

***STRATEGIC AGILITY* DALAM PENINGKATAN KINERJA
PERUSAHAAN PROVIDER LOGISTIK DI INDONESIA**

DISERTASI

Diajukan untuk memenuhi sebagian Syarat Memperoleh Gelar Doktor
Bidang Manajemen pada Program Studi Doktor Manajemen



**Oleh:
Risris Nurjaman
1707188**

**FAKULTAS PENDIDIKAN EKONOMI DAN BISNIS
UNIVERSITAS PENDIDIKAN INDONESIA
2022**

***STRATEGIC AGILITY* DALAM PENINGKATAN KINERJA
PERUSAHAAN PROVIDER LOGISTIK DI INDONESIA**

Oleh:
Risris Nurjaman

Sebuah disertasi yang diajukan untuk memenuhi salah satu syarat
memperoleh gelar Doktor pada Program Studi Doktor Manajemen
Fakultas Pendidikan Ekonomi dan Bisnis

© Risris Nurjaman
Universitas Pendidikan Indonesia
Juli 2022

Hak Cipta dilindungi undang-undang,
Disertasi ini tidak boleh diperbanyak seluruhnya atau sebagian dengan cetak ulang,
difoto kopi atau cara lainnya tanpa izin dari penulis.

RISRIS NURJAMAN
***STRATEGIC AGILITY* DALAM PENINGKATAN KINERJA
PERUSAHAAN PROVIDER LOGISTIK DI INDONESIA**

Disetujui dan disahkan oleh panitia disertasi:

Promotor



Prof. Dr. Agus Rahayu, MP.
NIP. 196206071987031002

Kopromotor



Dr. Lili Adi Wibowo, S.Pd., S.Sos., M.M.
NIP. 196904041999031001

Anggota



Dr. Hj. Widjajani, Ir., MT.
NIDN. 0404056302

Mengetahui
Ketua Program Studi Doktor Manajemen



Dr. Maya Sari, SE.MM
NIP. 197107052002012001

ABSTRAK

Risris Nurjaman *Strategic Agility* dalam Peningkatan Kinerja Perusahaan Provider Logistik di Indonesia. Disertasi Doktor Manajemen Fakultas Pendidikan Ekonomi dan Bisnis Universitas Pendidikan Indonesia di bawah bimbingan Prof. Dr. Agus Rahayu, MP., Dr. Lili Adi Wibowo, S.Pd., S.Sos.,M.M., dan Dr. Widjajani, Ir., MT.

Perusahaan penyedia jasa logistik mengalami guncangan selama pandemi Covid-19, tak terkecuali berimbas pada perusahaan layanan logistik yang mengalami penurunan kinerja. Hal ini dapat dilihat dari penurunan keuntungan bahkan tidak sedikit perusahaan yang mengalami kerugian. Seiring waktu, peningkatan permintaan pengurusan barang secara perlahan mengalami pertumbuhan. Peningkatan ini selain didorong oleh tumbuhnya kegiatan *e-commerce*, aktivitas industri pengolahan, impor dan ekspor meningkat secara perlahan. Perusahaan dituntut dapat meningkatkan atau minimal mempertahankan kinerja. Salah satu kemampuan yang mendukung pencapaian kinerja yaitu *strategic agility*. Tujuan penelitian ini yaitu untuk menguji terdapatnya pengaruh *strategic agility* terhadap kinerja perusahaan. Namun demikian, keunggulan bersaing dapat melibatkan inovasi model bisnis dan Strategi Kompetitif sebagai *intervening* serta regulasi sebagai moderator. Penelitian kuantitatif dikedepankan untuk mencari tingkat hubungan antar variabel. Salah satu langkah penelitian yaitu mencari bukti lapangan dengan survei. Metode yang digunakan yaitu desain korelasi dengan alat ukur berupa kuesioner. Diharapkan dengan metode ini hasil yang didapat menggambarkan hubungan antar variabel. Pengujian variabel yang diamati dan variabel prediksi menggunakan metode pengujian pada model *partial least square* (PLS) *Structural Equation Modelling* (SEM). Berdasarkan hasil penelitian didapatkan bahwa terdapat pengaruh positif antara *strategic agility* dengan inovasi model bisnis dan strategi kompetitif. Namun jika dihubungkan secara komprehensif antara *strategic agility* dengan inovasi model bisnis dan strategi kompetitif terdapat pengaruh negatif. Hal ini berarti bahwa jika *strategic agility* menyertakan kedua moderasi dalam tindakan kemungkinan dapat menurunkan kinerja perusahaan. Jika ingin mencapai peningkatan kinerja perusahaan maka, dimensi yang dapat digunakan secara langsung yaitu *strategic agility*.

Kata kunci: Inovasi Model Bisnis, Kinerja Perusahaan, Perusahaan Layanan Jasa Logistik, *Strategic Agility*, Strategi Kompetitif

ABSTRACT

Risris Nurjaman. *Strategic Agility in Improving the Performance of Logistics Provider Companies in Indonesia*. Management Doctoral Dissertation, Postgraduate School of Universitas Pendidikan Indonesia under the supervision of Prof. Dr. Agus Rahayu, MP., Dr. Lili Adi Wibowo, S.Pd., S.Sos.,M.M., dan Dr. Widjajani, Ir., MT..

Logistics service providers experienced shocks during the Covid-19 pandemic, not affecting logistics service companies that experienced a decline in performance. This can be seen from the decline in profits, not even a few companies suffer losses. Over time, the increase in demand for goods management is slowly growing. Apart from being appreciated by the growth of e-commerce activities, manufacturing, import and export activities are increasing slowly. companies can improve or at least maintain performance. One of the capabilities that support performance is strategic agility. The purpose of this study was to examine the strategic influence of agility on company performance. However, competitive advantage can involve model business innovation and competitive strategy as an intervention and regulation as a moderator. Quantitative research is prioritized to find the level of relationship between variables. One of the research steps is to look for field evidence with a survey. The method used is a correlation design with a measuring instrument in the form of a questionnaire. It is hoped that with the method the results obtained describe the relationship between variables. Testing the observed variables and predictive variables used the partial least square (PLS) Structural Equation Modeling (SEM) model. Results Based on the research, it was found that there is a positive influence between strategic agility, model business innovation and competitive strategy. However, if it is widely developed between the strategic agility of the business model and competitive strategy, there is a negative effect. This means that if the strategic agility is connected to both variable could be reduce the company's performance. If managers want to increase firm performance, the dimension that can be used directly is strategic agility.

Keywords: *Competitive Strategy, Firm Performance, Innovation Model Business, Logistics Service Provider, Strategic Agility*

DAFTAR ISI

HAK CIPTA.....	i
LEMBAR PENGESAHAN	ii
ABSTRAK	iii
<i>ABSTRACT</i>	iv
DAFTAR ISI.....	v
DAFTAR TABEL.....	viii
DAFTAR GAMBAR	x
DAFTAR LAMPIRAN.....	xii
BAB I PENDAHULUAN.....	1
1.1 Latar Belakang Penelitian.....	1
1.2 Rumusan Masalah.....	10
1.3 Tujuan Penelitian	11
1.4 Manfaat Penelitian	12
1.4.1 Manfaat Secara Teoretis	12
1.4.2 Manfaat Secara Praktis	12
1.5 Struktur Organisasi Disertasi	13
BAB II KAJIAN PUSTAKA, KERANGKA PEMIKIRAN DAN HIPOTESIS.....	16
2.1 Kajian Pustaka	16
2.1.1 Manajemen Strategi	18
2.1.2 Kapabilitas Dinamis dan <i>Strategic Agility</i>	24
2.1.3 Strategi Kompetitif.....	34
2.1.4 Model Bisnis	37
2.1.5 <i>Road Map</i> dan Penelitian Relevan.....	43
2.2 Kerangka Pemikiran.....	53
BAB III METODOLOGI PENELITIAN.....	65
3.1 Objek dan Subjek Penelitian.....	65
3.2 Metode Penelitian	65
3.3 Desain Penelitian	66
3.4 Jenis dan Sumber Data.....	66
3.5 Populasi, Sampel dan Teknik Penarikan Sampel.....	67
3.5.1 Populasi	67

3.5.2	Sampel.....	69
3.5.3	Teknik Penarikan Sampel	69
3.6.	Operasionalisasi Variabel	70
3.7	Pengujian Validitas dan Reliabilitas Instrumen.....	77
3.7.1	Hasil Pengujian Validitas.....	77
3.7.2	Hasil Pengujian Realiabilitas	79
3.8	Teknik Analisis Data.....	80
3.8.1	Teknik Analisis Data Deskriptif	80
3.8.2	Teknik Analisis Data Verifikatif.....	80
BAB VI HASIL PENELITIAN DAN PEMBAHASAN		85
4.1	Temuan Penelitian	85
4.1.1	Profil Industri Jasa logistik dan Perusahaan Provider Logistik	85
4.1.1.1.	Profil Industri Jasa Logistik	85
4.1.1.2	Profil Responden (Provider Logistik).....	92
4.1.2	Hasil Temuan Penelitian Deskriptif.....	96
4.1.2.1	Temuan Penelitian Variabel Kinerja Perusahaan	96
4.1.2.2	Temuan Penelitian Variabel Strategi Kompetitif.....	97
4.1.2.3	Temuan Penelitian Variabel Inovasi Model Bisnis	98
4.1.2.4	Temuan Penelitian Variabel <i>Strategic Agility</i>	99
4.1.2.5	Temuan Penelitian Variabel Regulasi.....	100
4.1.3	Hasil Temuan Analisis Model Persamaan Struktur PLS	101
4.1.3.1	Uji Model	101
4.1.3.2	Hasil Analisis Model Pengukuran	106
4.1.3.3	Hasil Temuan Pengujian Hipotesis.....	108
4.2	Pembahasan Hasil Penelitian	120
4.2.1	Pembahasan Deskripsi Hasil Penelitian.....	120
4.2.1.1.	Variabel Kinerja Perusahaan.....	124
4.2.1.2.	Variabel Strategi Kompetitif.....	125
4.2.1.3	Variabel Inovasi Model Bisnis.....	126
4.2.1.4	Variabel <i>Strategic Agility</i>	128
4.2.1.5	Variabel Regulasi.....	130
4.2.2	Pembahasan Hasil Pengujian Hipotesis	131

4.2.2.1	Pengaruh <i>Strategic Agility</i> terhadap Inovasi Model Bisnis	131
4.2.2.2	Pengaruh <i>Strategic Agility</i> terhadap Strategi Kompetitif.....	138
4.2.2.3	Pengaruh <i>Strategic Agility</i> terhadap Kinerja Perusahaan	147
4.2.2.4	Pengaruh <i>Strategic Agility</i> dan Inovasi Model Bisnis Secara Simultan terhadap Kinerja Perusahaan.....	149
4.2.2.5	Pengaruh <i>Strategic Agility</i> dan Kompetitif Strategi Secara Simultan terhadap Kinerja Perusahaan.....	150
4.2.2.6	Pengaruh Inovasi Model Bisnis terhdap Strategi Kompetitif	150
4.2.2.7	Pengaruh <i>Strategic Agility</i> dan Inovasi Model Bisnis Secara Komprehensif terhadap Strategi Kompetitif.....	155
4.2.2.8	Pengaruh Inovasi Model Bisnis terhadap Kinerja Perusahaan	160
4.2.2.9	Pengaruh Strategi Kompetitif terhadap Kinerja Perusahaan	160
4.2.2.10	Pengaruh Inovasi Model Bisnis dan Strategi Kompetitif Secara Simultan terhadap Kinerja Perusahaan.....	160
4.2.3	<i>Novelty</i> Penelitian	161
BAB V KESIMPULAN DAN REKOMENDASI		176
5.1	Kesimpulan	176
5.2	Implikasi	177
5.3	Rekomendasi.....	179
DAFTAR PUSTAKA		180
LAMPIRAN.....		193

DAFTAR TABEL

Tabel 1. 1	Laporan Rugi/Laba Perusahaan Sektor Logistik	5
Tabel 2. 1	Kajian dari Penelitian Relevan.....	44
Tabel 2. 2	Pola Hubungan antar Objek Penelitian dan Referensi pendukung ..	59
Tabel 2. 3	Hubungan antar Variabel dan Rancangan Hipotesis Penelitian	61
Tabel 3. 1	Operasionalisasi Variabel	71
Tabel 3. 2	Uji Validitas Instrumen Penelitian.....	77
Tabel 3. 3	Uji Reliabilitas Instrumen Penelitian	79
Tabel 4. 1	Analisis Deskriptif Variabel Kinerja Perusahaan	97
Tabel 4. 2	Analisis Deskriptif Variabel Strategi Kompetitif	98
Tabel 4. 3	Analisis Deskriptif Variabel Inovasi Model Bisnis	199
Tabel 4. 4	Analisis Deskriptif Variabel <i>Strategic Agility</i>	100
Tabel 4. 5	Analisis deskriptif variabel Regulasi	101
Tabel 4. 6	Nilai <i>Outer Loading</i> setiap Indikator	102
Tabel 4. 7	Nilai VIF untuk uji asumsi multikolinieritas	105
Tabel 4. 8	Nilai Alfa <i>Cronbach</i> , <i>Composite Reliability</i> dan AVE.....	107
Tabel 4. 9	Nilai Hasil <i>Bootstrapping</i> Model Awal	108
Tabel 4. 10	Nilai Hubungan Indikator dengan Variabel Laten yang tidak Berpengaruh.....	109
Tabel 4. 11	Nilai <i>Outer Loading</i> dan VIF pada Percobaan Model ke 2	111
Tabel 4. 12	Hasil <i>Bootstrapping</i> Model Percobaan ke 2	112
Tabel 4. 13	Nilai Koefisien Jalur Model Percobaan ke 3	114
Tabel 4. 14	Nilai Indirect Effect Model Percobaan ke 3	114
Tabel 4. 15	Rata-rata Rasio Kinerja Sektor Layanan Logistik	125
Tabel 4. 16	Alternatif Tindakan dari Hubungan <i>Strategic Agility</i> dengan Inovasi Model Bisnis	133
Tabel 4. 17	Alternatif Tindakan dari Dimensi variabel dari <i>Strategic Agility</i> dengan Strategi Kompetitif.....	140
Tabel 4. 18	Alternatif Tindakan dari Hubungan Inovasi Model Bisnis dengan Strategi Kompetitif.....	151

Tabel 4. 19 Alternatif Tindakan dari Hubungan <i>Strategic Agility</i> , Inovasi Model Bisnis dengan Strategi Kompetitif.....	156
Tabel 4. 20 Dimensi variabel <i>Agile</i> Kompetitif Model Bisnis.....	162
Tabel 4. 21 Alternatif Tindakan dari Dimensi variabel dari <i>strategic agility</i> dengan Strategi Kompetitif.....	166
Tabel 4. 22 Dimensi Variabel Kompetitif Model Bisnis	169
Tabel 4. 23 Dimensi variabel <i>Agile</i> Kompetitif Model Bisnis.....	172

DAFTAR GAMBAR

Gambar 1. 1 ASEAN <i>Logistic Performance Index</i> (LPI)	2
Gambar 1. 2 Skor LPI Indonesia Setiap Dimensi	3
Gambar 2. 1 Tingkatan Perusahaan Penyedia Jasa Logistik	17
Gambar 2. 2 Proses Manajemen Strategi	20
Gambar 2. 3 <i>Strategic Agility: Capabilities and Meta-Capabilities</i>	33
Gambar 2. 4 Aktivitas Strategi Generik.....	37
Gambar 2. 5 Proses Penempatan Model Bisnis	40
Gambar 2. 6 Kegiatan Desain dan Rekonfigurasi Model Bisnis	41
Gambar 2. 7 Kerangka Berfikir.....	58
Gambar 2. 8 Paradigma Penelitian.....	62
Gambar 3. 1 Prosedur Analisis dengan PLS-SEM.....	82
Gambar 3. 2 Model Alur Penelitian dengan PLS – SEM	84
Gambar 4. 1 Profil Jabatan Responden.....	93
Gambar 4. 2 Kantor Perusahaan	93
Gambar 4. 3 Profil Kuantitas Karyawan.....	94
Gambar 4. 4 Jenis Layanan.....	95
Gambar 4. 5 Cakupan Wilayah Layanan	96
Gambar 4. 6 Daerah Kontinum Variabel Kinerja Perusahaan	97
Gambar 4. 7 Daerah Kontinum Variabel Strategi Kompetitif	98
Gambar 4. 8 Daerah Kontinum Variabel Inovasi Model Bisnis.....	99
Gambar 4. 9 Daerah Kontinum Variabel <i>Strategic Agility</i>	100
Gambar 4. 10 Daerah Kontinum Variabel Regulasi	101
Gambar 4. 11 Model Perbaikan dengan <i>outer loading</i> di atas 0,7	104
Gambar 4. 12 Model untuk Percobaan ke 2.....	110
Gambar 4. 13 Model untuk Percobaan ke 3.....	113
Gambar 4. 14 Diagram Keterkaitan Antara <i>Logistic Service Provider</i> dengan Manajemen Stratejik.....	123
Gambar 4. 15 Model Hubungan antara <i>Strategic Agility</i> terhadap Kinerja Perusahaan (<i>Asset Growth</i> dan <i>Return of Investment</i>)	148

Gambar 4. 16 Model <i>Agile</i> Model Bisnis.....	164
Gambar 4. 17 Model Kompetitif <i>Agility</i>	168
Gambar 4. 18 Model Dimensi Variabel Kompetitif Model Bisnis.....	171
Gambar 4. 19 Model Dimensi Variabel <i>Agile</i> Kompetitif Model Bisnis.....	174
Gambar 4. 20 <i>Novelty</i> Model Dimensi Variabel.....	175

DAFTAR LAMPIRAN

Lampiran 1. Kuesioner.....	193
Lampiran 2. Hasil Uji Validitas dan Reliabilitas	199
Lampiran 3. Rekapitulasi Hasil Sebaran Kuesioner	209
Lampiran 4. Data Setelah Penanganan Missing Value	218

DAFTAR PUSTAKA

- Ahammad, M. F., Glaister, K. W., & Gomes, E. (2020). Strategic agility and human resource management. *Human Resource Management Review*, 30(1), 2019–2021. <https://doi.org/10.1016/j.hrmr.2019.100700>
- Akkermans, H. A. (1995). Developing A Logistics Strategy Through Participative Business Modeling. *International Journal of Operations & Production Management*, 15(11), 100–112.
- AMBE, I. M. (2010). Agile Supply Chain: Strategy for Competitive Advantage. *Journal of Global Strategic Management*, 1(4), 5–5. <https://doi.org/10.20460/jgsm.2010415835>
- Ambrosini, V., Bowman, C., & Collier, N. (2009). Dynamic capabilities: An exploration of how firms renew their resource base. *British journal of management*, 20, S9-S24.
- Amoako-Gyampah, K., & Acquah, M. (2008). Manufacturing strategy, Strategi Kompetitif and Kinerja Perusahaan: An empirical study in a developing economy environment. *International journal of production economics*, 111(2), 575-592.
- Antor, Abdul, Antonius (2017). ALFI: Jumlah 4PL Lokal hanya Tiga Persen. Diakses dari <https://www.truckmagz.com/alfi-jumlah-4pl-lokal-hanya-tiga-persen/>.
- Arbussa, A., Bikfalvi, A., & Marquès, P. (2017). Strategic agility-driven Business model renewal: the case of an SME. *Management Decision*, 55(2), 5.
- Arokodare, M. A., Asikhia, O. U., & Makinde, G. O. (2019). Strategic Agility and Kinerja Perusahaan : The Moderating Role of Organisational Culture. *Business Management Dynamics*, 9(03), 1–12.
- Atieno, O. J., & Senaji, T. A. (2017). Relationship Between Strategic Agility and Organization Performance. *International Journal of Management, Education and Governance*, 2(3), 73–79. Retrieved from www.oasiseduconsulting.com
- Barney, J. (1991). Firm Reources ad Sustained Competitive Advantege. *Journal of Management*, Vol. 17, pp. 99–120.
- Barney, J. B. (1996). Looking inside for competitive advantage. *Academy of Management Executive*, 9(4). <https://doi.org/10.2222/jsv.50.47>
- Barney, J. B., & Hesterly, W. S. (2015). Strategic-Management and Competitive Advantage Concepts and Cases. *Pearson Education Limited*.
- Becher, R., Steinhaus, P., Zöllner, R., & Dillmann, R. (2006). Design and implementation of an interactive object modelling system. *VDI Berichte*, (1956), 27.
- Bethlehem, J. (1999). Cross-sectional research. *Research methodology in the social, behavioural and life sciences*, 110, 142.

- Bereznoi, A. (2015). Inovasi Model Bisnis in corporate Strategi Kompetitif. *Problems of Economic Transition*, 57(8), 14-33.
- Brueller, N. N., Carmeli, A., & Drori, I. (2014). How do different types of mergers and acquisitions facilitate strategic agility?. *California Management Review*, 56(3), 39-57.
- C. John Langley, J. (2019). *Third-Party logistics study: The State of Logistics Outsourcing*.
- C. John Langley, J., & Holcomb, M. C. (1992). *Creating Logistics Customers Value*.
- Çakir, E., Tozan, H., & Vayvay, O. (2009). A Method For Selecting Third Party Logistic Service Provider Using Fuzzy AHP. *Journal of Naval Science and Engineering*, 5(3), 38–54.
- Carbone, V., & Stone, M. A. (2005). Growth and relational strategies used by the European logistics service providers: Rationale and outcomes. *Transportation Research Part E: Logistics and Transportation Review*, 41(6 SPEC. ISS.), 495–510. <https://doi.org/10.1016/j.tre.2005.06.001>
- Chen, K., & Wu, W. (2011). Applying Analytic Network Process in Logistics Service Provider Selection – A Case Study Of The Industry Investing in Southeast Asia. *International Journal of Electronic Business Management*, 9(1), 24–36.
- Chesbrough, H. (2010). Inovasi Model Bisnis: Opportunities and barriers. *Long Range Planning*, 43(2–3), 354–363. <https://doi.org/10.1016/j.lrp.2009.07.010>
- Chiu, M.-C., & Lin, Y.-H. (2016). Industrial Management & Data Systems Article information: *Industrial Management & Data Systems*, 116(2), 322–348. <https://doi.org/10.1108/02635570710734262>
- Chriscaden, K (2020). *Impact of COVID-19 on people's livelihoods, their health and our food systems*. <https://www.who.int/news/item>.
- Christopher, M. (1985). Implementing Logistics Strategy *. *Gower Press*, 52–62.
- Christopher, M. (1986). Implementing Logistics Strategy. *International Journal of Physical Distribution & Materials Management*, 16(1), 52–62. <https://doi.org/10.1108/eb014627>
- Clauss, T., Abebe, M., Tangpong, C., & Hock, M. (2019). Strategic Agility, Inovasi Model Bisnis, and Kinerja Perusahaan: An Empirical Investigation. *IEEE Transactions on Engineering Management*, (August). <https://doi.org/10.1109/TEM.2019.2910381>
- Clinton, S. R., & Closs, D. J. (1997). Logistics Strategy: Does it Exist? *Journal of Business Logistics*, 18(1), 19–44.
- Cohen, J. (1988). *Statistical Power Analysis for the Behaviour Sciences* (Second Edi). Hillsdale, New Jersey: Lawrence Erlbaum Associates.
- Cokins, G. (2004). Performance Management: Finding the Missing Pieces (To Close

- The Intelligence Gap). In ぎょうせい. New Jersey: John Wiley & Sons, Inc.
- Comes, S., & Berniker, L. (2008). Inovasi Model Bisnis. In *From Strategy to Execution: Turning Accelerated Global Change into Opportunity*. https://doi.org/10.1007/978-3-540-71880-2_4
- Copeland, T., Koller, T., & Murrin, J. (2000). Valuation: Measuring and Managing the Value of Companies. In *John Wiley & Sons, Inc* (Third Edit, Vol. 91). New York: John Wiley & Sons, Inc.
- Cozzolino, A., Rossi, S., & Conforti, A. (2012). Agile and lean principles in the humanitarian supply chain. *Journal of Humanitarian Logistics and Supply Chain Management*, 2(1), 16–33. <https://doi.org/10.1108/20426741211225984>
- Lengnick-Hall, C. A., & Beck, T. E. (2009). Resilience capacity and strategic agility: Prerequisites for thriving in a dynamic environment (pp. 39-69). San Antonio, TX: UTSA, College of Business.
- David, F. R., & David, F. R. (2017). Strategic Management: A Competitive Advantage Approach, Concepts, and cases. *Pearson Education Limited*, 290.
- Dörnhöfer, M., Schröder, F., & Günthner, W. A. (2016). Logistics performance measurement system for the automotive industry. *Logistics Research*, 9(1). <https://doi.org/10.1007/s12159-016-0138-7>
- Doz, Y., & Kosonen, M. (2008). The Dynamics of Strategic Agility : Nokia ' s Rollercoaster. *California Management Review*, 50(3), 95–118. <https://doi.org/10.2307/41166447>
- Doz, Y. L., & Kosonen, M. (2010). Embedding strategic agility: A leadership agenda for accelerating Business model renewal. *Long Range Planning*, 43(2–3), 370–382. <https://doi.org/10.1016/j.lrp.2009.07.006>
- Eden, C. (1994). Cognitive mapping and problem structuring for system dynamics model building. *System Dynamics Review*, 10(2–3), 257–276. <https://doi.org/10.1002/sdr.4260100212>
- Eisenhardt, K. M., & Martin, A. J. (2000). Dynamic capabilities: what are they? *Strategic Management Journal*, 21, 1105–1121. [https://doi.org/10.1002/1097-0266\(200010/11\)21:10/11<1105::AID-SMJ133>3.0.CO;2-E](https://doi.org/10.1002/1097-0266(200010/11)21:10/11<1105::AID-SMJ133>3.0.CO;2-E)
- Esposito Vinzi, V., Chin, w. W., Henseler, J., & Wang, H. (2011). Springer Handbooks of Computational Statistics Series Editors. *Methods*, 627. <https://doi.org/10.1007/978-3-642-16345-6>
- Feng, H., Morgan, N. A., & Rego, L. L. (2017). Firm capabilities and growth: the moderating role of market conditions. *Journal of the Academy of Marketing Science*, 45(1), 76–92. <https://doi.org/10.1007/s11747-016-0472-y>
- Ferdinand, Augusty. (2014). Metode Penelitian Manajemen. Universitas Diponegoro
- Forrester, J. W. (1985). “The” model versus a modeling “process.” *System Dynamics*

- Review*, 1(1), 133–134. <https://doi.org/10.1002/sdr.4260010112>
- G. David Garson. (2016). Partial Least Squares: Regression & Structural Equation Models. In *Statistical Associates Publishing*.
- Geissdoerfer, M., Vladimirova, D., & Evans, S. (2018). Sustainable Inovasi Model Bisnis: A review. *Journal of Cleaner Production*, 198, 401–416. <https://doi.org/10.1016/j.jclepro.2018.06.240>
- George, G., & Bock, A. J. (2009). The Business Model in Practice and its Implications for Entrepreneurship Research. *Institute of Management*, 1–50.
- Ghosal, S. (1987). Global Strategic: an organizing framework. *Strategic Management Journal*, 8(5), 425–440.
- González-benito, J. (1995). *Environmental Proactivity and Business Performance: An Empirical Analysis*.
- Gordijn, J., Akkermans, H., & Van Vliet, H. (2000). Business modelling is not process modelling. *Lecture Notes in Computer Science (Including Subseries Lecture Notes in Artificial Intelligence and Lecture Notes in Bioinformatics)*, 1921, 40–51.
- Griffith, D. A., & Harvey, M. G. (2001). A resource perspective of global dynamic capabilities. *Journal of international business studies*, 32(3), 597-606.
- Grouzer, A. (2007). A dynamic view on strategic resources and capabilities applied to an example from the manufacturing strategy literature. *Journal of Manufacturing Technology Management*, 18(3), 250–266. <https://doi.org/10.1108/17410380710730594>
- Guedes, P., Saw, R. J., & Waller, A. G. (1995). *Logistic Strategy Planning: Modeling and Decision Support Techniques for the 1990s*.
- Guerras-Martín, L. Á., Madhok, A., & Montoro-Sánchez, Á. (2014). The evolution of strategic management research: Recent trends and current directions. *BRQ Business Research Quarterly*, 17(2), 69–76. <https://doi.org/10.1016/j.brq.2014.03.001>
- Gunasekaran, A. (1999). Agile manufacturing: a framework for research and development. *International Journal of Production Economics*, 62(1), 87–105. [https://doi.org/10.1016/S0925-5273\(98\)00222-9](https://doi.org/10.1016/S0925-5273(98)00222-9)
- Gunasekaran, A., & Kobu, B. (2002). Modelling and analysis of Business process reengineering. *International Journal of Production Research*, 40(11), 2521–2546. <https://doi.org/10.1080/00207540210132733>
- Hair, Joe F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in Business research. *European Business Review*, 26(2), 106–121. <https://doi.org/10.1108/EBR-10-2013-0128>
- Hair, Joseph F., Black, W. C., Babin, B. J., & Anderson, R. E. (2013). *Multivariate Data Analysis*. Pearson Education Limited, 7th, 734.

- Hall, R. (1992). The Strategic Analysis of Intangible Issues. *Strategic Management Journal*, 13(2), 135–144. <https://doi.org/10.1002/smj.4250130205>
- Han, J. K., Kim, N., & Srivastava, R. K. (1998). Market Orientation and Organizational Performance: Is Innovation a Missing Link? *Journal of Marketing*, 62(4), 30. <https://doi.org/10.2307/1252285>
- Hansen, G. S., Wernerfelt, B., & Hansen, G. S. (1989). *No Title*. 10(5), 399–411.
- Hayes, A. F. (2013). Introduction to Mediation, Moderation, and Conditional Process Analysis. In D. A. Kenny & T. D. Little (Eds.), *The GuildFord Press*. New York: The GuildFord Press.
- Helm, S., Eggert, A., & Garnefeld, I. (2010). Handbook of Partial Least Squares. *Handbook of Partial Least Squares*, 515–534. <https://doi.org/10.1007/978-3-540-32827-8>
- Hill, C. W. L., & Jones, G. R. (2009). *Strategic Management Theory: An Integrated Approach, 9th Edition 2009*. South-Western Cengage Learning.
- Hill, C. W. L., Jones, G. R., & Schilling, M. A. (2015). Strategic Management: Theory. In *Cengage Learning* (Vol. 11).
- Hitt, M. A., & Ireland, R. D. (2016). *The Role of Logistics Service Providers In International Trade*.
- Huang, J., & Hu, M. H. (2010). *Lead Logistics Provider and Its Effect on Supply Chain Alliances - A Case Study on Taiwan Motor Industry*. 3(3), 164–175.
- James, M., Ernesto, M., Christopher, H., Lai, M., & Chee, K. (2016). *Journal of Entrepreneurship in Emerging Economies Article information : To cite this document :*
- Jayaraman, V., & Yadong Lou. (2007). Creating Competitive Advantages Through New Value Creation: A Reverse Logistics Perspective. *Academy of Management*.
- Jean-François Arvis, Lauri Ojala, Christina Wiederer, Ben Shepherd, Anasuya Raj, Karlygash Dairabayeva, T. K. (2018). The Logistics Performance Index and Its Indicators. *The International Bank for Reconstruction and Development/The World Bank*.
- Jharkharia, S., & Shankar, R. (2007). Selection of logistics service provider: An analytic network process (ANP) approach. *Omega*, 35(3), 274–289. <https://doi.org/10.1016/j.omega.2005.06.005>
- John W. Creswel. (2014). Research design : qualitative, quantitative, and mixed methods approaches. In *SAGE Publications, Inc.* (4th ed., Vol. 91).
- Junni, P., Sarala, R. M., Tarba, S. Y., & Weber, Y. (2015). The Role of Strategic Agility in Acquisitions. *British Journal of Management*, 26(4), 596–616. <https://doi.org/10.1111/1467-8551.12115>
- K., V. S., Cornelia, D., & E., M. R. (1993). Production Competence and Business

- Strategy: Do They Affect Business Performance? *Decision Sciences*, 24(2), 435–456. <https://doi.org/10.1111/j.1540-5915.1993.tb00482.x>
- Kale, E., Aknar, A., & Başar, Ö. (2018). Absorptive capacity and Kinerja Perusahaan: The mediating role of strategic agility. *International Journal of Hospitality Management*, 78(September), 276–283. <https://doi.org/10.1016/j.ijhm.2018.09.010>
- Kaplan, R. S., & Norton, D. P. (1996). Using the Balanced Scorecard as a Strategic Management System Using the Balanced Scorecard as a Strategic Management System The Idea in Brief The Idea in Practice. *Harvard Business Review*. [https://doi.org/10.1016/S0840-4704\(10\)60668-0](https://doi.org/10.1016/S0840-4704(10)60668-0)
- Khan K, A., Bakkappa, B., Metri, B. A., & Sahay, B. S. (2009). Impact of agile supply chains' delivery practices on firms' performance: cluster analysis and validation. *Supply Chain Management: An International Journal*, 14(1), 41–48. <https://doi.org/10.1108/13598540910927296>
- Kohn, J. W., McGinnis, M. A., & Kesava, P. K. (1990). Organisational Environment and Logistics Strategy: An Empirical Study. *Management Science*, 22–30.
- Kong, B., & Mae, F. C. (2011). *Thesis - Logistics as a strategic role for the creation of Customer Value*. 1–166.
- Kotter, J. . (2012). Accelerate: 11. Decoupling: Gaining flexibility - Organise by customer/segmentation-based value domains. 12. Modularising: Assembling and disassembling Business systems. - Develop 'plug and play' functionality for Business systems and processes 13. Dissoc. *Harvard Business Review*, (November), 1–12.
- Kourdi, J. (2003). BUSINESS STRATEGY: A Guide to Effective Decision-Making. In *Profile Books Ltd* (Vol. 151). <https://doi.org/10.1145/3132847.3132886>
- Lai, K. H., Edwin Cheng, T. C., & Yeung, A. C. L. (2004). An empirical taxonomy for logistics service providers. *Maritime Economics and Logistics*, 6(3), 199–219. <https://doi.org/10.1057/palgrave.mel.9100109>
- Lane, D. M. (2018). *Introduction to Statistics*. <https://doi.org/10.2307/2528617>
- Lang, L. H. P., & Stulz, R. M. (1994). *Tobin 's q, Corporate Diversification, and Kinerja Perusahaan*. 102(6).
- Langley, C. J., Allen, G. R., & Dale, T. A. (2004). Third-Party Logistics Study: Results and Findings of the 2004 Ninth Annual Study. *Capgemini U.S. LLC, and FedEx Corp*.
- Latan, H. dan Ghozali, I. 2012. Partial Least Square Konsep, Teknik dan Aplikasi Menggunakan Program Smart PLS 2.0 M3. Semarang: Badan Penerbit Universitas Diponegoro
- Lengnick-Hal, C. A., & Beck, T. E. (2009). Resilience Capacity and Strategic Agility: Prerequisites for Thriving in a Dynamic Dynamic Environment.

Ashgate Publishing, 1–45.

- Li, S., Ragu-Nathan, B., Ragu-Nathan, T. S., & Subba Rao, S. (2006). The impact of supply chain management practices on competitive advantage and organizational performance. *Omega*, 34(2), 107–124. <https://doi.org/10.1016/j.omega.2004.08.002>
- Li, X., Chung, C., Goldsby, T. J., & Holsapple, C. W. (2008). A unified model of supply chain agility: the work-design perspective. *The International Journal of Logistics Management*.
- Linder, J., & Cantrell, S. (2000). Changing Business Models: Surveying the Landscape. *Institute for Strategic Change*, 403–431. <https://doi.org/10.4018/978-1-59140-875-8.ch018>
- Lungu, M. F. (2018). Achieving strategic agility through Inovasi Model Bisnis. The case of telecom industry. *Proceedings of the International Conference on Business Excellence*, 12(1), 557–567. <https://doi.org/10.2478/picbe-2018-0050>
- Marr, B., & Schiuma, G. (2003). Business performance measurement – past, present and future. *Management Decision*, 41(8), 680–687. <https://doi.org/10.1108/00251740310496198>
- Kohtamäki, M., & Farmer, D. (2017). Strategic Agility—Integrating Business Intelligence with Strategy. In *Real-time Strategy and Business Intelligence* (pp. 11-36). Palgrave Macmillan, Cham.
- Mavengere, N. B. (2013). Information technology role in supply chain's strategic agility. *International Journal of Agile Systems and Management*, 6(1), 7–24. <https://doi.org/10.1504/IJASM.2013.052209>
- Mavengere, N. B. (2013). The role of information systems in promoting strategic agility in supply chains. *Journal of Information Technology Case and Application Research*, 15(4), 13-33.
- Mcginnis, M. A., & Kohn, J. W. (2002). *Logistics Strategy - Revisted*. 23(2).
- Meyer, M. (1995). *Finding performance: The new discipline in management*. 1992, 1996–1996.
- Mintzberg, H., Ahlstrand, B., & Lampel, J. (1998). *Strategy Safari Wilds Of Strategic Management*. New York: The Free Press.
- Mintzberg, H., Ahlstrand, B., & Lampel, J. (2009). Strategy safari : The complete guide through the wilds of strategic management (2nd ed.). *Financial Times Prentence Hall*, 441. <https://doi.org/0684847434>
- Mishra, C. S. (2017). Creating and Sustaining Competitive Advantage. In *palgrave Macmillan* (Vol. 3). <https://doi.org/10.1007/978-3-319-54540-0>
- Mitchel, D. W., & Coles, C. B. (2004). Inovasi Model Bisnis breakthrough moves. *Journal of Business Strategy*, 25(1), 16–26. <https://doi.org/10.1108/02756660410515976>

- Morton, J., Stacey, P., & Mohn, M. (2018). Building and maintaining strategic agility: An agenda and framework for executive IT leaders. *California Management Review*, 61(1), 94–113. <https://doi.org/10.1177/0008125618790245>
- Mota, J., & de Castro, L. M. (2005). Relationship portfolios and capability development: Cases from the moulds industry. *Journal of Purchasing and Supply Management*, 11(1), 42–54. <https://doi.org/10.1016/j.pursup.2005.04.002>
- Nagel, R. N., & Bbargava, P. (1994). Agility: The Ultimate Requirement for World-Class Manufacturing Performance. *National Productivity Review*, 331–340.
- Naylor, J. Ben, Naim, M., & Berry, D. (1999). Leagility: integrating the lean and agile manufacturing in the total supply chain. *International Journal of Production Economics*, 62, 107–118. [https://doi.org/10.1016/S0925-5273\(98\)00223-0](https://doi.org/10.1016/S0925-5273(98)00223-0)
- Nedzinskas, Š., Pundzienė, A., Buožiūtė-Rafanavičienė, S., & Pilkienė, M. (2013). The impact of dynamic capabilities on SME performance in a volatile environment as moderated by organizational inertia. *Baltic Journal of Management*, 8(4), 376–396. <https://doi.org/10.1108/BJM-01-2013-0003>
- Neely, A. (Ed.). (2004). *Business Performance Measurement*. New York: Cambridge University Press.
- Mavengere, N. B. (2013). Information technology role in supply chain's strategic agility. *International Journal of Agile Systems and Management*, 6(1), 7-24.
- Niven, P. R. (2002). Maximizing Performance and Maintaining Results. *John Wiley & Sons, Inc.*
- Ofoegbu, O. . E., & Akanbi, P. A. (2012). *The Influence Of Strategic Agility On The Perceived Performance Of Manufacturing Firms In Nigeria*. 4(20), 18–28.
- Ojha, D. (2009). Impact of Strategic Agility on Competitive Capabilities and Financial Performance. *ProQuest LLC*.
- Oosterhout, M. van, Waarts, E., Heck, E. van, & Hillegersber, J. van. (2007). Business Agility: Need, Readiness and Alignment with IT Strategies. *KTH Industrial Engineering and Management Industrial Management SE-100 44 STOCKHOLM*, 44(0), 52–69. <https://doi.org/10.1057/palgrave.ejis.3000610>
- Orlitzky, M., Schmidt, F. L., Rynes, S. L., & Rynes, S. L. (2003). *Corporate Social and Financial Performance : A Meta-analysis*. 403–441.
- orojloo, mehdi, feizi, kamran, & hojati najafabadi, maryam. (2016). Strategic Agility Capabilities, Factors and their Effect on Organizational Performance: A Case Study of Iranian Banks. *The International Journal of Humanities*, 23(4), 84–105.
- Osterwalder, A., Pigneur, Y., & Tucci, C. L. (2005). Communications of the Association for Information Systems Clarifying Business Models: Origins,

- Present, and Future of the Concept CLARIFYING BUSINESS MODELS: ORIGINS, PRESENT, AND FUTURE OF THE CONCEPT. *Communications of the Association for Information Systems*, 16(16), 1–25. <https://doi.org/10.1.1.83.7452>
- Overby, E., Bharadwaj, A., & Sambamurthy, V. (2006). Enterprise agility and the enabling role of information technology. *European Journal of Information Systems*, 15(2), 120–131. <https://doi.org/10.1057/palgrave.ejis.3000600>
- Oyedijo, A. (2012). Strategic agility and competitive performance in the Nigerian telecommunication industry: an empirical investigation. *Business and Management Review*, 2(3), 227–237. Retrieved from http://www.ajjernet.com/journals/Vol_2_No_3_March_2012/26.pdf
- Panayides, P. M., & So, M. (2005). Logistics service provider-client relationships. *Transportation Research Part E: Logistics and Transportation Review*, 41(3), 179–200. <https://doi.org/10.1016/j.tre.2004.05.001>
- Pisano, G., Teece, D. J., Shuen, A., & Teece Gary Shuen, Amy, D. J. P. (2000). Dynamic Capabilities and Strategic Management. *Nature & Dynamics of Organizational Capabilities*, 18(March), 334. <https://doi.org/10.1002/CJAS.117>
- Pitt, L., Caruana, A., Berthon, P. R., & Pitt, L. (2006). *Market orientation and Business performance : some*.
- Poist, R. (1986). Evolution of Conceptual Approaches To Designing Business Logistics Systems. *Transportation Journal*, 26(1), 55–64.
- Porter, M. E. (1985). Competitive advantage: Creating and Sustaining Superior Peifonnance. In *The Free Press*. <https://doi.org/10.1007/978-3-319-54540-0>
- Prahalad, C. K., & Hamel, G. (1990). The Core Competence of the Corporation. *Harvard Business Review*, 68(3), 79–91. https://doi.org/10.1007/3-540-30763-X_14
- Principe, J. C., Wang, L., & Motter, M. A. (1998). Local dynamic modeling with self-organizing maps and applications to nonlinear system identification and control. *Proceedings of the IEEE*, 86(11), 2240–2258. <https://doi.org/10.1109/5.726789>
- Puspa A. W., (2020). Perusahaan JPT di Bawah ALFI akan Terapkan Multimoda. Diakses dari <https://ekonomi.bisnis.com/read/20200726/98/1271357/perusahaan-jpt-dibawah-alfi-akan-terapkan-multimoda-nasional#:~:text=%E2%80%9CSaat%20ini%20jumlah%20perusahaan%20Jasa,26%2F7%2F2020>).
- Rasiel, E. M., & Friga, P. N. (2002). *THE MCKINSEY MIND: Understanding and Implementing the Problem- Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm*. The McGraw-Hill Companies, Inc.
- Relations, D. C. (2016). *Master Plan on ASEAN Connectivity 2025*. Jakarta: The ASEAN Secretariat.

- Rick Dove. (1991). The 21s Century Manufacturing Enterprise Strategy. *Agility Forum*, 1–8.
- Robert E. Johnston, J., & P., J. D. B. (2003). *The power of strategy innovation : a new way of linking creativity and strategic planning to discover great Business opportunities*. New York: American Management Association.
- Romat Saragih, Rahayu, A., & Wibowo, L. A. (2017). External environment impact on Business performance in digital creative industry: Dynamic capability as mediating variable. *International Journal of ADVANCED AND APPLIED SCIENCES*, 4(9), 61–69. <https://doi.org/10.21833/ijaas.2017.09.008>
- Roth, A. V. (1996a). Achieving strategic agility through Economies of Knowledge", Planning Review. *Journal of Planning History*, 1(3), 266–269. <https://doi.org/10.1177/153851320200100311>
- Rothaermel, F. T. (2018). Strategic management: concepts (Vol. 2). Dubuque, IA: McGraw-Hill Education.
- Rutner, S. M., & C. John Langley, J. (2000). *Logistics Value: Definition, Process and Measurement*. <https://doi.org/http://dx.doi.org/10.1108/MRR-09-2015-0216>
- Seitz, J. (2008). Business agility. *Communications News*, 45(10), 16–19.
- Sergio, J. (2011). *Strategic Management The Theory and Practice of Strategy in (Business) Organizations*.
- Services IBM Global. (2011). Cutting through Complexity with Business Agility. *IBM Global Business Services*.
- Sharifi, H., & Zhang, Z. (1999). Methodology for achieving agility in manufacturing organisations: an introduction. *International Journal of Production Economics*, 62(1), 7–22. [https://doi.org/10.1016/S0925-5273\(98\)00217-5](https://doi.org/10.1016/S0925-5273(98)00217-5)
- Shou, Z., Chen, J., Zhu, W., & Yang, L. (2014). Firm capability and performance in China: The moderating role of guanxi and institutional forces in domestic and foreign contexts. *Journal of Business Research*, 67(2), 77–82. <https://doi.org/10.1016/j.jbusres.2012.11.014>
- Singh, B., & Rao, M. K. (2017). To Gear Up Kinerja Perusahaan in Banking Industry: The Role of Dynamic Capability. *Global Business Review*, 18(4), 1019–1040. <https://doi.org/10.1177/0972150917692404>
- Sjödín, D., Parida, V., Jovanovic, M., & Visnjic, I. (2020). Value Creation and Value Capture Alignment in Inovasi Model Bisnis: A Process View on Outcome-Based Business Models. In *Journal of Product Innovation Management* (Vol. 37). <https://doi.org/10.1111/jpim.12516>
- Soule, B. M. (2002a). From vision to reality : Strategic ENTREPRENEURIAL AND. *Association for Professionals in Infection Control and Epidemiology, Inc.*, 107–119. <https://doi.org/10.1067/mic.2002.119822>
- Soule, B. M. (2002b). From vision to reality: Strategic agility in complex times.

- American Journal of Infection Control*, 30(2), 107–119.
<https://doi.org/10.1067/mic.2002.119822>
- Stank, T. P., Goldsby, T. J., Vickery, S. K., & Savitskie, S. (2003). Logistics Service Performance: Estimating Its Influence on Marketshare. *Journal of Business Logistics*, 24(1), 27–55.
- Stefansson, G. (2006). International Journal of Physical Distribution & Logistics Management Collaborative logistics management and the role of third-party service providers. *International Journal of Physical Distribution & Logistics Management*, 36(2), 76–92. <https://doi.org/10.1108/09600030610656413>
- Stock, G. N., Greis, N. P., & Kasarda, J. D. (1998). Logistics, strategy and structure. *International Journal of Operations & Production Management*, 18(1), 37–52. <https://doi.org/10.1108/01443579810192772>
- Swafford, P. M., Ghosh, S., & Murthy, N. (2006). The antecedents of supply chain agility of a firm: Scale development and model testing. *Journal of Operations Management*, 24(2), 170–188. <https://doi.org/10.1016/j.jom.2005.05.002>
- Swafford, P. M., Ghosh, S., & Murthy, N. N. (2006). A framework for assessing value chain agility. *International Journal of Operations & Production Management*.
- Taufik, Ekasari, M.A., Soboro, C., Robiadi, N., Pratma, J., Octavia W. (2021) Surviving the Covid-19, Preparing the Post: Logistics Industry Persective. Marketeers, Jakarta CMO Club
- Tarafdar, M., & Qrunfleh, S. (2017). Agile supply chain strategy and supply chain performance: complementary roles of supply chain practices and information systems capability for agility. *International Journal of Production Research*, 55(4), 925–938. <https://doi.org/10.1080/00207543.2016.1203079>
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic Capabilities. *Strategic Management Journal*, 118:7, 509–533. https://doi.org/10.1057/978-1-349-94848-2_689-1
- Teece, D., & Pisano, G. (2003). The dynamic capabilities of firms. In *Handbook on knowledge management* (pp. 195-213). Springer, Berlin, Heidelberg.
- Teece, D. J., Pisano, G., & Shuen, A. (2000). Dynamic Capabilities and Strategic Management. *Nature & Dynamics of Organizational Capabilities*, 18(March), 334. <https://doi.org/10.1002/CJAS.117>
- Teece, D. J. (2016). Dynamic Capabilities. *The Palgrave Encyclopedia of Strategic Management*, 1–9. https://doi.org/10.1057/978-1-349-94848-2_689-1
- Teeratansirikool, L., Siengthai, S., Badir, Y., & Charoenngam, C. (2013). Competitive strategies and Kinerja Perusahaan: The mediating role of performance measurement. *International Journal of Productivity and Performance Management*, 62(2), 168–184. <https://doi.org/10.1108/17410401311295722>

- Teti, E., Perrini, F., & Tirapelle, L. (2014). Competitive strategies and value creation: A twofold perspective analysis. *Journal of Management Development*, 33(10), 949–976. <https://doi.org/10.1108/JMD-08-2012-0100>
- Tikkanen, H., Kujala, J., & Artto, K. (2007). The marketing strategy of a project-based firm: The Four Portfolios Framework. *Industrial Marketing Management*, 36(October), 197–206. <https://doi.org/10.1016/j.indmarman.2006.03.006>
- Tikkanen, J. (2014). Dynamic Capability Influence on Strategic Agility : A Case Study in Energy Conservation. *Master Thesis*, (April).
- Trimi, S., & Berbegal-Mirabent, J. (2012). Inovasi Model Bisnis in entrepreneurship. *International Entrepreneurship and Management Journal*, 8(4), 449–465. <https://doi.org/10.1007/s11365-012-0234-3>
- Turban, E., King, D., Lee, J. K., & Viehland, D. (2006). Electronic Commerce: A Manajerial Perspective 2006. *Electronic Business*, (March 2016), 4–8. <https://doi.org/10.3171/2016.3.FOCUS1665>.
- Uğurlu, Ö. Y., Çolakoğlu, E., & Öztosun, E. (2018). Strategic Agility and Kinerja Perusahaan Relationship : A Research in Manufacturing Firms. *International Applied Social Science Congress*.
- Vecchiato, R. (2015). Creating value through foresight: First mover advantages and strategic agility. *Technological Forecasting and Social Change*, 101, 25–36. <https://doi.org/10.1016/j.techfore.2014.08.016>
- Vennix, J. A. M., Akkermans, H. A., & Rouwette, E. A. J. A. (1996). Group model-building to facilitate organizational change: An exploratory study. *System Dynamics Review*, 12(1), 39–58. [https://doi.org/10.1002/\(SICI\)1099-1727\(199621\)12:1<39::AID-SDR94>3.0.CO;2-K](https://doi.org/10.1002/(SICI)1099-1727(199621)12:1<39::AID-SDR94>3.0.CO;2-K)
- Vickery, S. K., Droge, C., & Markland, R. E. (1993). *Production Competence and Business Strategy : Do They Affect Business Performance ?* 24(2).
- Virum, G. P. H. (2001). Growth Strategies for Logistics Service Providers: A Case Study. *The International Journal of Logistics Management*, 12(1), 53–64.
- Wangasa, C. N. (2018). Effect of Strategic Agility on the Performance of Commercial Banks in Kenya (Doctoral dissertation, University of Nairobi).
- Weber, Y., & Tarba, S. Y. (2014). Strategic Agility: A State of the Art. *California Management Review*, 56(3), 5–12. <https://doi.org/10.1525/cm.2014.56.3.5>
- Weill, P., Subramani, M., & Broadbent, M. (2002). *IT Infrastructure for Strategic Agility* Peter Weill , Mani Subramani , and Marianne Broadbent, CENTER FOR INFORMATION SYSTEMS Massachusetts Institute of Technology.
- Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). Strategic Management and Business Policy Globalization, Innovation and Sustainability. In *Pearson*.
- Widjajani, & Nurjaman, R. (2020). The Framework of Strategic Agility in Small

and Medium Enterprise. *Journal of Physics: Conference Series PAPER*, 1477. <https://doi.org/10.1088/1742-6596/1477/5/052034>

Word Bank (2021). *Global Economic Prospects*. Word Bank Group. 30th Anniversary Edition

Worley, C. G., & Iii, E. E. L. (2010). *Effective Organizations Agility and Organization Design : A Diagnostic Framework* Christopher G . Worley , Ph . D . Center for Effective Organizations Marshall School of Business University of Southern California 3415 South Figueroa Street , DCC 200 Los An. I(November), 0–37.

Worley, C. G., & Lawler, E. E. (2010). Agility and Organization Design: A Diagnostic Framework. *Organizational Dynamics*, 39(2), 194–204. <https://doi.org/10.1016/j.orgdyn.2010.01.006>

Yusuf, Y. Y., Gunasekaran, A., Adeleye, E. O., & Sivayoganathan, K. (2004). Agile supply chain capabilities: Determinants of competitive objectives. *European Journal of Operational Research*, 159(2 SPEC. ISS.), 379–392. <https://doi.org/10.1016/j.ejor.2003.08.022>