PROCEEDINGS OF
THE INTERNATIONAL JOINT SEMINAR &
COMPANY VISIT TO SONY CORPORATION
Humanizing Collaboration between Indonesia & Japan

Held by

College of Business
Rikkyo University

Master of Management Program
Faculty of Economics And Business
Universitas Padjadjaran

Supported by

ABEST21
(The Alliance on Business Education
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Welcome Speech

Welcome Speech
Rector of Universitas Padjadjaran
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Rikkyo University is our partner university. We are very proud to be part of the internationalization process within MM FEB Unpad with Rikkyo university. Looking forward to having great collaboration with Rikkyo University and ABEST21.

Welcome Speech
Senior Vice President of
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Rikkyo University has introduced "Rikkyo Global 24" globalization strategy as a medium-and long-term plan as a milestone for the university's 150th anniversary in 2024. Rikkyo Global 24 will be the core of the plan. Within the strategy, one of the specific goals for globalization promotion is to expand acceptance of international students. Welcome the delegates of MM FEB Unpad to Rikkyo University.

Welcome Speech
President of ABEST21
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MM FEB Unpad is one of the accredited institutions by ABEST21 and has shown strong interest in increasing international collaborations among members of ABEST21. As one of the members of ABEST21, our institution is really supported the Company Visit Program initiated by MM FEB Unpad to one of Japan Corporations in Tokyo. Goodluck with the program in Tokyo.

Welcome Speech
Dean, Faculty of Economics & Business, Universitas Padjadjaran
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MM FEB Unpad is one of the schools within the Faculty of Economics and Business, Universitas Padjadjaran. Its mission is to increase the international exposure amongst students overseas i.e. Joint seminar held between MM FEB Unpad and Rikkyo University. We hope students and faculty members gain international perspectives from the program.

Welcome Speech
Specially Appointed Professor,
College of Business,
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Japan and Indonesia are two countries that have shown stronger relationship for decadees. These relations generate more collaboration academically. I believe Universitas Padjadjaran and Rikkyo University could perform and deliver mutual program in enhancing the collaboration.

Welcome Speech,
Head, Master of Management Program, Faculty of Economics & Business, Universitas Padjadjaran
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It's very honor for MM FEB Unpad to collaborate with Rikkyo University in organizing the International Joint Seminar. The challenges for graduates from business schools are increased very rapidly. Students need practical knowledge and international exposure to align with their capabilities and competencies. We would like to thank for all support contributed by Rikkyo University, ABEST21, Sony Corporation as well as all parties that can not be mentioned one by one.

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ABSTRACTS

IMPROVING COMMUNICATION EFFECTIVENESS BY IMPLEMENTING THE JAPANESE COMMUNICATION CULTURE OF HORENSO AT TRANSPORT OPERATION UNIT, PT. TELEKOMUNIKASI INDONESIA, TBK

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Abstract

Purpose: Horenso is Hokoku Renraku Sodan or Report, Contact and Consult. Horenso has been widely applied in Japanese companies in Indonesia such as PT. Nissan Motor Indonesia and PT. Sanken Electronics Indonesia. These companies are manufacturing companies. How does the application of Horenso in service companies, such as PT. Telekomunikasi Indonesia ?

Research methods: Work culture is applied with the following stages: awareness, comprehension and implementation. Awareness is the stage when employees aware of Horenso work culture and this stage will take about 1 month. Comprehension is the stage when employees understand the meaning of Horenso and this stage will take about 1 month. Implementation is the stage when Horenso is applied daily so that it becomes a habit and carried together into culture and this stage will take about 6 months. Methods of research conducted at each stage by an interview whether employees feel comfortable with Horenso as work culture and what are the implications on the performance of employees.

Limitations of the study: This research was conducted at Unit TRO consisting of 46 employees. Unit TRO is the unit in charge of managing the transmission system in PT. Telekomunikasi Indonesia to provide technical assistance to workers in the field during a transmission system disorders.

Originality / value: Horenso will be the first Japanese work culture applied at an Indonesian state owned company with ownership by the government by 51% PT. Telekomunikasi Indonesia, specially at Unit TRO.

ANALYZING THE APPLICATION OF KAIZEN IN SMALL AND MEDIUM SCALE ENTERPRISES (SMEs)

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Abstract

Purpose: *Kaizen* is a renowned Japanese management philosophy implemented in many industries all over the world. It is a culture to aim from a small scale continuous improvement to become a great impact. This management philosophy focused on a process and believe an effective process will give a good result. The purpose of this paper is to identify and analyzing how this philosophy can be implemented in a company and also the effect.

Methodology: This paper employ a qualitative methods to understanding application of kaizen. And also, gather information from local shoe company to figure out how it can be implemented.

Expected Findings: The company may use kaizen methods and applying it to many function. Hypothetically, kaizen will affect the company towards its continuous improvement and bring a competitive atmosphere to their business.

Originality/value: The study provides a good example of kaizen and its effect, notonlyfor manufacturing companiesbut alsocompanies thatdeal directlywiththe endcustomer.

CUSTOMER MOTIVATION TOWARDS BUYING DECISION OF JAPANESE AND KOREAN HOME APPLIANCES

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Abstract

Purpose: Technology has growing very fast, including home appliances. All producersare trying their best to compete with other brands, in order for their productsto be able to penetrate the market. International Data Corporation released 50 top electronic brands worldwide, and top brands from Japan, Korea, Europe and other developed countries are still on the toplist. Indonesia, as one of emerging countries, with huge population, is seen by producers as a potential market. Top electronic brands worldwide also keep entering Indonesian market.So far, Japanese and Korean brands are the most famous and dominated brands in the market. They try to win Indonesian market by massive advertisements. Moreover, there are many factors that influence Indonesian people in choosing home appliances such as washing machine, refrigerator and television. Their motivation is affected by perception, whereas it is the massive advertisementsthat create perception and affect consumer buying process. The objective of this paper is to construct customer mapping based on the motivation towards buying decision of Japanese and Korean home appliances. The result of the mapping process is a matrix that indicates the buying motives of Indonesian customers. This matrix can be used as a suggestion for designing product that is suitable for Indonesian markets.

THE EFFECT OF SERVICE QUALITY TOWARDS REPEAT BUYING
(Case Study at Auto2000 Setiabudi, a Subsidiary of PT Astra International)

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Abstract

Purpose: Based on information gathered, it is known that there was an increase and decrease in the number of car sales in Auto2000 Setiabudi Bandung. This fact is quite interesting to be studied. There were indications that customer satisfaction was influenced by the quality of services provided by the salespeoplein Auto2000 Setiabudi Bandung. In Auto2000 Setiabudi,the company found that the quality of service in Auto2000 Setiabudiwas pretty good: good speed handling, comfortable counter space, and friendly salespeople. However, there was a continuous of the criticism and suggestions regarding the improvement of service quality of the sales people and the company. Given the importance of service quality, customer satisfaction and purchase intentions in choosing a car in Bandung, as well as the product, needs to be further studied in depth on how the quality of service and the level of customer satisfaction in a service business are achieved, that will lead to the forming the customer purchase intention in car sales services.

Methodology: This study tested the hypothesis impact of service quality (including physical evidence, responsiveness, reliability, assurance, and empathy) and customer satisfaction on consumer buying interest back using survey methods, and the use of primary and secondary data. Source of data derived from information obtained through the questionnaire respondents and of data statistics are available at the office Auto2000 Setiabudi Bandung. The location of this research is Auto2000 Setiabudi Bandung, Jl Dr Setiabudi 68 Bandung.

Expected Findings: Hypothetically, service quality will affect on consumer buying decision.

Originality/value: The study provides a good example of service quality and customer satisfaction and its effect toward consumer buying decision, particularly for similar corporation that applied service quality in its operation

CORPORATE CULTURE AS THE MAJOR DRIVING FORCE IN A COMPANY
Case Study at PT. Toarco Jaya
(The Collaboration of Indonesia-PT.Utesco with Japan~Suladeco.Ltd)
A Coffee Exportir Company in South Sulawesi

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ABSTRACT

Purpose: This Research is based on the high curiousity of what it is called corporate culture and its application success in coffee exporter company in South Sulawesi especially for PT. Toarco Jaya (collaboration between Indonesia PT.Utesco and Japan Suladeco Ltd). This research questioning about: (1) how far the coffee exporter company understand, introduce, and apply the main basic values of corporate culture (particularly at *Individualism* and *Collectivism*) as a prominent activator to the whole activities of the company managerial, and (2) valuable lesson of what can be achieved from application of corporate culture basic values that are meant. The research objective is putted on comprehension of corporate culture basic values that are introduced and be applied by case company and the assessment of valuable lesson from the application success of corporate culture basic values that are meant.
Methodology: This research use qualitative research method. The data are collected using data aggregation technique. This research is end with data validity test by *credibility test* (increase reliance towards the data) and *reliability test* (return investigation of research procedure track that has been done).
Expected Finding: The result of the study will provide the understanding of **the main basic values** of corporate culture (particularly at *Individualism* and *Collectivism*) as a prominent activator to the whole activities of the company managerial, and (2) **valuable lesson** of what can be achieved from application of corporate culture basic values that are meant.

FACTORS ANALYSIS THAT AFFECTING BUYING DECISION CUSTOMERS OF SONY'S PHONE CELLS

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Abstract

Purpose: Sony is one vendor from japan reached the top 10 in the cell phone in indonesia with sales reaching 7.9 million units of mobile and market share at about 1.9 %. To buy a product, the customer purchases not only physical of products, but the benefits of the products of the process. An explanation that attract writers to conduct a study concerning the factors influencing the consumers buying Sony's cell phone.

Methodology: The data used in data collection it is primary data obtained from questionnaires as technique namely data collection by means of composing a number questions are arranged in such a way as to be distributed to respondents.The scale used is likert scale.The data presented made in table frequency distribution in order to show the factor that most affect the decision buy customers.

Expected Findings: This research will shows factors affecting where most decisions customers buy Sony's phone cell.

Reserach Limitations: This study only determining factor which most affect the decision of customers buy Sony's phone cell without analyzing why this factor could be the most influential factor in the decision of the customers to buy a product.

Practical Implications: By knowing factors affecting the decision of consumers in buying Sony's cell phone and this research can be used to analyze factors that affects the decision of the consumers in a product and for research said about the explanation of why this factor into factors most influential of the decision of the customers in buy a product.

Originality/ Value: There has been no previous study cases that discussed about the factors that influence the decision of customers in buying Sony's phone cell. The case study which had existed before discussing factors that affects the decision of a customer in buy a product.

COMPARISON OF INDONESIA TOURISM
WITH JAPAN TOURISM

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Abstract

Purpose. The aim of the paper is to compare and describe Indonesia tourism with Japan tourism, to find out the excellence value of Indonesia tourism compare with Japan tourism. From the collected data it was found that Japan is more count on the application of its technology to provide tourist attraction such as Tokyo Disney Resort, Fuji Fuji-Q Highland, Universal Studios Japan. Indonesia is also a country which has many magnificent travel destinations not less than Japan. As the largest archipelago in the world With 18,110 islands, 6,000 of them inhabited, Indonesia is a huge country, in both population and land area, with significant cultural and geological diversity. It is important to recognize that there are many wealth of other top tourist attractions in Indonesia to promote.

Methodology. The methodology used in this paper is descriptive method, with this method the writer will describe the phenomenon of Indonesia tourism and Japan tourism and compare it.

Expected Findings. This paper is expected to provide the result of obvious explanation and comparison of Indonesia tourism with Japan tourism to recognize the value of each tourism.

Research Limitation / Implications: This paper is limited in terms of research coverage only in the comparison of Indonesia tourism and Japan tourism with describing the eminence of each country's tourism.

Practical Implications: The study is expected to benefit Indonesia tourism with reviewing the excellence value of tourism in Indonesia to promote it in order to increase the number of tourist visit Indonesia.

COMPARATION OF QUALITY OF SERVICES AND THE PROMOTION MIX PERCEIVED BY INDONESIAN AND JAPANESE TOURIST

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Abstract

Purpose: Quality of services which include tangible, empathy, reliable, responsiveness, and assurance (known as TERRA) as well as the promotion mix is identified as the primary key of the factors that influence the number of tourist visitors, in this case of tourism in the city of Bandung. In line with the government program that targets 10 miilions tourist visits per year to Indonesia, which is derived from domestic and foreign tourists, this paper made to analyze the key factors to generate the number of visits of tourism especially in Bandung.

Methodology: Related variables is Quality Services, including TERRA and Promotion Mix as independent variables and the dependent variable Tourism Visits. Samples were taken from random respondents Bandung's citizen obtained in two ways, interviews as the primary data and questionnaires as secondary data.

Expected Findings: This paper is expected to provide the results of a comprehensive analysis of the key factors that are thought to affect the number of tourist visits in Bandung as the dependent variable, those are Quality Services measured by TERRA and Promotion Mix as independent variables.

Research Limitation and practical implications: This paper is limited in terms of research coverage only in the tourism sector with respondents who were in the city of Bandung. So it is recommended modifications for further research with the object scope of different locations. This paper was made for the benefit of all parties who may be interested in Bandung tourism activity, in this case the government of Bandung, business people and academics who were in the city of Bandung.

CONSUMER PREFERENCES FOR JAPANESE FOOD
IN BANDUNG, INDONESIA

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Abstract

Purpose: Different consumer preferences for Japanese food indicated by the increasing number of attributes of a product that should be evaluated. Product attributes which consists of price, quality, completeness of function, design, and after-sales service. The many variations of Japanese food products can affect consumer preferences in purchasing decisions. Bandung is a culinary city, in this city of many different types of cuisine from all over the Indonesian region. Competition in the culinary field is very tight at the moment. However, amid the competition diversity characteristic of Indonesian cuisine, typical Japanese food now compete. The marketing strategy is needed in order to be superior to competitors. To be precise in targeting the fit between the wishes of consumers and the company offers one way is to do market segmentation. So the purpose of this study was to determine how consumer preferences for Japanese food in Bandung (Indonesia).

Methodology: To determine consumer preferences regarding Japanese food in Bandung reviewed based segmentation which consists of demographic, psychographic, and behavioral. The method used in sampling by using Slovin. Data collection techniques using primary data, by distributing questionnaires and interviews businesses associated with the research.

Expected Finding: Meals Japan became the main alternative at the time the people of Bandung have many choices of food amid the diversity of dishes typical of Indonesia itself. Based on the results of the study are expected for the company to pay attention to the preferences of consumers chill the kind of food that must be owned by a company based segmentation described in the study.

Originality / Value: Consumer preference assessment conducted as a basis to attract customers to the Japanese food and can be a reference for the management of the company in a related field and can also be used for the investors.

FULL PAPER

IMPROVING COMMUNICATION EFFECTIVENESS BY IMPLEMENTING THE JAPANESE COMMUNICATION CULTURE OF HORENSO AT TRANSPORT OPERATION UNIT, PT. TELEKOMUNIKASI INDONESIA, TBK

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Research Background

PT. Telecommunications Indonesia, Tbk, or Telkom is a telecommunication services company serving telephone, mobile phone and internet. Telkom,with its subsidiary Telkomsel,has gained 130 million subscribers. Indonesian government shareholding is 53.2% and 46.8% is public. Telkom shares are traded in Jakarta, New York and London. Telkom shares are also traded in Tokyo as POWL (Public Offering Without Listing).Telkom covers the entire territory of Indonesia. The organizational structure is divided into 7 regions: Sumatra, Jakarta, West Java, Central Java, East Java, Kalimantan, and Eastern Indonesia. This division is created not based on the wide area, but based on the number of customers and complexity of services. Each regionis further divided into several Areas, for example, West Java consists ofBandung, Sukabumi, Tasikmalaya, Cirebon and Karawang areas.

Change in Organizational Policy
A year ago, a functional-based organizational structure of the company was converted into a territorial-based. Transport OperationsUnit orusually called TRO is a working unitthat manages network transmission system (transport). TRO's office is at the Telkom's Headquarter in Bandung. In the previous organization, TRO had subordinate Regions and subordinateAreas. Now, TRO has no subordinate. The task of planning and controlling whichpreviously distributed to Regions and Areas, now is administered by TRO itself.On the other hand, the task on the field is carried by each Regions and Areas.

Change in Budget Policy

The difference between the previous organization and the current organization is the authority to manage the budget of operational expenditure (OPEX). Previously,each ofRegion or Area was given the authority to allocate the budget and do the procurement. Now,the authority is pulled back to TRO in the head quarter's office. The purpose of this budget policy enforced is to save operational costs.

Change in Procurement Policy
The currentprocurement policy gives TRO an authority to process all purchasing material needed, such as measuring tools, fiber optic jointers, fiber optic cables. Then, those materials are distributed to Regions or Areas in need. Centralized procurement policy causes increased workload on TRO. TRO should do on planning the amount of material that must be purchased, must be distributed to Areas in need, and determine when procurement is proceed.

Change in Network Monitoring Policy
All authority is revoked from Regions and Areas in network monitoring. All employees in the Regions and Areas directed to be workforce. Workforce task is to repair if any connectivity of fiber optic cable or connectivity of transmission system isdamaged. If thedamaged cables are finished to joint, TRO should activate the system and then monitor the performance of the system. This policy also led to increase workload of TRO. Damagedcables happen every day since the length of cable lines is extended for thousands miles and there is a potential disruption along the route. Fiber optic cables managed by TROare the backbone routes. If they are broken, thousands of customers in the Region will be disrupted.

Problem in Internal Communications
Besides the increase in workload, TRO also faces the problem of internal communications. When managers in meeting roomtry to decide the allocation of the budget, they always facewith data validityproblem. The managers need the most updated and valid information to determine how much budget that can be used. This information is very importantfor budget planning,so that over budget can be avoided. Moreover, in a meeting held to decide the procurement of materials, the managers also often face other problem of data validity. They find difficulties to determine how many cables should be purchased and where they will be distributed.

TRO also requires data about the quality of fiber optic cable lines, whether the cable attenuation is still above the threshold or not. Or, if cable linesare already damaged because of too many jointing points, whether it needs to be replaced by new cables, all ofthem require valid data about cable's attenuationso that the managers can make a decision.

TRO Information System: Tropedoand the Problems.
Tropedo information system is made to meet the needs of internal communications at TRO. Tropedo is an internal website for TRO and is only used for internal purposes. With Tropedo, it is expected that all data required by the manager such as budget condition, procurement process, the inventory of cables spare, the quality of cable lines, measuring tools and so on, can be accessed quickly, easily and integrated. However, a good information system application,such as Tropedo, is nothing without commitment for always updating the information. The managerseventuallydo not use Tropedo as a trusted information system.Tropedo application which has spent theamount of budget will be in vain if there is no improvement.

Problems inCommunication Effectiveness
The main problem probably is the TRO internal communication effectiveness. It is not difficult to perform input data in Tropedo application and menus. However, due to the lack of communication effectiveness between users and administrator, any small obstacles will be a major barrier. Eventually, problems will accumulate and become more complex.

Literature Review

Horenso is an acronym from Japanese language *Houkoku*, *Renraku* and *Soudan*. The words can be translated into *Report*, *Contact* and *Consult*. *Horenso* invented and was firstly used in manufacturing companies in Japan. The goal is to create work environment in which all information can be delivered quickly and correctly. Every activity progress can be known by many people because of the intense report. Until now, almost all Japanese factories still apply these principles, including in Indonesia. According to Yamaguchi (2008), *Horenso* is a basic for work, and every job requires the ability to communicate. *Horenso* is a two-way communication required under

management, top management and co-workers. Imai (2002) also explains that an organization is a group of several people whereas superiors and subordinates should work in collaboration with each linking departments. Application of basic *Horenso* subordinates the orders and instructions from superiors, while the superiors issue instructions or further instructions based on *Horenso* subordinate situation. *Horenso* will collapse and stop running in accordance with its function if it is not done correctly and deservedly.

Houkoku
Houkoku is report, which reporting the progress of a given activity or task. There are three main points emphasized in *Houkoku*: facts, methods, and goals;what are the facts of an activity, why should do so with a method or technique, how to achieve the goal. Facts emphasizes on 5W + 2H (what, who, when, where, why, how, how much/many) and TPO (time, place, organization). This means by the time we report the progress of an activity or task assigned, we must be ready with all these aspects (5W + 2H), and always report in appropriate TPO. Japanese culture is concerned with progress as well as the result. So if we are given a task, do not forget to always give a progress report. The Japanese feel they have to tell their progress of each activity in details, because they feel included. And it also will maintain a good communication with the subordinates.
Houkouku is divided into 2 types: basic types and application type (Yamaguchi, 2008). *Houkouku* type 1 (basic type) should provide an answer for the following questions: after completing the job, do you report to the supervisor or the person giving the instruction directly? Do you do *houkouku* or report the result summary then report the process? Do you explain the report in a way that is easy to be understood and develop points and make it as short as possible? When the job takes a long time, do you always report the progress on the sidelines of the job? If the work is hampered, then do you report the situation? Although there is no time, do you still convey important matters to be reported?

Houkouku type 2 (application type) should has an answer for the following questions: If there is any change in the report? Do you submit a report in a proper delivery, easy to read, or use images to be easily understood? At the time of reporting, if you do the delivery, is it not minimized or exaggerated? Do you distinguish between statements based on reality or a report based on estimation?

Renraku

Renraku is contact with cross-departmental co-workers about the work. A cross-department process, even with the department that people think has nothing to do with their activities. However, it is always to be expected from Japanese superiors. The progress of the work should be communicated to other departments. Who knows there could be any additional ideas in order to get a better result? So, do not be surprised if the job of accounting department is also asked to be informed to the production department. Therefore, if there is a fatal error in a factory, it would be the fault of all elements presented in the plan. Do not be surprised if suddenly the personnel who does not involve in the work also gets trouble. That is the function of *Renraku*, where we are often asked to make contact with other peers.

Based on the explanation by Yamaguchi (2008), *Renraku* (contact) is the activity of conveying facts and simple information about issues related to the work to related parties and that involves other person or party. *Renraku* with internal person should have an answer for the following questions: Do you use scraps when delivering something to people who are not in place or to avoid mistakes? Are you going to immediately contact and inform something about the job or problem without delay?

Renraku with outsiders should have an answer for the following questions: Do you store all forms of communication as evidence (mail, fax, file scanned etc.)? Are you going to follow up the issue after communicating, for example immediately ascertain again via mail, fax? And so on.

Soudan

Soudan is consultation between staffs and their boss, especially when they have problems in their work. Whatever the fault is, even though only a new potentially wrong, they ask for consultation frequently. Often, Japanese factory pay attention to every detail. All the little things they want to know must be reported. The bosses who are supposed to occupy the top position usually think of other things in wider scope, but why do they still ask about the small things? However, that is their way to "educate" their subordinates. They want to know everything their staffs do. Sometimes, a boss asks their staff to write the Japanese work plan every hour. It looks like the time

should be used to work and produce something, although it is exhausted to think of the work plan.

There are important things to do in *Soudan* (consultation), whereas before employees meet their boss, they are asked whether they already have an idea of what would be done. Consultation in the Soudan discusses more about the basic idea of what "will be improved" later by the supervisor before it is being implemented. Employees are asked to never instantly expect that supervisor will provide a solution to the troubles, because it is not their culture. Employees in Japanese plan often complain that their boss does not have any idea, and everyone who asks him for the answer is always thrown back with the same question. Perhaps by understanding the principles of Soudan, employees will have better understanding of what to do. At the end of each consultation, employees are asked to reconfirm their ideas and their boss ideas, and to summarize what they should do next.

As described by Yamaguchi (2008), that in doing *Soudan* (consultation), it is important to note the point and the right timing, for example determine the right time to consult, consultbefore problems get tangled up, and able to distinguish between the consultations of workand personal. There are also some preparations should be made before the consultation, for example prepare our own opinion, and complete the data related to the content of what to be consulted. As for the benefits after consultation, we will have the ability to avoid mistakes and work optimally. Do you still have consultation while you still in progress at work?

The obstacle in implementing Horenso
 That principle of *Horenso* runs in Japanese factories and the implementation often does not run smoothly because of cultural differences. Here are the causes why *Horenso*cannot go smoothly: differences in understanding, imperfect timing, and attitudes of not likingto be scolded and disturbed. It all comes back to us. To pursue a successful career in Japanese company, we have to understand their culture. There is a psychological theory that says that what is hidden inside a person's ability could be unfold with good communications. It also makes the Japanese people think that no one is stupid. Konosuke Matsushita argues that men are like diamonds, the more honed the more valuable.

Research methods

As a work culture, *Horenso* could be implemented with the following stages: awareness, comprehension and implementation. Awareness is the stage when employees are aware of *Horenso* as new work culture. This stage will take about a month. Next, comprehension is the stage when employees understand the meaning of *Horenso* and understand why we choose *Horenso*. This stage will also take about a month. Then, implementation is the stage when *Horenso* is applied daily so that it becomes a habit. Individual's habit which is carried together will be a culture. This stage will take about 6 months. Methods of research for each stage are conducted using questionnaire and interview, based on the explanation by Yamaguchi (2008) (*Houkouku*: type 1 and type 2, *Renraku*: for insiders and outsiders, Soudan: point of information, before and after consultation).

This study will use the descriptive method of analysis, namely to describe, define and explain the facts based on research results. Further analysis will be done based on these findings. For questionnaire method, a data collection is done by giving a set of written questions to be answered (Sugiyono, 2004). For interview method, a data collection is done if researchers want to conduct a preliminary study to find a problem that must be investigated and also if researchers want to get more comprehensive information from the respondents (Sugiyono, 2004). This research also employs quantitative method based on the results of the questionnaire and qualitative methods based on interviews. In addition, this research is supported by the literature review, a series of activities related to the method of data collection library, reading, recording and processing of materials research (Zed, 2008). The literature data are also used by the authors, gathering the data on work culture of *Horenso* from books, journals and articles on the internet. Books and journals used to support this research are taken from library, and some supporting data are taken from internet sites, especially the official website of Japan as a major supporting data.

Research Purpose, Limitation and Originality
This research aims to find out whether Japanese communication culture *Horenso* can be a solution for TRO to improve communication effectiveness or not. This research will be conducted on 46

employees at TRO office in Bandung, consisting one person as Senior Manager, seven people as Managers and 38 staffs. *Horenso* will be the first Japanese culture management applied at an Indonesian state owned company, PT. Telekomunikasi Indonesia, Tbk,especially at Transport OperationUnit.

ANALYZING THE APPLICATION OF KAIZEN IN SMALL AND MEDIUM SCALE ENTERPRISES (SMEs)

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Background

In this globalization era, businesses currently need to respond changing of consumer needs and wants. To compete in this environment, business organizations must require the ways to remain competitive and responsive towards consumer demands. The effects of global competition force the companies to do better and challenge the competitors all around the world. In order to remain competitive, they have to retain their market share, satisfy both internal and external customers, and also make a continuous improvement (Kaizen) of their system processes.

As the customers demand high quality, better products/services, and low reasonably price, company needs to add a continuous improvement activity. Their activity can determine how the company can increase their performance to enhance profitability and meet customer needs and wants.

It is important to know that, Indonesian small and medium scale enterprises are facing a lot of challenges. These challenges can drive the business to growth or collapse. Many small and medium scale enterprises ignore the importance of small improvement that can affect their performance. After economic crisishitIndonesia, economic conditions in the country gradually began to recover and improve. Indonesia's economic growth can be achieved because of some efforts made by the government or society. Small and Medium Enterprises (SMEs) is one of them that are restoring Indonesianeconomy.

Previously, SMEs have been under estimated in Indonesian economy, regardless the experts'statement, that the number of entrepreneurs will greatly affect the economy of a country. According to the Deputy

of Restructuring and Enterprise Development Ministry of Cooperatives and SMEs, Chairul Djamhari, the number of entrepreneurs in Indonesia is only about 1.26 percent in 2013. Although the percentage of entrepreneurs in Indonesia as mentioned above cannot be said to be adequate, but the growth of entrepreneurs has increased year by year, and about 99% comes from SMEs.

From various sectors of the growing SMEs, foot wear sector is one of the sectors that contribute to the economy. The latest data shows the number of businesses footwear is about 577 craftsmen, and this sector absorbs approximately 3,008 workers. Investments embedded in the centers are estimated to reach USD19 billion with production capacity of3,114,022 pairs (Department of Trade and Industry Cooperative Bandung).

As the SMEs are growing so rapidly, they need to give attention to their activity to support and develop their performance. In this study, efforts are made to examine how some of the advantages of Kaizen could be adopted to control the operations of Small and Medium Enterprises, so as to enhance the survival of this level of business. The following research questions are designed to guide the study: How Kaizen can affect the performance of the SMEs? What activities of continuous improvement have been implemented at the time being? The purpose of this study are: To determine the effects of the Kaizen to company performance; and To analyze the activities containing continuous improvement in SMEs.

Literature Review.

The way of thinking named Kaizen as well as "Japanese style of quality management" have become an object of interest of European and American industrialist, when Japanese economy achieved success in 80s. Today, Japanese organizations are seen as a kind of ideal and their way to success are perceived as myths. However, this system is far from ideality, it requires hard work in return for relatively low salaries and it doesn't guarantee the proper social conditions to the majority of employees. It also needs small-group activities – informal, voluntary, intercompany groups based on Kaizen-minded and self-disciplined employees.

Two functions related to the executable work distinguished in Japan are the maintenance of the existing condition, relying on the operations related to the conformity with current standard of technology and management[1], and the improvement of the existing Kaizen-condition, being the function of playing the main role while the procedures and instructions are strictly implemented[2]. Application process of Kaizen method basically consists of definition of the improvement area, analysis and selection of the key problem, identification of the cause of improvement, planning the remedial center measures, implementation of the improving project, measuring, analyzing and comparing of the results, standardization.

Process of Kaizen idea application is closed in PDCA cycle, where plan (P) refers to establishing the aim for improvement, do (D) is connected with implementing the plan, check (C) defines the determinationof whether the implementation has brought the planned improvement, act (A) characterizes the standardizing as the preventive recurrence of the original problem or setting goals for the new improvement.

Implementation of the particular improving projects in the range of Kaizen consists of three periods. First period relies on realizing by each employee the capability of the occurrence in the processes of different problems and swindling the habit of searching them. The most popular and the simplest method of problem identification is observing small incompatibilities in the results of work, and then finding sources of incompatibilities. Objects of the improvement can be also actions and operations, which are not the source of visible incompatibilities. Second phase includes the conceptualization of the idea -the presentation of other, alternative solutions of taking advantage of inapplicable methods or procedures, and then implementation of the new idea. Each employee, who improves course of his own work by accustoming new concept, has to observe their efficiency, and if it is required, take the necessary correcting operations. Indicators for each employee on the way to Kaizen implementation are: giving up the conventionally established ideas, discontinuing tactic of excuses, critical interpretation of schemes and practices, revising, how to make it, no – why it hasn't been done, correcting immediately the committed mistakes, taking advantage of

wisdom, not – mindless spending the money, continuously searching the answer to the "why" question.

The last period of Kaizen implementation is application of the system of submitting motions concerning the improvement of ideas. Form and procedure of submitting should be clearly defined. Assessment groups can be created on various levels of organizations. Each enterprise should be also obliged to elaborate a clear and fair system of estimating the submitted motions. The results of the submitted motions assessment are the basic criterion of employees' work estimation. Results are declared or published in order to enable the whole staff the full insight. Such an approach promotes creation for positive relation between employee and work, high culture and continuous improvement of the achieved results.

The basis of kaizen is constituted by 5S concept, defined by Japanese specialists as a set of good customs and manners, deriving from the traditional manner of behavior in houses and schools. Determination of "5S" is derived from the Japanese *seiri*-(selection); proper (suitable) preparation of a workplace, manner and instrument of work; with the elimination of everything useless [1], *seito*-order (systemic); tidiness in a workplace and preparation of every required tools in the manner enabling simple and quickly utilization[2], *seiso*-clearness (cleaning); order in a workplace allowing on increase of safety of workplace, control of equipment and responsibility for the means of production, philosophy as a manner of continuous improvement of processes and products [3].*seiketsu*-consolidation (standardization); reminding employees about their duties in the aspect of care of used tools and equipment and about keeping the workplace in order [4], *shitsuke*-discipline (self-discipline); adaptation of employees to the principles accepted by the organization, independent elimination of bad custom, training [5].

Proper implementation of 5S principles allows for the application of Kaizen concept – continuous improving performed by all the employees involved in the process of change, including the whole organization. That is why kaizen is unequal to the classic western manner of improvement in the fundamental respect – it creates the process by taking advantage of human factor. Classic western approach is mainly based on the innovative operations characterized by necessity of executing considerable investment in the newest

instruments and technologies and involving the specialist. Such operations lead to considerable and variable changes. Unfortunately, most often, these changes most often are not the subject of standardization. In spite of so many differences, the proper combination between Kaizen method and operations of the innovative character gives the biggest effects and benefits. Innovations allow the following of the newest trends and modern technology, Kaizen guarantees the continuous competences and essential standardization.

There are no strictly defined principles and instruments, which must be used by managements and employees, in order to achieve benefits and control the processes of continuous improvement. However, several definitions and techniques are related to Kaizen. These are:

1. Technique 5 Why – basic for Kaizen and at the same time the simultaneousand simplest organizing technique, captivated in motto "when you find a problem, ask why five times"; it asks so many times as you will find the core reason of problem.
2. Practice 5s – system of practice in ordering the workplace and increasing involvement of employee in the improvement process.
3. 7 kind of productive loss (*Muda*) – everything, which does not bring added value; according to the basic classification of the productive loss, one can differentiate losses resulting from: excessive inventories, over-production, waiting for next operation (raw materials, employee), transport, inappropriate way of processing, unnecessary non-ergonomic motion, internal and external incompatibilities.
4. 7 instruments of the quality control – practical methods of registration and analyses of data; the most popular are: check list, Pareto diagram, reasons and results diagram (also called Ishikawa diagram), histogram, scheme, punctual diagram, check card most often with x-R diagram.
5. *Andon* – signal used to show the place in the process requiring additional attention; signal is given by the employee if any defect has been noticed.
6. *Chaku-chaku* (load-load line) – organization of the productive nest in such a manner, in order for operator to deal only with setting-up parts to machines; throwing out processed part is realized automatically (*hanedashi*).

7. *Gemba*, *Gembutsu*, *Genjitsu* – basics for kaizen principle of objectivism; solving the problems, everyone should concentrate on the workplace, where the problem appears in which (*gemba*), on the real object (*gembutsu*) and on the facts (*genjitsu*); these three notions are called *sangenshugi*– "three reality".
8. *Jidoka* (automation) – control process held, one of the basic solution improving assurance of the quality production; defects of the processed part are automatically found by the machine, which immediately stops its working mode.
9. *Kaikaku* – radical improvement or reform; the most often in area of business processes.
10. *Nagara* – balancing of work concerning only one operator, not a group; the most popular solution is parallel execution of incoherent tasks by one operator; *nagara* has the similar meaning to the word "meanwhile".
11. PDCA cycle – cycle of continuous improvement; plan - do - check - act.
12. *Poka-Yoke* (error proof) – system of means that eliminates defects resulting from inaccuracy; *poka-yoke* solutions find application in stable processes and enable to drop the frequency of defects for six sigma level, *Sensei* – guardian, instructor, mentor often comes from outside of the organization, in assisting employee to practice Kaizen.
13. *Shoujinka* – productive line with elastic ration of labor force; solution applicable in situations, when the priority is full of the utilization of infrastructure.

Research methodology

This paper employs a qualitative method to understand the application of Kaizen. Also, it gathers information from local shoe company to figure out how Kaizen can be implemented. The object of this paper is Amble Footware, a local brand from Indonesia. AmbleFootwearis one of theshoe companies inBandungclassified as SMEs. Amble Foot wear manufactures shoes made of leather that are intended for young men and women of middle-level economy. The competition of shoe industry is getting tougher marked with the arrival of new competitors similar to Amble Footwear. The owner of the company stated that the foot wear industry is competitive, especially in shoes with leather as base material. Currently, Amble Foot wear has beenmarketing its products to various regions in

Indonesia, using onlinestores and offline stores as the media. For onlinestores, Amble Foot wear markets their products using their official website www.amblefootwear.com and social media networks, such as Facebook, Twitter, and Instagram. For offlinestores, AmbleFoot wear collaborates with distribution agents. Distribution agent sowned by Amble Foot wear are located in Trunojoyo Street of Bandung, namely Society & Mischief and Widely Project, and also in Jakarta, located in The Goods Dept.Various activities undertaken by Amble Footwear to support its operations would involve a number of important elements. However, from these activities, Amble manager stated that there are some problems in the implementation.

Expected Findings

The company may use Kaizen methods and apply it to many functions. Hypothetically, Kaizen will affect the company towards its continuous improvement and bring a competitive atmosphere to their business.

CUSTOMER MOTIVATION TOWARDS BUYING DECISION OF JAPANESE AND KOREAN HOME APPLIANCES

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Research Background

Japanese and Korean brands are leading in home appliances market in Indonesia. Top brands from Japan like Sharp, Toshiba, Sony, Sanyo, Panasonic and Hitachi have been sprouting since late 1990 and are perceived by customer as best quality guarantee.In 2000, Korean brands, Samsung and LG started to enter the Indonesian market, and since2008, the product of Korea has begun to dominate the domestic electronics market, especially the type of LCD TV.

Discussion

For the last 3 years, Korean brands have been gaining bigger market share and becomes the part of top brands in Indonesia. As one of the leading research consultants in Indonesia, Frontier Consulting Group conducted a yearly top brand award based on theTop Brand Index. Top Brand Index is formulated based on 3 variables: mind share, market share and commitment share. The first variable, mind share, indicates the brand strength inside of the minds of the consumers of the respective product category. Market share shows the brand strength in a certain market in terms of consumers' actual buying behavior. The third variable, commitment share, indicates the brand strength in encouraging consumers to buy that brand in the future. Top Brand Survey took place in 8 major cities in Indonesia, namely: Jakarta, Bandung, Semarang, Surabaya, Medan, Makassar, Pekanbaru and Balikpapan. This survey involved 5200 respondents in total, consisting of 3250 random samples, 1100 random retail samples, and 800 booster samples.

To determine the value of the three variables, Frontier used 3 parameters: top of mind awareness (the first brand mentioned by respondents when they hear the product category), last used (the last brand used/consumed by respondents in 1 re-purchase cycle), and

future intention (the brand that the respondents intend to use/consume in the future).

Below is the average Top Brand Index based on the origin countriesof Japan and Korea.

Average Top Brand Index based on origin country	2012			2013			2014		
	Refrigerator	Television	Washing Machine	Refrigerator	Television	Washing Machine	Refrigerator	Television	Washing Machine
Japan	18.03%	10.27%	10.57%	17.17%	11.77%	10.73%	14.77%	10.23%	10.67%
Korea	11.95%	14.85%	14.65%	13.25%	13.65%	14.80%	14.10%	15.25%	16.30%

From the above data, it can be seen that the average index for refrigerator during the last 3 years is that top brand from Japan outperformed the top brand from Korea.Nevertheless, an average index for Japanese products decreased; in 2012, the average index of product ofJapan refrigerator was 18:11 % and became 14.77 % in 2014, on the other hand, there was an increase in refrigerator of Korean top brand, whereas in 2012, the average was 11.95 % and turned into 14.10 % in 2014.

Based on those data, we can see that home appliances product from Japan and Korea are competing one another. And for some products, top brand index for Korea are increasing and try to beat the Japanese brands.

To win the market share, producers have to understand customer motives towards buying decision in Indonesia. Sheth (1975) distinguishes five utility needs that can be seen as the basic needs fulfilled by products. In the generic choice process, consumers compare the class of products based on their ability to satisfy the basic needs. We may also perceive these utility needs as the basic dimensions of motivation.

The five motivational dimensions of Sheth (1975) are: (1) functional motives, (2) aesthetic-emotional motives, (3) social motives, (4) situational motives, and (5) curiosity motives. 1. Functional motives are related to technical functions performed by the product. The

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combination of product attributes forms the total functional utility of a product. 2. Aesthetic-emotional motives are the style, design, luxury, and comfort of a product (class). These motives are not only important for the specific (brand) choice but also for the generic (product) choice. The product class is evaluated in terms of the fundamental values of the consumer in the emotive areas of fear, social concern, respect for quality of life, appreciation of fine arts, religion, and other emotional feelings. Thus, it may be contended that individuals tend to select product classes that match with their life styles and enable them to express their fundamental values. 3. Social motives are related to the impactsmade by consumption that are relevant to others. Status, prestige, and esteem may be derived from the possession and usage of products and their conspicuous features. Some products are selected for their conspicuousness only ("conversation pieces"), sometimes in combination with aesthetic motives. 4. Situational motivesare not motives in the sense of long-term desires to reach a certain goal. The selection of a product may be triggered by situational determinants such as availability, price discount, and/or accessibility. These situational factors are usually applied for a specific brand or type. The brand choice is usually made in these cases without a careful evaluation of the product class(es). 5. Curiosity motives are motives that are supposed to prompt trials of new and/or innovative products. The consumer may try a new product; however, his repeat-purchase may be independent of such trials.

The basic psychological processes play an important role in the actual buying decisions of consumers. They usually pass through five stages: problem recognition, information search, evaluation of alternatives, purchase decision and post-purchase behavior (Kotler, 2012,p 188). Consumers do not always pass through all of these five stages, they may skip information search and evaluation processes, and go directly to purchase decision.

When consumers come to a store without any reference, they tend to buy a product with cheaper price or get more benefit from sales promotions. Cheaper price and perceived perception from massive advertisement direct the consumers to purchase decision.

A number of Japanese electronic products in Indonesia are still unable to compete with South Korean brands, especially electronic products such as television LCD type and mobile phone.

The expansion of electronic products of Korea to Indonesia increased in 2005. Yet, before that, in 2000, the direction of the expansion had begun but Japanese products still dominated the market. Since 2008, Korean product started to rise and dominate the market.

In order to understand more about customer motivation, I define several categories that customers used to buy a product, namely design, technology, price, quality and brand image.

Washing Machine
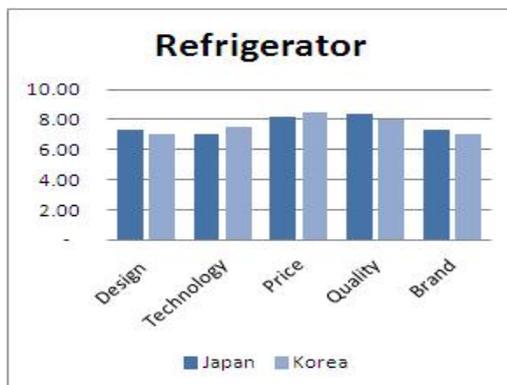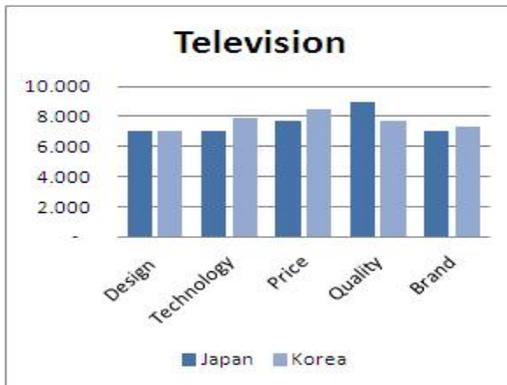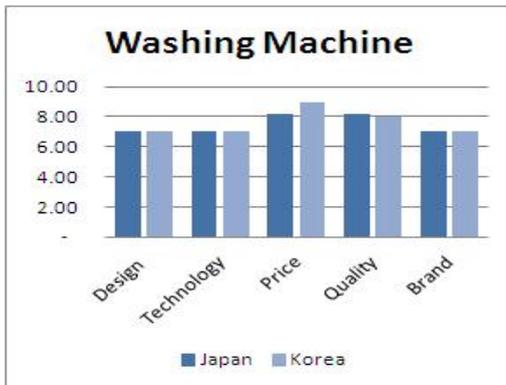
The figures above show some of the results on buying decision of Japanese or Korean products. Among 3 categories of home appliances, the quality of Japanese products is always superior compare to Korean products, related to the price and product technology. Refrigerator still dominates Japanese products. There are compelling reasons why products such as refrigerators and washing machines made in Japan still dominate the Indonesian electronics market. The market segment for the refrigerators is still dominated by the single door refrigerators. There are a lot of refrigerators made in Korea, such as Samsung and LG,that are two-door.

Based on the pictures above, we can conclude that Indonesian consumers are more interested in buying products with the best technology and with lower prices.

References

References will be provided upon request.

THE EFFECT OF SERVICE QUALITY TOWARDS REPEAT BUYING
(Case Study at Auto2000 Setiabudi, a Subsidiary of PT Astra
International)

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Literature review

Definition Of Service Quality

The definition of service quality is about the addressing the needs and desires of customers and accuracy of delivery to match with customer expectations. According to Wyekof in FandyTjiptono (2000: 59), service quality is the expected level of excellence and control over the level of excellence to meet customer desires. If the service is received as expected, then the perceived service quality is considered as good and satisfactory, if the service received exceeds the expectations of customers, the perceived service quality is as considered as the ideal quality. Conversely, if the service received is lower than expected customer, the perceived quality is considered as bad.

Thus, the quality of service depends on the ability of the owner of the service business to meet customer expectations consistently and dynamically by following the needs of customers.

Dimensions Of Service Quality

There are five dimensions of service quality, known as SERVQUAL (Parasuraman, et.all, inLupioyadi, 2001: 148), as follows: (1) Physical Evidence (Tangible), (2) Reliability, (3) Responsiveness, (4) Insurance, (5) Empathy

Model For Measuring The Quality Of Service
One of the models used to measure qualityservice is a model developed by Parasuraman, Zeithaml and Berry(1985), known as the model PZB. All three researchers have identified their five gaps that cause a failure in the service delivery.

Buying Motives

Fishbein and Ajzen (1975) describes the relationship between attitudes, interests and behavior, known as behavioral intention models (Fishbein'sBehavioral Intention Model) or known as the theory of Reasoned Action (in James F, 1995: 24). This theory explains that a person's behavior is highly dependent on interest, while the interest of a person behaviordepends strongly on the attitude and subjective norms of behavior. Conviction for consequencesgreatly influences the attitudes and behavior of a subjective norm. Attitudes of individuals are formed by a combination of beliefs and evaluations of customer confidence.

Fisbein and Ajzen (1975) state that conviction presents information about an object. Based on the information, attitudes or behavior of an object is a beneficial or harmful. The number of information received by a person is called knowledge, whether a person may be affected or not greatly depends on the strength of the person's personalityin the face of others.

The following are the stages of the customer decision process, there are five stages (BasuSwastha, 2003: 20), namely:
(1) Analysis or recognition of needs and desires, (2) search and assessment information sources, (3) assessment and selection of the alternative purchases, (4) buying decision, (5) behavior after purchase

Framework
Customers to buy a management goal to achieve success in marketing the product and it will be achieved if the company managed to give satisfaction to customers or able to produce good quality.

The definition of service quality is centered on addressing the needs and desires of customers and accuracy of delivery to meet the customer expectations. If the services are received as expected, then the perceived service quality is good and satisfactory, if the received service exceeds the expectations of customers, the service quality is perceived as as an ideal quality. Conversely, if the service received is lower than expected, the perceived quality is bad.

Research Methodology

Type Of Research

The hypothesis being tested in this research is of the impact of service quality (including physical evidence, efficiency, reliability, assurance, and empathy) and customer satisfaction on customers'interest on buying back using survey methods, and the use of primary and secondary data. Source of data is derived from information obtained by questionnaires and statistics dataavailable at the office of Auto2000 Setiabudi Bandung. This research is conducted in Auto2000 Setiabudi Bandung, JlDrSetiabudi 68 Bandung.

Population And Sample

The population in this study is all customers who come and use the services of Auto2000 Setiabudi,month and time to be determined later. Sample taken by incidental sampling technique is the determination of the sample carried out based on incidental events such as time of arrival (Singarimbun, 2005). The sample in this study is mostlycustomers of Auto2000 Setiabudi. The criteria used are faithfulcustomer or customer of Auto2000 Setiabudi, because they are more familiar with Auto2000 Setiabudithan other customers who are not loyal customers. The number of samples taken is 100 samples of total customers, namely a hundred customers who come and use the services of Auto2000 Setiabudi Bandung. It is based on the opinion of Fraenkel and Wallen who suggest the minimum sample size for descriptive study of 100 people (SoehardiSigit, 2001: 91).

Types Of Data Collection
Primary data is the data obtained from the first source of either individual or group, such as the interviews or the results of the questionnaires (Omar Hussain, 2003: 130). Primary data in this study is obtained from a survey conducted by researchers based on questionnaires distributed containing a list of statements.
Secondary data is primary data that has been processed further and presented either by the primary data collectors or others (Husain Umar, 2000: 130). Secondary data were obtained from Auto2000 Setiabudi Bandung. A good research can be done if the data collected are objective and realistic data. This study used two types of data are primary data and secondary data. Primary data is the data taken directly from the source, while secondary data is the data that is not

taken directly from the source. On the other hand, the source of data is obtained from questionnaires distributed and existing administrative data. In this study,the data collection methods used are: questionnaire, observation and Interview.

Methods of data analysis used in this study are the qualitative and quantitative analyses. The analysis of the results obtained from the questionnaire includes the characteristics and types of data, then grouping and summarizingthe data in the table. Quantitative analysis is the analysis used by processing data in the form of numbers, and then the data is analyzed statistically.

This study performs multiple regression analysis of F test and t test usingSPSS. F test is used to test whether jointlythe independent variables can explain the dependent variables. On the other hand, the t testis used to test the independent variables thatsignificantlyaffect the dependent variables individually. Validity test of the data should measure the extent to whichthe accuracy and appropriateness of the questions in the questionnaire are required. The tests conducted are validity test and reliability test.

References

References will be provided upon request.

CORPORATE CULTURE AS THE MAJOR DRIVING FORCE IN A COMPANY

Case Study at PT. Toarco Jaya
(The Collaboration of Indonesia-PT.Utesco with Japan~Suladeco.Ltd)
A Coffee Exportir Company in South Sulawesi

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Background

Corporate Culture is a very important aspect in every company because every company has its own culture which is different from others. The corporate culture is formed by the founder or co-founder of the company since the company was first established and will continue to run as along as the company operates, although along the way, the company might experience changes according to the development of the company. A company that has a strong corporate culture will be able to survive in a long time. The company will run well when it continuously disseminates the organization's culture to its employees. On the other hand, misconceptions often occur, caused by the company that only focuses and stops at the stage of socialization. Yet, there is one more step that is more important, namely the internalization stage. At this stage, the company culture needs to be maintained and managed. Then, it can not be denied that a corporate culture requires its own art and company management technique.

In general, multi-national corporation (MNC), particularly the ones that are originated from Europe, is the most democratic company, because, as it is known that industrial revolution begun in French revolution, thus European MNC has some work culture for employees with the division of tasks and responsibilities that have been organized, structured clearly about the rights and the obligations, and also more individualized. Thus, employees with outstanding performance are still in the corridors of duties and responsibilities. The chief executive poses positive attitudes towards the performance of employees with high achievements, and chief executive does not

feel threatened and or defeated by director or employees with positive performance.

Although multi-national corporations (MNCs) have a well-ordered organization, but if there is a branch placed in Eastern, in Japan for example, the culture of the employee of Japanese MNC will bring Japanese work culture into the company collectively. Therefore, any positive performance will automatically be considered as a collection of positive performance. So, it is so rare for a director to submit any for positive performance, but he would prioritize that there is no best performance, what existing is only the best either collective performance or organization.performance.

Multi-national corporation (MNC) originated from China will bring the work culture which is more preferable to the Chinese to work in the company. Employees have the work culture along with the division of tasks and responsibilities that have been orderly arranged.

Unlike the corporate culture in Indonesia, management still involves the owner of the company. Therefore, all positions of employees, ranging from lower staff management, middle management, top management, to chief executive, are always in the shadow of the owner of the company and their descendants. Although subordinates have prominent performance, it will create a major threat to the superior, because the he will feel that his credibility will be threatened in front of the owner of the company. Sense of threat felt by the superior will get worse if the division of tasks and responsibilities, as well as the organizational structure is not orderly arranged. Based on the above description, the authors of this study will only focus to give attention on the basic values: individualism that mostly applied to companies in Western Europe and collectivism which is mostly applied to companies in Eastern Europe and Southeast Asia. Both are seemed as the core (baseline value) of Corporate Culture.

This research will focus on a number of cases in PT. Toarco Jaya, a coffee exporter, which is nowadays successful in practicing Corporate Culture in South Sulawesi. In particular, the problem in this study can be formulated as follows: (1) How far does the coffee exporter company in South Sulawesi understand and introduce the basic values as the main part of Corporate Culture? (2) How does the

coffee exporter company in South Sulawesi apply the basic values as the major driving force of the company's overall managerial activities? (3) What valuable lessons can be obtained from the application of the Corporate Culture basic values?

Based on the description of the research problems mentioned above, the objectives of this research are: (1) To understand the basic values of Corporate Culture that has been introduced by the coffee company in South Sulawesi. (2) To analyze the application of the Corporate Culture basic values on the overall managerial activities of the coffee exporter company in South Sulawesi. (3) To review the valuable lesson from the implementation of the Corporate Culture basic values in the coffee exporter company.

By the achievement of the above research objectives, the results of this study are expected to be at least useful: (1) As a reference for exporting companies in succeeding thir business, in the future. (2) As an alternative reference of the teaching in Entrepreneurship, Business Ethics, Agribusiness Management, and Introduction to Sustainability courses in University study. (3) As the basic material for further study about Corporate Culture.

Literature Review
Corporate Culture
Culture, as expressed by Hofstede (1986), is the interaction of various traits or habits which affect some groups of people in their environment. Hofstede stressed that there are five (5) dimensions of organizational cultures within the company. The first two dimensions will be the focus in this study, (as suggested in advance) as follows:

a) Individualism, the tendency of losing the knitted social framework in a society where individuals are encouraged to keep only themselves and their immediate family.

b) Collectivism, the tendency of a tight knitted social framework in which individuals can expect other relatives, tribe, or groups to protect them in return for absolute loyalty.

c) The distance power, a measure in which the members of a society accept that power in institutions or organizations is not distributed equally.

d) Avoidance of uncertainty, the degree of which community members feel uncomfortable with an uncertainty and an ambiguity.

e)   Masculinity, the tendency in society for achievement, heroism, assertiveness, and material success. The opponents, femininity means the tendency of the relationship, simplicity, attention to the weak, and quality of life.

The Functions and Benefits of Corporate Culture
The survival of a company/organization is highly dependent on the culture held. According to Susanto (in Arijanto, 2011), corporate culture can be used for a company to remain competitive in addressing the challenges and changes. Corporate culture can also work as a binder in the process chain of the same either perception or outlook of members on a problem, therefore it would be a strength in achieving the organizational goals.

The function of corporate culture is as the social glue to unite members in achieving the goals of the organization such as rules or values that should be said and done by the employees. Corporate culture can also function as a control over the behavior of employees (Moeljono, 2003).

The Characteristics of Corporate Culture
According to Robbins (2001), there are seven primary characteristics of organizational culture, namely: Innovation and risk-taking, Attention on detail, Results Orientation, People orientation, Team Orientation, Aggressiveness and Stability.

The Corporate Culture and Performance
Kotter and Hesket (2006), in their study entitled *The Corporate Culture and Performance* aims to find relationship between corporate culture and long-term economic performance and whether the relationship can be exploited to improve the performance of the company. Moeljono (2003) states that the performance of employees in a company would improve along the internalization of the corporate culture. Employees who already understand the whole culture values of the company will make those values as the personality in a company. The perception supporting would affect the performance of the employee.

Determining Factors in Corporate Culture Creation
In this study, it is necessary for us to pay attention and to understand about the organizational climate, leadership style and performance, which will be expressed briefly as follows.

Organizational climate is one of the determining factors that describe the atmosphere of the working relationship between individuals or groups in the organization that affect motivation, achievement, and job satisfaction.

Research Framework
This study will first seek to understand whether the vision and mission of firms are characterized by individualism, collectivism, or a fusion between the two (complementary and interconnection). The findings about the basic values of corporate culture characterizing corporate's vision and mission will further be explored of how they are implemented internally into any of organization behavior (managerial), both structurally (vertically), in the context of labor relations and responsibilities personality of each of the company, and horizontally in the context of the work environment where both of them are considered in stimulating the outstanding work towards achieving the company's success.

Research Approach
This study uses the existential phenomenological approach (Read: Husserl, in Zubaedi, 2007: 121-134), or rather "reverse proof" that starts with a factual - empirical understanding of organizational company behavior phenomena, either vertically (structural: boss - subordinates) as well as horizontal or dynamics work between interdepartment in company. It is followed by a deep understanding (verstehen, Weber in Ritzer and Goodman, 2004 and Kaelan, 2005) or the so-called "object intentionality" (Berger, 1967), especially towards what is in the "back" of corporate organization behavior, with the assumption that social facts occured behind the the company organizational behavior are a piece of an "ideology - faith", as stated in the Vision and Mission statements.

Location and Time Research
This study will be carried out in one of the most advanced and famous coffee exporter in the Province of South Sulawesi, Indonesia. The selection of location and choice of the case study were conducted by purposive sampling, namely the election was deliberately done with the consideration that South Sulawesi is one of the coffee production centers in the five famous Indonesian coffee productions in the world.

Research Instruments

Based on the above-mentioned study approach, this study completely uses qualitative research method, thus the research instrument is the researchers themselves (human instrument). As a human instrument, the researcher (researchers) should be able to: (1) conduct a self-evaluation towards: methodological understanding, mastery of the theory and insight of the subject area concerned, and towards its readiness to enter the object (both academic and logistics), and (2) function: to fix the focus of research, to select informants as a source of data, to collect the data, to assess the quality of the data, to analyze the data, interpret the data, and to make conclusions on findings.

The Types and Sources of Data

Generally, in this research, there are two types of data, namely the primary data and the secondary data. Primary data in this study are as follows: activity data of the company organizational behavior observed and understood intensively during the study. While secondary data is historical data derived in the data documentation and studies of the company applying the Corporate Culture in the development of the company. The data includes quantitative data of the export volumes development and a number of problems faced and resolved before and after applying the values of the corporate culture.

Data Collection Techniques

This study will use a comprehensive techniques of data collection, ranging in observation (full), in-depth interviews (depth interview), documentation, and triangulation. Observations will be made on the overall activities and organizational behavior case of the company. A depth interviews will be conducted specifically on a number of key informants which have selected by snowball to obtain complete data. Depth interviews will be conducted to focus on understanding about cultural values (corporate culture) and its application in the case of the company. Documentation will be conducted in capturing activity and behavior of corporate organization and also particularly in finding the corresponding written document, either export activity or the corresponding number of the corporate culture familiarization issues. On the other hand, triangulation specifically will be conducted in three forms, namely triangulation (cross check) of data sources, triangulation of data collection techniques, and triangulation of the

results from the overall results of the entire data collection techniques using.

Data Analysis

Referring to the Model Analysis of Qualitative Research (Miles and Hubaerman, 1992), the stage of data analysis in this study will be conducted in at least four stages. The first stage is conducted by collecting data (Data Collection). The second stage is conducted by reducing the data (Data Reduction). The third stage is done by presenting the data in a pattern (Display Data). The fourth stage is conducted by creating the conclusion of all findings during the study it or can be referred to conclude the pattern in a hypothesis or theory grounded form or minimal form of valuable lessons as a result of a reflection.

Validity Test

In qualitative research, there are four ways to test the validity of data, namely: (1) Credibility test (Validity/Accuracy of Data), (2) Transferability test (test on a similar case), (3) Reliability Test (Test Procedural - Footprint research), and (4) Comfirmability Test (Test Objectivity - to what extent the informant or source of data be able to reflect upon the results of the study). In this study, it will be conducted for a minimum, two instrument test validity, namely: (1) Credibility Test and (2) Reliability Test.

Credibility Test data will be conducted in the following forms: (a) the observations extension, (b) the persistence increase, (c) conducting the triangulation, (d) conducting analysis of negative cases - exploring contrary case, (e) using the recording as the supporting data, and (f) member check**.** While the reliability test (Dependability) particularly will be done on the test procedures or research trail, in the form of an audit of the entire research process from the formulation of the problem, the research focus, reconstruction theory, the determination of the source of the data, the use of the instrument collection and the data analysis, data analysis, until the findings/conclusions formulating (hypothesis or theory).

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FACTORS ANALYSIS THAT AFFECTING BUYING DECISION CUSTOMERS OF SONY'S PHONE CELLS

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Background

To understand consumer decision making, first be understood the properties of the involvement of consumers with products or services (Sutisna , 2003: 11) .Understanding the degree the involvement of consumers to products or services means that enterpreneurs are trying to identify what things causes someone must be involved or not in purchase of a product or service. The level of consumer involvement in a buyout influenced by the stimulus whether they felt important or not in decision making when purchase the product or service. Therefore, it can be said that there are who have more involvement the purchasing of a product or service, and there are also those who have a low involvement over the purchase of a product or service (Sutisna 2003: 11).

Now mobile phone (cell phone) become multi-function gadgets. Follow the development of digital technology, now cell phone is equipped with many choices of features, such as radio and television, audio player (mp3) and video, digital camera, games, and internet services. In the business world, this features very helpful for entrepreneurs to do all their work in one place and completing their job in a short time.

Sony is one of Japan's vendor positioned in the top 10 by the sale in Indonesia with sales reached 7,9 million units, with a market share of around 1,9 %. To buy a product, the consumer 's is not only buy the physical of a product, but the benefits and value of that product also. Correspondend with that, dentist during her profession requires alacrity in communication that can be reached easily anywhere anytime when needed, through all forms of social media that contained in one mobile phone, especially using Sony mobile phone.

This explanation attracts writers to do research on *"Analysis of factors that affecting the dentist's decision in Buying of Sony mobile phone"*. Problem identification by the explanation of the background is what factors affecting the dentist's decision in the purchase of Sony mobile phone. This research conduct to determining factors that affecting the dentist's decision in the purchase of Sony mobile phone.

Literature Review

Buying Decision
Buying decision is a consumer's decision about existing preferences in aggregate options (Kotler and Keller, 2009: 240). Kotler and Armstrong (2008: 180) said that buying decision consist of 5 stages, such as: *Problem/Need Recognition* (A purchase cannot take place without the recognition of the need. The need may have been triggered by internal stimuli (such as hunger or thirst) or external stimuli (such as advertising or word of mouth). *Information Search.* This is the buyer's effort to search internal and external business environments, in order to identify and evaluate information sources related to the central buying decision. *Evaluation of Alternatives.* Consumers will evaluate different products or brands at this stage on the basis of alternative product attributes – those which have the ability to deliver the benefits the customer is seeking. *Purchase Decision* . The decision may be disrupted due to unforeseen situations such as a sudden job loss or relocation. *Post-Purchase Behaviour.* In brief, customers will compare products with their previous expectations and will be either satisfied or dissatisfied.

Factors Affecting Buying Decision.
Kotler and Armstrong (2009: 180) said that factors affecting purchase decision, such as: *Cultural Factors*: Culture can be best expressed in the complex interactions of values, attitudes, and behavioral assumptions of a society.

1. Social Factors: A consumer's behavior that influenced by the social factors such as: Groups (Groups influence people to which an individual wishes to belong). *Family (*Family members can strongly influence buyer behavior). *Roles and Status* (Roles that carrying by various groups reflects the general esteem given by the society. Status is perform by supposing certain activities depending upon the people around them).

*2. Personal Factors (*The personal characteristic of the buyer such as: *Age and life-cycle stage:* With the change in the age and life-cycle stage, people buying patterns on goods and services they buy over their lifetimes. *Occupation:* A person's occupation affects the consumption of goods andd services. The nature of jobs of a buyer has direct influence on the products and brands that she/ he chooses for him or her. *Lifestyle:* Lifestyle is the way of living that an individual chooses acccording to his/her activities, interest, and opinions. *Economic circumstances:* The buying tendency of buyer is always directly related to the economic situation or income of a buyer. *Personality and self-concept:* Personality is the visible human internal traits and behavior that make an individual distinct and different from every other individual.

*3. Psychological Factors***:** The psycological factors that affect people's buying behavior is: *Motivation:* Motivation is inward drive we have to get what we need. *Perception:* Perception is how you interpret the world around and make sense of it is in the brain. *Learning:* Learning refers to the process by which consumers change their behavior after they gain information or experience a product. *Attitude:* Attitude is mental position or emotional feelings people have about prodducts, services, companies, ideas, issues, or institutions.

Sony Mobile Phone
A mobile phone is a phone that can make and receive telephone calls over aradio link while moving around a wide geographic area. It does so by connecting to a cellular network provided by a mobile phone operator, allowing access to the public telephone network. Sony Mobile Communications AB ("Sony Mobile") is the Sony group company responsible for data processing in connection with Sony Mobile products, services, applications, websites and contact centres. Sony Mobile Communications Inc. is a multinational mobile phone manufacturing company headquartered in Tokyo, Japan and a wholly owned subsidiary of Sony Corporation. In 2001, Sony entered into a joint venture with Swedish telecommunications company Ericsson, forming Sony Ericsson. By 2010, its market share had fallen to sixth place. Sony Mobile Communications now focuses exclusively on the smartphone market under the Xperia name.

RESEARCH METHOD

Research Type

This type of research is a descriptive. Descriptive research is research conducted with the aim to create a picture or a description of a situation objectively (Notoatmodjo, 2005). Data were collected by questionnaire respondents to determine what is the factors influence the consumer's decision to buy the Sony phone cell. The population for this study was dentists in Dentistry Hospital Bandung. The sample included in this study will be taken by simple random sampling technique. This type of sampling is to select respondents randomly to be representative of this study. Variables included in this research are the factors that affecting dentist's decision in purchasing Sony mobile phone. Tools and materials used in this study are as follows: Questionnaire to determine the factors that affecting dentists's decision in purchasing Sony mobile phone. Stationery.

Operational Definition

Factors that influence co decision in purchasing a product, namely: *Cultural Factors* (Cultural factors have a sense of a set of values, perceptions, desires, and basic behaviors learned a community member of the family and social institutions more important). *Social Factors (*Social factors that influence consumer behavior include, reference groups, family, role, and status in society). *Personal Factors (*Personal factors include age and stage of life cycle, occupation, Lifestyle, and personality). *Psychological Factors* (Psychological factors include motivations, perceptions, learning, and attitude).

Research Procedure

This research goes through a series of processes, namely: Collecting data by the dentist who using Sony mobile phone in Dentistry Hospital Bandung; Validity and realibity test to the questionnaire that will be used in research; Collecting reserach data by using questionnaires to the dentists who use Sony mobile phone in Dentistry Hospital Bandung; Data processing and interpretating about the factors that affecting the dentist's decision in pusrchasing Sony mobile phone.

Design Analysis

Assessment of the factors that affecting the dentist's decision in purchasing Sony mobile phone, obtain based on the results of a questionnaire distributed. The data was obtained from the questionnaire results, presented in frequency distribution table to determine what factors that affect the dentist's decision in purchasing Sony mobile phone.

References

References will be provided upon request.

COMPARISON OF INDONESIA TOURISM
WITH JAPAN TOURISM

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Background

This paper is entitled Comparison of Indonesia Tourism With Japan Tourism. The aim of the paper is to compare and describe Indonesia tourism with Japan tourism, to find out the excellence value of Indonesia tourism compare with Japan tourism. The methodology used in this paper is descriptive method, with this method the writer will describe the phenomenon of Indonesia tourism and Japan tourism and compare it. This paper is expected to provide the result of obvious explanation and comparison of Indonesia tourism with Japan tourism to recognize the value of each tourism.

From the collected data the writer found that Japan is more count on the application of its technology to provide tourist attraction such as Tokyo Disney Resort, Fuji Fuji- Q Highland, Universal Studios Japan. Indonesia is also a country which has many magnificent travel destinations not less than Japan. As the largest archipelago in the world With 18,110 islands, 6,000 of them inhabited, Indonesia is a huge country, in both population and land area, with significant cultural and geological diversity.

It is important to recognize that there are many wealth of other top tourist attractions in Indonesia to promote. Indonesia has many potential tourist attractions especially in natural attractions, as a country which is wealthy of natural resources, Indonesia rely on its beauty of natural attraction. There are many natural attractions to develop in order to promote tourism and to increase the international tourist visit Indonesia. This paper is limited in terms of research coverage only in the comparison of Indonesia tourism and Japan tourism with describing the eminence of each. The study is expected to benefit Indonesia

tourism with reviewing the excellence value of tourism in Indonesia to promote it in order to increase the number of tourist visit Indonesia. This paper fulfils an identified information/resources need and offers practical help to an individual starting out on an academic. The aim of the paper is To describe Indonesia tourism with Japan tourism, To compare Indonesia tourism with Japan tourism, To find out the excellence value of Indonesia tourism compare with Japan tourism.

Literature Review

Indonesia and Japan, have signed a tourism cooperation agreement, with this agreement, the number of tourists who visited Indonesia and Japan can be further improved. Enhancement in the field of tourism is expected can be achieved through measurable campaigns, exchange mission to promote tourism, and cooperation to increase the capacity of human resources. This collaboration involves the government of two countries, also involves an organization or institution engaged in the world of tourism. Cooperation among relevant organizations can reduce the barriers of tourism, such as introducing the bureaucrats in Indonesia on visa procedures. The role of tourism associations and travel agencies are also concerned in this cooperation. The importance of cultural exchange, mutual understanding and friendship between the two countries. Through tourism, they expect the development of social, economic and cultural resources of both countries can be improved.

The recently Indonesian Government under President Joko Widodo and Vice-President Jusuf Kalla already made some breakthroughs, including one aimed at boosting the number of Japanese tourists to Indonesia, as the Government plans to immediately apply visa-free facility to visitors from Japan, China, South Korea, Russia and Australia. The new government already sets a target of reaching 20 million foreign tourists by the year 2019, two times higher than the 2014 projection of 9,5 million visitors. Both Indonesia and Japan have been taking measures actively to enhance the flows of visitors between the two countries, which will give advantage to tourism industry in both countries while at the same time promoting better understanding

between the two peoples of the two nations. Japan is one of the main target markets of Indonesia's tourism industry which ranked the 5th in Indonesia's foreign tourist arrival in 2013, after Singapore, Malaysia, Australia, and China with a contributing total number of 479,305 visitors. Indonesia expects there will be increase of 450,000 – 500,000 tourists every year, with additional foreign revenue to reach up to USD 540 million. Indonesia also wishes to see Japanese visitors to travel not only to Bali but to other destinations in Indonesia as well, such as the Raja Ampat Islands, Central Java (Yogyakarta-Solo-Borobudur), Manado, Bandung, Lombok and the Komodo Island.

The Tourism cooperation between Indonesia and Japan also give benefit to Japan. The number of tourists from Indonesia to Japan rose high. As of February 2014 the number rose 31.7 percent compared to February last year, the amount reached 6,500 people during February 2014. While the number of Indonesian tourists during the year 2013 as many as 136 797 people or 34.8 per cent rise compared to the year 2012. The amount of increase in the fourth month of February 2014 which is the highest compared to other countries of foreign tourists to Japan. The number of Indonesian tourists 4th highest compared to other ASEAN travelers, after Thailand, Singapore and Malaysia. Under Indonesian tourists are from the Philippines and Vietnam.

Indonesian tourist visit various destinations in Japan, among others, in the field of sports, join trips cycling, follow the Tokyo Marathon, streets, businesses and so on. In fact, both Indonesia and Japan have the same potential tourism to be improved. As one of the most visited country the world, Japan has many tourist destination which attract foreign tourist to visit this country, but the eminence of Japan tourism must not discourage Indonesia, because with the wider country area, and more various diversity which enrich tourism, Indonesia has the same opportunity. Geographically, Japan and Indonesia have similarities, the two countries are located in Asia continent and both are archipelagic countries which have numerous islands. Indonesia has around 17.000 islands and 5 main island those are Sumatra, Kalimantan, Jawa, Sulawesi and Papua

with total number of mainland area 1.922.570 km^2 and total marine area 3.257.483 km^2 , while Japan has around 3000 islands with four main island, Hokkaido, Honshu, Shikoku, dan Kyushu, the total number of mainland area are 377.835 km² and the total number of marine area are 3.091 km². Reviewed from the total size of area, Indonesia is much bigger and wider than Japan, and although Indonesia and Japan are both archipelagic countries Indonesia has more Island with more various biological and cultural diversity. Geologically Indonesia and Japan are also has similarities, both Indonesia and Japan are surrounded by volcano which brings good effects and bad effects as well. As countries surrounded by volcanoes, Indonesia and Japan encounter big risk of nature disaster such as volcanoes eruptions and earthquake but in the other hand this geological type also have beautiful natural attraction which can enrich tourism.

Tourist attraction that can be provided by this type of geological area which offer natural sceneries such mountain view, hot spring, crater and many more. From the benefit of volcanoes for tourism Japan has Mt Fuji, Mt Daisen, Mt Tateyama, Mt Mitake, Mt Akagi, Mt Haku San, and those volcanoes also provide hot springs that brings more value to tourist attractions such as hot spring Ryokan, Jozankei-onsen Hot Spring, Yukonawa hot spring, Lake Toya Hot spring, and Shirabu hot spring. With the wider and larger area Indonesia has more volcanoes and hot springs more than Japan which spread all over the country. For volcanoes Indonesia has Mt Merbabu in central java which has two peaks, Sharif (3.119 m) and Kenteng Songo (3.145 m). Mt Merbabu is well known for its amazing and Challenging hiking routes for Both local and foreign hikers. The other volcanoes are Mt Gede Pangrango in west Java, Mt anak Krakatau in Sunda strait which has specialty of its andesitic rock, Mt Tangkuban Parahu in West Java, Ijen Crater in East java which contains the world's largest acidic volcanic lake crater, Called Crater of Ijen, famous for its turquoise color, Mt Semeru which is considered as the highest mountain in Java, Mt Bromo in East Java which has spectacular landscape and considered as the most spectacular in Indonesia, Mt Kelimutu in East Nusa Tenggara, Mt Rinjani in West Nusa

Tenggara, and J. Carstensz Pyramid in Papua which is known as the only places in Indonesia, who has glaciers on the top. The extent of volcanoes in Indonesia also provides Hot Spring that enrich the tourist attraction in Indonesia.

There are many popular hot spring as tourist destination, hot spring can become one of traveler's destination choice for health reason because mostly, hot springs in Indonesia contain high sulfur which are good for health. In addition to health reason, most of hot springs in Indonesia are also offer beautiful natural scenery which can enchant tourist's sight. those hot springs are Banyuwedang Hot Springs in Bali, Tirta Sanita hot spring in Bogor west Java, Guci hot spring in Central Java, Batu Raden hot spring in central java, Ciater hot spring in West Java, and Suban hot Springs in Bengkulu, Sumatera.

As Archipelagic countries both Japan and Indonesia havewide range of coastal area which provide wonderful beaches that become tourist attractions. There are some popular beaches in Japan such as Shirahama beach, The Emerald Beach, and The Amami beach. Indonesia, with wider marine area has more beaches than Japan which spreads from Sumatera to Papua. There are so many wonderful beaches which are well known for their beauty, some of them are, Nihiwatu Beach in Sumba which is considered as world's 100 best beach, this beach is well known for its fine, clean sand, clear water, and amazing sunsets. The other popular beaches are Cangu Beach in Bali, Derawan Beach in East Kalimantan, Tanjung Bira in South Sulawesi, Gili Trawangan and Gili Meno Islands in West Nusa Tenggara, Kanawa Beach in Flores, Jimbaran beach in Bali, beaches in Belitung island, Peucang Beach in Banten west Java, Dreamland Beach in Bali, and the amazing Raja Ampat Beach in Papua.

Japan is well known for its advance of technology, Japan apply high techno to build many modern theme parks such as Tokyo Disney Resort, Fuji Fuji-Q Highland, Universal Studios Japan, and many more which attract people from all over the world to visit. Although Japan technology is more advance than Indonesia but Indonesia also has attractive theme park with unique concept such as Taman Mini Indonesia Indah, Taman

Impian Jaya Ancol, Dunia Fantasi, Sea world, Bandung Trans Studio and many more. Both Japan and Indonesia have advantages in providing tourist attractions. Japan's high techno become its main superiority in promoting sophisticated tourist attraction, but Japan technology application in tourism cannot discourage Indonesia. Indonesia with richer natural resources than Japan, providing the fascinating natural tourist attraction and give remarkable experience to the tourists who visit.

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References will be provided upon request.

COMPARATION OF QUALITY OF SERVICES AND THE PROMOTION MIX PERCEIVED BY INDONESIAN AND JAPANESE TOURIST

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Background

In 2015 we are dealing with the era of the Asian community. The intensity of interaction among countries will be stronger, the current values and cultural changes along with increasing patterns of interaction in economic and business field. The Indonesian government through the Ministry of Tourism has targeted policies to get 10 million tourists, per year, visit Indonesia, both from within and outside the country. Aspects of the right services and promotion quality are identified as two kinds of booster factors of tourist interest to visit a region or a country. A country's tourism competitiveness at the world level is measured in the Travel and Tourism Competitiveness Index from the World Economic Forum.

Tourism marketing is expected to be carried out along by the Indonesia Incorporated concept. Tourism stakeholders are expected to conduct more aggressive promotion together and utilize information and communication technology (ICT). To achieve the rank 30, the cooperation and harmony between the Ministry of Tourism and all stakeholders of tourism in Indonesia is required. Bandung is aligned with the government's strategy to actively participate to do tourism marketing in the city / district level. The unique specification of Bandung culinary, creative fashion industry and natural support with a cool atmosphere attract tourists to visit. Therefore, the government conducted a series of marketing strategies related to improve the quality of services and promotions while also expected to increase the number of tourist to visit Bandung.

Bandung with its tourism sector was awarded the Tourism Award 2011, namely: The Most Favourite City and The Best Service City. The number of vehicles entering via toll gates is 30.533.812. The number of visitors, comes via toll gates, airports, stations, and terminals, is

76.062.954. The number of domestic travellers via airport is 6.487.239 while the number of foreign tourists came via airport is 225.585. The number of domestic travellers stayed in the hotel is 3.88201 million people and the number of foreign tourists stayed in the hotel is 194.062 people. (Bandung Tourism Departmen, 2011).

Japan Tourism still relies on small market share, but it keeps growing, including the Muslim tourists number. It is along with Japan's efforts to diversify the tourism industry, which is nowadays still dependent on visitors from China, Taiwan and South Korea. As the host of the Tokyo Olympics in 2020, Japanese Prime Minister, Shinzo Abe, tried to boost tourism as part of the revitalization growth plan "Abenomics". The Japanese government hopes to increase the annual number of tourists to 20 million at that time. The tourism sector decreased significantly after the earthquake and tsunami of 2011, and the territorial dispute between China and Japan also reduce the number of visitors from China. However, foreign tourism has been rising back.

According to the Japan National Tourism Organization owned by the government, the number of Japanese tourists in January to September this year reached a record that is 9.7 million people, or it gets an increase 26% from the same period last year. The largest number of Muslim-majority countries visitors is from Malaysia and Indonesia. A total of 158.500 people of Malaysia came in the first nine months of 2014, it increased 52.3%, and the number of Indonesian tourists rose 13.4% to 111.400 people. In 2013, the visa exemption has made Malaysians get easier to visit Japan, and tourists from Indonesia gets the visa exemption in 1 December 2014. Therefore Tokyo, as one of the cities in Japan conducted a series of quality improvement and promotional services strategies to achieve the growth increase of tourist visits.

In this study, the researcher identified the problems as follows: What factors, which become indicators measuring the quality of services and the promotion mix, that influence tourist visits in Bandung and Tokyo? How influential are service quality measurement indicators and promotion mix toward tourist visits in Bandung and Tokyo? How is the Comparison of the service quality indicators measurement, which becomes priority in the implementation of the tourism industry, between Bandung and Tokyo?

Literature Review

Service Quality
According to American Marketing Association, "Quality is totally of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs" Kotler & Keller (2012:153). Whereas service quality was quoted in the Journal of Kuo, Y. –F et al (2009:2) Parasuraman et al. (1985:42, 1988:12-37) Conceived that service quality is the difference between customer's expectation and their perceived performance of a service. Based on this concept, Parasuraman, et al. (1988) developed the SERVQUAL model (including five dimensions, namely tangible, responsiveness, reliability, assurance and empathy) to measure service quality. SERVQUAL five dimensions (Lupioadi & A. Hamdani, 2008) as folows: Tangible, the company's ability to demonstrate its existence to external parties, including physical facilities, equipment and tools / technology used and the employee's performance. Reliability, the company's ability to deliver the promised services accurately and reliable. Responsiveness, the policies to assist and provide fast and accurate service to customers with a clear explanation. Assurance, the knowledge, courtesy-compensation and the ability of employees to foster trust of customers to the company. It is include communication, credibility, security, competence and courtesy. Empathy, providing a sincere attention with an individual approach which is provided for customers, understanding their specific needs, as well as having the convenient operating time for customers.

Parasuraman et al (1985) in the journal written by Desmukh and Vrat (2004) states that there is a gap which can lead the failure of services quality delivery to achieve customer expectations, namely: Gap between customer expectation and perception management, occurs when management does not understand what customers want. Gap between management perception and service quality specification, occurs when a company knows what customer want but do not meet performance standard. Gap between service quality specification and service delivery, occurs when employees are not trained and are not able to reach the standard. Gap between service delivery and external communications, occurs when consumers find what they expect and what is communicated through the public relations and advertising does not correspond to reality. Gap between perceived

quality and expected service, occurs when customers get the service which is not as what they expected.

Promotion Mix
Promotion mix is a part of the concept of marketing mix which includes product, place, price and promotion. Many definitions provided by experts on the promotion mix. Buchari Alma (2001:292) stated that "Promotion is defined as communication which provides information to the prospective customers about a product that can meet the needs and desires of customers and encourage them to buy". Stages of the decision to develop the promotional mix (Craven & Piercy, 2009) are as follows: Determine the purpose of promotion mix, designing messages, select the channel, preparing promotional budget, choose the promotional mix, and evaluate the results. Fandy Tjiptono (2007: 221) states that: "The purpose of the campaign is to inform, influence and persuade, and remind target customers about the company and its marketing channels". The promotional purposes include informing, persuading and reminding.

Promotion Mix elements:
1. Advertising, classified into two main parts, namely: Based on the target classification: Consumer Advertising, addressed to customers who use product / service directly. Industrial Advertising, addressed to the organization as the products / services user. Professional Advertising, addressed to reach a particular profession. Trade Advertising, addressed to reach resellers. Based on the type of advertiser, can be divided into National or Manufacturer's also Local and Retail Advertising. It includes two groups: Above-The-Line Advertising, conventional advertising media users, and Below-The-Line Advertising, non-commercial media users. 2. Sales Promotion. According to Kotler (2009:554), "Sales promotion a key ingredient in marketing campaigns, consist if collection of incentive tools, mostly short terms, design to stimulate quicker or greater purchase of particular products or services by consumer or trade". 3. Personal Selling. Kotler (2009:601) states: "Personal selling is face to face interaction with one or more perspective purchasers for the purpose of making presentation, answering questions, and procuring orders". 4. Public Relations and Publicity, promotion technique which is not directly create buying and selling, but concern towards the change in the public, including mutual understanding and mutual relationships, improve community relations with customers, maintained a positive

image of a product or company. 5. Direct Selling. According to Cravens (2009:355), "Direct marketing includes the various communication channels that enable companies to make direct contact with individual buyers".

Research Methodology

This study is a descriptive-verification. It is in accordance with objectives of this research which have been assigned. Sugiyono (2013: 29) explains "descriptive research is a research that serves to describe or give an overview of object observed through the sample or population data, without doing the analysis and make conclusion for general. Verification means that this study tests the truth of the hypothesis using statistic calculations (Singarimbun, 1994: 167). Descriptive analysis is used to describe each variable, the independent variables and the dependent variable by classifying and performing tabulation, explaining based on the presentation, and then performing the categorization of variables. Analysis verification examines the influence between the services quality and the promotion mix on the tourist visit. Path analysis method is used to analyse the influence of each independent variable on the dependent variable, either directly or indirectly, simultaneously or partially. The type of investigation used is the causality method, which is a causal relationship between the independent variable on the dependent variable. This study also is cross-sectional, which is the independent variable and the dependent variable are measured at the same time. The results of calculations of each city will be compared to determine the priority level of element in the each city's implementation.

Operationalization of Variables
The service quality dimensions that will be measured are Tangible, Empathy, Responsiveness, reliability, Assurance. The promotion mix dimensions that will be measured advertising, sales promotion, personal selling, public relations and publicity, and direct selling. The travel visits's intentions is the last variable that will be measured. Data in ordinal scale processed using SPSS to measure the influence of the independent variables (X1 and X2) to the dependent variable (Y). The results of each city's calculation will be compared to determine the element which becomes the priority of interest level of implementation in each city.

The Data Determination

The population in this study is the number of all the people in the city of Bandung and Tokyo. Determination of the size calculated uses the method of iteration. Nirvana SK Sitepu (2004: 26), states that "the use of iteration methods in according to the analytical tools used in the test of the hypothesis, namely the path analysis (path analysis) which is basically calculated from the correlation coefficient between the variables. The minimum sample size to the correlation coefficient is done iteratively or repetitive calculations (Sitepu, 2004: 26)**.** The sample of this study is the total of tourists in Bandung and Tokyo.

Validity and Reliability

Validity describes how far a measuring instrument (questionnaire) measures what it wants measure (Singarimbun, 1994: 124). This study uses Spearman rank correlation coefficient (Suliyanto, 2008: 134). A question is reliable and able to measure the research variables in question when the value of the coefficient of reliability is greater than or equal to 0.6.

Testing Hypotheses

Hypothesis testing is done by notice the effect of each independent variable on the dependent variable. The statistical test used is F-Test (Suliyanto, 2008: 172). In this situation is a correlation between variable Xi and Y. The statistical test follows the distribution by the degree of freedom. The test criteria: If $F_{hit} \geq F_{tabel}$ with significance level of 5%, the testing is significant or there is a real influence of X1, X2, or at least one of them on the dependent variable Y. If $F_{hit} < F_{tabel}$ with significance level of 5%, the testing is not significant or there is no real influence of X1, X2, or at least one of them on the dependent variable Y.

Refferences

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CONSUMER PREFERENCES FOR JAPANESE FOOD
IN BANDUNG, INDONESIA

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Background

According to the Business International, the growth of food and beverage consumption in 2014 gained 9.1%, the investment growth rate of 7.6% from 2008 to 2014. These projections triggered foods and beverages investors to come to Indonesia. One of the countries that is so aggressive to enter the Indonesian market is Japan. Chairman of the Association of Indonesian Food and Beverage (Gapmmi) Adhi S. Lukman stated that towards the ASEAN Economic Community (AEC) in 2015, the food and beverage industry in Indonesia will become a target of many investors from Japan. In addition to the already pretty saturated market in the country, the Japanese investorsare enthusiastic for expansion because Indonesia is predicted to be the largest market in Asean in 2015.

Many variations of existing types of Japanese food can influence the consumers in purchasing decisions. Therefore, businesses need to continuously innovate to draw the preferences and interests of consumers. Different consumer preferences for Japanese food are indicated by the increasing number of attributes of a product that should be evaluated. Product attributes consist of price, quality, completeness of function, design, and after-sales service. The many variations of Japanese food products can affect consumer preferences in purchasing decisions.

Bandung is a city known for its culinary. In this city, there are many different types of cuisine from all over Indonesian region. Competition in the culinary field is very tight at the moment. Amid the competition of characteristic diversity of Indonesian cuisine, Japanese food also takes part in the competition. The variety of Japanese food demanded by Indonesia people raises the number of

competitors in this business category. The marketing strategy is needed in order to exceed the competitors.

To be precise, one way in targeting compatibility between consumer desire and the company offered is to do market segmentation. Market segmentation is a process of dividing the market into groups of consumers that are more homogeneous, whereas each customer group can be selected as a target market for the company to achieve its marketing mix strategy. Japanese meals become the main alternative when people of Bandung have many choices of food, amid the diversity of typical dishes of Indonesia itself.

Based on our interest in increasing the response of the public to Japanese food and Japanese food sector employers increased in Indonesia, we are interested in doing research on the preferences of the people of Indonesia in Bandung on Japanese food with research title of "Analysis of Consumer Preferences towards Japanese Food in Bandung (Indonesia) ". The research problems of the proposed study are How consumer preference towards Japanese food in Bandung? What are things needed to be considered and developed by a Japanese food company in terms of marketing strategy?
The research objectives of the study are to find out the consumer preferences towards Japanese food in Bandung; and to determine the things that need to be considered and developed by a Japanese food company in terms of marketing strategy.

Literature review
Consumer Preferences
Preference means (Kotler, 2014: 481) that target audience MIGHT like the product but not prefer it to others. The communicator must then try to build consumer preference by comparing quality, value, performance, and other features to reviews those of likely competitors.

Marketing Strategy
"Marketing is a social process in which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services and other value". (Kotler and Keller, 2014: 5).
The marketing strategy is expected to be in accordance with the appropriate target consumers. The marketing strategy is a set of

goals and objectives, development policy and rules that give direction to the marketing efforts from time to time in each level and allocation. Modern marketing strategies generally consist of three (3) stages: market segmentation (segmentation), the determination of the target market (the target) and market positioning (positioning).

Segmentation
Segmentation is the process of dividing the market into groups of consumers that are more homogeneous, in which each customer group can be selected as a target market for the company to achieve its marketing mix strategy. The challenge in marketing is to identify the potentially profitable market to be served because it is rarely that a marketing program can satisfy different market with heterogeneous tastes and characteristics.Thus, market segmentation is very important.

Target Market
Target is defined as the activity to determine the markettarget, which is a matter of choosing one or more segments to be served. Analysis is targeting activities to evaluate the attractiveness of each segment and selecting the segmenttarget. According to FandyTjiptono (2008: 232),determination of the market target (target) is the process of evaluating and selecting one or more segments that are considered as the most attractive market to be served by specific. Marketers generally choose a single or a combination of a predetermined segment.

Positioning
Positioning strategy is a strategy that aims to create a unique differentiation in the minds of target customers, thus forming the image of a product that is superior to competitors. (Ali Hasan: 2008: 204).

Important Role of Segmentation
Segmentation is an important role for several reasons; first, segmentation allows the company to focus on allocating resources. Secondly, segmentation is the basis for determining the components of the strategy. Third, segmentation is a key factor to beat competitors, the market from the point of view a unique and different way of competitors are doing. The researchers try to explain

some of the segments with a view descriptive characteristics: geographic, demographic, psychographic, and behavioral.

Pattern of Market Segmentation
There are three preferencesto identify market segmentation pattern that can be used. The patterns are: 1. Homogeneous preference, a pattern showing that consumers have the same preferences for products or services offered. 2. Diffused preference, a pattern showing that consumers have diverse preferences for a product or service being offered 3. Clustered preference, a patternshowing that consumers have a preference in groups. Where consumers who are in a group have the same preferences.

Basics of Segmentation
According to Kotler, consumer characteristics are the main variablespeed in the segmentation,namely: 1. Geographical segmentation.This segmentation grouping is performed based on geographical factors, such asregion of origin or residence of the consumer. 2. Demographic Segmentation. Demographic segmentation is based on variables such as age, gender, ethnicity, education, occupation, income, and generation. 3.Psychographic segmentation. This is the science of using psychology and demographic to understand consumers better. In psychographic segmentation, groupingis based on the characteristics of each customer, such as motivation, personality, perception, interest, interests, lifestyles and attitudes. People within the same demographic group can exhibit very different psychographic profiles. 4. Behavioral segmentation. In this segmentation, marketers divide buyers into groups on the basis of knowledgeof, attitude toward, use of, or response to a product.

Consumer Behavior
Consumers as stakeholders of the company shall be deemed to have different perceptions and behavior. Consumers can determine the viability of a company, therefore the company should be able to take the heart and make a good image in the eyes of consumers. Consumer behavior is when a person or group of people determine their attitude toward a product, idea or experience to meet the needs and desires.

Model of Consumer Behavior

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The aim of marketing is to meet the needs and desires of the target consumer. However, it is hard for consumers to knowtheir needs and wants. Consumers can express their needs and desires, but their purchase decisions can be influenced by things that changed their mind. Models of consumer behavior as stated by Kotler and Keller (2007: 226) are where the purchase decision is influenced by marketing stimuli in the form of the marketing mix and other stimuli, and is influenced by consumer psychology and consumer characteristics, thereby affecting the process and purchasing decisions.

Research Methodology

In this proposal, quantitative approach is used as research method. Data collection is conducted using primary data, by distributing questionnaires and interviews related to the research effort, and secondary data, byconducting literature study of a variety of books, journals, research, papers, articles, and so on. The study was conducted in Indonesia, especially the city of Bandung. The population of this study is the people of Bandung. To obtain a sample that can describe the population,the method ofsample determination bySlovin is applied (Umar, 2004: 108).

Consumer preference assessment is conduc.ted as a basis to attract customers towards Japanese food and can be used as a reference for the management of companies in a related field and can be be used for investors.Variations of Japanese food provide alternative food for the community. The most popular Japanese food among Indonesian people of Indonesia among others are *sushi, ramen, donburi, sukiyaki*, and *bento*. The respondents of the study are people of Bandung. The research is conducted to determine consumer preferences regarding Japanese food in Bandung, and is reviewed based on segmentation which consists of demographic, psychographic, and behavioral.

References

References will be provided upon request.

RIKKYO UNIVERSITY REPRESENTATIVE VISIT UNPAD

RIKKYO UNIVERSITY VISIT INDONESIA

ITENARY

DAY 1 06 Jan15: Jakarta – Hongkong
(CX776   14.25 – 20.25)

DAY 2 07 Jan15: Hongkong – Tokyo
(CX524   01.05 – 06.15)
- **Cultural Analysis**: Case Study of Asakusa Kannon Temple
- **Marketing Analysis**: Case Study of Nakamise Souvenir
  Arcade, Imperial Palace and Ginza
Hotel: Tokyo Harumi Grand Hotel

DAY 3 08 Jan15: Tokyo
- **International Joint Seminar**, Rikkyo University, Ikebukuro
  Campus
- **Company Visit** to Sony Corporation
Hotel : Tokyo Harumi Grand Hotel

DAY 4 09 Jan15: Tokyo
- **Pop Culture Analysis**: Case Study at Harajuku, Sibuya, Sisui,
  etc
Hotel : Narita Excel Tokyo Hotel

DAY 5 10 Jan15:
- **General View of Tokyo, Japan**
Tokyo – Hongkong (CX543   10.45 – 15.05)
Hongkong – Jakarta (CX797   19.10 – 22.55)