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CASE CATALOGUE

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03

RC-CCH
RESEARCH CENTER AND CASE CLEARING HOUSE
PPM SCHOOL OF MANAGEMENT



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ABOUT RESEARCH CENTER AND CASE CLEARING HOUSE

Research Center and Case Clearing House or known as RC-CCH has become a center development of management science at PPM School of Management, since January 2007. One of RC-CCH missions is to produce high quality management case studies that can be useful for teaching and learning processes. Case study is one of the most effective learning methods in management area, as illustrated in Figure 1 below:

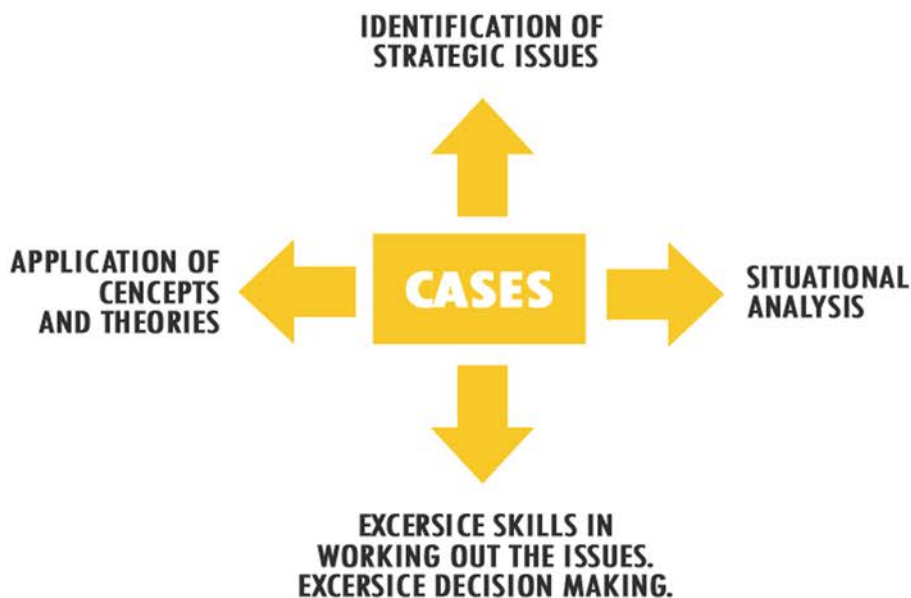


FIGURE 1
THE USEFULNESS OF CASE IN LEARNING PROCESS

Source: Mauffette-Leenders, L.A., Erskine, J.A,
& Leenders, M.R. (2007)



Along the journey, RC-CCH has produced lots of cases and researches to enhance science development in the management area. To further improve the production of cases, RC-CCH keeps trying to boost the interest in writing amongst PPM Staffs. Therefore, RC-CCH provides a guideline regarding the case writing process that must be observed by a writer (Figure 2).

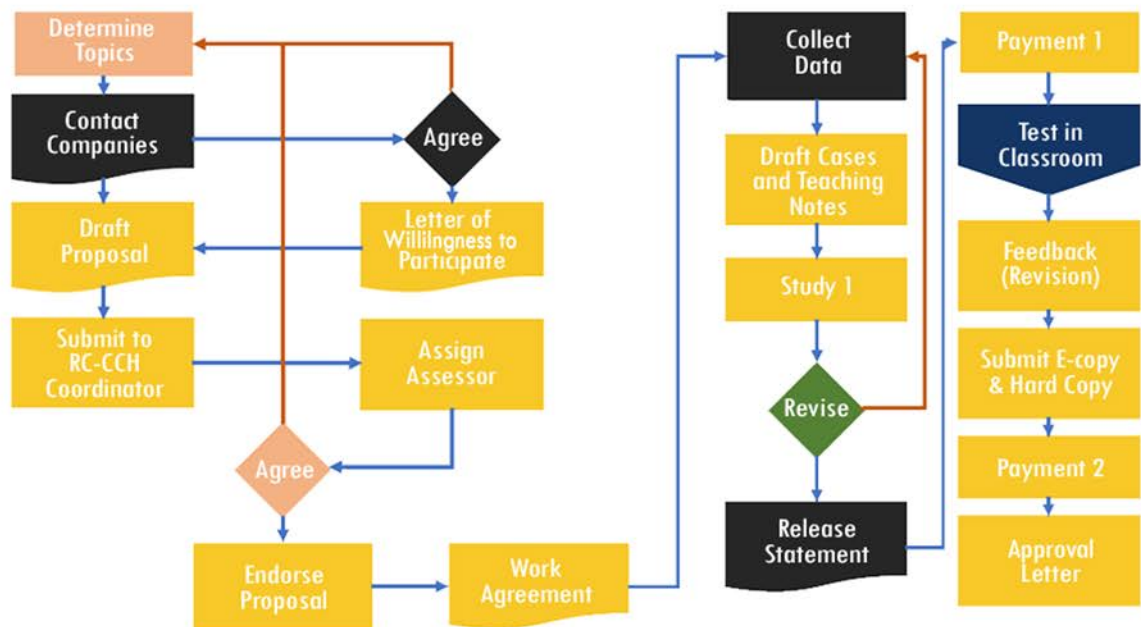


FIGURE 2
CASE WRITING PROCESS

RC-CCH also organized training and workshops, conducted by many experts in the particular fields. In order to generate comprehensive local business cases, RC-CCH, in conjunction with PT. Binaman Utama of PPM Manajemen, also provide workshop cases regularly from time to time. Workshop series contain Case Teaching, Case Analysis and Case Writing.



MESSAGE FROM VICE DEAN RESEARCH & INNOVATION

‘Preparation is the sign of intention’. This is the underlying spirit for Research Center and Case Clearing House – PPM School of Management, Indonesia. As we strive to provide practical lessons to both Undergraduate and Graduate students, RCCCH is committed to produce high-quality case which is written based on Indonesia’s indigenous values. Upon each cases, we will learn not only for academic senses but also for the practical level. By having this, we believe that this catalog will complement our preparation to entry the Asian market, especially Indonesian market.

Sincerely yours,

Aries Heru Prasetyo, S.E., M.M., Ph.D., CER
Vice Dean Research and Innovation
PPM School of Management, Indonesia



PREFACE



The case learning method is becoming more and more popular around the world, especially in business school. A case is a description of an actual situation, commonly involving decisions, challenges, opportunities, problems, or issues faced by a person in an organization. (Leenders, M.R., Leenders, L.A.M., & Erskine, J.A., 2001).

Referring to Leenders, et.al. 2001, cases are field based and released. Case researcher visit an organization and collects the necessary data. Before the case is released, researcher asks the organization to sign an official release document giving permission to use it for educational purposes.

Among other benefits attributed to the case study method is that it promotes networked thinking by learners. Networked thinking takes account of interactions and repercussions, making it crucial to decision making within the complex system of rules that shapes current business reality.

RC-CCH produces the best quality cases for learning. This case catalogue

is our showcase so that School of Business in Indonesia can seek the suitable cases along with their course objectives. All of our cases are provided with teaching notes.

RC-CCH, as a producer of cases in Indonesia, concerns to produce best quality management learning concept cases for Indonesian Business School. Case Catalogue is one of the contributions of RC-CCH from PPM School of Management to education society in Indonesia. School of business can choose any cases which are suitable for their objectives. Cases are completed with release statement and teaching note.

Sincerely yours,

Rike Penta Sitio, S.E., M.M.
RC-CCH Coordinator

PPM School of Management, Indonesia



CASE CATA- LOGUE

PT LEN INDUSTRI (PERSERO): BECOMING A WORLD CLASS COMPANY

M. AKHSANUR ROFI & PEPEY RIAWATI KURNIA

PUBLICATION DATE : 2012
DISCIPLINE : MANAGEMENT
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 036/RC-CCH/STM
2012/13 PAGES
LANGUAGE : INDONESIAN

This case is about the transformation of PT. Len Industri from research institute to become state-owned enterprises (BUMN) that has been growing stronger so it continues to set an ambition to be a global company. The case starts with a story of the new face of PT. Len Industri and the spirit it carries, it goes along with the introduction of the main character Wahyuddin Bagenda, the CEO of PT. Len Industri who has been replaced by Abraham Mose.

The case goes on by introducing industries in which PT. Len Industri is engaged with, as well as picturing the situation of competition and macro economy of Indonesia. After that, readers

will get some introduction of the company's history, transformation process and development the company has been through. One of the transformation process elements, which is 442 culture that will be explained more later. Subsequently, the company's performance was assessed in the last year (2012) and the future challenge is further explained. As for the closing, the case reemphasizes about the dreams of the company in the future.

Subject Covered :
Management, Master Program, Strategic.

Setting :
· Geographic : Jakarta, Indonesia.
· Industry : Elektronik

CONSIDERING THE FAIR PRICE OF TOWER BERSAMA INFRASTRUCTURE

ARIES HERU PRASETYO

PUBLICATION DATE : 2012
DISCIPLINE : FINANCE
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 037/RC-CCH/STM
2012/18 PAGES
LANGUAGE : INDONESIAN

The development of information technology for the last ten years has directly affected the change of human's need level, for example mobile phone/Gadget. Three main players of Indonesian telecommunication companies (Telkom, Indosat and XL Axiata) has successfully recorded turnover worth Rp. 400 trillion in 2012, and has been predicted to increase for 22% in 2013. As that is the case, infrastructure to support telecommunication will also be needed, such as the availability of communication tower or widely known as BTS (base transceiver station). Main players in tower industry in Indonesia consist of three companies; PT. Solusi Tunas Pratama Tbk, PT. Sarana Menara Nusantara Tbk and PT. Tower Bersama Infrastruktur Tbk.

'Out of those three players, Tower Bersama (TBIG) is the one which has the most towers (7.368 towers with more than 10,000 tenants)', said Lucy. 'That happens after they won 2,500 Indosat BTS towers sales tender, so it is predicted to be able to increase contribution to 70% profit'.

With that potency, stock performance of TBIG should be higher than its competitors. 'Nevertheless per June 20th 2013, the price per share was only Rp. 4.825,-, less than PT. Sarana Menara Nusantara Tbk (TOWR) that reaches Rp. 24.900,-', said Lucy. 'How much is the fair price?', asked Lucy, frowning.

Subject Covered :

Bachelor and Masters Program, subject: Financial Statement Analysis and Company Valuation.

Setting :

- Geographic : Jakarta, Indonesia.
- Industry : Telecommunication

EMPLOYER BRANDING PT BANK CENTRAL ASIA, TBK. THE LARGEST PRIVATE BANK IN INDONESIA: "THE CHALLENGE AHEAD"

NINGKY SASANTI MUNIR, EVA HOTNAIDAH SARAGIH,
DIMAS MAULANA & GERALD PASOLONG

PUBLICATION DATE : 2014
DISCIPLINE : STRATEGIC
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 038/RC-CCH/STM
2014/42 PAGES
LANGUAGE : ENGLISH

BCA is currently facing a problem of an aging population. When the time comes for them to retire, the Bank faces the potential of losing a significant number of employees from three different generations! Currently, BCA has raised its efforts to recruit new talents and its future leaders through various programs, such as: BCA Development Program (BDP), Job fairs, web recruitment, internships, and others.

Bank only recruits the best people based on the prospective employees. BCA's aim to project a positive perception toward its employees as "a fun workplace with family oriented atmosphere,

and commitment about employees development" has yet to strongly resonate in Indonesia's labor market. How have these values, which have been a common belief, a foundation to work passionately, and the glue that bonds the Bank's employees, executives and owners been communicated outside of BCA and to attract the future successors of BCA in Indonesia? Refer to the problem above, how should BCA obtain a large number of qualified talent pools through an effective Employer Branding strategy?

Subject Covered :
Strategic HR Masters Program

Setting :
· Geographic: Indonesia
· Industry : Banking

PT EXPRESS TRASINDO UTAMA, TBK: “WHEN EXPRESS MEANS NOW”

ARIES HERU PRASETYO & CIU HENY MEIRIA

PUBLICATION DATE : 2014
DISCIPLINE : BUSINESS MANAGEMENT
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 039/RC-CCH/STM
2014/14 PAGES
LANGUAGE : INDONESIAN

Taxi Express as one of the preferred mode of transportation for professionals in doing their routines. National statistic data records that in the last 2013 there is increase of cars operated as much as 13%, significantly raised from the previous year, which was 8%. This means the ability to serve the market really depends on company's innovation. 'We must ALWAYS come anytime we are needed', said Marry while pointing at one of the elements, found in focus group discussion, of service expected by costumers some time ago. 'If it is necessary, prospective costumers could access information about the position of the nearest car right at that moment'. This spirit underlies the presence of EXPRESS NOW Android-based service.

Although it looks like ideal, but it is not easy for the company to say 'yes' to this alternative. Since some time ago, the management already launched EXPRESS MOBILE service which uses mobile phone as the way to communicate and the result is below the expectation. 'Is it service needed by the market?', asked Marry while frowning. 'If yes, what kind of strategy we have to do to communicate this service to public? We have got one target only, EXPRESS means NOW. Only with this way we can 'whiten' Jakarta as well as becoming solution to the capital city's transportation deadlock', closed Marry.

Subject Covered :

Bachelor Program, subject: Integrated Marketing Communication, Business Feasibility Study

Setting :

- Geographic: Jakarta, Indonesia
- Industry : Transportation

PT SAMUDERA INDONESIA, TBK. (SMDR): “A VOYAGE TO THE NEXT LEVEL”

**NINGKY SASANTI MUNIR, YANUAR ANDRIANTO
& NOVERI MAULANA**

PUBLICATION DATE : 2015
DISCIPLINE : MANAGEMENT
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 040/RC-CCH/STM
2015/15 PAGES
LANGUAGE : INDONESIAN

This case is an illustration of challenge faced by multi businesses company in Indonesia which engaged in integrated shipping and logistics business. This company is PT. Samudera Indonesia, Tbk. (hereinafter referred as SMDR), one of strategic business groups in eight business lines of Samudera Indonesia Tangguh (SIT) business group, which is already 51 years old.

The opening part introduces the outline of Samudera Indonesia Tangguh (SIT) business group and Samudera Indonesia, Tbk. (SMDR) business group. The second part explains founder of the company's family background and the history of SMDR. The third until sixth part gives more detailed illustration about business lines under the coordination of SMDR with financial

performance and various activities of company's sub-subsidiary. SMDR manages four business lines: shipping, logistics, agency and terminal. The seventh part illustrates a glance of the unifying factor in the company, which is company's values. Furthermore, the eighth part illustrates Indonesia's macro economy, while the ninth part is about various efforts to keep developing the company. As the first part delivers the thought of SMDR's CEO, Masli Mulia, the last part contains the hope of Bani Mulia, Masli Mulia's son who is also the SMDR commissioner as well as SIT Managing Director of SMDR parent company.

Subject Covered :

Masters Program, subject: Strategic Management/Business Policy, Corporate Level Strategy

Setting :

- Geographic : Jakarta, Indonesia.
- Industry : Transportation

PT SUMBER ALFARIA TRUJAYA, TBK: “ON ‘BEE’COMING THE LEADER OF INDONESIAN RETAIL INDUSTRY”

EVA HOTNAIDAH SARAGIH & CIU HENY MEIRIA

PUBLICATION DATE : 2015
DISCIPLINE : MARKETING
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 041/RC-CCH/STM
2015/17 PAGES
LANGUAGE : INDONESIAN

The main problem of this case is how Alfamart could be the market leader in Indonesia's minimarket retail industry with highly competitive competition in that industry? Thus, effective strategy and marketing program are needed in order to raise Alfamart's market share and to succeed in becoming leader.

The case begins with explanation of problem faced by Alfamart which is highly competitive competition mainly with its main competitor which is Indomaret as well as other competitors. Nevertheless, in that competition there is an opportunity for this industry specifically positive growth from year to year. There is also illustration of the

history of Alfamart and marketing strategy that has been done in the past few years, sales growth and Alfamart's market share. Other than that, the resistance of its main competitor, Indomaret, is also explained. In the last part of the case there is a provoking question for participants so they can answer that in order to get proper solution to the problem faced by Alfamart.

Subject Covered :

Bachelor Program, subject: Marketing Management, Service Marketing, IMC (Integrated Marketing Communication)

Setting :

- Geographic : Indonesia
- Industry : Retail

PT ALEXIS CIPTA FURNITAMA (ACF)

NOVY SILVIA DEWI

PUBLICATION DATE : 2016
DISCIPLINE : FINANCE
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 042/RC-CCH/STM
2016/12 PAGES
LANGUAGE : INDONESIAN

Daropi, is feeling uneasy. This uneasiness is because the raise of raw material cost that has been happening for the last two years (2013 and 2014) that reaches 20%, meanwhile the increase of product sales is not as high as the raise of raw material cost. However, when we look back and compare the sales for the past two years the increase was only 5%. PT ACF is a company producing furniture, such as office chairs and tables. In order to fulfill production need, the company needs raw materials which is now supplied by both local and international suppliers, from China and Taiwan.

Facing this situation, Daropi calls finance department to explain this situation. Virda identifies that these past few years there has been

raise in raw materials bought because the head of the warehouse requested it. The documents shows that ACF still purchased raw materials from the suppliers as it normally did.

By carefully observing finance document and procedure such as the flow of raw materials purchasing process and the expenditure of PT ACF above, will Vera, as a finance manager, be able to explain to Mr. Daropi about the problem, he is really concerned about, based on the procedure? Could the current procedure affect financial data that has been happening for the past two years, that makes Mr. Daropi feels uneasy?

Subject Covered :
Accounting Bachelor Program, Finance.

Setting :
· Geographic : Indonesia
· Industry : Furniture

PT PERTAMINA RETAIL: “BRIGHT DAY, BRIGHT BUSINESS!”

**NOVERI MAULANA, YANUAR ANDRIANTO
& ANGGUN PESONA INTAN**

PUBLICATION DATE : 2016
DISCIPLINE : MANAGEMENT
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 043/RC-CCH/STM
2016/13 PAGES
LANGUAGE : INDONESIAN

Through convenience store, café, lubricants sales and car wash business, Pertamina has got a retail business named “Bright”. Commitment to this business is manifested in company’s long-term plan that will be operating Bright C Store, as a leading unit of Bright business, in more than 2000 location in the upcoming 2020. This massive target also comes with many massive challenges. Moreover, conversion rate level or SPBU customer substitution that will also be Bright C Store customers is only about 3%-4%.

The biggest challenge of this Bright business has been turned into a term called “12 Steps Challenge”. Bright C Store Strategy, that crucial 12 steps is the distance of the gas station with

Bright C Store entrance in the same gas station area. Thus, this case challenges reader to find a solution so that Pertamina Retail can overcome that “12 Steps Challenge”. The management trusts and believes that one of Bright C Store biggest challenges for now is its low brand awareness. It is expected, through the marketing program, Bright C Store conversion rate can increase from 4% to 15%.

Subject Covered :

Management Bachelor and Masters Program, subject: Marketing Management, Strategic Marketing, Integrated Marketing Communication and Advertising

Setting :

- Geographic : Jakarta, Indonesia.
- Industry : Retail

PT TATALOGAM LESTARI: “TOWARDS LEADERSHIP AND SUSTAINABLE GROWTH IN THE CHANGING MARKET”

AKHSANUR ROFI, NOVERI MAULANA & ERLINDA N. YUNUS

PUBLICATION DATE : 2016
DISCIPLINE : ENTREPRENEUR
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 045/RC-CCH/STM
2016/13 PAGES
LANGUAGE : ENGLISH

Tatalogam Lestari: Towards Leadership & Sustainable Growth in the Changing Market is a strategic case study of the innovative company which provides a housing metal roof and truss in Indonesia. The case was written four years after the founder of the company, Yarryanto Rismono and Wulani Wihardjono initiated internal modernization. In the year of 2012, Tatalogam emboldened its market leadership status by building Tatalogam Tower, rejuvenated the company logo, reorganized its organizational structure and moved another expansion by adding more plants, distribution networks and retailers. The new challenge started as market is changing fastly and the supply chain networks could begin to disarray into

a state which potentially upset Tatalogam’s future growth and market position.

The case is divided into six main narratives. First narrative focuses to tell the story about leader meeting which concerns about current urgency in Tatalogam. Then the story take flashback to where and when the founder, as a main protagonist, created the company, then he struggled, but he could accomplish raising Tatalogam in the period called as Roofing the Nation. The story shifting to reveal the product innovation story. Furthermore, description of market situation and construction & property industry outlook begin to take spotlight on the story, followed by the challenge in the supply chain. The case is ultimately bound to the optimism of the founder and their successor for future sustainability of Tatalogam.

Subject Covered :
Management Master Program, Business.

Setting :
· Geographic : Jakarta, Indonesia.
· Industry : Property

PT RISTRA LABORATORIS INDONESIA: “REJUVENATING RISTRA: BRING BACK THE EXPERT TO THE MARKET”

ANGGUN PESONA INTAN, CIU HENY MEIRIA & FITRI SAFIRA

PUBLICATION DATE : 2017
DISCIPLINE : BUSINESS
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 046/RC-CCH/STM
2017/24 PAGES
LANGUAGE : INDONESIAN

Ristra, a skin care cosmetics brand built in 1983. In 1990s, Ristra brand raised above the average and became dominant market player well-known among Indonesian women. However, as external condition in Indonesia has been developing, there are new products coming both from local and international companies aggressively taking Ristra's target market. In August 2016, PT Kino Indonesia, Tbk officially acquired Ristra under PT Ristra Laboratoris with 80% majority share. This cooperation marked the raise of Ristra, the skin care cosmetodermatology expert.

The main problem of this case is to wake the expert up, who has been asleep for a long time, to review its brand DNA, to recheck its customer's behaviour who will be its market, as well as the right marketing strategy to bring back Ristra to

its heyday and to succeed its targets set by the management, which is the end raise of Ristra's sale. The case begins with explanation of problem faced by Ristra which is highly competitive competition with both local and international products. Nevertheless, in that competition there is an opportunity for this industry which is positive growth from year to year. There is also illustration of the history of Ristra from the beginning until it is acquired by PT. Kino Indonesia, Tbk., current marketing strategy, sales growth and Ristra's market share. Other than that, the resistance of its five main competitors, which are Erha, Bioderma, Cetaphil, Sebamed, and Biokosis is also explained. In the last part of the case there is a provoking question for participants so they can answer that in order to get proper solution to the problem faced Ristra.

Subject Covered :

- Bachelor Program, subject: Marketing Management, Integrated Marketing Communication, Advertising, Strategic Marketing, Brand Management and Sales Management.
- Workshop : Marketing Management, Advanced Competitive Marketing Strategy, Marketing Channel Strategy, Digital Marketing and Building Brand Equity & Positioning.

Setting :

- Geographic : Indonesia
- Industry : Cosmetic and Skin Care

EMPOWERING DESA TAMANSARI: BRINGING LOCAL MICROENTERPRISES TO A HIGHER LEVEL

ANGGUN PESONA INTAN, FITRI KARLINA,
CICILIA ANISA WIDYADARI & ANTONI HONG

PUBLICATION DATE : 2017
DISCIPLINE : MANAGEMENT, ENTREPRENEUR
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 047/RC-CCH/STM
2017/25 PAGES
LANGUAGE : INDONESIAN

Desa Tamansari, Bogor, has a greater male population (7,162) compared to women (6,775). Not all residents in that number are in the category of prosperous families, 980 families fall into the category of underprivileged families. In addition to population issues, health and education is also considered as problem. The rise of school drop out case, the reluctance of parents to continue their children's school who are considered to have weak academic skills, poor waste management as well as weak understanding of nutrition. These are problems that must be resolved in Desa Tamansari.

Desa Tamansari has many potential businesses that have been carried out for years, even from generation to generation. Until now, there are 4 (four) industrial groups which can be

abbreviated as BPJS (Ornamental Flowers, Nutmeg, Mushrooms, Shoes) which become characteristic of this village. Each of these industry groups has its problems and potential.

Baban Sarbana, a local youth who was born and raised in this village has such strong determination to develop his village. Baban built Yatim Berkah Mandiri Foundation. Through this foundation, Baban actively runs community empowerment programs and he is really keen in communicating them to public until finally one of the big banks is interested in providing an investment of 1 billion to the village but he needs to seriously consider what strategies will be carried out for his village development with this investment.

Subject Covered :

- Bachelor Program, subject: Entrepreneurship, Development of Community's Capabilities, Effectiveness of Cluster Industry and Community Empowerment
- Masters Program, subject: Strategic Management, Change Management, Value Chain Analysis and Strategic Marketing.

Setting :

- Geographic : Bogor, Indonesia.
- Industry : Craft

PT BANK MANDIRI (PERSERO), TBK: “BANKING THE UNBREAKABLE”

NINGKY SASANTI MUNIR, FITRI SAFIRA,
MARTDIAN RATNA SARI & YANUAR ANDRIANTO

PUBLICATION DATE : 2017
DISCIPLINE : BUSINESS
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 048/RC-CCH/STM
2017/22 PAGES
LANGUAGE : INDONESIAN

PT. Bank Mandiri, (Persero) Tbk. or BMRI (IDX) has started building banking infrastructure and branchless banking products since 2011 through Bank Sinar Harapan Bali (BSHB), a subsidiary of BMRI. BSHB then collaborated with the International Finance Corporation (IFC) and one of the telecommunication service providers to promote branchless banking products known as "Sinar Sip".

Branchless banking implementation has not run optimally. One of the reasons is the regulations from Bank of Indonesia did not recognize branchless banking agents and prohibited non-bank business entities, such as stalls or shops, from providing banking services, which includes account opening, transfers, deposit savings and cash withdrawals. Account opening can only be done by bank employees by following strict "know your customer" (KYC) rules.

Attempts to run branchless banking are difficult and challenging. One of the reasons is the geographical conditions of Indonesia as an archipelagic country that consists of thousand of islands, the level of education and economic inequality and the intensive practices of loan-sharks, especially among the poor. The study conducted by LPEM University Indonesia, one of the best universities in Indonesia, in December 2016 - January 2017, indicates that more than 90% of users of digital financial services and branchless banking are groups of people who already have bank accounts. Meanwhile, this financial inclusion program is intended to accommodate groups of people who do not have access to formal banking services. Based on these issues, what else can be done by Bank Mandiri to increase the effectiveness of its financial inclusion strategy, in order to achieve the target by 2019, in line with President Joko Widodo's instruction?

Subject Covered :

Business Bachelor and Masters Program, subject: Bank and Financial Institution, Business Ethics.

Setting :

- Geographic : Indonesia.
- Industry : Banking

MANDIRI SAHABATKU: TOWARDS STRATEGY FOR THE INCLUSION OF MIGRANT WORKERS

**FITRI SAFIRA, MARTDIAN RATNA SARI
& RICKY VIRONA MARTONO**

PUBLICATION DATE : 2018
DISCIPLINE : ECONOMIC AND BUSINESS, FINANCE
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 050/RC-CCH/STM
2018/26 PAGES
LANGUAGE : ENGLISH

Data from the World Bank in 2017 states that more than 72% of migrant workers come from rural areas. Some of them are illegal workers which makes it difficult to access banking services, low levels of education, increasing numbers of illegal migrant workers that complicate the process of collecting migrant workers data and most importantly, how to track retired migrant workers who have returned to Indonesia.

Bank Mandiri then initiated Mandiri Sahabatku, an entrepreneurship training program for Indonesian Migrant Workers with the aim of preparing these migrant workers to have competitiveness to work abroad and have a better future when returning to their homeland.

Through this program, it is expected that migrant workers can have savings and have entrepreneurial skills that are

honed through various trainings and assistance provided to migrant workers in various sectors.

The target of Mandiri Sahabatku is to expand the scope of the program to various countries and also to make Mandiri participants and alumni as independent individuals; having income, being able to achieve financial freedom and becoming a role model in their community. To achieve this, cross-institutional collaboration is needed. Therefore, an appropriate market development strategy is needed to capture various opportunities presented in accommodating the ecosystem of migrant workers, starting from pre departure, while working abroad, and after returning to Indonesia, including for families and surrounding areas. Not only that, another challenge that must be faced is how can financial services be suitable for migrant workers and their families, especially in the digital age, both now and in the future?

Subject Covered :

Bachelor and Masters Program, subject: Bank and Financial Institutions, Business Ethics

Setting :

- Geographic : Indonesia
- Industry : Banking

PT PARAGON TECHNOLOGY AND INNOVATION: “ON POINT STRATEGY: EMINA COSMETICS ROAD TO WIN TEEN MARKET”

ANGGUN PESONA INTAN, RIKE PENTA & SITI NURAI SYAH SUWANDA

PUBLICATION DATE : 2018
DISCIPLINE : MARKETING, MANAGEMENT & BUSINESS
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 051/RC-CCH/STM
2018/27 PAGES
LANGUAGE : INDONESIAN

Emina is the leading national cosmetic company in Indonesia, which is PT. Paragon Technology and Innovation (PTI). Emina was first launched in early 2015. Emina specifically aims to target teens group in order to meet the market for young people who are newly learning and want to explore make-up more. During its 3 years of work in this industry, Emina has been driving very fast. Nowadays, Emina has expanded its products to skin care and body care, so that its product category is not only make-up. This is proved by total sales growth that reaches 560% for the make up category and 400% for the skin care and body care category.

The main problem of this case is the need for innovative communication strategies for Emina in order to win competition in the teens market, especially in the category of skin care and body care which growth must be continuously driven

to keep pace with the growth of decorative products. It is explicitly written that in order to solve the problem, market research must first be done, so that data used as the basis for designing the strategy is not only mere assumptions. There is explanation of PTI and Emina's history from the beginning of its establishment until now, the communication strategies that has been being done, sales growth and several other Emina's performance indicators. There is at least information about external conditions of the market and its competitors. In the last part of the case the questions were reconfirmed to be answered by the participants in order to solve problems faced by Emina.

Subject Covered :

- Bachelor Program, subject: Marketing Management, Integrated Marketing Communication, Advertising, Strategic Marketing, Brand Management, Sales Management;
- Workshop : Marketing Management, Advanced Competitive Marketing Strategy, Marketing Channel Strategy, Digital Marketing, Building Brand Equity & Positioning.

Setting :

- Geographic: Indonesia.
- Industry : Cosmetic and Skin Care

INVESTMENT NOW OR NEVER

ARIES HERU PRASETYO

PUBLICATION DATE : 2018
DISCIPLINE : FINANCE
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 052/RC-CCH/STM
2018/8 PAGES
LANGUAGE : INDONESIAN

This brief case is to remind students that one of the missions of a company is to support every government policy. So is in the context of economical cars at affordable prices. Nevertheless, the company still hold the power to decide which form of support is the most appropriate. Well, a financial feasibility analysis such as NPV, IRR, PP, DPP and PI is very important in determining investment feasibility. The second thing that needs to be conveyed is how we use the hurdle rate from the provided funding scheme. This is important so that students understand that inflation can not only be

validly used as a modifying representation of the time value of money. They must really see that the company holds the power to manage the future (read; risk) by determining the right funding strategy. Our accuracy in determining the cost of a weighted average capital will also contribute to the accuracy of investment decisions.

Subject Covered :

Financial Management Bachelor and Masters Program,
subject: Budgeting and Business Feasibility Study.

Setting :

- Geographic : Indonesia
- Industry : Automotive

MERGER AND ACQUISITIONS: “DOES IT REALLY MAKE US STRONGER THAN BEFORE?”

ARIES HERU PRASETYO

PUBLICATION DATE : 2019
DISCIPLINE : FINANCE
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 053/RC-CCH/STM
2019/19 PAGES
LANGUAGE : INDONESIAN

The case begins with a dialectic that occurs in corporate actions labeled mergers and acquisitions. The two main characters in the case are Mr. Andreas (a project analyst specializing in mergers and acquisitions) and Mr. Untung (a junior analyst who was assigned to map out the possibility of an acquisition between two telecommunications companies namely TELCO A and TELCO B). Both entities come from the same sectors which TELCO A's size is bigger than TELCO B.

M&A aims to create a synergy that leads to an increase in the valuation of companies that take the action, but a large amount of empirical research finds the opposite conclusion. In the US & the UK more than 80% of M&A processes fail to build synergy. Not only that, after two years after the announcement, the company even experienced a decline in valuations. As a result, this condition affects the potential profits that are targeted by investors. Research in Indonesia also

shows similar results. The ten trading days both before and after the announcement are circulated, there is no abnormal return. This phenomenon is carefully considered by those two analysts.

Mergers and acquisitions are very strategic corporate actions. Through this case, participants must understand the logic behind the action, qualitative and quantitative considerations to prove that through the right procedures, mergers and acquisitions will be able to build synergy that will lead to an increase in the valuation of the acquiring company. So that this simulation is expected to be able to trigger the interest of participants to obtain different results of the studies from the conclusions that carry pessimism spirit over this action.

Subject Covered :

Financial Management Masters Program, subject: Merger and Acquisition, and Company Valuation.

Setting :

- Geographic : Indonesia.
- Industry : Telecommunication

DATA MINING CONSULTANT: “A DELAYED HOPE”

ARIES HERU PRASETYO

PUBLICATION DATE : 2019
DISCIPLINE : FINANCE
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 055/RC-CCH/STM
2019/12 PAGES
LANGUAGE : INDONESIAN

This case is about Galih Rahardjo, who was just appointed as President Director of a management consulting company, PT. AG Sinergy. The company was founded in 2016. Currently it is facing a big challenge, namely the challenge of Big Data era. Inevitably the consultant services on Galih's leadership must move in that direction. To strengthen competitiveness, the company is committed to providing services specifically in five service areas: feasibility testing and financial modeling, designing long-term corporate plans, lean supply chain management system, designing company risk management systems, as well as building and managing knowledge management systems.

Although the company is still relatively young, the company has implemented risk management by

referring to the concept of enterprise risk management. The risk management committee coordinates quite effectively with the Finance Director in managing the risk management system.

Expanding the scale of business requires in-depth studies both in terms of feasibility and sharpening of risk management systems. Through this case, participants must understand the logic behind the action, qualitative and quantitative considerations to prove that through right procedures, the expansion of services to data-mining will be able to build synergy that will lead to increase of corporate valuations. So that this simulation is expected to be able to trigger the interest of participants to obtain different results of studies from the conclusions that carry pessimism spirit over this action.

Subject Covered :

Financial Management Masters Program, subject: Business Feasibility Study, Budgeting and Risk Management.

Setting :

- Geographic : Indonesia.
- Industry : Multi Industries

RISK MANAGEMENT: “BETWEEN ILLUSIONS AND NECESSITIES”

ARIES HERU PRASETYO

PUBLICATION DATE : 2019
DISCIPLINE : FINANCE
SOURCE : PPM SCHOOL OF MANAGEMENT
NUMBER : 056/RC-CCH/STM
2019/15 PAGES
LANGUAGE : INDONESIAN

This case raises the reality that happened at Sinergy AAG Logistics (SAAGL). The case began when the President Director allegedly "passed" the procedure for making investment decisions related to the purchase of ships and several container trucks worth 900 billion. Although as a strategic decision maker at SAAGL, the Director of Finance and Planning felt that he had never been invited to a discussion regarding the plan. Then in the midst of the hectic atmosphere, the Head of the Internal Control Unit raised the opinion of the need for companies to formally implement risk management.

Unexpectedly, the opinion turned out to be rolling and began to successfully seize attention. Starting from Nara, a financial manager who was armed with a risk management certification, he

tried to show the objectivity of the assessment regarding the urgency to formally implement risk management.

On the way to socializing the idea, Nara was able to see the level of understanding of risk management within the company, the extent to which top management's commitment to the need for risk management and the response of top management to this implementation idea. Finally, the case was closed by submitting a big question mark to Nara to find the best way to introduce risk management at SAAGL. Two references to the ISO31000: 2018 and COSO framework are used by Nara as a foothold in building the system.

Subject Covered :

Bachelor and Masters Program in Financial Management, subject: Risk Management, The Basic of Enterprise Risk Management, and Operational Risk Management

Setting :

- Geographic : Indonesia
- Industry : Logistics

**CASE
GUIDELINES,
ORDER,
OFFER TO
PURCHASE**

CASE WRITING GUIDELINES

In management learning, a case provides information that is useful for participants to identify strategic issues, analyze organizational/corporate/industrial situation, hence leading to the selection of alternative corporate decision and action plan. Through the case, it is expected that the participants are able to drill their skills in working out actual business issues to which the management concept and theory are applied.

The case writing in PPM School of Management is divided into 3 (three) categories as follows:

Category A Case

- Data Source : Data originates from published secondary sources only (no release statement).
- Number of Pages : Maximum 6 (six) pages (excluding attachments), typed using 1.5 spacing and font Arial 12" size.
- Coverage : The discussion covers a simple management concept.
- Complexity : The implementation of an approach or the use of a formula (calculation method).
- Supporting Data : Teaching note

Category B Case

- Data Source : Data comes from published secondary sources (No release statement), or primary and secondary data (requires release statement).
- Number of Pages : Minimum of 10 (ten) pages (excluding attachments), typed using 1.5 spacing and font Arial 12" size.
- Coverage : The discussion covers at least one management concept consisting of several variables.
- Complexity : The implementation of one or more approaches or the use of a formula (calculation method). There is an optimum decision to be made with a tradeoff.
- Supporting Data : Teaching note

Category C Case

- Data Source : Data comes from secondary sources published or primary and secondary data (requires release statement).
- Number of Pages : Minimum 12 (twelve) pages (excluding attachments), typed using 1.5 spacing and font Arial 12" size.
- Coverage : The discussion covers several management concepts.
- Complexity : The implementation of several approaches or the use of a formula (calculation method). The level of complexity is high. There is an optimum decision to be made with its tradeoff.
- Supporting Data : Teaching note

The Writing consists of:

1. **Introduction** (name and position, writing point of view, company profile, type of industry, synopsis of the issue)
2. **Body** (company's history, products generated, distribution (*just in time*), supply chain management, presentation of situational issues)
3. **Closing** (future outlook)

Addition

Some Items that must be present in a case:

1. An opening paragraph containing the existing critical issues and contradiction that require analysis and problem-solving, has been focused from the case lead used in the case writing.
2. A situation built by presenting the main character/role. The case portrays time, characters, issues and decision making.
3. Provided with teaching objectives and necessary data/information.
4. Provided with type of cases, topics or problems to be identified, and writing point of view (from whose perspective the case is written).
5. Furnished with teaching notes for class-room presentation.

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RC-CCH

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