

Business Development Strategy For Mung Collection Using Digital Marketing

Fernando Marcio Christian¹, Januar Wibowo², Achmad Yanu Alif Fianto³, Candraningrat⁴

- 1. Management, Dinamika University, Indonesia1
- 2. Management, Dinamika University, Indonesia2
- 3. Management, Dinamika University, Indonesia3
- **4.** Management, Dinamika University, Indonesia4 E-mail: 18430100043@dinamika.ac.id

Abstract

The role of retail businesses in helping the national economy grow is by opening up job opportunities for the surrounding community and also building a reseller network. Now retail business activities vary widely and some are still conventional to online. Mung Collection is a trading business that sells bedroom equipment products, namely bed linen, bed covers, and blankets. The business development method that Mung Collection will carry uses the 4P Marketing Mix strategy (Prioduct, Price, Place, and Promotion), BMC, and SWOT analysis to support for digital marketing. Develop marketing strategies and implement them in online marketing media on the Website, WhatsApp, Instagram, Facebook, TikTok, and Shopee Mung Collection to increase Mung Collection sales in the future.

Keywords: Marketing Mix (4P), Business Model Canvas, SWOT Analysis, Digital Marketing

INTRODUCTION

A retail business is a business whose business process is by reselling goods without going through processing or manufacturing(Wibowo & Santoso, 2020). The development of retail businesses is significant in building the national economy. The role of retail businesses in helping the national economy grow is opening up job opportunities for the surrounding community and creating a reseller network. At this time trading business activities vary widely, some are still conventional to online. Mung Collection is a retail business that sells bedroom equipment products, namely bed linen, bed covers, and blankets. This retail business was formed during the pandemic to meet the need for room equipment, where during the pandemic, most people were more active in their rooms in 2020. The marketplace is a suitable place to be used as a medium for selling products effectively and efficiently today. (Santoso et al., 2020) From the pandemic period until now, it has been two years since Mung Collection has been

DOI :



based solely on Shopee and Tokopedia as its marketing media. A marketing strategy is an effort to build trust (image) with customers(Wibowo, 2021). Along with the very tight business competition, Mung Collection requires a new marketing strategy that is effective in developing its business in order to get new customers and expand its market reach. Based on the analysis of the phenomena above, in the implementation of this study the author partnered with the owner of Mung Collection. This research will focus more on analyzing and making suitable strategies for developing digital marketing at Mung Collection.

METHOD

Marketing is a business carried out by a business whose main activity is dealing with customers(Candraningrat et al., 2021). Formulating the right marketing strategy can support the success of the business processes being carried out. Currently, online marketing or digital marketing is a new marketing model in which there is a process of exchanging information about ideas, products, and services from a business to customers to build customer relationships. (Candraningrat, 2019). Therefore, the development of digital marketing is currently essential in business development to expand market reach, add new consumers, and build a store image to be trusted by the public.

The business development method that Mung Collection will carry out uses the 4P Marketing Mix strategy (Product, Price, Place, and Promotion), BMC, and SWOT analysis to support digital marketing. The implementation of Mung Collection's business development focuses more on developing digital marketing or online marketing by seeking, among others:

1. Coordination of Research Team with Owner

This coordination aims to harmonize the research team and the owner to make a plan of activities that will be carried out and requires the participation of the owner

2. Marketing Strategy Technical Planning

Assistance technical planning is carried out to agree on preparing aspects of marketing management.

3. Implementation of Marketing Strategy Development

The implementation of strategy development is carried out to provide understanding and direction to the owner related to the marketing strategy that must be carried out to develop the business.

- 4. Implementation of Online Marketing Media Development
- Strategic assistance is implemented by understanding and directing owners regarding online marketing media that must be addressed, such as Website, WhatsApp, Instagram, Facebook, TikTok, and Shopee.
- 5. Evaluation

Alignment between plans and results to be input for the owner of Mung Collection in developing the business in the future.



RESULTS AND DISCUSSION

The results of this study are in the form of marketing strategies and online marketing media that must be carried out by the Mung Collection owner. The following are the results of online marketing and media strategies that have been made.

3. Marketing strategy

The marketing strategy developed by the owner of Mung Collection is as follows:

a. SWOT analysis

Table 4.1SWOT

Factors	STRENGHT /	WEAKNESS (W)
Internal (IFAS)	STRENGTH (S)	1. The lack of place to
	1. Mung Collection	stock products products
	business has a good	2. Recording of
	image/name2. Mung	financial statements that
	Collection business has	are less systematic
	adequate equipment and	3. It's hard to make a
	facilities	decision
	3. Satisfactory service to	4. Lack of capital in
	service users	business development
	4. Mung Collection	because more and more
	Enterprises human	new products have to be
Factors	resources who are trained	sold
External (EFAS)	and experienced	
OPPORTUNITIES/	SO STRATEGY	WO STRATEGY
OPPORTUNITY (O)	(3.47)	(2.75)
1. The community believes in		
Mung Collection Business as a	1. Expanding market	1. Improving the
well-known brand 2. Mung	share (S1,S3,S4,O1,O3)	cleanliness and
Collection Business has the	2. Cooperating with other	maintenance of
opportunity to develop its	parties (S2, O2)	infrastructure and
business to be bigger by		product arrangement
utilizing social media3.		(W1, W3, O2, O3)
Information about Mung		2. Set competitive
Collection Business is easy to		prices (W2, W4, O1,
get		O3)
THREATS /THREATS (T)	STRATEGY	WT STRATEGY
1. The arrival of other	(3.17)	(2.45)
companies / operators as		
competitors for the Mung	1. Improving the security	1. Improving the quality
Collection Business	of service users. (T2, T3,	and performance of
2. Tight price games to get	S2, S3, S4)	Human Resources (T2,
very minimal profits	2. Optimizing service	T3, W1, W3)
3. Not a daily necessity	user services (T1, S1, S4)	2. Make competitors as



	co-workers (T1, W2, W4)

The alternative strategies for the Mung Collection Business based on the SWOT matrix above are as follows:

a. SO Strategy

There are two items in SO strategy taking, namely by combining several strengths possessed by Usaha Mung Collection and taking advantage of existing opportunities. The SO strategy that Mung Collection must take is to expand its market share by utilizing social media and other effective media as well as cooperating with other parties.

b. WO Strategy

There are also two items in taking the WO strategy, namely by combining some of the weaknesses possessed by Usaha Mung Collection and taking advantage of existing opportunities. The WO strategy that must be taken by Mung Collection Enterprises is to improve the cleanliness and maintenance of infrastructure as well as the arrangement of products and set competitive prices.

c. TS Strategy

There are two items in taking the TS strategy, namely by combining several strengths owned by Usaha Mung Collection and minimizing threats that will occur. The TS strategy that must be taken by Usaha Mung Collection is to increase the security of service usersandoptimizing service user services

d. WT Strategy

There are two items in taking the WT strategy, namely by combining some of the weaknesses possessed by Usaha Mung Collection and minimizing threats that will occur. The WT strategy that must be taken by Usaha Mung Collection is to improve the quality and performance of existing human resources and collaborate with competitors to become partners.

b. Marketing Mix Strategy (4P)

The marketing mix in a trading business has a very important role.(Santoso & Fianto, 2020)states that there are four marketing mix variables in the main trading business that sells products consisting of product, price, place, and promotion. In planning the 4P marketing mix for the Mung Collection business in the future, it is as follows:

1) Product

Mung Collection products in the future have plans:

- a) Develop other products beyond bed sheets, bed covers, and blankets
- b) Develop product packaging
- 2) Price

At Mung Collection prices have the following plans:

- a) Prices can compete with similar competitors.
- b) Prices for online marketing, especially in the marketplace, can take a profit margin that is not losing money.

Proceeding International Conference on Economic Business Management, and Accounting (ICOEMA)-2022

Program Studi Doktor Ilmu Ekonomi

Universitas 17 Agustus 1945 Surabaya-2022



3) Place

The places desired by Mung Collection are as follows:

- a) Having a physical store that does not mix together with a house to live in.
- b) Having a warehouse to stock your own goods is not a contract.

4) Promotion

The promotional activities planned to be carried out by Mung Collection are as follows:

- a) Develop product sales media outside Indonesia through the Shopee Export program.
- b) Develop audiovisual marketing media using Youtube & TikTok.

c. Product Marketing Strategy

In supporting an effective marketing strategy for Mung Collection as a trading business for distributors of bed linen, bed covers, and blankets, it is by selling products that are right on target in the market. Therefore, the implementation of product marketing is carried out with various efforts and ways so that the product can be sold in the market are as follows:

- 1. Media for product promotion using internet marketing will be run using the Website, WhatsApp, Instagram, Facebook, TikTok.
- 2. Selling products through Shopee, Tokopedia, and TikTok Shop.
- 3. Looking for a strategic place to sell products so that they can reach a wider range of consumers.

d. Business Model Canvas

(Candraningrat et al., 2021)stated that the Business Model Canvas is a tool that is made visually to explain the overall framework of a business process with only one image. With the creation of a BMC, it will make it easier for business people to see the essence of a business process that is being carried out so that they understand the boundaries of their business processes. On the other hand, BMC also makes it easier for business people to analyze and map their business models. Mung Collection makes a simple BMC according to the business model map that has been run as follows:



Figure 4.1BMC

2. Online Marketing Media

Marketing communication through marketing media today is very important to do in order to increase buying interest from consumers(Candraningrat et al., 2018). Online marketing media is a powerful



medium for marketing the products offered through integrated marketing communications such as advertisements and promos. In developing its business, Mung Collection utilizes online media primarily in developing websites, social media, and marketplaces as a place to market products. Based on the analysis of the previous marketing strategy, the online marketing media that will be developed by Mung Collection will be more focused on the following six marketing media:

a. Website

The website development carried out by Mung Collection is by changing the theme of the website to be like an online store from what used to only have a blog display. Improvements to the appearance of the website are carried out so that website visitors can later make transactions directly on the Mung Collection website easily. The following is a view of the revamping of the Mung Collection website that has been made.



Figure 4.2Mung Collection website

b. Whatsapp Business

Today most people carry out communication activities exchanging messages via WhatsApp. Apart from being just a communication medium for exchanging messages, WhatsApp has developed into one of the effective marketing media for a business because it is supported by features specifically for sellers through WhatsApp Business. Therefore, Mung Collection takes advantage of the business features available on WhatsApp Business to conduct marketing to consumers such as product catalog features, WhatsApp Business stories, and creating reseller groups.

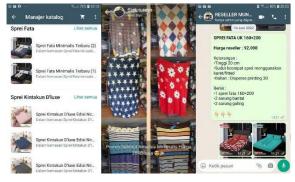


Figure 4.3WhatsApp Business Mung Collection

DOI :



c. Instagram

The development of Instagram as a social media platform for uploading photos and videos has made Instagram one of the most widely used social media platforms by its users. Business people don't want to be left behind either to develop their marketing through Instagram. The content provided must be in accordance with the target market you want to target. Mung Collection develops Instagram content well starting from making photos & videos displayed on Instagram. Mung Collection also made improvements to the Instagram feed to improve the store's image.



Figure 4.4Instagram Mung Collection

d. Facebook

In developing the marketing process of a business, Facebook is of course one of the main concerns for a business to promote its products. Facebook and Instagram are still under the same company, namely Meta. For Facebook, product promotion features are carried out using Mung Collection fan page accounts, Mung Collection Facebook personal accounts, and groups that Mung Collection participates in. The improvement of marketing content according to the characteristics of each promotional feature on Facebook is carried out by Mung Collection so that promotional messages can be conveyed clearly and influence the perception of the audience to change their desire to buy products at Mung Collection.



Figure 4.5Facebook Mung Collection

e. TikTok

The social media platform TikTok is currently one of the applications for vertically uploading videos of short duration and the most widely used by its

DOI :



users. Indonesia is the second largest TikTok user country in the world. Seeing this phenomenon, Mung Collection took advantage of the development of product promotions through the social media platform TikTok in the hope of helping to raise the image of the Mung Collection store more broadly and also to help get consumers to buy products at the Mung Collection store. Content improvement was carried out by Mung Collection, such as making a persuasive video regarding direct bed linen reviews in the bedroom using models to explain product specifications and advantages in order to increase the trust of the audience who saw it.

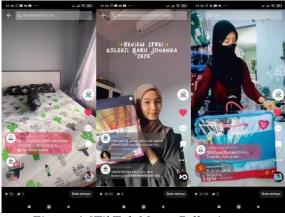


Figure 4.6TikTok Mung Collection

f. Shopee

From the beginning until now, Mung Collection has only used Shopee as a place to sell and promote products without a well-targeted strategy. Development through Shopee needs to be done because currently Shopee is the number one most popular marketplace in Indonesia. Promotional development carried out by Mung Collection at this time is by making vouchers to follow the store to increase followers at the Shopee Mung Collection store, making discount vouchers for some products that you want to discount, participating in events from Shopee such as event 12.12 and also revamping the layout design of the Mung store appearance. Collections on Shopee. The results of the development of the Shopee Mung Collection during the month of July yielded quite good results in increasing sales turnover for Mung Collection by Rp. 22,515.

Table 4.2Shopee Mung Collection Turnover Data

Week	Turnover
Week 1 (4 July – 10 July	Rp. 8,580,313
2022	
2nd week	Rp. 7,511,029
(11 July – 17 July 2022)	_
3rd Week(18 July – 24	Rp. 6,424,332
July 2022)	

Proceeding_International Conference on Economic Business Management, and Accounting (ICOEMA)-2022 Program Studi Doktor Ilmu Ekonomi

Universitas 17 Agustus 1945 Surabaya-2022



CONCLUSION

The conclusions from a series of Mung Collection business development results are as follows:

- 1. The digital marketing strategy by revamping the marketing content that is run on the website and social media has had a pretty good impact on Mung Collection in increasing engagement and brand awareness for the sustainability of Mung Collection's business processes.
- 2. Mung Collection's Shopee marketplace development strategy has a positive impact on increasing turnover for Mung Collection compared to the previous period which only sold without a strategy.
- 3. This applied online media helps the marketing process more effectively and efficiently for companies and consumers, because in online marketing there is a product catalog that makes it easy to distribute information directly.

REFERENCES

- Afridhal, M., Agribisnis, M., Pertanian, F., & Almuslim, U. (2017). *No Title.* 1(3), 223–233.
- Agolla, J. E. (2018). Human capital in the smart manufacturing and industry 4.0 revolution. *Digital Transformation in Smart Manufacturing*, 41–58.
- Alhajjar, A. A., Kassim, R. M., Raju, V., & Alnachef, T. (2018). Driving industry 4.0 business through talent management of human resource system: the conceptual framework for banking industry. *World Journal of Research and Review*, 7(3), 53–57.
- Angrave, D., Charlwood, A., Kirkpatrick, I., Lawrence, M., & Stuart, M. (2016). HR and analytics: why HR is set to fail the big data challenge. *Human Resource Management Journal*, 26(1), 1–11.
- Bartevyan, L. (2015). Industry 4.0–Summary report. DLG-Expert Report, 5, 1–8.
- Benešová, A., & Tupa, J. (2017). Requirements for education and qualification of people in Industry 4.0. *Procedia Manufacturing*, 11, 2195–2202.
- Bosch, D. E. (2016). *Job characteristics in smart industries and the challenges for job design*. University of Twente.
- Candraningrat, C., Adrianto, Y. R., & Wibowo, J. (2018). Pengabdian Kepada Masyarakat Bagi Kelompok Tani Elok Mekar Sari Surabaya. *JPM17: Jurnal Pengabdian Masyarakat*, 3(01).
- Candraningrat, C., Yurisma, D. Y., & Mujanah, S. (2021). Pengembangan Strategi Bisnis Melalui Bmc (Business Model Canvas) Dan Strategi Pemasaran Bagi Umkm Sari Delight Surabaya. *TEKMULOGI: Jurnal Pengabdian Masyarakat*, *I*(1), 16–24.
- Chen, C. J., & Huang, J. W. (2009). Strategic human resource practices and innovation performance—The mediating role of knowledge management capacity. *Journal of Business Research*, 62(1), 14–104.
- Chrisna Riane Opod. (2013). Analisis Pengaruh Faktor Faktor Fundamental Makroekonomi Terhadap Kinerja Keuangan Perusahaan Serta Nilai Perusahaan (Studi Kasus Pada Perusahaan Perbankan yang Terdaftar di BEI Periode 2009 2013). 3(2), 127–140.



- Dai, X. (2018). The digital revolution and governance. *Routledge*.
- Dombrowski, U., & Wagner, T. (2014). Mental strain as field of action in the 4th industrial revolution. *Procedia Cirp*, 17, 100–105.
- Donate, M. J., & Pablo, J. D. de. (2015). The role of knowledge-oriented leadership in knowledge management practices and innovation. *Journal of Business Research*, 6(2), 1–11.
- Ediz, C. (2018). Evaluation of Industry 4.0 from a Knowledge Management Perspective. *In ICPESS (International Congress on Politic, Economic and Social Studies)*.
- Erol, S., Jäger, A., Hold, P., Ott, K., & Sihn, W. (2016). Tangible Industry 4.0: a scenario-based approach to learning for the future of production. *Procedia CiRp*, 54, 8–13.
- Et.al., S. (1989). Penelitian Kualitatif dan Kuantitatif. Sinar Baru.
- Festing, M., & Schäfer, L. (2014). Generational challenges to talent management: A framework for talent retention based on the psychological-contract perspective. *Journal of World Business*, 49(2), 71–262.
- Gabriel, M., & Pessl, E. (2016). Industry 4.0 and sustainability impacts: critical discussion of sustainability aspects with a special focus on future of work and ecological consequences. *Annals of the Faculty of Engineering Hunedoara*, 14(2), 131.
- Gehrke, L., Kühn, A. T., Rule, D., Moore, P., Bellmann, C., Siemes, S., Dawood, D., Lakshmi, S., Kulik, J., & Standley, M. (2015). A discussion of qualifications and skills in the factory of the future: a German and American perspective. *VDI/ASME Industry*, *4*, 1–28.
- Hafsah, & Sari, S. S. (2015). Analisis Struktur Modal Terhadap Kinerja Keuangan Pada Perusahaan Properti dan Real Estate yang Terdaftar di BEI. *Jurnal Riset Akuntansi Dan Bisnis*, 15(1), 52–64.
- Harkins, A. M. (2008). Leapfrog principles and practices: Core components of education 3.0 and 4.0. *Futures Research Quarterly*, 21(1), 19–31.
- Hermann, M., Pentek, T., & Otto, B. (2016). Design principles for industrie 4.0 scenarios. *In 2016 49th Hawaii International Conference on System Sciences (HICSS)*, 3928–3937.
- Hub, M., & Kozák, Š. (2016). From E-learning to Industry 4.0. In 2016 International Conference on Emerging ELearning Technologies and Applications (ICETA), 103–108.
- Hwihanus, H., Ratnawati, T., & Yuhertiana, I. (2019). Analisis Pengaruh Fundamental Makro dan Fundamental Mikro Terhadap Struktur Kepemilikan, Kinerja Keuangan, dan Nilai Perusahaan pada Badan Usaha Milik Negara yang Terdaftar di Bursa Efek Indonesia. *Business and Finance Journal*, 4(1), 65–72. https://doi.org/10.33086/bfj.v4i1.1097
- Hwihanus, & Ramadhani, A. D. (2019). The Analysis of The Micro and Macro Fundamental, Ownership Structure, Good Corporate Governance, and Capital Structure Effent on Financial Performance. *Jurnal Ilmiah Akuntansi*, 4(2), 252–267.
- Iye, A. (2018). Moving from Industry 2.0 to Industry 4.0: A case study from India on leap frogging in smart manufacturing. *Procedia Manufacturing*, 21, 663–

Proceeding International Conference on Economic Business Management, and Accounting (ICOEMA)-2022

Program Studi Doktor Ilmu Ekonomi

Universitas 17 Agustus 1945 Surabaya-2022



670.

- Izzah, N., & Purwanto, A. (2016). Analisis Pengaruh Struktur Kepemilikan Terhadap Manajemen Laba (Studi Kasus pada Perusahaan Pertambangan di BEI Periode 2008-2013). Diponegoro Journal of Accounting, 5(2), 1–13.
- Jalali, A., & Singh, K. (2018). People analytics: a data-driven HR approach to business succes.
- Kasali, R. (2018). Disruption: Tak Ada yang Tak Bisa Diubah Sebelum Dihadapi Motivasi Saja Tidak Cukup. Gramedia Pustaka Utama.
- Koentjaraningrat. (1983). Metode-metode Penelitian Masyarakat. Gramedia.
- Lasi, H., Fettke, P., Kemper, H. G., Feld, T., & Hoffmann, M. (2014). Industrie 4.0. *Wirtschaftsinformatik*, *56*(4), 261–264.
- Maksumic, S. (2017). The Effects of New Emerging Technologies on Human Resources: Emergence of Industry 4.0, a Necessary Evil? University of Agder.
- Marope, M., Griffin, P., & Gallagher, C. (2017). Future competences and the future of curriculum: A global reference for curricula transformation. Paris: International Bureau of Education.
- Marvel, M. R., Davis, J. L., & Sproul, C. R. (2016). Human capital and entrepreneurship research: A critical review and future directions. Entrepreneurship Theory and Practice, 40(3), 599–626.
- Mestika, Z. (2004). Metodologi Penelitian Kepustakaan.
- Moayedi, Z., & Vaseghi, M. (2016). The effect of talent management on organizational success. Scinzer, Journal of Accounting and Management, 2(3), 16–20.
- Mota, D., Martins, C., Carneiro, J., Martinho, D., Conceição, L., Almeida, A., Praça, I., & Marreiros, G. (2018). A MAS Architecture for a Project Scheduling Problem with Operation Dependant Setup Times. In The 13th International Conference on Soft Computing Models in Industrial and Environmental Applications 2018 Jun 6, 177–186.
- Nagy, J., Oláh, J., Erdei, E., Máté, D., & Popp, J. (2018). The role and impact of Industry 4.0 and the internet of things on the business strategy of the value chain—the case of Hungary. Sustainability, 10(10), 3491.
- Narastri, M. (2020). FUNDAMENTAL MAKRO DAN KARAKTERISTIK. SEMINAR NASIONAL KONSORSIUM UNTAG Indonesia Ke-2 Tahun 2020, 197–208.
- Newman, D. (2019). Understanding The Six Pillars Of Digital Transformation Beyond Tech. Retrieved.
- Newman, D., & Blanchard, O. (2017). Futureproof: 7 key pillars for digital transformation success. Broadsuite Inc.
- Noviawan, R. A., & Septiani, A. (2013). Pengaruh Mekanisme Corporate Governance Dan Struktur Kepemilikan Terhadap Kinerja Keuangan. Diponegoro Journal of Accounting, 2(3), 744–753.
- Omar, S. A., Hasbolah, F., & Zainudin, U. M. (2017). The Diffusion of Artificial Intelligence in Governance of Public Listed Companies in Malaysia. International Journal of Business, Economics and Law, 14(2).
- Onik, M. H., Miraz, M. H., & Kim, C. S. (2018). A recruitment and human

DOI ISSN:



- resource management technique using Blockchain technology for Industry 4.0. *In Proceedings of Smart Cities Symposium*, 11–16.
- Parker, S. K. (2014). Beyond motivation: Job and work design for development, health, ambidexterity, and more. *Annual Review of Psychology*, 65, 661–691.
- Peinl, R. (2017). Knowledge management 4.0—Lessons learned from IT trends knowledge management. In Tagungsband Der 9.

 KonferenzProfessionellesWissensmanagement (Professional Knowledge Management).
- Pfeiffer, S. (2015). Effects of Industry 4.0 on vocational education and training. *Vienna: Institute of Technology Assessment.*
- Pratiwi, D. S., & Rusman. (2018). Enhancing critical thinking skills in higher education in preparation of industry 4.0: a literature review. *Proceedings of 3rd International Conference on Education and Regional Development*.
- Roblek, V., Meško, M., & Krapež, A. (2016). A complex view of industry 4.0. *Sage Open*, 6(2), 1–11.
- Santoso, R., & Fianto, A. Y. A. (2020). Pengaruh marketing mix produk jasa terhadap keputusan berkunjung wisata bahari jawa timur. *Kinerja*, 17(1), 69–79.
- Santoso, R., Fianto, A. Y. A., & Ardianto, N. (2020). Pemanfaatan Digital Marketing Untuk Pengembangan Bisnis Pada Karang Taruna Permata Alam Permai Gedangan Sidoarjo. *Jurnal Layanan Masyarakat (Journal of Public Services)*, 4(2), 326–338.
- Shamim, S., Cang, S., Yu, H., & Li, Y. (2016a). Management approaches for Industry 4.0: A human resource management perspective. 2016 IEEE Congress on https://ieeexplore.ieee.org/abstract/document/7748365/
- Shamim, S., Cang, S., Yu, H., & Li, Y. (2017). Examining the feasibilities of Industry 4.0 for the hospitality sector with the lens of management practice. *Energies*, 10(4), 499.
- Shamim, S., Cang, S., Yu, H., & Li, Y. (2016b). Management approaches for Industry 4.0: A human resource management perspective. *In 2016 IEEE Congress on Evolutionary Computation (CEC)*, 5309–5316.
- Silva, V. L., Kovaleski, J. L., & Pagani, R. N. (2019). Technology Transfer and Human Capital in the Industrial 4.0 Scenario: A Theoretical Study. *Future Studies Research Journal: Trends and Strategies*, 11.
- Sivathanu, B., & Pillai, R. (2018). Smart HR 4.0–how industry 4.0 is disrupting HR. *HumanResource Management International Digest*, 26(4), 7–11.
- Ślusarczyk, B. (2018). Industry 4.0: are we ready? *Polish Journal of Management Studies2*, 17.
- Stachová, K., Papula, J., Stacho, Z., & Kohnová, L. (2019). External partnerships in employee education and development as the key to facing industry 4.0 challenges. *Sustainability*, 11(2), 345.
- Sukmadinata. (2009). *Metode Penelitian Pendidikan*. Remaja Rosdakarya. Suparman, P., & Ningtyas, R. (2019). Pengaruh Manajemen Laba dan Good Corporate Governance Terhadap Kinerja Keuangan Perusahaan. *Molecules*, 9(1), 148–162.
- Tertius, M. A., & Christiawan, Y. J. (2010). Pengaruh Good Corporate

Proceeding International Conference on Economic Business Management, and Accounting (ICOEMA)-2022

Program Studi Doktor Ilmu Ekonomi





- Governance terhadap Kinerja Perusahaan pada Sektor Keuangan. Majalah *Ilmiah INFORMATIKA*, *3*(2), 47–60.
- Thames, L., & Schaefer, D. (2016). Software-defined cloud manufacturing for industry 4.0. *Procedia Cirp*, 8, 7–12.
- Thomas, E., Vieira, L. M., & Balestrin, A. (2017). Mind the Gap: Lessons from the UK to Brazil about the Roles of TTOs throughout Collaborative R&D Projects. BAR-Brazilian Administration Review, 14(4), 1–22.
- Wan, J., Cai, H., & Zhou, K. (2015). Industrie 4.0: enabling technologies. In Proceedings of 2015 International Conference on Intelligent Computing and *Internet of Things*, 135–140.
- Weyer, S., Schmitt, M., Ohmer, M., & Gorecky, D. (2015). Towards Industry 4.0-Standardization as the crucial challenge for highly modular, multi-vendor production systems. *Ifac-Papers Online*, 48(3), 84–579.
- Wibowo, J. (2021). Efektivitas Strategi Pemasaran Dan Manajemen Keuangan Pada UMKM Roti. DIKEMAS (Jurnal Pengabdian Kepada Masyarakat), 5(1).
- Wibowo, J., & Santoso, R. (2020). Pembuatan Digital Marketing dan Marketing Channel untuk UKM PJ Collection. JPM17: Jurnal Pengabdian Masyarakat, 5(01), 82–91.
- Wilkesmann, M., & Wilkesmann, U. (2018). Industry 4.0-organizing routines or innovations? VINE. Journal of Information and Knowledge Management Systems, 48(2), 238–254.
- Wolf, M., Kleindienst, M., Ramsauer, C., Zierler, C., & Winter, E. (2018). Current and future industrial challenges: demographic change and measures for elderly workers in industry 4.0. Annals of the Faculty of Engineering *Hunedoara-International Journal of Engineering*, 16(1).
- Yanto, D. O., & Wati, L. N. (2020). Pengaruh Struktur Modal, Profitabilitas Terhadap Determinasi Manajemen Laba Dan Strategi Diversifikasi. Jurnal Akuntansi, 9(1), 47–57. https://doi.org/10.37932/ja.v9i1.100
- Zhou, K., Liu, T., & Zhou, L. (2015). Industry 4.0: Towards future industrial opportunities and challenges. In 2015 12th International Conference on Fuzzy Systems and Knowledge Discovery (FSKD), 2147–2152.

DOI : ISSN: