

Pt Kereta Api Indonesia (Persero) Strategy in Facing Corona Virus Disease-19 Pandemic

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Abstract

The purpose of this research is to study and find out the strategies implemented by KAI in dealing with the impact of the Covid-19 pandemic on KAI's performance. The method of analysis in this study is a qualitative descriptive method by analyzing all the data related to the topic being studied, which is then presented with fairly comprehensive and comprehensive arguments. The results showed that the very fast growth in the last ten years is KAI's performance that should be appreciated. However, the Covid-19 pandemic is a reminder that economic development (profit) must be accompanied by the principles of sustainability and environmental and social concerns. The current situation in the impact of the Covid-19 Pandemic is very unfavorable for achieving revenue targets for passenger and freight transport. KAI has carried out various strategies in dealing with the impact of the Covid-19 pandemic. Several things that have been done by KAI in dealing with the impact of the Covid-19 pandemic include: 1. Protecting passengers and employees of KAI by prioritizing health through the Covid-19 prevention protocol; 2. Maintain company liquidity by preparing several scenarios, if the pandemic ends in June, August or December; 3. Perform cost efficiency (operational expenditure) and reduced investment (capital expenditure) to balance the potential decline in income.

Keywords: Covid-19, Pandemics, Sustainability.

Introduction

PT Kereta Api Indonesia (Persero) is an Indonesian State-Owned Enterprise that provides railroad transportation services which are then called KAI. Various revolutionary efforts and steps in revitalizing business according to changing times and increasingly dynamic external conditions have been carried out. For a decade, KAI has continued to improve its performance in various aspects. In making continuous improvements and changes, companies are increasingly

prioritizing commercial functions in addition to public service functions which are no less important. With the increasing company performance both in operational and financial management and consistency in management in implementing Good Corporate Governance (GCG), stakeholders' trust in KAI will also increase.¹

Starting from 2009, various important and significant efforts were made to improve overall company performance and financial performance in particular. KAI's losses in 2008 amounting to 83 billion rupiah can be repaired directly in 2009 by recording a profit of 155 billion rupiah, until now in 2019 KAI has been able to achieve profits of up to 1.9 trillion rupiah. The 2008 revenue of 4.4 trillion rupiah was able to be improved in 2009 to 4.8 trillion rupiah, then KAI's profit growth fluctuated from 2015 to 2018 and then in 2019, KAI's

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total income could grow compared to 2018 reaching up to 26.2 trillion rupiah. For the development of company assets also grew significantly, from the position of assets in 2008 amounting to 5.8 trillion rupiah, growing to a value of 44.9 trillion rupiah until 2019.

During the 2009-2019 period, profit growth continued to increase, as did income and asset growth. The realization of an increase in financial performance is evidence that the management function is able to create value for the company, which is reflected in the ability to create profits. The success of marketing performance cannot be separated from the performance of human resources (HR) which is the main measure considering that KAI is a service provider and public transportation services where the HR factor is the most important variable in the delivery of services and services to customers. In 2019, the highest revenue contribution was obtained from passenger transportation and followed by freight transport.²

Meanwhile, from the freight transportation segment, the largest contribution is obtained from coal transportation of the total freight revenue. The volume of goods transportation has started to increase since 2011, from 2015 to 2019 the revenue for goods transportation continues to grow, revenue for goods transportation comes from transportation of coal, containers, fuel, cement, bulk and plantation, general cargo, BHP and others. The success of commercial performance is inseparable from operational performance indicators, services, human resources and information technology as well as other supporting performance.

Human resources that are well managed will be part of the company's strength and increase the company's value. Human resources are the main capital for a company or it is called human capital. Human resource management in the railroad industry in Indonesia initially followed the production orientation that took place in the company. Many things have been done by KAI related to human resource management in supporting the company's business, including implementing a new remuneration system, prioritizing performance over

years of service, recruiting professionals, enforcing regulations and developing human resources including internal training, technical and management courses. country, training abroad and almost all employees are given the opportunity to conduct comparative train studies abroad.³

Various efforts in the train operation process have been made and achieved by KAI. From 2011 to 2019 KAI continued to increase its fleet of locomotives, trains and carriages in large numbers. One of the keys to the success of this process is the expertise in managing rail operations and traffic. The division of work areas begins with the relatively limited KAI rail network, most of KAI's operational areas cover Java Island and partly on the island of Sumatra. The working area in Java Island is divided based on the Operational Area (Daop), while the working area in Sumatra is divided based on Regional Divisions (Divre). Train travel management stems from the existence of train travel schedules on certain routes and certain frequencies. Operational planning is defined from commercial targets, efforts to maximize the number of passengers carried out commercially are supported by operational reliability. The capacity of available operating facilities is used as the basis for production targets.⁴

Behind the train operating system, it is inseparable from the main elements that regulate train travel to run efficiently and safely, namely the signal and telecommunication systems. Until now, the signaling and telecommunication systems have continued to experience improvement as evidenced by the investment in increasing signaling in the Jabodetabek area which has been implemented since 2018. Train travel management stems from the existence of train travel schedules on certain routes and certain frequencies. The scheduling process is an activity that connects various work units in the railroad industry.⁵

All the successes that have been achieved by KAI have occurred due to the use of information systems and technology in each of its business processes. KAI continues to develop various applications in information

technology to facilitate services and information for railroad users. Every year there is always updating and reviewing of information technology plans so that the focus of KAI's technology plans and strategies is always in line with the development of KAI's business and corporate strategies. KAI is committed to carrying out good corporate governance (GCG) practices in all of its business activities. As a manifestation of this commitment, KAI has implemented various policies and guidelines such as GCG Guidelines, Code of Conduct, Guidelines for the Board of Commissioners and Directors, Information Technology Governance, Risk Management, Reporting of Alleged Violations, Internal Control Systems and Internal Control Systems, as well as various other policies made to support the consistent and sustainable implementation of Good Corporate Governance.

KAI's revenue growth from year to year from 2009 to 2019 is a performance that will continue to be maintained. There are so many challenges that have been faced and all of them can be overcome by continuing to improve services accompanied by revenue

growth that can always provide good performance for all stakeholders. Entering 2020 with high optimism, KAI plans revenue growth of around 20% in accordance with KAI's long-term plan. In January and February, KAI's performance started very well, but this got worse after the trend of KAI's daily passengers began to decrease significantly since the announcement of the first Covid-19 patient in Indonesia as of March 2020.

This was followed by various Large-Scale Social Restriction policies that further limit the passenger speed of KAI and its subsidiaries. As of June 2020, KAI's passenger volume per day has decreased by 45% and passenger transport revenue has decreased by 52% compared to normal conditions. KAI's freight revenue until April 2020 still shows growth and supports KAI's overall revenue to decrease in revenue. The pandemic resulted in company losses and reduced company performance, passenger revenue per day which had so far reached 23 billion fell to only 300 million per day, along with the number of passengers plunging from 1.2 million passengers per day to 200 thousand per day during the pandemic.⁶

Table I: Projection of Parent Profit / Loss Performance until December 2020

PT. KERETA API INDONESIA (PERSERO)		PROYEKSI KINERJA LABA/(RUGI) INDUK S.D DES TAHUN 2020 BERDASARKAN REALISASI S.D 25 JUNI 2020 (OPTIMIS)							
NO	URAIAN	REALISASI TAHUN 2019	REALISASI s.d MEI 2020	REALISASI s.d 25 Juni 2020	PROYEKSI S.D 30 DES 2020	SISA TARGET 26JUN s.D 30 DES	%		
1	2	3	4	5	6	7=[6-5]	6:3	4:6	7:6
I.	PENDAPATAN								
	1. Angkutan KA Penumpang	8.173.569	1.639.591	1.647.226	2.751.820	(1.104.594)	34	60	(40)
	2. Angkutan KA Barang	6.741.923	2.706.036	3.038.207	6.342.957	(3.304.750)	94	43	(52)
	3. Pendapatan Pendukung Angkutan KA	113.192	39.049	41.036	68.600	(27.564)	61	57	(40)
	4. Non Angkutan KA	1.142.366	284.086	298.689	744.665	(445.976)	65	38	(60)
	5. Kompensasi Pemerintah (PSO-IMO-KA Perintis)	1.987.211	763.486	892.651	2.010.499	(1.117.849)	101	38	(56)
	JUMLAH I	18.158.262	5.432.249	5.917.809	11.918.541	(6.000.733)	66	46	(50)
II.	BEBAN								
	1. Pegawai	6.089.112	2.404.662	2.695.241	4.504.013	(1.808.772)	74	53	(40)
	2. BBM dan LAA	1.525.656	449.521	490.404	1.326.895	(836.491)	87	34	(63)
	3. Perawatan (Sarana dan Prasarana)					-			
	A. Sarana Perkeretaapian	2.267.917	944.125	1.056.424	2.044.502	(988.077)	90	46	(48)
	B. Prasarana Perkeretaapian	1.223.107	456.890	532.427	1.223.065	(690.638)	100	37	(56)
	4. Penggunaan Prasarana (TAC)	674.015	287.362	287.362	467.939	(180.578)	69	61	(39)
	5. Penyusutan dan Amortisasi	963.022	413.557	413.557	964.985	(486.472)	100	43	(50)
	6. Umum dan Administrasi	1.439.705	196.590	232.829	724.541	(491.713)	50	27	(68)
	7. Operasi Lainnya	1.401.188	462.865	534.166	1.367.346	(833.180)	98	34	(61)
	JUMLAH II	15.583.720	5.615.572	6.307.365	12.623.285	(6.315.920)	81	44	(50)
III.	LABA (RUGI) USAHA	2.574.541	(183.323)	(389.556)	(704.744)	315.188	(27)	26	(45)
IV.	PENDAPATAN (BEBAN) LAIN - LAIN	(489.680)	(197.801)	(243.946)	(623.612)	379.666	127	32	(61)
V.	LABA (RUGI) SEBELUM PAJAK PENGHASILAN	2.084.861	(381.124)	(633.502)	(1.328.356)	694.854	(64)	29	(52)
VI.	PAJAK PENGHASILAN	(433.410)	(111.416)	(98.152)	-	(98.152)	-	-	-
VII.	LABA (RUGI) BERSIH TAHUN BERJALAN	1.651.451	(492.539)	(731.654)	(1.328.356)	596.702	(80)	37	(45)

Table II: Projection of Parent Profit / Loss Performance until June 2020

PT. KERETA API INDONESIA (PERSERO)		PROYEKSI LABA (RUGI) INDUK S.D 30 JUNI 2020												
		REALISASI 2020							PROYEKSI JUNI 2020					
NO	URAIAN	JANUARI	FEBRUARI	MARET	%	APRIL	%	MEI	%	15.D 25 JUN	25.S D 30 JUN	TOTAL JUNI	%	TOTAL
1	2	3	4	5	5:4	6	6:5	7	7:6	8	9	10	10:7	11
I.	PENDAPATAN													
1.	Angkutan KA Penumpang	663.893	560.373	380.468		31.432		3.425		7.635	9.162	16.797		1.641.569
2.	Angkutan KA Barang	663.625	469.396	595.450		584.986		392.579		332.170	88.166	420.336		3.126.372
3.	Pendapatan Pendukung Angkutan KA	8.991	8.331	17.012		1.427		3.288		1.987	1.301	3.288		42.336
4.	Non Angkutan KA	72.814	50.026	63.602		48.198		49.445		14.603	23.820	38.423		322.509
5.	Kompensasi Pemerintah (PSO-IMO-KA Perintis)	162.546	267.473	221.417		57.184		54.865		129.164	48.980	178.145		941.631
	JUMLAH I	1.571.869	1.355.600	1.277.951		723.227		503.603		485.560	156.609	656.988		6.074.418
II.	BEBAN													
1.	Pegawai	541.198	530.999	520.132	-2%	490.542	-6%	321.790	-34%	290.579	23.931	314.510	-2%	2.719.172
2.	BBN dan LAA	117.322	106.554	112.378	5%	70.342	-37%	42.926	-39%	40.883	37.382	78.265	82%	527.786
3.	Persawitan (Sarana dan Prasarana)													
A.	Sarana Perkerantaraan	177.366	156.215	241.668	55%	195.578	-19%	173.299	-11%	112.299	40.052	152.351	-12%	1.096.477
B.	Prasarana Perkerantaraan	156.335	89.226	144.540	62%	53.211	-63%	50.235	-6%	75.537	50.913	126.450	152%	619.999
4.	Penggunaan Prasarana (TAC)	52.916	97.393	75.154	-21%	11.916	-84%	49.982	319%	-	24.389	24.389	-51%	311.749
5.	Penyusutan dan Amortisasi	80.400	80.487	82.483	2%	87.151	6%	83.035	-5%	64.956	12.991	77.947	-6%	491.504
6.	Umum dan Administrasi	13.107	55.308	56.100	1%	48.256	-14%	23.820	-51%	36.238	3.646	39.885	67%	236.475
7.	Operasi Lainnya	127.122	64.305	83.051	29%	57.048	-21%	94.681	66%	71.301	52.347	123.648	31%	549.855
	JUMLAH II	1.265.765	1.180.489	1.315.506	11%	1.014.044	-23%	839.768	-17%	691.793	245.652	937.445	12%	6.553.016
III.	LABA (RUGI) USAHA	306.105	175.111	(37.556)		(290.817)		(336.165)		(206.234)	(89.043)	(280.457)		(478.598)
IV.	PENDAPATAN (BEBAN) LAIN - LAIN	(14.634)	(40.634)	45.030		(110.894)		(76.868)		(46.145)	(14.685)	(60.830)		(258.631)
V.	LABA (RUGI) SEBELUM PAJAK PENGHASILAN	291.470	134.477	7.474		(401.511)		(413.034)		(252.379)	(103.728)	(341.287)		(737.229)
VI.	PAJAK PENGHASILAN	(76.192)	(47.904)	(81.717)		98.462		(4.065)		13.264	2.653	15.917		(95.499)
VII.	LABA (RUGI) BERSIH TAHUN BERJALAN	215.278	86.574	(74.243)		(303.050)		(417.099)		(239.115)	(101.075)	(325.371)		(832.730)
VIII.	KEPENTINGAN NON PENGENDALI	-	-	-		-		-		-	-	-		-
IX.	BUSIKAN KPD PEMILIK ENTITAS INDUK (IX = VI + VII)	215.278	86.574	(74.243)		(303.050)		(417.099)		(239.115)	(101.075)	(325.371)		(832.730)

Table III: Projected Master License until June 2020

PT. KERETA API INDONESIA (PERSERO)		PROYEKSI EFISIENSI INDUK S.D 30 JUNI 2020							
		REALISASI S.D MEI						PROYEKSI S.D JUNI	
NO	URAIAN	RKA S.D MEI	REALISASI S.D MEI	%	RKA S.D JUNI	PROYEKSI S.D JUNI	%	EFISIENSI	
1	2	6	7	7:6	8	9	9:8	[7-6]	[9-8]
I.	PENDAPATAN								
1.	Angkutan KA Penumpang	3.294.739	1.639.591		4.142.306	1.641.569			
2.	Angkutan KA Barang	3.445.364	2.706.036		4.143.743	3.126.372			
3.	Pendapatan Pendukung Angkutan KA	61.988	39.049		74.386	42.336			
4.	Non Angkutan KA	493.214	284.086		590.800	322.509			
5.	Kompensasi Pemerintah (PSO-IMO-KA Perintis)	1.108.698	763.486		1.334.470	941.631			
	JUMLAH I	8.404.003	5.432.249		10.285.705	6.074.418			
II.	BEBAN								
1.	Pegawai	2.652.416	2.404.662	-9%	3.197.073	2.722.812	-15%	(247.755)	(474.261)
2.	BBN dan LAA	919.645	449.521	-51%	1.202.473	527.786	-56%	(470.124)	(674.687)
3.	Persawitan (Sarana dan Prasarana)								
A.	Sarana Perkerantaraan	919.645	944.125	3%	1.202.473	1.092.836	-9%	24.480	(109.637)
B.	Prasarana Perkerantaraan	868.187	493.549	-43%	1.012.981	639.883	-37%	(374.638)	(373.098)
4.	Penggunaan Prasarana (TAC)	375.861	287.362	-24%	450.048	311.750	-31%	(88.499)	(138.297)
5.	Penyusutan dan Amortisasi	418.459	413.557	-1%	502.175	491.504	-2%	(4.902)	(10.671)
6.	Umum dan Administrasi	413.644	196.590	-52%	514.662	234.073	-55%	(217.054)	(280.589)
7.	Operasi Lainnya	688.371	426.206	-38%	740.908	532.373	-28%	(262.165)	(208.535)
	JUMLAH II	7.256.229	5.615.572	-23%	8.822.792	6.553.017	-26%	(1.640.658)	(2.269.776)
III.	LABA (RUGI) USAHA	1.147.773	(183.323)		1.462.913	(478.599)			
IV.	PENDAPATAN (BEBAN) LAIN - LAIN	(314.470)	(197.801)		(384.855)	(258.631)		116.670	126.224
V.	LABA (RUGI) SEBELUM PAJAK PENGHASILAN	833.303	(381.124)		1.078.058	(737.230)			
VI.	PAJAK PENGHASILAN	(201.178)	(111.416)		(263.221)	(95.499)		89.762	167.722
VII.	LABA (RUGI) BERSIH TAHUN BERJALAN	632.125	(492.539)		814.837	(832.730)			
VIII.	KEPENTINGAN NON PENGENDALI	-	-		-	-			
IX.	BUSIKAN KPD PEMILIK ENTITAS INDUK (IX = VII + VIII)	632.125	(492.539)		814.837	(832.730)		(1.847.089)	(2.563.721)

Efisiensi skenario optimis (full year) **5.369.526**
 Pencapaian efisiensi ke setahun penuh **34%** **47%**

The Covid-19 pandemic has made an important history in having a bad impact on company performance, the government's appeal to all affected communities is to carry out social and physical distancing, even the government imposes large-scale social restrictions (PSBB) in areas experiencing red zones in Indonesia. So this is the main reason for the decline in KAI's performance. For KAI itself, researchers are motivated to discuss what strategies KAI is doing and how KAI survives in the face of the current pandemic. It is important to research this in order to provide a reference for academics in future research as well as for practitioners when faced with the same conditions. This research will discuss the impacts and sustainability strategies that will be carried out by KAI during the Covid-19 pandemic.

Research Methods

This research was conducted using qualitative methods, where this research aims to explain the impact and strategies the company undertakes in dealing with force majeure (the Covid-19 pandemic). Qualitative design does not use hypotheses, does not contain variables and does not compare variable relationships but looks for information on a single concept - central phenomena and deep understanding (Ghozali, 2016). The data source in this article uses secondary data. As for the method of data collection through observation of literature studies, by reading and reviewing and analyzing various literatures, both in the form of documents, journals and KAI data that issue information relevant to the research.⁷

Discussion

KAI plays an important role as mass transportation that is energy efficient and environmentally friendly. The products offered by KAI are passenger train transportation, freight train transportation, property management services related to trains, train-based tourism services, restaurants and logistics distribution. To answer these challenges, it is necessary to make efforts that are better and structured in company operations. Adverse impacts related to company performance are

reflected in a very significant decline in both passenger and freight transport. In passenger transportation the following occurs:⁸

1. Reduction and cancellation of train trips;
2. Limitation of railway transportation capacity (social distance government policy);
3. The number of passengers who cancel the train trip;
4. The decrease in the number of train users interested as a result of the decrease in the activity of the number of trips of people who use the train.

Meanwhile, the decline in freight transportation was caused by a decrease in coal market demand that occurred in several countries, this has resulted in coal transportation partners canceling train trips. KAI's response to the impact of the Covid-19 pandemic was to take several strategic steps, including: First, what was carried out by KAI's management was to protect KAI passengers and employees or what is known as "Protect Our People", namely prioritizing the health of train transportation users. Api and the KAI employees. In December 2019, when news broke out for the first time about the Corona virus in Wuhan China, KAI management made instructions for the directors regarding the protocol to prevent the spread of the Novel Corona Virus (2019-NCOV) at stations and on trains. Then after on March 2, President Joko Widodo announced the first positive case of corona in Indonesia and was followed on March 16, the Minister of Administrative Reform and Bureaucratic Reform (Tjahjo Kumolo) wrote a circular with an appeal to all state civil servants to work at home. At the same time, the Management of KAI issued directors regulations regarding the following decisions:

1. Establishment of a Task Force for Handling Novel Corona Virus;
2. Work Arrangements for Workers in order to anticipate the spread of the corona virus (Covid-19);
3. The process of procuring goods and services

during the emergency period of the Corona virus disease outbreak (Covid-19);

4. Prohibition of traveling outside the region and / or homecoming activities in an effort to prevent the spread of the corona virus deases (Covid-19);

5. Provide incentives for workers who are at risk of being infected with the corona virus deases (Covid-19);

6. The protocol for preventing the spread of the corona virus deases (Covid-19) on extraordinary train trips according to the criteria for limiting people's travel in the context of accelerating the handling of the corona virus deases (Covid-19)

The second step taken by KAI's management in saving the company is to maintain the company's liquidity by preparing several scenarios if the pandemic ends in June, ends in August and when it ends in December 2020. KAI continues to prepare payments, by preparing sufficient bank loans to maintain liquidity. The three scenarios are prepared as a projection for the end of the pandemic, including the optimistic, moderate and pessimistic scenario with the following explanations:⁹

1. An optimistic scenario, if the pandemic ends in June with an estimated passenger transport revenue reaching 2.8 trillion or equal to 33% of the 2020 target and freight transport reaching 6.3 trillion or equal to 74% of the 2020 target.

2. Moderate scenario, if the pandemic ends in August with passenger transport revenues reaching 2.2 trillion or equal to 26% of the 2020 target and freight transport reaching 6.1 trillion or 71% of the 2020 target.

3. The pessimistic scenario, if the pandemic ends in December with passenger transport revenues reaching 1.7 trillion or equal to 20% of the 2020 target and freight transportation of 5.7 trillion or 67% of the 2020 target.

These three scenarios are scenarios when the pandemic ends at these times and also by predicting the losses incurred by the company from each scenario. This then makes management take the third step, namely by

carrying out efficiency in costs (operational expenditure) and reducing investment (capital expenditure). With the decline in company revenue for the products offered due to the impact of the Covid-19 pandemic, the company has taken initiatives in terms of cost savings to balance the potential decline in revenue due to the Covid-19 pandemic. In addition to this, the company also supports government policies regarding social distancing in which people reduce their mobility by reducing the number of passenger train trips and limiting the number of occupancy passengers on passenger trains.¹⁰ The company also undertakes optimization initiatives in managing capital expenditure with the aim of managing cash flow. Optimization initiatives are carried out with the aim of reviewing the feasibility study of the intended investment by readjusting the assumptions used including the expected rate of return on investment.¹¹

The new normal scenario applied to passengers is the first step in restoring public confidence in KAI transportation services. The company will also continue to increase its role in the Corporate Social Responsibility (CSR) program as a form of the company's concern for the community during the Covid-19 pandemic. (Lloret, 2016) according to him there are three domains that can control sustainability, including stakeholders, sustainable leadership and corporate governance.

Conclusion

KAI has carried out various strategies in dealing with the impact of the Covid-19 pandemic. Several things that have been done by KAI in dealing with the impact of the Covid-19 pandemic include: 1. Protecting passengers and employees of KAI by prioritizing health through the Covid-19 prevention protocol; 2. Maintain company liquidity by preparing several scenarios, if the pandemic ends in June, August or December; 3. Perform cost efficiency (operational expenditure) and reduced investment (capital expenditure) to balance the potential decline in income.

Conflict of Interest: Nil

Ethical Clearance: This research has been proven

in the thesis examiner board, at the Postgraduate Program, Masters in Management, Universitas Sebelas Maret, Surakarta, Indonesia.

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