DEVELOPING BUSINESS RESILIENCE STRATEGY FOR PT NUSANTARA TOTALINDO LOGISTIK

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Abstract: PT Nusantara Totalindo Logistik is a business that operates in the freight forwarding sector with rapid progress, but they are facing introduction and turbulences. To meet both occurrences, they need business resilience strategies. The Business Resilience Strategy was realized to identify PT NTL's business potential and advantages and build business resilience for PT NTL through creating a vision and mission statement until risk management. This research aims to develop resiliency over PT NTL business to enhance business potential and realize a business resilience strategy by establishing a vision and mission for business risk management. The research data and methodological approach for this research came from interviews and questionnaires regarding risk management and creating business resilience strategy through vision and mission statement until risk management by identifying vulnerability factors and capability factors, designing work programs and risk management, IFE Analysis, EFE Analysis, VRIO Analysis, TOWS Strategy Matrix, work program and creating risk management. Based on the research result, we can conclude that a business resilience strategy starts from assembling a vision and mission statement to risk management. The managerial implications of a business resilience strategy are establishing the strategy up to risk management.

Keywords: risk management, business resilience, business potential, risk, Nusantara Totalindo

Abstrak: *PT Nusantara Totalindo Logistik merupakan usaha yang bergerak di bidang pengiriman barang dengan kemajuan pesat, namun menghadapi perkenalan dan turbulensi. Untuk menghadapi kedua kejadian tersebut diperlukan strategi ketahanan bisnis. Strategi Ketahanan Bisnis diwujudkan untuk mengidentifikasi potensi dan keunggulan bisnis PT NTL serta membangun ketahanan bisnis PT NTL melalui pembuatan pernyataan visi dan misi hingga manajemen risiko. Tujuan dari penelitian ini adalah untuk mengembangkan bagaimana menciptakan ketahanan atas bisnis PT NTL untuk meningkatkan potensi bisnis dan mewujudkan strategi ketahanan bisnis dengan menetapkan visi dan misi untuk manajemen risiko bisnis. Data penelitian dan pendekatan metodologi untuk penelitian ini berasal dari wawancara dan kuesioner tentang manajemen risiko dan menciptakan strategi ketahanan bisnis melalui pernyataan visi dan misi hingga manajemen risiko dengan mengidentifikasi faktor kerentanan dan faktor kapabilitas, merancang program kerja dan manajemen risiko, Analisis IFE, Analisis EFE , Analisis VRIO, Matriks Strategi TOWS, program kerja dan pembuatan manajemen risiko. Berdasarkan hasil penelitian, kesimpulan yang dapat diambil adalah strategi ketahanan bisnis sebenarnya dimulai dari penyusunan visi dan misi hingga manajemen risiko. Implikasi manajerial dari strategi ketahanan bisnis adalah pembentukan strategi hingga manajemen risiko.*

Kata kunci: *manajemen risiko, ketahanan bisnis, potensi bisnis, risiko, Nusantara Totalindo*

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INTRODUCTION

PT Nusantara Totalindo Logistics is a business that operates in the freight forwarding industry. It was founded in January 2021 and has three offices: one in Cikarang, one in Tangerang, and one in Surabaya. Its address is Jalan Industri Pasir Gombong Number 155, Cikarang District Utara, Bekasi, West Java. PT Nusantara Totalindo Logistics is currently supported by the freight forwarding industry. Due to this, PT Nusantara Totalindo Logistics has experienced a rapid increase in sales, generates a monthly income of up to IDR2,000,000,000, and already owns warehouses in Palembang, Batam, Yogyakarta, Semarang, Surabaya, Bali, Balikpapan, Jakarta, and Cikarang. In 2022, PT NTL will employ more than 50 people, doubling to 70 in 2023. The company also has partners or representatives all over Indonesia. On the other hand, PT Nusantara Totalindo Logistics has several issues with business procedures, the ability to solve logistical issues as they arise, and finding new investors to support their business ventures.

From the logistics industry side, PT NTL is competing with PT Xpresindo Logistics, which has a working capital of IDR15,000,000,000.00, 100 units of trucks, and a monthly income of IDR30,000,000,000.00 which makes it easier to get more logistics projects from PT NTL.

Apart from competitors, PT NTL still has deficiencies in six aspects in carrying out its business operations, including 1) All business processes are controlled and monitored manually via WhatsApp and Google Maps; 2) PT NTL cannot solve logistics problems in real time; 3) PT NTL focuses its partnerships on large companies and has minimal access to MSMEs; 4) PT NTL does not yet have promotions and marketing that can attract new customers to take advantage of shipping services through PT Nusantara Totalindo Logistik; 5) PT NTL still has an organizational structure that is not comprehensive, and work specialization only covers finance and business operations; and 6) PT NTL is having difficulty finding new investors and funding for their business projects.

World economic conditions are overshadowed by an economic recession that disrupts supply chains, opportunities for Indonesia's economic growth in 2023, and competition in the logistics industry faced by PT Nusantara Totalindo Logistik. AC Ventures'

research results (2020), the logistics industry revenue in Indonesia is projected to increase from US$ 221 billion in 2021 to US$ 300 billion in 2024.

COVID-19 has caused the world to focus on economic factors and social interdependence due to COVID-19's spread. Inflation will be a problem following COVID-19 in a short time due to a lack of economic activity brought on by a pandemic that reduces household consumption activities and results in a shortage of goods (Hansen et al. 2022; Butt, 2021). The mere existence of COVID-19 is sufficient to burden neither MSMEs nor small businesses in the economy of the offender. The economic recession Indonesia had previously experienced has worsened these issues (Orinaldi, 2020).

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Although the increase in logistics revenue in Indonesia is projected to increase until 2024, research results from AC Ventures (2020) show that logistics challenges in Indonesia also provide the potential for turbulence in the logistics industry in Indonesia, namely low infrastructure and connectivity caused Indonesia to have the highest logistics performance in ASEAN with a ranking of 48 for 2018.

This research was then continued by INDEF (2022), and it turned out that the results showed that most online distributors in Indonesia use online logistics services from the GoJek application, namely GoSend.

GoSend is used by 64% of respondents, while others use logistics services such as Grab, Shopee Express, Lalamove, AnterAja, Ninja Express, and Deliveree a smaller proportion. GoSend is considered an online logistics service that provides ease of use of the application and best supports seller productivity by providing the most efficient service.

If we change our view from market competition in Southeast Asia, the Indonesian logistics industry, including PT Nusantara Totalindo Logistik, is also in the lowest position. Therefore, PT Nusantara Totalindo Logistics needs to develop a business resilience strategy to build resilience and sustainability within their company (Fiksel, 2015; Tokman & Beitelspacher, 2012; Sirmon et al. 2008; Ponomarov & Holcomb, 2009; Ponomarov, 2012; Pettit et al. 2013; Xiao, 2007; Engemann, 2019; Blackhurst et al. 2011; Ponis et al. 2012; Pratama, 2022; Lightfoot et al. 2013; Hakim et al. 2023; Pfeffer & Salancik, 1977; Pfeffer & Salancik, 2003; Osterwalder, 2010; Osterwalder, 2012).

Literature reviews include content analysis of the freight forwarding business by analyzing through various point of views (Hartmann et al. 2014). Method that integrates al aspects of supply chains covers a wide range of area (Carillo et al. 2015), SCM is common by identifying SDL as one of the main trends (Cooper et al. 2014), business model (Coombes & Nicholson 2013), and servitization (Lightfoot & Smart, 2013). Despite the growing body of research, no systematic literature review compiles summarizes, and describes the research conducted in business resilience strategies. Supply chain generated many concepts that can be applied in any industrial sector. However, they tend to focus more on in job strategis and incorporating ancient concepts, such as howgoods can be dominantly logic to customer (Manurung et al. 2023). Several researchers have enhance this topic into further areas to achieve resilience (Manurung et al. 2023). The main idea proposed by Tokman & Beitelspacher (2011) was applied by examining ancient studies. This author highlights demand for decreasing gaps in the field and explores paradigm shift in supply chains.

Several researches stated resilience can be obtained through accumulated strategies (Miller and Xiao 2007; Pettit et al. 2013), as a consequence obtained as what we call how to be resilience in terms of engineering in a way more complex system (Patterson et al. 2007). The system has been reaffirmed by Woods (2006) by creating resiliency throughout businesses that include small level businessess (Kim et al. 2014). This system must be supported by resources, Simon et al. (2011) endorse that businessess must assemble their components to create resiliency.

According to several researches that have been conductred throughout theoretical contribution of SCR are not efficient at all since it does not describe on how the firm can be dependant into their resources (Chen and Chen, 2019). Based on those findings, it is better to create SCR (Kahneman and Tversky, 1979), stated that several options have flaws. Based on the study, a business must follow the method on how a firm can be dependant to their resources (Pfeffer and Salancik, 1977).

The concept has been reaffirm by Woods (2006) on how to create resiliency based upon collaboration and interconnection (Kim et al. 2014). Using this same principle, supported by resource-based logic, Simon et al. (2011) indorse that businessess must assemble components to create business resilience. Blackhurst et al. (2011) defend that stakeholders positively and negatively impact a supply chain's resilience. Engemann (2019) points out that a supply chain's resilience involves addressing various business risks.

The systematic literature review also includes a content analysis of supply chain services listed in the sources consulted (Hartmann et al. 2014). They try to analyze these services from various SDL perspectives to advance existing theories (Hartmann et al. 2014). Another review that integrates SDL interfaces with supply chains covers a wide range of important topics of interest, including innovation (Carillo et al. 2015). How to recognize supply chain management is common by identifying supply distribution logistics as one of the main trends (Cooper et al. 2014), business model (Coombes & Nicholson 2013), and serviceability (Lightfoot & Smart 2013). Even though there is a growing body of research, no systematic literature review compiles summarizes, and describes the research conducted in business resilience strategies. 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 supply chain resilience in facing a crisis-prone era, five principles guide 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 information sharing, creating and maintaining an agile supply chain network, and the ability to respond quickly to changing conditions and introduce agility, availability, efficiency, speed, and clarity of risk management as part of a supply chain management culture (Ponis, 2012).

Thus, we attempted to add to the SCR theme using prospect theory (Kahneman and Tversky, 1979), given that some choices risk having significant cognitive biases. We also base on resource dependency theory (Pfeffer and Salancik, 1977), which offers arguments about building power in uncertain environments in inter-organizational relations. To realize business resilience, a resilience strategy has been developed to support the business through a 5-year corporate plan that supports business readiness with the following criteria, namely vision and mission, work programs and strategic management, organizational structure, business model canvas, and business risk management as a whole process of PT Nusantara Totalindo Logistics' business resilience strategy (Fiksel, 2015).

Resilience has lots of discipline and concepts throughout its appliances (Ponomarov and Holcomb, 2009; Ponomarov, 2012; Pettit et al. 2013). It is very discipline because it connects phenomenon researched in various fields of knowledge. It is very dimensional, because there are lots of things that can be focused upon to. There are several stages to a business resilience strategy, including identifying vulnerability factors and capability factors, designing work programs and risk management, and creating risk management (Fiksel, 2015; Cooper et al. 2014; Chen and Chen, 2019; Wongso, 2014; Andriyanto & Mustamin, 2020; Kaho & Susilo, 2018; Pujawan & Geraldin, 2009).

Based on the provided research background, the researcher develops several steps to create a business resilience strategy, such as PT Nusantara Totalindo Logistics capability and vulnerability identification and business resilience strategy design for PT Nusantara Totalindo Logistics. Researchers used capability and vulnerability factors as a framework to determine the strengths and weaknesses of PT Nusantara Totalindo Logistik, work program and strategic management, and risk management.

METHODS

From November 2022 to January 2023, this research will be carried out at PT Nusantara Totalindo Logistik, located at Jalan Raya Industri Number 155, North Cikarang District, Bekasi City, West Java Province. This research will be carried out through a quantitative and qualitative descriptive approach, which is carried out using in-depth interviews with the intent and purpose of the respondents to obtain the widest and most detailed interviews and through a research questionnaire addressed to several related parties. Sources of data in this study were obtained from three types of respondents. Retrieval of data from respondents that have been adapted to the internal and external context for risk management (Andriyanto and Mustamin, 2020; Pujawan & Geraldin, 2009).

Respondents, including clients, partners, and PT Nusantara Totalindo Logistics, reviewed the target market's resilience. The customer has placed an order with PT Nusantara Totalindo Logistics for the company's project logistics, examples from clients, particularly DHL, Midea, and JTE. Partners DHL, Midea, and JTE are working with PT Nusantara Totalindo Logistik. The number of respondents that the researchers determined was six people because, according to Andriyanto & Mustamin (2020), there are seven risk agents and risks faced by PT Nusantara Totalindo Logistik that several respondents can carry out.

Andriyanto & Mustamin (2020) stated that the House of Risks obtained data on total delays in delivery and total data on delays in stuffing, where the data processing is carried out using the House of Risks (HOR) method to find out what risks occur, find out what agents cause risk and know risk management to minimize the severity of the risk. Based on this task, the three parties are responsible for the business activities of PT Nusantara Totalindo Logistik (Andriyanto & Mustamin, 2020). Based on this, Kusninda et al. (2014) recommend that the study's results must be obtained from internal and external parties to align with risk management principles, frameworks, and processes.

The study, which has been going on for four months, was conducted directly at the location (on-site) and indirectly (off-site) through Zoom meetings and questionnaires. This is related to the business resilience strategy. Zoom meetings are used to gather implementation data from partners and customers.

Data collection on the implementation of PT Nusantara Totalindo Logistics was carried out using questionnaires and in-depth interviews. The logistics risk management questionnaire prepared by researchers in order to get data secondary related management risk and aimed to get the four variables are as follows (Andriyanto & Mustamin, 2020): 1) Total occurrences of the risks; 2) Severity level of the risks; 3) Total occurrences of risk agents; and 4) Correlation between risks and agent of risks.

Data processing and analysis techniques in this study used the Miles and Huberman models as well as other analytical models, namely data categorization. According to Sugiyono (2017), there are four steps to analyzing quantitative research data: Data Collection, Data reduction, Data displays, and Conclusion. PT NTL must go through two stages of research to develop a business resilience strategy, namely the identification of vulnerability factors and capability factors and formulating of business resilience strategies.

Businesses develop their resilience strategies in three stages: work program design, management strategy, and manage risk. IFE, EFE, and VRIO analyses of work program design and management strategic use framework were performed by David in 2017 (David, 2017). ARP calculation as House of Risk I and ETD calculation as House of Risk II is used to hold design management risk (Andriyanto & Mustamin, 2020). ARP is calculated by multiplying the number of incidents, impacts, and links with agent risk (Andriyanto & Mustamin, 2020; Pujawan & Geraldin, 2009). The distribution of total effectiveness is determined by multiplying the ARP with the risk-handling agent by the difficulty level (Andriyanto & Mustamin, 2020; Pujawan & Geraldin, 2009).

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). Business resilience strategies of PT NTL will be conducted based on Table 1.

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 statement PT Nusantara Totalindo Logistik	Adapt customer world economic recession , national and international logistics industry, and supply chain disruptions	Connecting logistic stakeholders comprehensively	Take advantage of the diversity of actors logistics program Work and structure business organization	Create a vision and mission that have SMART Goals, which can be applied as corporate statements for business resilience strategy
Creating work program and strategic management from PT Nusantara Totalindo Logistik	Creating work program up to 5 years in related to the world economic recession, the national and international logistics industry, and supply chain disruptions	Creating work program which connect stakeholders that are affected by world economic recession , national and international logistics industry, and supply chain disruptions	Creating work program for acommodating the vision and mission of PT Nusantara Totalindo Logistik in a comprehensive manner by utilizing the diversity of business processes from PT Nusantara Totalindo Logistik	Creating work program that is efficient with comprehensive key performance indicators
Creating organizational structure From PT Nusantara Totalindo Logistik	Creating organization structure that has agility, systematic, and comprehensive delivery for stakeholders	Creating organization structure that unites both financial and operational components of the business process	Transforming manual information logistic system to become transportation collaboration system by utilizing IT staff	Creating organization structure that utilizes human and natural resources from PT Nusantara Totalindo Logistik

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

Process Business	Adaptation	Cohesion	Diversity	Efficiency
Creating business model canvas from PT Nusantara Totalindo Logistik	Creating business model canvas from PT Nusantara Totalindo Logistik which enabling them to tackle business disruptions	Creating business model canvas from PT Nusantara Totalindo Logistik that connects work programs with business processes from PT Nusantara Totalindo Logistik in a synergistic manner	Creating business model canvas from PT Nusantara Totalindo Logistik that utilizes partnerships and various key resources and activities within PT Nusantara Totalindo Logistik	Creating business model canvase from PT Nusantara Totalindo Logistik to efficiently achieve revenue streams and value propositions
Creating risk management from PT NTL	Creating logistics risk management which have resiliency towards business turbulence	Creating risk management which unites three processes, including risk identification, risk analysis, and risk evaluation	Creating risk treatments that handle all 7 risks of PT Nusantara Totalindo Logistik	Determining ARP and ETD for creating efficient risk management
Creating business resilience strategy from PT NTL.	Adaptation based on supply chain resilience management, so the business has the capability to adapt to turbulence from internal and external	Connecting all business processes in order to face business turbulence	Connecting all business components that are diverse in nature and uniting them under transportation collaboration system and enterprise resource planning	Creating business resilience strategy that uses all business process efficiently

Table 2 describes the potential fragility and capabilities of the chain supply chain. This grouping is based on fundamental groupings and reason from potency fragility And capability in chain supply. Reason potential fragility and capability in the supply chain affected by turbulence internal and external which can influence flexibility source Power, demand flexibility, flexibility in manufacturing, capacity, and adaptation to product self-service.

Researchers analyze PT Nusantara Totalindo Logistics' IFE results for strengths and weaknesses. They were strengthening PT Nusantara Totalindo Logistics' business, which includes representative relations logistics, up to 30 unique truck units, ownership warehouses in Palembang, Batam, Yogyakarta, Semarang, Surabaya, Bali, Balikpapan, Jakarta, and Cikarang, and an increase in total employee numbers from 50 in 2022 to 70 in 2023. Weaknesses of PT Nusantara Totalindo Logistics include capital-light effort for new projects, information-manual logistics issues, quantity investor relations issues, power worker and brand issues, and poor performance logistics for customers in other countries. 2.16 is the result of the IFE analysis. Researchers use PT Nusantara Totalindo

Logistics' opportunities and threats to conduct related EFE analyses. Opportunity business from PT Nusantara Totalindo Logistics, i.e., opportunities to become a company that offers national scale logistics services, new warehouse openings, and customer encroachment. 3.3125 as determined by EFE analysis. PT Nusantara Totalindo Logistics Tbk's strategy should concentrate on growth and development strategies (colored green) in quadrant two rather than keep and maintain (colored yellow), as well as sell and divest (colored red), through Table 3 as shown below, based on the results from IFE and EFE.

The researcher then conducted a VRIO analysis with rare, valuable internal capabilities, imitability (ability to imitate and be imitated), and organization (ability to control business processes). The analysis's findings revealed that most internal capabilities are valuable. At the same time, the factor Owner directly monitors business operations, finance, and billing, owns characteristic organization (ability to control business processes), and owns 30 percent of the company. Research results related to the calculation Pareto of House of Risk I obtained through Table 4.

Table 2. Supply chains resilience assessment management

Type	Definition	Factors that affect the supply chain resilience assessment management	Fundamental Characteristics of Resiliency
Supply Chain Vulnerabilities	Factors that make Nusantara PT Totalindo becoming vulnerable to disruption	Turbulence, direct threats, external pressure, limited resources, and sensitivity	Adaptability diversity efficiency Cohesion diversity
Supply Chain Capabilities	Factors that make Nusantara PT Totalindo Logistics becoming capable of facing disruption	Connectivity, resource flexibility, manufacturing flexibility, demand flexibility, dispersion, and business process efficiency	Adaptability diversity efficiency Cohesion diversity

Table 3. Weighting analysis of internal factors and factors external PT Nusantara Totalindo Logistics

IFE				
		Strong (3-4)	Moderate (2-2.99)	Weak (1-1.99)
EFE	Height (3-4)	I	II	III
	Moderate (2-2.99)	IV	V	VI
	Low (1-1.99)	VII	VIII	IX

Table 4. Pareto calculation of House of Risk I

Risk Agent	ranking	ARP	Cumulative ARP	ARP percentage	Category
A4	1	54	54	0.375	Priority
A7	2	27	81	0.1875	
A1	3	18	99	0.125	
A5	7	18	117	0.125	
A2	4	12	129	0.083333333	Non- Priority
A6	5	9	138	0.0625	
A3	6	6	144	0.041666667	

Based on ARP results that have been calculated, researcher can identify a number of results following, namely A4 (Logistics volume in Central Java reach 50% of throughout Indonesia) occupy order First with ARP percentage of 0.375, A7 (union worker own regulations are different in each area) occupy order second with ARP percentage of 0.1875, A1 (driver or sleepy drivers and users other roads) and A5 (field conditions are uncertain due to the diverse logistical terrain) occupy order third with ARP percentage of 0.125, A2 (Tire rupture and damage car others) occupy order fourth with ARP percentage of 0.083333333, A6 (truck capacity and number of trucks proposed have not met the target of the customer) occupies order fifth with ARP percentage of 0.0625, and A3 (disaster nature (waves height, landslides, and weather bad) occupy order sixth with ARP percentage of 0.041666667

After do calculation of ARP (House of Risk I), then researcher do identification related with handling risk and correlation handling with incident risk through Table 5.

The researcher first determined the risk treatment, then computed the effectiveness to total difficulty risks (ETD) for PT Nusantara Totalindo Logistik. The information can be used to determine the risk ranking of PT Nusantara Totalindo Logistik, which is as follows: competition industry logistics in Central Java involves Sinotrans, JNT, DHL, and Willock; high additional costs; road accidents and damage to goods as a result of transportation logistics; issues with trucks; issues meeting the logistics targets set by the customer; and disaster nature (wave height, landslides, and bad weather) following Table 6.

Table 5. Description of handling risk

Code	Description of Risk Management	Linkage Value
PA1	Periodic inspection of vehicle suitability and ensuring drivers have proper working hours	9
PA2	Check the vehicle before carrying out the transportation of goods	3
PA3	Looking for information regarding high waves, ensuring safety first, and preparing vehicle and goods insurance	3
PA4	Have a representative or storage and provide price competition	3
PA5	Ensure that the driver takes part in counting and checking the goods when they are loaded with photo justification	9
PA6	Increase the number of fleets and inform the forecast of goods delivery to customers	3
PA7	Negotiating related to additional costs (loading and unloading costs) so that they are adjusted to the office budget and manpower of the office itself	3

Table 6. Calculation of Risk Rating through House of Risk II

Risk Events (Ej)	Preventive Actions						
	A1	A2	A3	A4	A5	A6	A7
E1 (High additional cost)	9						
E2 (Problems in fulfilling logistic demand)		3					
E3 (Broken goods post distribution)			3				
E4 (Central Java logistic's rivalries)				9			
E5 (Road accidents)					9		
E6 (Natural Disasters)						3	
E7 (Trucks's technical problems)							3
Total Effectiveness	162	36	18	486	162	27	81
Degree of Difficulty	3	2	2	4	2	2	1
Effectiveness to Difficulty	54	18	9	121.5	81	13.5	81
Ranking	3	4	6	1	3	5	2
	18	12	6	54	18	9	27

Managerial Implications

The vision and mission of PT Nusantara Totalindo Logistik are to establish reliable logistic partnerships that will benefit all parties involved in the logistics industry in Indonesia on an equal footing. The operational director, IT manager, transportation and operational manager, and administration and finance director make up PT Nusantara Totalindo Logistik's organizational structure, designed to be agile, streamline, and provide clarity of description regarding employees' tasks so the employees can work efficiently.

Working programs that span the next five years are recommended based on the turbulence and disruptions that occurred and may occur during the COVID-19 era and Post COVID-19 era. The business model canvas is one of the most important tools used in this study. According to the turbulence and disruptions that may occur during the COVID-19 and Post COVID-19 era, the business model canvas recommended to PT Nusantara Totalindo Logistik has functional assistance to support working programs the next five years. To regulate safety, velocity, and efficiency for distributing goods during logistic services, the researcher has recommended a number of business processes for PT Nusantara Totalindo Logistik, including warehousing, distribution, freight transportation, and sales order processing.

The head of logistics, the trucking manager, the trucking supervisor, and the tender administrator carry out these processes. For PT Nusantara Totalindo Logistik to provide treatments for risks and agents of risks that PT Nusantara Totalindo Logistik will be faced with, risk management is advised for PT Nusantara Totalindo Logistik. It consists of four variables: risk occurrences, the severity of risk, age of risk occurrences, and correlations between risk agents and business risks in PT Nusantara Totalindo Logistik.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

PT Nusantara Totalindo Logistics' capability business start from and have vulnerability business start from turbulence, threat in manner direct pressure, external factors, limitations, sensitivity, and connectivity. PT Nusantara Totalindo Logistik need develop a strategy based on growth and development based on IFE Analysis, EFE Analysis, and SWOT Analysis, and PT Nusantara Totalindo Logistics need for designing business resilience through managing risks such as, handling logistic industry in Central Java, that involves Sinotrans, JNT, DHL, and Willock, high additional costs, road accidents and damaged goods and transportation problems with trucks, problems for fulfilling the logistics targets set by the customer, and natural disaster (tidal wave, landslides, and terrible weather) with the treatment applied to all risks.

Recommendations

In order to develop the business of PT Nusantara Totalindo Logistik in the future, researchers provide suggestions, namely, PT Nusantara Totalindo Logistik should create a work program of up to fifteen years comprehensively, make a plan related to capital investments from strategic investors in order to create working capital for more than IDR 30,000,000,000.00. Research furthermore should focus on supervision, implementation, and execution of adaptation strategies and business resilience as well as put further attention related to business continuity in dealing with turbulence business the future, defending business performance with expand line business, and not focusing on freight transportation so entity business can endure in industry logistics.

Improving trust from customers and networks business with using the right helpful technology and appropriate target in carry out service business, because technological development is one of the external turbulences's parts that needs readiness in facing current and future emerging technology and using them for the business process.

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