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Dekan Fakultas Ekonomi dan Bisnis Universitas Bandar Lampung dengan ini memberi tugas kepada :

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Untuk menjadi Presenter pada Seminar *"In The First International Conference on Economics, Business, Finance and Governance 2018" Economy, Business Sustainability, Finance and Good Governance In Disruptive Era"*. Kegiatan ini akan dilaksanakan pada hari Kamis Tanggal 20 September 2018 di Universitas Bandar Lampung.

Demikian surat tugas ini disampaikan untuk dapat dilaksanakan, atas kerjasamanya kami ucapkan terimakasih.

Bandar Lampung, 18 September 2018

Dekan,
FAKULTAS EKONOMI & BISNIS

Dr. Andala Rama Putra Barusman, S.E., M.A.Ec

SURAT KETERANGAN
Nomor : 069 / S.Ket / LPPM-UBL / II / 2019

Kepala Lembaga Penelitian dan Pengabdian pada Masyarakat (LPPM) Universitas Bandar Lampung dengan ini menerangkan bahwa :

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Telah melaksanakan Penelitian dengan Judul :
1. **Presenter pada Seminar " In The First International Conference on Economics, Business, Finance and Governance 2018" Dengan Judul : Business Strategy To Enhance The Competitivenes Of The Chips Business In The Industrial Center Of The Chip Bandar Lampung"**
2. **Presenter Pada Seminar "The 4th Indonesian Finance Association (IFA) International Conference 2018 dengan Judul : Analysis of Employee Satisfaction on Quality of Health Services at PT. PLN (Persero) Sector Pembangkitan Tarahan in South Lampung.**

Demikian surat keterangan ini dibuat untuk dapat dipergunakan sebagaimana mestinya.

Bandar Lampung, 07 Februari 2019
Kepalaa LPPM-UBL

Dr. Hendri Dunan, SE.,M.M

Tembusan:

1. Rektor UBL (Sebagai Laporan)
2. Yang bersangkutan
3. Arsip

BUSINESS STRATEGY TO ENHANCE THE COMPETITIVENESS OF THE CHIPS BUSINESS IN THE INDUSTRIAL CENTER OF THE CHIPS BANDAR LAMPUNG

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ABSTRACT

Chips business located in the Industrial Centers Chips the city of Bandar Lampung is already running long enough, but the problem is that until now employers in general still do not yet have a model of business strategy as a basis in managing their business in the face of competition outside the industry chips. For that entrepreneurs need to have a model of business strategy that is integrated and appropriate in order to maintain and improve the ability to compete. The research problem is:How to model the design strategy business which must be done to improve the competitiveness of the business chips in the center of the industry of Bandar Lampung chips? This study aims to develop a draft model of the business strategy that must be done to improve the competitiveness of the business chips in the center of the industry of Bandar Lampung chips. This study used the approach of classroom action research with a number of entrepreneurs as much as 34 entrepreneurs. The Data used is primary data obtained through observation, interviews, questionnaires, and focus group discussion (FGD); the secondary data obtained through literature study and documentation. This study using the Model of SWOT Analysis (Strengths Weaknesses Opportunities and Threats) and combined with a Cartesian Diagram. Based on the results of the analysis of the Cartesian Diagram SWOT analysis, business chips were at kadran me that are on strategy Growth Strategy. Chips business has the opportunity and strength so it can take advantage of the opportunities to develop. Based on the results of the analysis of the Formulation of Combination Strategies SWOT Matrix, a strategy THAT has the highest score that is 3.08 followed by strtegi WO = 2,64, ST = 2,22 and WT = 1,78. Such sequence is a sequence of priority strategies that must be executed. Thus, entrepreneurs should prioritize implementing Strategy that includes: increasing the quantity and quality as well as product variations, add the promotion of activities through cooperation with other relevant parties as well as through on-line,and creating a special logo for chips business located in the industrial centers as culinary icons.

Keywords: Business Strategy, Internal Factors Analysis Summmary (IFAS), External Factor Analysis Summary (EFAS), SWOT Analysis, Growth-Oriented Strategy.

INTRODUCTION

The Micro and Small enterprises (MSES) holds a very strategic role in the growth of the economy. The MSE in general is the business of the household/family is considered society to be able to unlock new job opportunities for the people engaged in the informal sector. The number of MSE resulted in intense competition that makes businesses compete to be the more superior. To face the competition, businesses need a strategy that integrated and appropriately in order to anticipate and be able to act surroundings and innovative to maintain and improve the ability to compete. The business strategy conducted the MSE is the initial strategy in developing a business. If the business strategy goes according to plan then the business activities expected to survive from time to time.

UMK to be the object in this research is entrepreneurs chips located in the Industrial Centers Chips the city of Bandar Lampung was established on 2007. The number of entrepreneurs in The Industrial Centers Chips the city of Bandar Lampung until the Year 2014 amounted to 34 employers. Outside of the industrial centers of the chips, there are a lot of employers other chips. Some of the chips business that is already established and has a famous brand among the other chips business brand Suseno, a Variety of Yenyen, this food is usually and many other. The problem in this research is: chips business in The Industrial Centers of the Chips are already running quite long, but until now employers in general still do not yet have a model of business strategy as a basis in managing their business in the face of competition. (The results of the interviews and observation the researcher 2014). For that entrepreneurs need to have a model of business strategy that is integrated and appropriate in order to maintain and improve the ability to compete.

As for the problem in this research is: How to model the design strategy business which must be done to improve the competitiveness of the business chips in the center of the industry of Bandar Lampung chips? This study aims to develop a draft model of the business strategy that must be done to improve the competitiveness of the business chips in the center of the industry of Bandar Lampung chips.

LITERATURE REVIEW

Chandler in Freddy Rangkuti (2006; 4) states that: "Strategy is the long-term goals of the company, as well as utilization and allocation of resources to achieve the goal". According to Porter in Rangkuti (2006; 6) there are three strategies to obtain competitive advantages, namely:
Cost leadership: a competitive Advantage can be achieved by giving lower prices than competitors with the same quality products. Lower prices can be achieved by utilizing economies of scale, production efficiency, use of technology, ease of access to raw materials, and so on.
Differentiation: Companies can do by creating the perception of a certain value to the customers (excellence and product innovation, better service, and brand image that is superior).
Focus. Focus strategy can be applied to obtain the competitive advantage according to the segmentation and the target market expected. According to M. Porter (2007;74): "the

Strategy focus is a strategy to generate profits above the average within an industry. This strategy creates a safe position to overcome the force of competition".

According to Freddy Rangkuti (2006; 7): "Business Strategy is often also called strategy of the business as functional as oriented on the functions of management activities, e.g. marketing strategy, production strategy or operations, distribution strategy, organization strategy, and strategies associated with finance". According to Wheelen and Hunger (2006;145): "Business Strategy is a focus on improving the position of competing with other companies in terms of both products and services in the industry or market segment against the company in accordance".

According to David (2004; 231-256), business strategy is divided into 4 types, namely:
The Strategy Of Integration. These kinds of integration strategies are: a) the Strategy of Integration to the Fore (Forward Integration Strategy), a strategy that aims to have or increase control over distributors and retailers, b) Integration Strategies Backward (Backward Integration Strategy), a strategy that aims to have or increase control over supplier companies, c) the Strategy of Horizontal Integration (Horizontal Integration Strategy), this strategy aims to understand and improve the control of the company's competitors.

Strategy Intensive. This strategy requires the intensive efforts to improve the competitive position of the company towards existing products. Type-the Type of strategy intensive are: a) Market Penetration Strategy (Penetration Strategy). This strategy seeks a larger market share for a product or service that already exists through marketing efforts more aggressively. b) Strategy of Market Development (Market Development Strategy). This strategy seeks to introduce products or services that are kewilayah new geographical. c) Product Development Strategy (Product Development Strategy). This strategy seeks to increase sales by improving or modifying products or services to existing or to develop new ones.

The Strategy Of Diversification. There are three types of diversification strategy, namely: a) Diversification Strategy Concentration (Concentric Diversification Strategy, this strategy is done by adding new products and services, but still related to each other. b) Diversification Strategy Horizontal (Horizontal Diversification Strategy), this strategy is done by adding new products and services that are not related to existing customers. c) the Strategy of Conglomerate Diversification (Conglomerate Diversification Strategy), this strategy is done by adding new products and services that are not related to the new customer.

Strategy Devensif. This strategy consists of: a) Rationalization Costs (Rentrenchment), the strategy done by restructuring cost-savings and assets to increase sales and profit. b) Divestment strategy is accomplished by selling a division or part of the company to raise capital for acquisitions or strategic investments. c) Liquidation, a strategy carried out by selling the assets of the company gradually. Liquidation is recognition of defeat and the strategy that is emotionally difficult to do. d) a Joint Venture Strategy. This strategy is a popular strategy, which occurs when two or more companies form a company temporarily for the purpose of capitalization of the capital.

RESEARCH METHODS

This research uses descriptive method with approach of action research. Research descriptive aims to get a complete picture of the relevant aspects with emphasis of business strategy on the need the chips in the region .industrial centers of chips in Bandar Lampung. The approach of action research aims to produce research in the form of a draft business strategy that can diemplementasikan on a business venture. Research using primary and secondary data. Primary Data obtained directly from: entrepreneur chips in the centers of industry, Department of Cooperatives and SMES, the Department of Commerce, Department of Tourism, Department of Industry, Department of Labor, Department of Women's Empowerment, and PTPN.VII sebagaip of trustees of the chips business. Secondary Data obtained from the department of cooperatives and SMES (documents), materials literature, and previous research. Technique of Collecting data done by observation, interview, FGD (Focus Group Discussion) and questionnaire.

SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

To design and strategize the business for chips business in the industrial centers of the chips used Model is the SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). According to Fredi Rangkuti (2006; 18) : "the SWOT Analysis is to identify the various factors systematically to formulate the problem of the company. This analysis is based on the logic that can maximize the power (strengths) and opportunities (opportunities), but simultaneously can minimize your weaknesses (weaknesses) and threats (threats).

According to Fredi Rangkuti (2006; 21) the process of SWOT analysis through 3 stages namely:

Data Collection Phase:
The activities of collecting data and information related to internal factors (marketing, production, finance, and human resources) and external factors (economic conditions, political, social, cultural, government, and the conditions of competition). How to determine the factors internal strategy and external is : 1) Do the identification of internal factors into strengths and weaknesses and external factors into opportunities and threats. 2) Once the factors are identified, then made the Table of Internal Factors Analysis Summary (IFAS), and Eksternal Factor Analysis Summary (EFAS).

The Analysis Phase:
a) Weighting. Based on the data contained in the analysis of IFAS and EFAS, the next step is the weighting of each factor. The weights are calculated from 0.0 (not important) to 1.0 (very important) based on the level of importance of these factors. The sum of the weights for strength and weakness is one as well as opportunity and threat are one.
b) Calculate the Rating. After weighting next calculate the Rating each factor with a scale ranging from 1 (below average); 2 (average); 3 (above average); 4 (very good). Granting a rating for the strength of the positive nature, the greatest power was given rating of +4, the smallest was given a rating of +1. The granting of the rating score for the weakness is the opposite, the value of his greatest weakness was given a rating of +1, and that terkecil kelemahannya was given a rating of +4. Giving the rating value for the factor opportunities are positive, the value of the biggest opportunities was given a rating of +4, the opportunities that its value is smallest is given a rating +1, rating the threat of the opposite. If the value of the threat is very large given a rating of + 1. On the contrary, if the value of

a threat to small rating + 4.

c) Multiplying the Weighting by the Rating, the result is the value of the score weighting for each score.

d) Summing the Score Weighting to obtain a total score weighting for the companies concerned. The value of internal and external factors are compiled and elaborated in the SWOT matrix and analyzed to obtain the right strategy to be implemented.

Stage of Decision-Making:
Decision-making is done by using the SWOT matrix (Table 1). This matrix produces four strategic namely: 1) SO Strategies, by leveraging the power to seize and take advantage of opportunities, 2) WO-Strategies, aimed at minimizing internal weaknesses by leveraging external opportunities, 3) ST Strategies, strive for with the power company is able to avoid and reduce external threats. 4) WT Strategies, is a tactic to survive by reducing internal weaknesses and avoiding external threats.

Table 1. A Combination of Strategies Matrix SWOT

IFAS / EFAS	STRENGTHS (S)	WEAKNESSES (W)
OPPORTUNITIES (O)	STRATEGI – SO Creating a strengths strategy to utilize opportunities	STRATEGI – WO Create a strategy of weakness by utilizing the opportunities
THREATS (T)	STRATEGI – ST Create strategies strengths to avoid threats	STRATEGI – WT Create a strategy of weakness and avoid threats

Source: Freddy Rangkuti, (2006)

Diagram of The *Cartesian* Analysis SWOT

Based on the results of the calculation of the total score weighting (the weighting times the rating) on each elements SWOT, then put in a Picture of a Diagram of the cartesian diving SWOT Analysis to determine what strategies should be done (Figure 1).
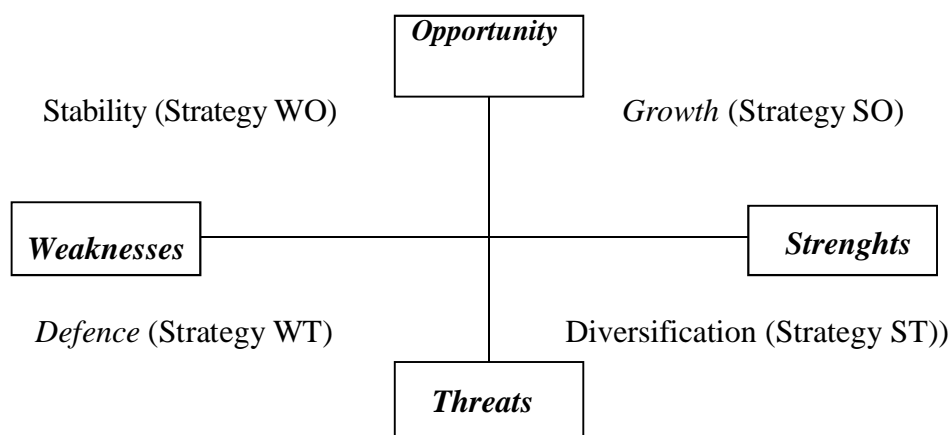
Source: Prawirokusumo dalam Sapmaya Wulan dan Mahmudi (2016)

Figure 1. Diagram of the Cartesian SWOT Analysis

RESULTS AND DISCUSSION

The analysis of Internal and External Factors (IFAS and EFAS)

Stages in drawing up the table of internal factors analysis summary (IFAS) and external factor analysis summary (EFAS), namely by determining the internal factors into strengths and weaknesses and external factors into opportunities and threats the entrepreneur chips. After the internal and external factors of the entrepreneur of chips is known, then it can be compiled table internal factor analysis summary (IFAS) table external factor analysis summary (EFAS). In the table of IFAS and EFAS, each factor is weighted with a scale ranging from 0.00 (not important) up to 1,00 (very important) where all the weights are the amount should not exceed a total score of 1.00, the factors that can have an impact on employers chips. After each factor was given a weight, the next stage is to calculate the rating for each factor by giving a scale ranging from 1 (below average) to 4 (very good). The value of the rating of strengths and weaknesses that are always at odds, so also with the opportunity and the threat. After weighting and rating each factor, the next stage is to multiply the weight of each factor by ranking each factor to obtain the value of the score. As for the table of IFAS and EFAS entrepreneurs chips can be seen in Table 2 and 3.

Table 2. *Internal Factor Analysis Summary* (IFAS)

Factors Internal Strategy	Weights	Rating	Score Value
Strengths (S):			
1. The ease of getting raw materials	0,08	3	0,24
2. Products vary	0,08	4	0,32
3. Ease of getting material helper	0,06	3	0,18
4. Relatively affordable prices	0,05	4	0,20
5. Time flexible sales	0,04	4	0,16
6. The location of the center of strategic	0,06	3	0,18
7. The sales process is easy to do	0,03	3	0,09
8. Industrial centers of chips as an icon of culinary	0,05	3	0,15
Sub Total	0,45		1,52
Weaknesses (W):			
1. The lack of product innovation	0,05	3	0,15
2. The absence of standardization of products	0,07	2	0,14
3. Packaging less attractive	0,06	2	0,12
4. The lack of promotion	0,05	2	0,10
5. Do not have sufficient parking	0,07	2	0,14
6. No sales center on the sentra	0,07	1	0,07
7. Production equipment is still a simple/not use modern technology	0,05	2	0,10
8. Lack of knowledge and skills knowl-management of financial	0,05	2	0,10
9. Lack of capital	0,08	2	0,16
Sub Total	0,55		1,08
Total	1		2,60

Source: The data is processed, 2016.

Based on the calculations in Table 2 the Internal Factor Analysis Summary (IFAS) in the above, note the factors of Strength has a total score of 1.52, while the Weakness has a total score value, the 1.08. As for the total value of the overall score of internal factors (strengths and weaknesses is 2,60.

Table 3. *Eksternal Factor Analysis Summary* (EFAS)

Factors External Strategy	Weights	Rating	Score Value
Opportunities (O)			
1. A large market	0,12	4	0,48
2. On-line promotion by Telkom	0,10	3	0,30
3. The presence of the plan of sales centralized in the central	0,08	2	0,16
4. The absence of guidance in the form of loan capital from PTP	0,07	3	0,21
5. The loan capital from Bank Indonesia	0,08	2	0,16
6. The discourse of widening the road from the department of PU	0,08	1	0,08
7. Procurement plan the public transport lines of the department of Transportation	0,08	1	0,08
8. The plan of arrangement and the procurement of the park centered in the heart center.	0,09	1	0,09
Sub Total	0,70		1,56
Threath (T):			
1. The number of competitors ' chips business in the great centers	0,10	4	0,40
2. There is no public transportation that passes through the centers of industrial chips	0,10	1	0,10
3. The capacity of the road which is narrow and dense.	0,10	2	0,20
Sub Total	0,30		0,70
Total	1		2,26

Source: The data is processed, 2016.

Based on the calculations in Table 3 are External Factor Analysis Summary (EFAS) above, known to the Chance factor has a total score of 1.56 handle and Threats that have a total value score is 0.70, and the total value of the overall external factors is 2,26.
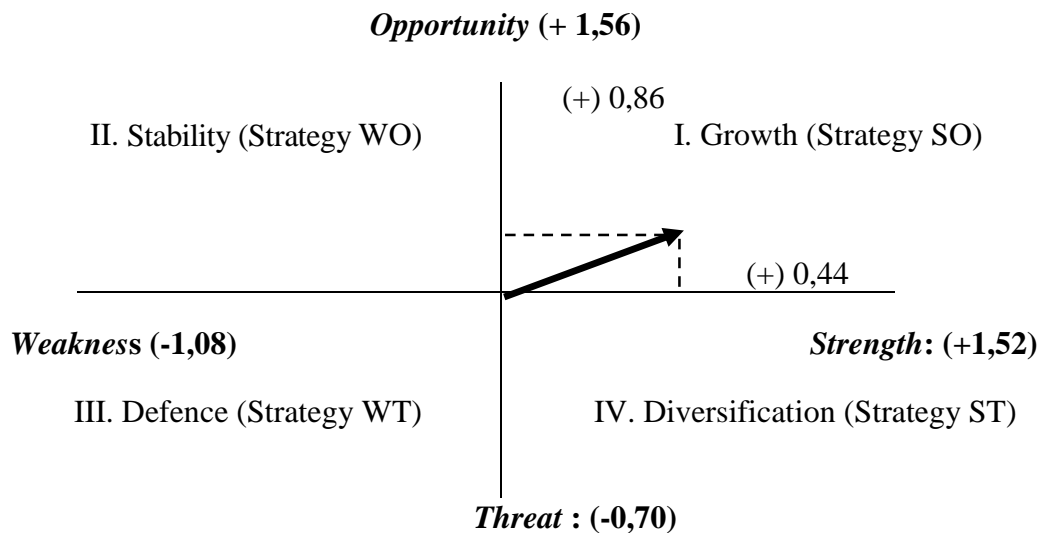Furthermore, the value of the total score of each factor can be specified, Power: 1,52 Weakness: the 1.08, with a difference of 0.44. The opportunity: 1.56 handle, and Threat: 0,70 with a difference of 0.86. While the total value of the overall score for internal factors (strengths and weaknesses) are: 2.60 and external factors (opportunities and threats) is 2,26.

Diagram of the Cartesian SWOT Analysis
A Diagram of the cartesian diving SWOT analysis is the next analysis step after the table of IFAS and EFAS are made. Based on the IFAS and the EFAS known Strength values of 1.52, the value of the Weakness of the 1.08 with a difference of 0.44 and the value of

Opportunity1,56 the value of the Threat of 0.70 with a difference of 0.86. From the results of the identification of such factors can then be depicted in the Diagram of the cartesian diving SWOT analysis which can be seen in figure 2.

Based on figure 2 the Diagram of the Cartesian diving the SWOT Analysis above, it is known business chips are in quadrant I, where the situation is very favorable. In this quadrant, the chips business has opportunities and strengths that can take advantage of existing opportunities. The strategy that should be applied in these conditions is in favor of a policy of aggressive growth (Growth Oriented Strategy)

Opportunity **(+ 1,56)**

(+) 0,86

II. Stability (Strategy WO)   I. Growth (Strategy SO)

(+) 0,44

Weakness **(-1,08)**   *Strength***: (+1,52)**

III. Defence (Strategy WT)   IV. Diversification (Strategy ST)

Threat **: (-0,70)**

Source: The data is processed, 2016.

Figure 2. Diagram of the Cartesian SWOT Analysis Chips Business

The Formulation of the Planning Strategy Combination of Quantitative SWOT

Of the total value of each factor in Table 2 and Table 3, in addition to illustrated in the Diagram of the cartesian diving SWOT is also described in the formula of the combination of Matrices Planning a Combination of Quantitative Strategies the SWOT can be seen in Table 4.

Based on the calculations in Table 4, the obtained value of the result of the combination of the strategy of SWOT as follows: SO (Strength-Opportunity) = 3,08; WO (Weakness-Opportunity) = 2,64; ST (Strength-Threat) = 2,22; and WT (Weakness-Threat) = 1,78.

From Table 4, matrices planning a combination of quantitative strategies show that design strategy business which can be done chips business is with the order of priority based on a strategy that has the highest value starts from the value = is 3.08 followed WO strategy with a value of 2.64, ST with the value of 2,22, and WT with the value of 1.78. As for the Design details of the elements of a strategy on each strategy can be seen in Table 5.

Table 4. Matrix Planning Is A Combination Of Quantitative Strategies

IFAS / EFAS	*Strength* (S)	*Weakness* (W)
Opportunity (O)	**Strategi SO:** Creating a strengths strategy to utilize opportunities = 1,52 + 1,56 = 3,08	**Strategi WO:** Create a strategy of weakness by utilizing the opportunities = 1,08 + 1,5 = 2,64
Threat (T)	**Strategi ST:** Create strategies strengths to avoid threats = 1,52 + 0,70 = 2,22	**Strategi WT:** Create a strategy of weakness and avoid threats = 1,08 + 0,70 = 1,78

Source : The data is processed, 2016.

The Combination of The Strategy of SWOT Matrix

Based on the matrices IFAS and EFAS in Table 2 and Table 3, next also formed the SWOT Matrix to analyze the formulation of alternative strategies strengths-opportunities (SO), weaknesses-opportunities (WO), strength-threats (ST) and weaknesses-threats (WT). As for the Combination of Strategies SWOT Matrix can be seen in Table 5.

Table 5. The combination of the Strategy of SWOT Matrix

Internal Factors / External Factors	**Strength (S)** 1. The ease of getting raw materials 2. Products vary 3. Ease of getting material helper 4. Relatively affordable prices 5. Time flexible sales 6. The location of the center of strategic 7. The sales process is easy to do 8. Industrial centers of chips as an icon of culinary	**Weakness (W)** 1. The lack of product innovation 2. The absence of standardization of products 3. Packaging less attractive 4. The lack of promotion 5. Do not have sufficient parking 6. The absence of a sales 7. A simple production/ not using modern technology 8. Lack of knowledge and financial management skills 9. Lack of capital
***Opportunity* (O)** 1. A large market 2. On-line promotion by Telkom 3. The planned sale of centralized in the central 4. The absence of guidance in the form of loan capital from PTP. VII	**Strategi SO** 1. Increase the quantity and quality of the product 2. Add to the promotion of melalui cooperation with other relevant parties and through on-line 3. Creating a special logo for the industrial centers of chips as an icon of culinary tourism.	**Strategi WO** 1. Add product variations 2. Do product innovation 3. Perform standardization of product quality 4. Creating attractive packaging 5. Add to the promotional activities 6. Increase the use of technological equipment production. 7. Increase the knowledge and skills financial manajement

5. The loan capital from Bank Indonesia.		8. Make use of the loan capital of the bank and the PTP VII for the effort 9. Encourages member centers to provide a parking area.
Threat (T) 1. The number of competitors' chips business in the great centers 2. There is no public transportation that passes through the centers of industrial chips 3. The capacity of the road which is narrow and dense 4. There is no car parking centralized in area centers.	**Strategi ST** 1. Increase the quantity and quality of the product is superior to competitors 2. Maintain prices in order to compete	**Strategi WT** 1. Innovations to improve the variety and quality of the product 2. Proposed public transport links to the Regional Government 3. Proposed road widening to the Regional Government 4. Proposed provision of parking is concentrated in area centers 5. Procurement center sales for the Sentra.

Source : The data is processed, 2016

CONCLUSION

Based on the results of the analysis of the Diagram of the cartesian diving SWOT in figure 2, the chips business in the Industrial Centers of the Chips are in Quadrant I that is Growth Oriented Strategy. Business strategy can be implemented, namely: 1) Strategy Cost Advantages: suppresses the amount of the costs by way of: buying raw material in quantities so that the price can be more low, can also reduce the cost of auxiliary materials. 2) Differentiation Strategy: by increasing the choice of products and improve product quality so that consumers really feel satisfied with the products offered. To overcome the narrowness of the place of sale and the narrowness of the land park can do approach with related parties. To overcome the problem of shortage of venture capital can borrow funds in Bank Indonesia and PTPN VII. 3) Strategy Focus: Entrepreneurs chips can further accentuate the status of the industrial centers of chips as an icon of culinary tourism to be more known to the public both inside and outside the region Lampung.

Based on the results of the analysis of the formulation of the strategy combination matrix the SWOT, the draft strategy prepared based on the sequence of priorities based on the resulting value. 1) SO Strategy with the highest score is 3.08, using the power to take advantage of opportunities with details of: Increasing the quantity and quality of the product, Increase the promotion of activities through cooperation with other parties as well as through on-line, Creating a special logo for the industrial centers of chips as an icon of culinary tourism. 2) the WO Strategy with a value of 2.64, minimize weaknesses to take advantage of opportunities with details:Add product variations, product innovation, Conducting the standardization of quality products, Create attractive packaging, Increase promotional activities, Increase the use of modern technology, Increase knowledge and

skills of financial management, and make use of the loan capital of the bank and the PTP. VII for business development. 3) a Strategy ST with a value of 2,22, utilize the power to avoid the threat, with the details: Increase the quantity and quality of the product is superior from the competitors, and Maintain prices in order to compete. 4) Strategy WT with a value of 1.78, minimize weaknesses and avoid threats with the details: product innovation in order to improve the variety and quality of the product, Proposed public transport links and road widening to the Regional Government, the Proposed provision of parking area, which is centered in the heart center, and Procurement center sales for the Sentra.

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Certificate of Participation

This is to certify that

Sapmaya Wulan

has attended as

Participant

in The First International Conference on Economics, Business, Finance and Governance 2018

"Economy, Business Sustainability, Finance and Good Governance in Disruptive Era"

September 20th 2018,
Bandar Lampung University, Lampung – Indonesia

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