

PERSONAL INFORMATION:

1. Full Name : Dr. rer. pol. Achmad Fajar Hendarman, S.T., M.S.M.
2. Place/Date of Birth : Bandung, Indonesia / 12 November 1982
3. Gender/Status : Male / Married
4. Nationality : Indonesia
5. Address : Komplek Buana Soetta Residence Blok B16, Gedebage, Bandung 40295, Indonesia
6. Mobile Phone : +62 812 21 87 847
7. E-Mail : fajar.achmad@gmail.com; achmad.fajar@sbm-itb.ac.id



EDUCATIONAL BACKGROUND:

- Bachelor Degree 2000- March 2005 : • Industrial Engineering, Bandung Institute of Technology (ITB), Indonesia
• GPA: 3.42 from 4.00 with the Predicate: Very Satisfactory.
• Final Project Title: "Automation Controlling System of Group of Machine, using Communication Data Serial and Microcontroller"
- Master Degree 2006- January 2008 : • Magister of Science in Management,
• School of Business and Management (SBM),
• ITB, Indonesia
• GPA: 4.00 from 4.00 with the Predicate: Cum Laude
• Master Thesis Title: "Relationship among Psychological Capital, Servant Leadership and Individual Performance"
- Doctoral Degree October 2013- 3 May 2017 : • Graduate School Human Behavior in Social and Economic Changes, Innovation Economics,
• Faculty of Economic and Business Administrations, Friedrich Schiller University Jena, Germany.
• Dissertation Title: "Soft Skills, Hard Skills, Individual Innovativeness, and Migration: Evidence from Indonesia"
- SCHOLARSHIP:** 10/2013-03/2017 : DAAD (Deutscher Akademischer Austausch Dienst)

COMPETENCIES:

1. Language Skills :
 - Fluent in English (Oral/Writing as well as for lecturing); Native Indonesian
 - German Language (B1 Certificate, The Common European Framework of Reference for Language (CEFR))
2. Hard Competencies : Business Process Analysis, Strategic Management, Work Load Analysis, Change Management, Performance & Quality Management (Balanced Scorecard & Six Sigma), Human Behaviour, Simulation & Modelling, Psychological Capital, Job Analysis, Organization Culture, Knowledge Management, Positive Psychological Capital, Business Feasibility Study, Choices (Location) Model, Manufacturing System, Logistics System, Statistics, Ordinary Least Square Model, Innovation, Leadership, Entrepreneurship, Industry 4.0 and Society 5.0 and Quantitative as well as Qualitative method. Human Resources Management, Human Capital Management, Econometrics, Sustainability Business/Entrepreneurship.
3. Soft Competencies : Achievement Orientation, Concern for Order, Initiative, Information Seeking, Customer Service Orientation, Impact and Influence, Team Work, Conceptual and Analytical Thinking, Self Confidence, Organizational Commitment, Leadership, and Organizational Awareness.
4. Information and Communication Skills (Software) : *STATA, R, SPSS, Microsoft Office (Word, Excel, PowerPoint, Visio), Powersim Studio, Vensim, ProModel, Microsoft Access, Visual Basic, PBASIC, Edmodo, MindManager, NVivo, LINGO, Expert Choice, Windows, Android, Cloud Computing (Dropbox, Google Drive, iCloud), Social Media Skills, Online Questionnaire.*

SEMINAR/ SYMPOSIUM/ WORKSHOP/ TRAINING:

- 2002 : • Leadership Training, Gema Jabar, PT. Pupuk Kujang Cikampek. 2002.
- 2003 : • Development Academy and Industrial Engineering Workshop, ITB. 2003.
- 2005 : • Self-Insight Awareness, The Association of the Alumnus ITB (IA-ITB). 2005.
- 2008 : • Teaching with Case, SBM-ITB. 2008.
- International Colloquium on Business and Management (ICBM), Bangkok, Thailand. (Speaker) . 2008.
- PPM National Conference on Management Research, Jakarta. (Speaker) . 2008.
- 2009 : • Balanced Scorecard International Certification. 2009.
- Scenario Planning, PT. LAPI ITB. 2009.
- 2010 : • Knowledge Management PT. Garuda Indonesia, CCE SBM-ITB. 2009.
- Knowledge Management Sharing at PT. Pertamina, Knowledge Management Society Indonesia (KMSI). 2009.
- 2012 : • Saving Indonesia Economy: Knowledge-based Economy. 2012.
- 2013 : • German Language Course at Goethe Institut, Jakarta, Indonesia (A1) funded by DAAD. 2013.
- German Language Course at InterDaF, Leipzig, Germany (A2 and B1) funded by DAAD. 2013.
- 2014 : • The 8th Summer Academy on 'Innovation and Uncertainty' 2014, organised by 'The Economics of Innovative Change' (GSBC-EIC) at the Friedrich Schiller University Jena and the Max Planck Institute of Economics
- The 15th International Conference of the International Joseph A. Schumpeter Society (ISS) 2014, hosted by the Friedrich Schiller University Jena, Germany
- Jena Economic Research Workshop (JERW) 2014
- Jena Economic Research Seminar (JERS) 2014
- 2015 : • The 9th Summer Academy on 'Innovation and Uncertainty' 2015
- JERW and JERW 2015
- Structural Equation Modelling, A gentle introduction. Graduate Academy. Friedrich Schiller University Jena, Germany. 2015.
- 2017 : • Training "Effective Lecturing Strategies for Lively Engaged Student Body", SBM ITB, Bandung, Indonesia. 2017.
- 2018 : • Speaker: Smart Talk: Soft Skills and Individual Innovativeness for Industry 4.0. Bandung, SBM ITB, Bandung, Indonesia. 2018.
- Case based Teaching Workshop, SBM ITB, Bandung, Indonesia. 2018.
- Workshop Applied Approach, Unit Pengembangan Manusia dan Organisasi ITB (PMO ITB), Bandung, Indonesia. 2018.
- Trainer: Telkom Great People Managerial Program (GPMP). 2018

- 2019 :
- Workshop Participant in: 16th Annual KM conference in Singapore - Smart Organisations for Society 5.0, KMSG, Singapore 29-30 August 2019.
 - Trainer: Telkom Great People Managerial Program (GPMP) IV Batch 23, 25, and 16. *Training for Corporations provided by PT Telkom Indonesia*
 - Assessor in Certified Human Capital Professional, SKI & SBM ITB, 16 October 2019, Bandung, Indonesia
 - Moderator in: Knowledge Management Summit 2019, KM Summit, "Innovative Learning to Re-Use Knowledge Asset in Corporation and Public Services Society 5.0 Era", KMSI, 5-6 November 2019, Bandung, Indonesia.
 - Trainer: Experiencing Strategic Leadership Program - PT Industri Telekomunikasi Indonesia, Tbk.
 - Moderator and Speaker in Seminar & Workshop: Human Capital Development for Industry 4.0 to foster Innovation and Economic Growth in Indonesia, IASM-ITB, 15 November 2019, Bandung, Indonesia.
 - Workshop Participant in: The 2019 International Conference on Brain Informatics (BI 2019), 13-15 December 2019, Haikou, Hainan, China
- 2020 :
- Trainer/Facilitator in Professional Training Camp: Human Capital Management for Industry 4.0, IASM-ITB, 22-23 February 2020, Bandung, Indonesia.
 - Speaker in Eudeka Webinar Series, *Soft Skills yang perlu dimiliki programmer agar dilirik startup unicorn*, 17 April 2020.
 - Participant in 'Business Analytics: Decision Making Using Data', University of Cambridge Judge Business School Executive Education, Online Education, 5 June 2020 – 20 August 2020.
 - Moderator in parallel session, International Graduates Colloquium, SBM ITB, 3 August 2020.
 - Best Presenter for Scholar category in International Conference on Management in Emerging Markets (ICMEM), 3-5 August 2020.
 - Participant in Problem Solving and Decision Making Workshop, Human Resource Development Unit of ITB, 14-15 September 2020.
 - Moderator in parallel session, International E-Conference on Sustainable Management and Innovation (ICOSMI), IPB University, 16 September 2020.
 - Participant in "Pelatihan Dosen Wali", Direktorat Kemahasiswaan ITB, 12, 19, 26 November 2020.
 - Speaker in Webinar "Pengembangan Modal Insani Unggul di Masa Pandemi Covid-19", IASM ITB & Perhimpunan Alumni Jerman Bandung, 28 November 2020.
 - Speaker in Focus Group Discussion (Online): Soft Skills for Industry 4.0, Asosiasi Pengusaha Indonesia (APINDO), 20 November 2020.
 - Speaker in Focus Group Discussion (Online): Digital Capability and Competency Development at Bank Indonesia (APINDO), 7 December 2020.
 - Participant in The First International Virtual Symposium Sustainable Energies, Entrepreneurship, and Development, TU Munich Germany – DAAD, 8-10 December 2020.
- 2021 :
- International Summer School (ISS), Technical University Munich (TUM), Sustainable Entrepreneurship: Theory and Practices, 19-30 July 2021
 - The 6th International Conference on Management in Emerging Markets (ICMEM), 11-13 August 2021

ORGANIZATION EXPERIENCES:

- 2002 : Chairman of event Pagelaran September Lingkung Seni Sunda (LSS) ITB, 31st Anniversary of LSS ITB
- 2003 : General Secretary, Industrial Engineering Student Community ITB (MTI-ITB).
- 2004 : Chairman of Member Representative (BPA), Industrial Engineering Student Community ITB (MTI-ITB)
- 2012 : Program Coordinator, The 10th International Triple Helix Conference, Bandung, Indonesia, 2012.
- 2012 : Vice Coordinator, Seminar of Saving Indonesia Economy: Knowledge-based Economy. Bandung, Indonesia, 2012.
- 2017-2018 : Quality Assurance Team, Bachelor Program of Entrepreneurship, SBM ITB.
- 2017-2021 : Industrial Engineering ITB, Alumni Association, Public Policy Division.
- 2018 : Smart Talk Coordinator, People and Knowledge Management Chair, SBM ITB, Soft Skills and Individual Innovativeness for Industry 4.0. Bandung, Indonesia, 2018. Committee Member. Teaching Innovation Award 2018, SBM ITB.
- 2018-2019 : Facilitator. Optimization and Synchronization, Jabar Juara, Governor of West Java, Indonesia. August-September 2018.
- 2018-2019 : Head of Committee of Senate and Head of Chair (Interest Group), SBM ITB.
Head of Formatter Team. Alumni Association of MSM/DSM SBM ITB
Head of Quality Assurance Team, Bachelor Program of Entrepreneurship, SBM ITB.
President of alumni association of Science Management (Master & Doctoral Program) SBM ITB (IASM ITB) 2019-2022
- 2019- Now : Internal Team of SBM ITB of National Accreditation (BAN-PT) for Master of Science in Management Program.
- 2019 : Committee of Capability Development of Lecturers and Supporting Staffs of SBM ITB for Industry 4.0.
- 2019 : Head of Committee of Seminar & Workshop: Human Capital Development for Industry 4.0 to foster Innovation and Economic Growth in Indonesia, IASM, 15 November 2019, Bandung, Indonesia
- 2020 : Organizing Committee of The 5th International Conference On Management In Emerging Markets (ICMEM) 2020, SBM ITB.
- 2020 : Head of Committee of Webinar: Pengembangan Modal Insani Unggul di Masa Pandemi Covid-19, IASM, 28 November 2020, Bandung, Indonesia
- 2020 : Quality Assurance Team, MBA Program, Jakarta, SBM ITB.

- **Scientific Publications:**
 - : Job Description Designing of PT. Jasa Marga (Persero)
 - 2003 : Automation Controlling System of Group of Machine, using Communication Data Serial and Microcontroller, Laboratory of Production System, Industrial Engineering Department - ITB.
 - 2005
 - : Hendarman, Achmad Fajar & Tjakraatmadja, Jann Hidajat. 2007. *Relationship Among Employees' Psychological Capital, Servant Leadership, and Employees' Performance (Exploratory study)*. PPM National Conference on Management Research, Jakarta, Indonesia
 - 2007 : Hendarman, Achmad Fajar & Tjakraatmadja, Jann Hidajat. 2007. *Relationship Among Employees' Psychological Capital, Servant Leadership, and Employees' Performance*. International Colloquium on Business and Management, Bangkok, Thailand
 - : Hendarman, Achmad Fajar; Tjakraatmadja, Jann Hidajat; Febriansyah, Harry. 2008. *Relationship Among Employees' Psychological Capital, Servant Leadership, and Employees' Performance*. Pan Pacific Conference, Costa Rika
 - 2008
 - : Tjakraatmadja, Jann Hidajat and Hendarman, Achmad Fajar. 2011. *Psychological Capital Based Learning System and Learning Environment Design of SBM- ITB*, IRSSM-2 Yogyakarta, Indonesia.
 - 2011 : Tjakraatmadja, Jann Hidajat; Hendarman, Achmad Fajar; and Amriel, Egan Evanzha Yudha. 2011. *The Influence of Learning System and Learning Environment Toward Psychological Capital and GPA of Management ITB Students*. The 4th Business Management Research Conference, Chiang May, Thailand.
 - : Hendarman, Achmad Fajar & Tjakraatmadja, Jann Hidajat. 2012. *The relationship among Soft Skills, Hard Skills and Innovativeness of Small Enterprise Workers in Indonesia*. The 4th Indonesia International Conference on Innovation, Entrepreneurship and Small Business (IICIES), Surabaya, Indonesia
 - 2012 : Hendarman, Achmad Fajar and Tjakraatmadja, Jann Hidajat. 2012. *The relationship among Soft Skills, Hard Skills, and Innovativeness of Knowledge Workers in The Knowledge Economy Era*. Elsevier Journal. 2012. Procedia - Social and Behavioral Sciences 00 (2021) 000–000.
 - : Simatupang, Togar M and Hendarman, Achmad F. 2012. *An Analysis of Heavy Equipment Supply Chain in Supporting Infrastructure Construction*. International Conference on Construction, Facilities and Asset Management, Padang, Indonesia
 - 2013 : Hendarman, Achmad Fajar. 2013. *United Tractors (UT) intranet based learning: TOP UP (Technical and Operation Update*. Case writing of Astra International.

- 2014 : Hendarman, Achmad Fajar and Cantner, Uwe. 2014. *Research Framework: Relationship among Soft Skills, Hard Skills, Innovativeness, and Productivity of Knowledge Workers in Indonesia*. Jena Economic Research Workshop (JERW), Jena, Germany
- 2015 : Hendarman, Achmad Fajar and Cantner, Uwe. 2015. *Research Framework: Relationship among Soft Skills, Hard Skills, Innovativeness, and Productivity of Knowledge Workers in Indonesia*. International Conference Human Capital and Knowledge Management (ICHCKM), Bandung, Indonesia.
- Hendarman, Achmad F; Lantu, Donald C.; Magetsari, Rr. Mirna. 2015. *Creative Small and Medium Enterprises Clinic*. The 7th Indonesia International Conference on Innovation, Entrepreneurship and Small Business (IICIES), Surabaya, Indonesia
- 2016 : Hendarman, Achmad Fajar and Cantner, Uwe. 2016. *Relationship among Soft Skills, Hard Skills, and Innovativeness: The Case of Indonesia*. Jena Economic Research Workshop (JERW), Jena, Germany
- Hendarman, Achmad Fajar. 2016. *Regional Migration, Remittances, and Region Choices: Evidence from Indonesia*. Jena Economic Research Workshop (JERW), Jena, Germany
- Hendarman, Achmad Fajar and Cantner, Uwe. September 28-30, 2016. *Soft Skills, Hard Skills, Innovativeness (The Case of Indonesia)*. The 20th Eurasia Business and Economic Society (EBES) Conference, Vienna, Austria.
- Hendarman, Achmad Fajar. October 6-7, 2016. *Region Choices, Entrepreneurship, and Knowledge-Based Innovation*. The 20th Annual Interdisciplinary Conference on Entrepreneurship and Innovation, G-Forum, Leipzig, Germany.
- 2017 : Hendarman, A.F. & Cantner, U. 2017. Soft Skills, Hard Skills, and Individual Innovativeness. Eurasian Bus Rev. doi:10.1007/s40821-017-0076-6. Full-text view-only version link <http://rdcu.be/rJYh>
- 2018 : Hendarman, Achmad Fajar & Anindita, Nataya. 2018. *Knowledge Management Readiness Assessment and Planning in Game Industry*. The 418th International conferences on Economics and Social Sciences (ICISS), Sydney, Australia.
- [SCOPUS Q1]** Hendarman, A. F., & Cantner, U. (2018). Soft skills, hard skills, and individual innovativeness. *Eurasian Business Review*, 8(2), 139-169.
- Hendarman, Achmad Fajar. 2018. *Regional Migration and Remittances: Evidence from Indonesia*. The 3rd International Conference on Management in Emerging Markets (ICMEM), Bali, Indonesia.
- Hendarman, Achmad Fajar & Anindita, Nataya. 2018. *Knowledge Management Readiness Assessment and Planning in Game Industry*. International Journal of Management and Applied Science (IJMAS). Volume-4, Issue-10, October-2018. ISSN: 2394-7926.

- 2019 : Zefanya, Samuel & Hendarman, Achmad Fajar. 2019. *Generations Perspective to Individual Motivation Factors in Creating Knowledge Content for Knowledge Sharing Digital Platform Development (Case Study: West Java Province, Indonesia)*. International Conference on Inclusive Business in the Changing World 2019, ICIB 2019. ISBN/ISNN: 1576837687242342.
- Vijaya, Niken Noor Triastuti Murty & Hendarman, Achmad Fajar. 2019. Competency Model To Implement Smart Factory for Operator Level in Cosmetic Manufacturer (Case Study: PT XYZ). ICPM Manado, Indonesia.
- Hendarman, Achmad Fajar; Sari, Fifi Alayda; Reza, Leo Vickozy Isyraqi; Damar, Maulana Rafi; Handayani, Melia; Zefanya, Samuel; Adinata, Shellyna Julia Tressya; Parera, Stephanie Bj Parera. 2019. *Human Capital Mapping For Industry 4.0: Gap And Index*. International Conference Management, Accounting, Banking, Economics and Business Research (ICMABEBR-19), Singapore, 21 November 2019. ASAR-International Conference, Singapore
- Book: Hendarman, Achmad Fajar & Pangestu, Aria Bayu. 2019. *Manajemen Modal Insani Kontemporer*. ITB Press. 28 October 2019, Bandung, Indonesia. ISBN: 978-623-7568-20-9.
- 2020 : **[SCOPUS Q3]** Hendarman, A. F., Sari, F.A., Reza, L.V.I, Damar, M.R, Handayani, M., Zefanya, S. Adinata, S.J.T., Parera, S.B. 2020. *Human Capital Mapping For Industry 4.0: Gap and Index*. International Journal of Advanced Science and Technology, Vol. 29, No.02, pp. 112-119. ISSN: 2005-4238 IJAST
- Achmad Fajar Hendarman [et al.], editor, Edi Warsidi. 2020. *Pengembangan Modal Insani 4.0. Sebuah Kompilasi Konseptual dan Rekomendasi untuk Pengembangan Modal Insani, Inovasi, dan Pertumbuhan Ekonomi pada Era Industri 4.0 di Indonesia*. ITB Press. ISBN: 978-623-7568-65-0.
- Hendarman, A. F., Primatasya, A.A., Sufiadi, A.N., Miftah, F.A., Hermawan, S.H. 2020. *Mapping The Use of Big Data Analysis, Human Capital, and Organizational Culture In Industry 4.0 Era. Book Proceeding: International Conference on Management in Emerging Markets (ICMEM), 3-5 August 2020*. pp. 400-402. ISBN 978-623-92201-1-2.
- Xaviera, Fairuuz, Hendarman, A. F.. 2020. *Integrative Literature Review of Agile Transformation Challenges Mapped On Schneider Culture Model*. Book Proceeding: International Conference on Management in Emerging Markets (ICMEM), 3-5 August 2020. pp. 503-507. ISBN 978-623-92201-1-2.
- Fahrurizala Reihan, Hendarman, A. F.. 2020 *Assessment For Human Capital, Big Data Implementation, And Leadership Readiness For Industry 4.0 In Brins General Insurance*. Book Proceeding: International Conference on Management in Emerging Markets (ICMEM), 3-5 August 2020. pp. 424-428. ISBN 978-623-92201-1-2
- Auditya, Razqivalia Primanandri, Hendarman, A. F. . 2020. *Identifying Employer Branding Factor in Bank XYZ to Increase Employee*

Retention for Millennials Generation. American International Journal of Business Management. Volume 3, Issue 7 (July 2020).

Marhadi, A.B.M, Hendarman, A. F. . 2020. *Identifying the Relationship between The Big Five Personality Traits and Attitudes towards Teleworking of Generation Z*. American International Journal of Business Management. Volume 3, Issue 7 (July 2020).

[Book Chapter] Hendarman, A.F., Tjakraatmadja, J.H. and Mardiani, Dini. "Mengembangkan Sosok Terbaik Pegawai Melalui Psychological Capital dan Employee Engagement". editor, Amir, M.T. et al. 2021. Organisasi dan Kepemimpinan Positif. PRENADA, Jakarta. ISBN: 978-602-383-075-6.

2021

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Hendarman, A. F., Insani, D.R., Pramesti, B.C., Ramadhani, N.T.. 2021. *Relationship between Industry 4.0 and Individual Innovativeness*. *Book Proceeding: IEEE - International Conference on Management in Emerging Markets (ICMEM)*, 11-13 August 2021.

Hendarman, A.F., Insani, D.R., Pramesti, B.C., Ramadhani, N.T. 2021. *Relationship between Industry 4.0 and Individual Innovativeness*. *IEEE Proceedings - The 6th International Conference on Management in Emerging Markets (ICMEM)*

[Sinta 2] Hendarman, A.F., Primatasya, A.A., Sufiadi, A.N., Sonia, V. 2021. *Kesiapan Modal Insani Era Industri 4.0 pada Industri Manufaktur, Perbankan dan Telekomunikasi*. *Jurnal Manajemen Teknologi*, Vol. 20, No. 2. Online ISSN: 2089-7928, Print ISSN: 1412-1700.

PROFESIONAL EXPERIENCES:

- **Lecturing: School of Business and Management, ITB, 2007-Now**
- **Permanen Lecturer (Dosen Tetap) ITB-PTNBH: 2018-Now**
- **Fuctional Job (Jabatan Fungsional Akademik): Lektor, 2019-Now**

- **Consulting:**

2005 – 2008 : Junior Consultant at PT. LAPI ITB
2008 - 2010 : Project Coordinator/Manager at PT. LAPI ITB
2010 - Now : Senior Consultant of Several Consulting Group for various industries

- **Consulting Project Portfolios: (please see in the next pages)**

Bandung, 7 September 2021



DR. RER. POL. ACHMAD FAJAR HENDARMAN, S.T., M.S.M.

Consulting Project Portfolios (2005-2020)

Project No.	Project Name	Client Name	Type of Institution	Method(s)	Year / No.	Role (Job Position)	City (Survey) Locations in Indonesia	Duration (Months)
1	Study of Review of Gas Station's Filling Fee Calculation and LPG Agent Profit Margin	PT. Pertamina (Persero)	State Own Enterprise in Energy Sector	Cost and Financial Analysis, ABC Costing, Feasibility Study, Organization and Job Description Design	2005 / 1	Team Member	Jakarta, Bandung	2
2	Automation Controlling System Design and Prototyping of Group of Machine, using Communication Data Serial and Microcontroller	Dept. of Industrial Engineering, Bandung Institute of Technology	Higher Education	Programing using Visual Basic, PBasic, Microsoft Access Database and Hardware Prototyping	2005 / 2	Project Coordinator	Bandung	6
3	Feasibility Study: "Integrated Animal Husbandry and Agriculture of Banjar City, West Java."	Cooperative at East Java Province	Cooperative/ Local	Feasibility Study, Infrastructure, Social, Environment. Location Choice	2005 / 3	Project Coordinator	Banjar	4
4	Feasibility study: "Show Window West Java Horticulture."	Dept. of Agriculture, West Java Province	Regional Government	Feasibility Study and Business Plan Design, Organization and Job Description Design, Infrastructure, Social, Environment. Location Choice	2005 / 4	Project Coordinator	Bandung, Purwakarta	6
5	Study of Planning and Management Strategy of the Batam – Bintan Bridge Co-operation Development	Batam and Bintan official Authority	Regional Government	Feasibility Study and Business Plan Design, Infrastructure, Social, Environment.	2005 / 5	Project Coordinator	Batam and Bintan Island	6
6	Study of the Business and Marketing Strategy of Pertamina Shipping Dept.	PT. Pertamina (Persero)	State Own Enterprise in Energy Sector	Business and Marketing Strategy	2005 / 6	Team Member	Jakarta, Cilacap	4
7	Analysis and Survey of The Consumer Behavior and The Fuel Distributor Agents	BPH Migas (Supervisory Board of Downstream Oil and Gas)	Central Government Board	Dynamic Modelling and Simulation	2005 / 7	Project Coordinator	Jakarta	6

Project No.	Project Name	Client Name	Type of Institution	Method(s)	Year	/	No.	Role (Job Position)	City (Survey) Locations in Indonesia	Duration (Months)
8	Calculation Study of Gas Station's Filling Fee and LPG Agent Profit Margin	PT. Pertamina (Persero)	State Own Enterprise in Energy Sector	Cost and Financial Analysis, ABC Costing, Feasibility Study	2005	/	8	Team Member	Jakarta, Bandung	2
9	Feasibility Study: "The Tourism Region. Kab.Pandeglang"	City of Pandeglang, Banten Province	City Government	Feasibility Study and Business Plan Design	2005	/	9	Team Leader	Pandeglang	2
10	Calculation Study of Gas Station's Filling Fee and LPG Agent Profit Margin of LPG 3 Kg Product	PT. Pertamina (Persero)	State Own Enterprise in Energy Sector	Cost and Financial Analysis, ABC Costing, Feasibility Study	2006	/	1	Project Coordinator	Jakarta, Bandung	3
11	Study of Process Recycle Planning of Fuel (the Determination of the Rent Cost of Truck and Quality Assurance)	PT. Pertamina (Persero)	State Own Enterprise in Energy Sector	Cost and Financial Analysis and Quality Assurance	2006	/	2	Team Member	Jakarta	2
12	Feasibility Study: "The Coal Briquette Factory, PT. Tambang Batubara Bukit Asam in Serang, Semarang and Gresik"	PT. Tambang Batubara Bukit Asam	State Own Enterprise in Energy Sector	Feasibility Study and Business Plan Design, Modelling and Simulation, Location Choice, Infrastructure, Social, Environment	2006	/	3	Project Coordinator	Jakarta, Serang, Semarang, and Gresik	6
13	Study and Implementation of Increasing the Resources Capacity of Bridge Maintenance, Indonesian Railways	PT. Kereta Api (Persero)	State Own Enterprise in Railways Sector	Organization Capacity Development, Organization and Job Description Design	2007	/	1	Project Coordinator	Bandung	2
14	Mapping the Creative Industry in Indonesia	Ministry of Trade of Republic Indonesia.	Ministry, Central Government	Statistics	2007	/	2	Project Coordinator	Jakarta	2
15	Designing of Material Handling System in Establish new factories of PT. Petrokimia Gresik	PT. Petrokimia Gresik	State Own Enterprise in Fertilizer Sector	Feasibility Study and Business Plan Design, Modelling and Simulation	2007	/	3	Project Coordinator	Gresik	4

Project No.	Project Name	Client Name	Type of Institution	Method(s)	Year	No.	Role (Job Position)	City (Survey) Locations in Indonesia	Duration (Months)
16	Planning the Grand Design of Quality Assurance PT. Dok dan Perkapalan Air Kantung, Bangka	PT. Dok dan Perkapalan Air Kantung	Private Enterprise in Shipping Manufacture Sector	Facilities Planning and Quality Assurance	2008	/ 1	Team Leader	Bangka	2
17	Designing the Executive Dashboard Version 1.0 Pertamina, Domestic Unit of Gas Business.	PT. Pertamina (Persero)	State Own Enterprise in Energy Sector	Business Process Analysis and Programming	2008	/ 2	Team Member	Jakarta	4
18	The Provisions of the Consultant of Key Performance Indicators based on Balanced Scorecard.	Ministry of Finance, Republic Indonesia.	Ministry, Central Government	Balanced Scorecard, Performance Management System	2008	/ 3	Project Manager	Jakarta	6
19	Rapid Mapping Survey of Creative Industries	Ministry of Trade of Republic Indonesia.	Ministry, Central Government	Creative Industries Survey, Public Policy	2008	/ 4	Team Member	Jakarta	2
20	Analysis of Development Management Information System Policy	Ministry of Social of Republic Indonesia	Ministry, Central Government	Business Process Analysis	2008	/ 5	Team Member	Jakarta	4
21	Study of Revitalization of Maintenance Workshop PT. Kereta Api (Persero) for Java Area	PT. Kereta Api (Persero)	State Own Enterprise in Railways Sector	Business Process Analysis, Organization and Job Description Design	2008	/ 6	Project Coordinator	Yogyakarta, Surabaya	2
22	Study of LPG Distribution Fee	PT. Pertamina (Persero)	State Own Enterprise in Energy Sector	Cost and Financial Analysis, ABC Costing, Feasibility Study	2009	/ 1	Team Member	Jakarta, Aceh, Palembang, Bandung	4
23	Feasibility Study of Fuel Station & LPG Station in Indonesia	PT. Pertamina (Persero)	State Own Enterprise in Energy Sector	Financial and Technical Feasibility Study	2009	/ 2	Team Member	Jakarta, Aceh, Pekanbaru, Padang, Batam, Tangerang, Bekasi, Cirebon	6

Project No.	Project Name	Client Name	Type of Institution	Method(s)	Year	/	No.	Role (Job Position)	City (Survey) Locations in Indonesia	Duration (Months)
24	Organization Culture Development (including Work Load Analysis, Job Analysis and Change Management)	Ministry of Education of Republic Indonesia	Ministry, Central Government	Organization Culture Development, Work Load Analysis, Job Analysis and Change Management	2010	/	1	Project Manager	Jakarta	6
25	Development of STEKPI to be University	STEKPI University	Higher Education	Curriculum Design	2010	/	2	Team Coordinator	Jakarta	3
26	Guidelines Development for Maintenance and Human Resources of Indonesian Train	Ministry of Transportation of Republic Indonesia	Ministry, Central Government	Business Process Analysis and Regulation Analysis	2010	/	3	Team Member	Jakarta	1
27	Feasibility Study of NIPA Island	PT. Asinusa Putra Sekawan.	Private Enterprise in Property Sector	Financial Feasibility Study, Risk, Social	2010	/	4	Team Coordinator	Jakarta	2
28	Coal Blueprint of Indonesia	Ministry of Mineral and Energy of Republic Indonesia.	Ministry, Central Government	Master Plan Design	2010	/	5	Project Manager	Jakarta, Balikpapan	2
29	Energy Conservation and CO2 Emission Reduction, Indonesia Climate Change Trust Fund (ICCTF)	Ministry of Industry of Republic Indonesia	Ministry, Central Government	Business Process Analysis and Survey	2010	/	6	Team Coordinator	Jakarta, Jambi	2
30	The Joint Research on Development of Indonesian Steel Industry	Posco Research Institute (POSRI), South Korea	Research Institute of South Korea.	Market Research	2011	/	1	Team Member	Serang	2
31	Conceptual Study of Knowledge Management for Expertise Functional Body, Republic Indonesia House of Representative (DPR-RI)	House of Representative of Republic Indonesia	Indonesian Parliament	Knowledge Management	2011	/	2	Team Member	Jakarta	3
32	Designing of Performance Management System Based on Balanced Scorecard	Ministry of Public Housing of Republic Indonesia	Ministry, Central Government	Balanced Scorecard, Performance Management System	2011	/	3	Team Coordinator	Jakarta	4

Project No.	Project Name	Client Name	Type of Institution	Method(s)	Year	No.	Role (Job Position)	City (Survey) Locations in Indonesia	Duration (Months)
33	Improvement Project for PT. Indo Porcelain	PT. Indo Porcelain	Private Enterprise in Ceramic Manufacture Sector	Modelling and Simulation, Operational Research	2011	/ 4	Team Leader	Tangerang	3
34	Business Plan Formulation and Standardization of PT. Toba Sejahtera	PT. Toba Sejahtera.	Private Enterprise in Energy and Manufacture Sector	Business Plan Design, Risk management	2011	/ 5	Project Manager	Jakarta	1.5
35	Standard Operating Procedure PT. Perkebunan Nusantara IV	PT. Perkebunan Nusantara IV	State Own Enterprise in Plantation Sector	Standard Operating Procedure Design	2012	/ 1	Team Member	Medan	3
36	Short Sea Shipping Study	Ministry of Transportation of Republic Indonesia	Ministry, Central Government	Business Process Analysis, Regulation Analysis and Public Policy	2012	/ 2	Team Member	Jakarta	2
37	Analysis of Performance Management System of Perum BULOG	Perum BULOG	State Own Enterprise in Logistics and Foods	Performance Management System.	2017	/ 1	Team Leader	Jakarta, Bandung, Makasar	2
38	Externalization of Workers' Knowledge Assets of Pertamina	PT. Pertamina (Persero)	State Own Enterprise in Energy, Oil and Gases	Knowledge Management, Interviewing, Book author.	2018	/ 1	Team Member	Jakarta, Bandung	6
39	Study of Grand Design based on Knowledge Management at Balitbang PUPR	Ministry of Public Work and Housing	Ministry, Central Government	Knowledge Management, Performance Management System, Human Capital and Organizational Analysis.	2018	/ 2	Team Member	Bandung	4
40	Development of Performance Management System of Perum BULOG	Perum BULOG	State Own Enterprise in Logistics and Foods University	Performance Management System. Balanced Scorecard.	2018 - 2019	/ 3	Team Leader	Jakarta, Balikpapan, Surabaya, Denpasar	2

Project No.	Project Name	Client Name	Type of Institution	Method(s)	Year / No.	Role (Job Position)	City (Survey) Locations in Indonesia	Duration (Months)
41	Living Lab – Sustainable Energy Entrepreneurship And Development	TU Munich – DAAD Germany		Living Lab, Entrepreneurship, Human Capital Development	2020 / 1	Team Member / Project Coordination	Garut, Munich	6
42	Digital Mindset Assessment (Talent 4.0)	Bank Indonesia	Government Institution	Digital Midset Assessment - Talent 4.0 Readiness	2020 / 2	Team Leader	Jakarta	6

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