the goods

Table 4. Vulnerability factors from PT Nusantara Totalindo Logistics

Vulnerability Factors	Definitions	Attributing factors that caused vulnerabilities
Turbulences	Direct attacks in order to hurt or endanger business operations from PT Nusantara Totalindo Logistics	Unpredictable demand, geopolitic disruptions, natural disasters, pandemic, and technological failure
Direct threats	Pressures that will cause constraints or rejections in PT Nusantara Totalindo Logistics	Sabotage, terrorism, worker's union activities, industrial espionage, and product liabilities
External pressures	Knowledge regarding operating assets and business environment	Competitive innovations, government's acts, price pressure, corporate responsibility, and safety issues
Limited resources	Inputs's constraints based on production factors's availabilities	Availability of goods, human resources, and natural resources
Sensitivitries	Cautios control towards conditionsin production and integrity of the process	Vulnerabilities in controlling process, complexity while operating business, safety threats, visibilities from disruptions through stakeholders
Connectivities	Ability for facing against intrusion and attacks that will endanger companies and logistic process inside PT Nusantara Totalindo Logistics	Supplier's networks, export or import routes, special resources dependency, and information flows regarding delivering goods

Table 4 describes the supply chain vulnerability of PT Nusantara Totalindo Logistik. This supply chain fragility is related to business turbulence, a threat by direct pressure external, limitations in source power, sensitivity, and connectivity regarding entities, factors of production, and process integrity from chain supply owned by PT Archipelago Totalindo Logistics which caused start from Request which no could predictable

until Genre goods related information. In addition to identifying vulnerability factors and capability factors from PT Nusantara Totalindo Logistik, the researcher is able to make and connect among business process with five characteristics which must be developed in preparing business resilience for PT Nusantara Totalindo Logistik which is shown in Table 5.

Table 5. Classification of business process based on resiliency characteristics in PT Nusantara Totalindo Logistics

Process Business	Adaptation	Cohesion	Diversity	Efficiency
Sorting and selection of vendors	Flexibility in face collection vendors which different speed the collection Prepare enterprise resources planning for Could anticipate when occurring turbulence in company vendors	Build cooperation with vendors. Maintain vendor loyalty to PT NTL	Face culture work from vendors which different	Utilize Power work Which qualified. To do sorting and select vendors with the best.
To do a survey of vehicle transportation used, that is, truck	Always anticipate Constitution, which moves dynamically related test emission and test appropriateness vehicles from Quality, Health, Security, and Safe Environment. Always anticipate when occurring turbulence especially when Pandemic COVID-19 thorough testing, tracing, and tracking of truck driver	Connect work between trucking manager and trucking supervisor Connect business process sorting and selection vendors with level determination price from bill	- Have operational survey slender - Have partnership or relationship with para drivers truck	Take advantage of diverse characters from driver and vehicle transport with good
Saving storage data from vendors	To do Anticipation when Vendor late gather data Setting up enterprise resources planning related data storage from vendors	Connect Between process election vendors until bill recapitulation Have a working team which suitable so that the storage of data is conducted effectively	Utilize diverse data given by the vendor Appreciate Difference character work in Keep data from the vendor	To do streamline business process Utilize source power as good as possible
Determining the price On the bill, which vendors must pay	Anticipating happening change price related costs transportation anticipating when occurring inflation in logistics	Connect Among process Business survey vehicle Until recapitulation Bill Maintain leadership so that no occur misunderstanding in determination price	increase creativity and innovation in resolving problems from vendors when prices which determined not approved by vendors	- Increase ability to decide in determining price in bill - Increase ability to Complete problems in determining the price level
Recapitulating and giving bill to vendor	Develop method alternative when recapitulation Bill problem Build transportation Management systems in build information Systems and recapitulation bill	- Connect process from beginning to end process business - Develop the ability to social In face vendors	Maintain a dialog with Vendors after gift Bill so that vendors loyal to PT NTL	- Increase ability in doing a recapitulation bill - Build cooperation in the team

Managerial Implications

Managerial implications from this study are actually intended for the resiliency of PT Nusantara Totalindo Logistik. Vision and mission statement that are actually based on resiliency and adaptation strategy stated as these two premises. PT Nusantara Totalindo Logistik vision and mission statement are intending become trusted logistic partnerships that will give mutual benefits for customers, employees, and logistic stakeholders in Indonesia. Organizational structure of PT Nusantara Totalindo Logistik consists of Operational Director, IT Manager, Transportation and Operational Manager, and Administration and Finance director is actually intended to create organizational structure that is agile, streamline, and giving clarity of description regarding employees's tasks so the employees will work effectively. Working programs that span for the next 5 years are actually recommended based on turbulences and disruptions that appeared and might appear during COVID-19 era and Post COVID-19 era. Business model canvas is actually one of the crucial tools that are being used in this research. Business model canvas that is actually recommended to PT Nusantara Totalindo Logistik has functional assistance to support working programs that span for the next 5 years are actually recommended based on turbulences and disruptions that appeared and might appear during COVID-19 era and Post COVID-19 era. Business processes that are recommended by the researcher for PT Nusantara Totalindo Logistik including warehousing, distribution, freight transportation, and sales order processing that are being done by Head of logistic, Trucking manager, Trucking supervisor, and Tender admin are being used to control safety, velocity, and efficiency for distributing goods during logistic services. Risk management that is recommended for PT Nusantara Totalindo Logistik consists of four variables such as risk occurrences, severity of risk, agent of risk occurrences, and correlations in between risk agents and business risks in PT Nusantara Totalindo Logistik so that PT Nusantara Totalindo Logistik can give treatments for risks and agent of risks that will be faced by PT Nusantara Totalindo Logistik.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

PT NTL is capable of identifying potency and superiority businesses. The potency and superiority business owned by PT NTL is vulnerable, and capability factors are caused by internal and external turbulence. PT NTL is capable of building adaptation business resilience by setting the vision and mission as a corporate statement to support the document organization's completeness. Vision and mission set as a corporate statement based on nature-bearing business adaptation and resilience, namely adaptation, cohesion, diversity, and efficiency business. PT NTL can design business resilience formulations through planning program work, structure organization, business model canvas, business processes, and business risk mitigation to build adaptation strategies for business. The design of business resilience formulations is oriented toward the Pandemic Period and Post Pandemic COVID-19 until five years. It is based on bearing properties of business adaptation and resilience: adaptation, cohesion, diversity, and business efficiency.

Recommendations

PT Nusantara Totalindo Logistik makes a work program of up to five years that aims for not only the national market but also the international market, pays attention to the future technology front, which is *feasible* for use in helping operational business logistics, plans regarding receipts funding business from *strategic investors*, and the subsequent study should focus on the supervision, implementation, and execution of business adaptation and resilience strategies and pay more attention to business sustainability in the face of turbulence in the future.

FUNDING STATEMENT: This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

CONFLICTS OF INTEREST: The authors declare no conflict of interest.

REFERENCES

- [APTRINDO] Indonesian Truck Entrepreneurs Association. *Actualizing The Post Normal: the year 2021 And Beyond: Sector Goods Transport*. 2020.
- Alfiyatus SS, Karina D, Nabilah H, Panorama, M. 2021. Company influence startups on Indonesia's economic growth during the Covid-19 pandemic. *Berjah Journals* 2(1): 156–166. <https://doi.org/10.47353/bj.v2i1.69>
- Andriyanto, Ahmad, mustamine, Caliph N. 2020. Analysis management risk and strategy handling risk on PT Agility International Use Method house of Risk (HOOR). *Logistics Journal Business* 10(2):4-11. <https://doi.org/10.46369/logistik.v10i02.949>
- Anggrahini D, Baihaqi I, Saraswati, A. 2017. Building supply chain resilience with a quality function development approach: a company case study Freight forwarders. *Journal Science and Arts ITS* 6(2):273–276.
- Appel C, Dattani S, Giattino C, Guirao L, Ortiz-Ospina, E. 2022. *Our World in Data: Coronavirus Cases (COVID-19)*. London: Oxford Martin School.
- Arief B, Fadhil DN, Malisan J, Rahardjo S, Sujarwanto S. 2021. Study development harbor in support mother city new based on draft intelligent cities, smart mobility. *Journal System Transportation and Logistics* 1(1): 6-13.
- Arniati S, Rizky MIC, Waskito S. 2020. Design trucking collaboration system. *Journal Technique informatics and System Information* 7(3):498-509. <https://doi.org/10.35957/jatisi.v7i3.185>
- Basu S. 1998. *Principles Management*. Yogyakarta: Liberty.
- Butt AS. 2021. Strategies to mitigate the impact of COVID-19 on supply chain disruptions: a multiple case analysis of buyers and distributors. *The International Journal of Logistics and Management* 4(55):1-18. <https://doi.org/10.1108/IJLM-11-2020-0455>
- Fauzi NI, Husna VN. 2020. Utilization of Geospatial Information for Resilience Food during the COVID-19 Pandemic. In the; Josaphat T, Anang WS, I Made A A, Wingard T, editor. Seminar National Geomatics 2020: Information Geospatial for Innovation Acceleration Development Sustainable; 2020 Oct 15-16; Jakarta, Indonesia. Jakarta: Agency Geospatial Information.
- Fixel J. 2015. *Resilience by Design*. Washington: Island Press.
- Firmansyah M, Anang A, Anita R. 2019. *Entrepreneurship (Base and Draft)*. Surabaya: Rafferty Publishing House.
- [Fitch] Fitch Solutions Country risk and Country Research. 2021. *Indonesia Freight Transport & Shipping Report: Q2 2021*.
- Gunawan G, Suranti N. M. Y, Fathoroni, F. 2020. Variations of models and learning platforms for prospective teachers during the covid-19 pandemic period. *English Journal of Teacher Education* 1(2): 61–70.
- Halim H, Jakfar F. 2022. Agriculture commodity supply chain during the covid-19 pandemic. In: *IOP Publishing. 3rd International Conference on Agriculture and Bio-industry; 2021, Oct 13; Banda Aceh, Indonesia; page 1- 8*. <https://doi.org/10.1088/1755-1315/951/1/012109>
- Huda S. 2021. *Trade Prospects in Post-Corona Pandemic*. East Java: Faculty Economy and Business University Development National Veteran Java East.
- Kotler P, Keller KL, Kotler P. 2012. *Prentice Hall Video Library to Accompany Marketing Management*, 14th editions. Upper Saddle River, NJ: Pearson/Prentice Hall.
- Kusnindah C, Sumantri Y, Yuniarti, R. 2014. Risk management in the supply chain uses the house of risk (HOR) method (Case Study at PT. XYZ). *Engineering Journal and Management System Industry* 2(3):661-671.
- Novita D, Sibuea MB, Siregar G . 2016. Model development commodity and type leading micro, small and medium enterprises (UMKM) [thesis]. Medan: Muhammadiyah University of Sumatra North.
- Rinaldi M. 2020. The Role of E-Commerce in increasing business resilience in the era of pandemics. *Iltizam Journal of Economic Research* 5(2):36–63.
- Osterwalder A, Pigneur Y. 2012. *Business Model Generation. Translation by Natalia Ruth Sihandrini*. Jakarta: PT. Elex Media Komputindo.
- Osterwalder A, Pigneur Y. 2010. *Business Model Generations*. Jakarta: PT Gramedia.
- Silalahi S. 2019. The economic impact and risk of moving the nation's capital city. *Study Short on Actual and Strategic Issues* 9(16):19–24.
- Suresh S, Vasantha S. 2018. Influence of ICT in road transportation. *International Journal of Supply*

Chain Management 7(6): 51–54.

Surianta A. 2021. Working the same opponent against the pandemic: Increase capacity vaccination COVID-19 in Indonesia. *Paper Policy Number 41* 1(1): 5–35.

Susilo LJ, Kaho VR. 2018. *Management Risk: Guide for Risk Leaders and Risk Practitioners*. Banten: Grasindo.

Wongso W. 2014. Formulation of vision, mission, value statement, and standardization business on the family business. *University of Surabaya Student Scientific Journal* 3(1): 1–10.

Yoo C. 2010. Product life cycle and the maturation of the internet. *Northwestern University Law* 104(2):641–670.