



CONSUMER BEHAVIOUR: MISCELLANEOUS

BUNGA RAMPAI PERILAKU PELANGGAN

DR. IR. PAUL LUMBANTOBING, M.ENG

BUYER
LIFESTYLE/PSYCHOGRAPHICS



George McLeod

49, Brooklyn, NY
Business Manager

- Social Media
- Internet
- Networking



- Apps
- Blogs
- Tablet



Motivations

Intrinsic: self improvement, growth, passion, curiosity, fun
Extrinsic: praise, promotion, bonuses

Goals

- Financial Goal
- Social Goal (social change ect)

Frustrations

-

Frustrations

-

Wants and Needs

- Social Media
- Internet
- Networking
- Social Media

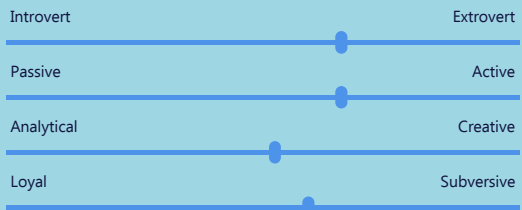
Brands and Apps



you live but
you
as well
sing."

ni, 24

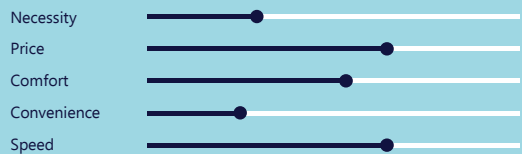
Personality



Brands and Apps



Motivations



MARKETING IN THE AGE OF ALEXA

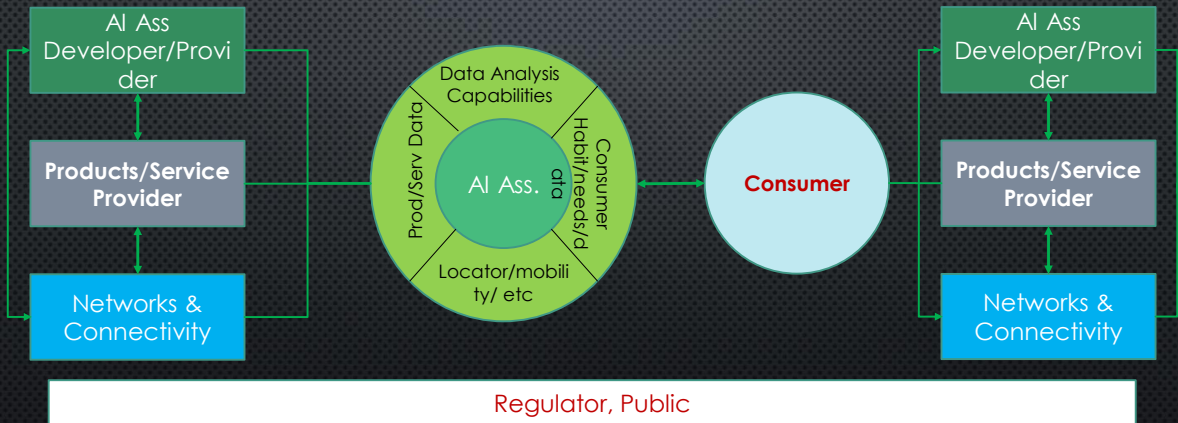
AI ASSISTANTS WILL TRANSFORM HOW
COMPANIES AND CUSTOMERS CONNECT.
BY NIRAJ DAWAR AND NEIL BENDLE

HARVARD BUSINESS REVIEW MAY-JUNE 2018

SMART ASSISTANTS

- THE NEW ENVIRONMENT:
 - OVER THE NEXT DECADE, SMART ASSISTANTS LIKE ALEXA WILL TRANSFORM HOW COMPANIES SELL TO AND SATISFY CONSUMERS, AND GLOBAL FIRMS WILL BATTLE TO ESTABLISH THE PREFERRED AI PLATFORM.
 - **SMART PLATFORM TO:** REACH, DELIVERY, SERVE, ENGAGE, NEW CHANNEL, TOUCHPOINTS
- THE CHANGING BEHAVIOR:
 - AI ASSISTANTS WILL BECOME TRUSTED ADVISERS TO CONSUMERS, ANTICIPATING AND SATISFYING THEIR NEEDS, ENSURING THAT ROUTINE PURCHASED FLOW UNINTERRUPTED TO THEIR HOUSEHOLDS LIKE ELECTRICITY, AND **GUIDING** THEM THROUGH COMPLEX BUYING DECISIONS.
- THE STRATEGIC RESPONSE
 - BRANDS WILL NEED TO SHIFT THE FOCUS OF THEIR MARKETING FROM CONSUMERS TO AI PLATFORMS, SEEKING TO INFLUENCE PLATFORMS IN ORDER TO GET PREFERENTIAL POSITIONING ON AI ASSISTANTS
- ETHICAL ISSUES ?
 - CONSPIRACY BETWEEN PRODUCER/SERVICE PROVIDER WITH SMART ASSISTANCE DEVELOPER.
 - MISUSE OF CONSUMER DATA

SMART DIGITAL ASSISTANTS: BUSINESS FRAMEWORK



Paul Lumbantobing, 2021

The Engagement Capacity Gap™ Study

Verint's Global Research on the State of Customer Engagement

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VERINT.

Introduction: Organizations Struggle to Meet Rising Customer Engagement Challenges

A global pandemic in 2020 layered new challenges on top of an existing pressure cooker.

Consumer behavior is evolving, and expectations are rising as customers:

- Choose digital-first at an accelerated pace.
- Prefer self-service and social channels.
- Expect informed, relevant, and authentic interactions—including human assistance when they need it.

The workforce is changing:

- Work-from-anywhere is the new norm.
- Humans and bots are increasingly working together to address customer needs.
- Generational shifts are accelerating.

Organizations haven't changed fast enough to keep up with these trends:

- The number of engagement channels and customer journeys has doubled or even tripled in the last decade.
- Organizations are dealing with millions of customer interactions and increased complexity.
- Most organizations have had to address these additional challenges using the same or fewer teams and resources.

There is a chasm between what organizations know they need to do to manage customer engagement (CE), and the resources they have to do it.

Verint calls this new and pressing problem the **Engagement Capacity Gap™**.

The Engagement Preparedness Index

In the research presented in this report, Verint introduces a revolutionary new way to measure and understand the problems of a changing customer base and evolving workforce. It's called the Engagement Preparedness Index, and it measures how well-prepared organizations are to address the Engagement Capacity Gap.

Solving any problem starts with understanding it. Verint's research in this area helps organizations understand the scope of the problem. We can then define the requirements for closing the gap and identify the criteria for a workable solution.

Led by video streaming and gaming, in-home media consumption changed

Changes in consumer behavior during COVID-19

44%



increase of in-house social media consumption^{1, 2}

70%



of people spent more time on their smart-phone/mobile phone^{1, 3}

80%



higher traffic on media sites⁴

67%



of people watched more news coverage¹

28%



more video streaming users for key players in 2020

39%



increase in U.S. video game sales in 2020⁵

1: March 16 to 20, 2020 2: "Which of the following have you been doing at home, because of the coronavirus/COVID-19 outbreak?" 3: "Which device(s) have you been spending more time using since the start of the coronavirus/COVID-19 outbreak?" 4: CW11-CW12 2020 compared to reference (January 6 to February 16) 5: March to August 2020 compared to March to August 2019

Note: More information in the [Statista Dossier "Coronavirus Impact on Media Consumption Worldwide"](#)

Sources: GlobalWebIndex, as of March 2020, ContentSquare, as of March 22, 2020, Netflix financial statements, as of Q2 '20, The Walt Disney Company Results, as of Q3 '20, Technology Ihs, Techcrunch, The Verge, Variety, Venturebeat, Statista



COVID-19 is Changing How Consumers Behave Across all Spheres of Life



Work

- Rise of unemployment
- There're 20x increase in Zoom daily participants and people tend to have remote working (WFH)

Learning

- A lot of people use internet access for educational and have remote learning (LFH)

Communications & Information

- Shift in media consumption
- Further migration to digital

Travel & Mobility

- 80% reduction in international travel related tourist spend
- Reduction in tourist spend and travel retail increase in domestic tourism

Shopping & Consumption

- Surge in e-commerce
- Preference for trusted brands
- Larger basket, reduce shopping frequency
- Shift to stores closer to home

Life at Home

- Stay at home, home is recast as the new coffee shop, restaurant, and entertainment center

Play & Entertainment

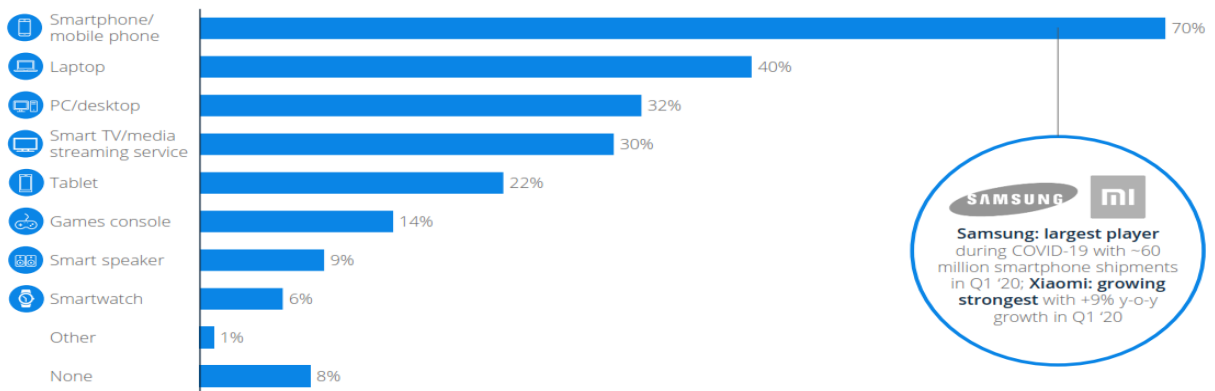
- Preference for digital entertainment
- Entertainment channel shift (e.g. cinema to streaming)
- Additional play time

Health and Wellbeing

- Focus on health and hygiene
- Acceleration of organic, natural fresh
- Fitness on demand
- E-Pharmacy & e-doctor at scale

70% of consumers increased their time using a smartphone during COVID-19

Globally increased device usage at the onset of the COVID-19 outbreak¹



¹: March 16 to 20, 2020; "Which device(s) have you been spending more time using since the start of the coronavirus/COVID-19 outbreak?"
 Note: More information in the [Statista Dossier "Coronavirus impact on media consumption worldwide"](#)
 Sources: GlobalWebIndex, as of March 2020, Canals Smartphone Analysis, as of April 2020, Statista

Executive Summary

What do business leaders think about their preparedness for rising customer expectations and a rapidly changing workforce? What are their challenges? What are their biggest concerns? Are they prepared for 2021?

We surveyed thousands of business leaders from around the world and across 10 industries to find out. Findings include:

Businesses don't feel prepared to meet the rising challenges.

82% believe managing customer engagement and experience will become more challenging in 2021 and beyond.

Customer engagement is a top priority.

Three of five top priorities are directly related to customer engagement.

Leaders are concerned, and they have a lot on their minds.

94% report being worried about understanding and acting on rapidly changing customer behaviors.

Business leaders have high hopes for AI, but they want to see results.

78% have made AI investments, but only 18% say it's helped their organization manage shifts in channel usage and interaction volume.

Data and departmental silos hamper the effectiveness of analytics efforts.

Companies need a unified approach and view of their customer data in order to realize analytics' power and potential.

Business Priorities: Customer Engagement in 2021

Business leaders believe customer engagement is a key competitive differentiator in 2021. They're not wrong: McKinsey wrote recently* that organizations that create a distinctive customer experience will recover faster from the pandemic.

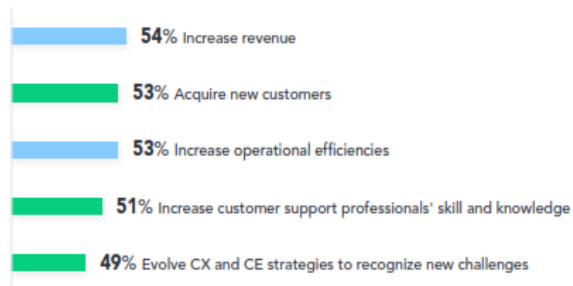
Organizations seem to understand that they must:

- Create differentiated experiences that are authentic, relevant, frictionless, and connected.
- Deliver across billions of interactions, hundreds of journeys, and dozens of channels and touchpoints.
- Maintain and empower a new AI-driven workforce of bots and humans working from anywhere.
- Achieve all these goals with limited resources and without breaking the budget.

Customer engagement has become the essential force for navigating this inflection point.

3 of Top 5 Business Priorities Related to Customer Engagement

When we asked business leaders about their biggest priorities, three of the top five are **directly related to customer engagement**:



Percentages reflect the number of respondents who indicated it was a top priority for the business.

*McKinsey: "Adapting to the next normal in retail: The customer experience imperative." May 14, 2020.

Concerns: Leaders are Overwhelmed and Have Limited Resources

Managers and decision makers are exhausted and stretched thin. When we asked survey respondents for their list of top concerns, 83% reported being concerned about five or more things.

A staggering 94% of business leaders are concerned about how to understand and act on rapidly changing customer behaviors. Perhaps they should be. Consumers expect:

- Easy, convenient digital-first choices.
- A consistent experience no matter what channel they choose.
- Better-than-ever customer service.
- High-quality self-service options, but an immediate response from a human if self-service fails.

Organizations are expected to meet these demands with a modern, adaptable workforce, including:

- Effective, efficient, and integrated teams of humans and bots.
- Greater work flexibility, enabling people to work from any location, across channels and departments and adapt quickly to an ever-changing environment.
- A younger and more digitally-savvy workforce equipped with modern apps and new workflows.

This is the future of work, and it needs to deliver on the promise of an elevated customer experience and greater operational efficiencies.

No wonder business leaders are overwhelmed.

Top Concerns of Business Leaders

- 94%** Understanding and acting on rapidly changing customer behaviors
- 88%** Managing the growth in volume of customer interactions
- 79%** Having a unified view of customer engagement and overcoming data silos
- 78%** Using customer feedback to improve experiences
- 77%** Building enduring customer relationships
- 76%** Engaging with customers using work-from-home employees
- 76%** Improving engagement for work-from-home employees

**SELL DIRECTLY TO
CONSUMER OR
THROUGH amazon®**



Summary

PedalSpark, a small maker of high-end electric bicycles, needs strategies for selling new ride.

The signature bike, \$4,000 luxury bike, was selling well through company's website.

A cheaper, entry level is to be introduced to have broader market and buyer.

PedalSpark must decide whether to sell cheaper type of products in Amazon which currently have a lot members or direct through their website.

The Experts Respond section below will describe the pros and cons of the decisions selling through Amazon.



About Amazon

Amazon Prime has over 100 million members, and it's growing. There are possibilities of getting more customers and more visibility for pedalspark.

Amazon-Basics has about 130 private label so far. Projected to hit \$25 billion in sales by 2020.

Fulfilment By Amazon takes cares warehousing and shipping of merchants items

Amazon has a huge advantage over the merchants on its site. E.g by keeping all customer's data and controls the customer relationship process.

Half of consumers (54%) search and browser Amazon when looking for a product

Pros

- Amazon is a big platform it gain higher possibility to get new customers
- Brand Recognition - The product can be widely introduced and offered to the public in a short time
- Scalable - With Amazon Prime, it provides the warehousing and shipping management system
- Big chance to sell the product beyond local geographical location.

Cons

- Could not control the entire sales process
- Amazon fetch company's data about customer, margin and market's potential
- Amazon in an open marketplace - unauthorized sellers might popping out copycat the product with lower price
- Amazon-basics might duplicate the product
- Could not capture buyers' contact or remarket to them
- If using FBA, tracking inventory can be difficult
- Will not lead to long term profits nor sustainable growth

The Age of Continuous Connection

Authors :

Nicolaj Siggelkow

Professor, Wharton

Christian Terwiesch

Professor, Wharton

Preface

New technologies have made 24/7 customer relationship possible. Instead of waiting for customers to come to them, firms are addressing customer's needs the moment they arise and sometimes even earlier.

Both authors have done *a research* and identified **4 effective connected strategies**, each of which moves beyond traditional modes of customer interaction and represent a fundamentally new business model.

It's time to change your business model accordingly.

12/09/2019

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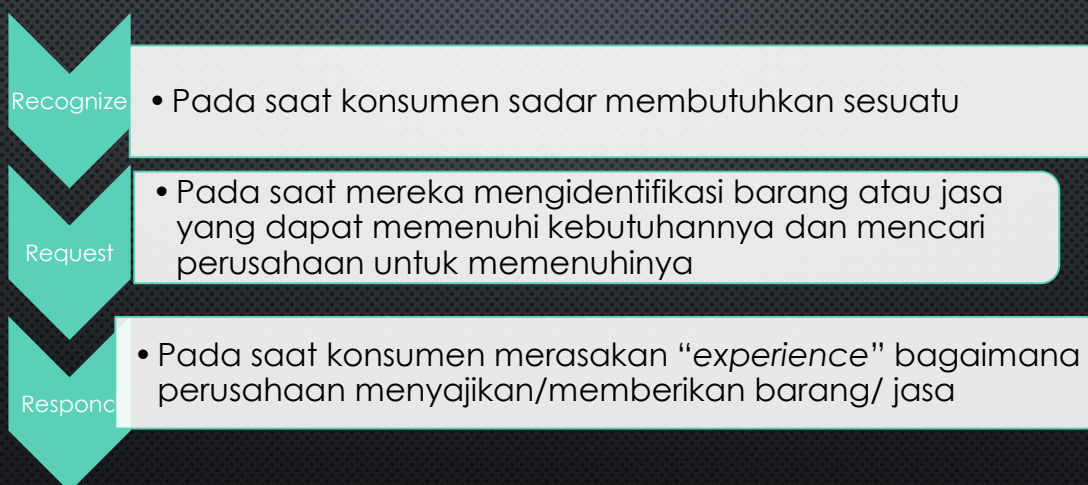
MAGIC BAND (DISNEY WORLD)

- DISNEY WORLD MEMBERIKAN MAGIC BAND KEPADA PARA PENGUNJUNGNYA YANG DILENGKAPI DENGAN RADIO FREQUENCY IDENTIFICATION TECHNOLOGY YANG MEMUNGKINKAN PENGUNJUNG MASUK KE TAMAN HIBURAN, MENDAPATKAN AKSES PRIORITAS TRANSPORTASI, MEMBAYAR MAKANAN DAN BARANG-BARANG SERTA MEMBUKA KUNCI KAMAR. BAND TERSEBUT JUGA MEMBANTU DISNEY UNTUK MENGETAHUI LOKASI PENGUNJUNG UNTUK DAPAT KEMUDIAN MENCIPTAKAN CUSTOMIZE EXPERIENCES UNTUK MEREKA.

SELLING TEXTBOOKS (MCGRAW-HILL EDUCATION)

- MCGRAW-HILL TIDAK HANYA MENJUAL BUKU TETAPI JUGA MENAWARKAN *CUSTOMER LEARNING EXPERIENCES*. DIMANA MAHASISWA DAPAT MENGGUNAKAN *ELECTRONIC TEXT* PERUSAHAAN UNTUK MEMBACA DAN MENERJAKAN TUGAS. TEKNOLOGI DIGITAL DAPAT MELACAK *PROGRESS* DAN MENG-INPUT DATA UNTUK PARA GURU DAN JUGA KEPADA PERUSAHAAN. APABILA ADA YANG MENGALAMI KESULITAN, GURU AKAN SEGERA MENGETAHUI DAN MCGRAW-HILL AKAN MENGARAHKAN MAHASISWA KEPADA BAB ATAU VIDEO YANG MENAWARKAN PENJELASAN YANG MEMBANTU.
- INOVASI DISINI BUKAN PADA TEKNOLOGINYA TETAPI KEPADA BAGAIMANA PERUSAHAAN MENGGUNAKAN TEKNOLOGI TERSEBUT UNTUK MENGEMBANGKAN HUBUNGAN YANG BERKESINAMBUNGAN DENGAN KONSUMEN.

TRADITIONAL CUSTOMER JOURNEY



THE 4 CONNECTED STRATEGIES

12/09/2019

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1. Respond to Desire

- IN MANY CASES, WHAT MATTERS MOST TO CUSTOMERS IS **THE AMOUNT OF ENERGY** THEY HAVE TO EXPEND—THE LESS, THE BETTER.
- PROVIDING CUSTOMERS WITH SERVICES AND PRODUCTS THEY HAVE REQUESTED BEFORE AND DOING AS QUICK AS POSSIBLE (FAST DELIVERY, MINIMAL FRICTION, FLEXIBILITY, AND PRECISE EXECUTION)



TO PROVIDE A GOOD RESPOND TO DESIRE EXPERIENCE, COMPANIES NEED TO **LISTEN CAREFULLY** TO WHAT CUSTOMERS WANT AND **MAKE THE BUYING PROCESS EASY**.

“SPEED IS CRITICAL IN A LOT OF RESPOND TO DESIRE SITUATIONS.”

“Consumers are much more demanding than they have been historically – that’s because of the way that other categories are changing and what they’re delivering, and that puts a pressure on all categories to up their game,” – Amy Cashman Co CEO of Kantar Insights UK

12/09/2019

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2. Curated Offering

CREATING AN **EXPERIENCE** THAT MANY PEOPLE FIND IS MORE CONVENIENT, FUN, AND HEALTHFUL THAN WHAT THEY WOULD CHOOSE ON THEIR OWN.

COMPANIES GET ACTIVELY INVOLVED IN HELPING CUSTOMERS AT AN **EARLIER STAGE** OF THE CUSTOMER JOURNEY: AFTER THE CUSTOMERS HAVE FIGURED OUT WHAT THEY NEED BUT **BEFORE THEY’VE DECIDED HOW TO FILL THAT NEED**. EXECUTED PROPERLY, A CURATED-OFFERING STRATEGY NOT ONLY DELIGHTS CUSTOMERS BUT ALSO **GENERATES EFFICIENCY BENEFITS FOR COMPANIES**.

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3. Coach Behavior

COACH BEHAVIOR STRATEGIES HELP CUSTOMER'S CHALLENGE BY **PROACTIVELY** REMINDING CUSTOMERS OF THEIR NEEDS AND ENCOURAGING THEM TO TAKE STEPS TO ACHIEVE THEIR GOAL.

THE ESSENTIAL CAPABILITIES ARE :

- **DEEP UNDERSTANDING** OF CUSTOMER'S NEED (WHAT DOES CUSTOMER WANT TO ACHIEVE ?)
- **GATHER AND INTERPRET** RICH CONTEXTUAL DATA (WHAT HAS THE CUSTOMER DONE OR NOT DONE UP TO THIS POINT ? CAN SHE NOW FIGURE THAT SHE WILL GET HER GOAL ?)
- **ENABLING CHEAP AND RELIABLE TWO WAYS COMMUNICATION** WITH CUSTOMERS

12/09/2019

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24/7 CONNECTED STRATEGY



Nike Run Club - Apps on Google Play



MagicBands at Walt Disney World ...



wearables could change health and fitness

12/09/2019

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4. Automatic Execution

COMPANIES MEET THE NEEDS OF CUSTOMERS EVEN BEFORE THEY HAVE BECOME AWARE OF THOSE NEEDS.

THE GROWING OF INTERNET OF THINGS (IoT) IS MAKING ALL SORTS OF AUTOMATIC EXECUTION POSSIBLE. CUSTOMERS HAVE STRONG TRUST, RICH FLOW OF INFORMATION FOR A FEEDBACK.

THE INTERNET-CONNECTED WEARABLE TECHNOLOGIES ALLOW HEALTH CARE COMPANIES TO MONITOR PATIENTS.

12/09/2019

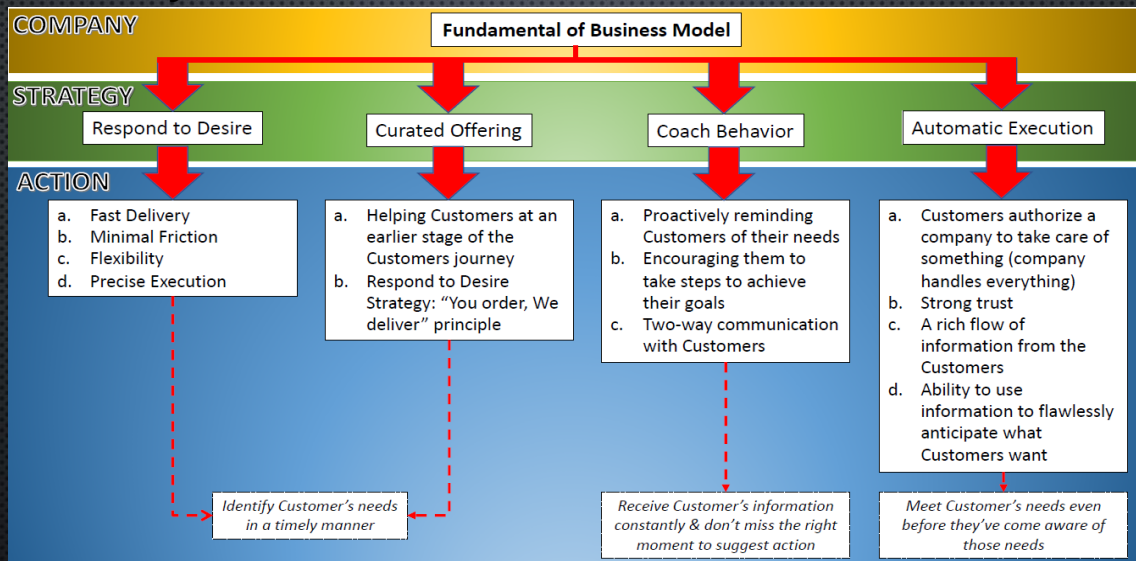
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AUTOMATIC EXECUTION...



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Summary



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Which Connected Strategies Should You Use?

CONNECTED STRATEGY	DESCRIPTION	KEY CAPABILITY	WORKS BEST WHEN	WORKS BEST FOR
Respond to desire	Customer expresses what she wants and when	Fast and efficient response to orders	Customers are knowledgeable	Customers who don't want to share too much data and who like to be in control
Curated offering	Firm offers tailored menu of options to customer	Making good personalized recommendations	The uncurated set of options is large and potentially overwhelming	Customers who don't mind sharing some data but want a final say
Coach behavior	Firm nudges customer to act to obtain a goal	Understanding customer needs, and ability to gather and interpret rich data	Inertia and biases keep customers from achieving what's best for them	Customers who don't mind sharing personal data and getting suggestions
Automatic execution	Firm fills customer's need without being asked	Monitoring customers and translating incoming data into action	Customer behavior is very predictable, and costs of mistakes are small	Customers who don't mind sharing personal data and having firms make decisions for them

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AI & IR 4.0

THE BIGGEST IMPLEMENTOR ARE STILL **TELCO, FSI AND RETAIL**

To achieve customer obsession, which of the following business outcomes are your firm planning to prioritize using artificial intelligence technologies?

Top priority by industry and company revenue size:

IT/TELECOMS



Better anticipate and respond to market changes (55%)

FSI



Improve accuracy of customer behavior predictions (54%)

RETAIL



Develop new products and services (55%)

USD 50 - 99.9M



Better anticipate and respond to market changes (51%)

USD 100 - 249.99M



Develop new products and services (56%)

MORE THAN USD 250M



Improve existing products and services (60%)

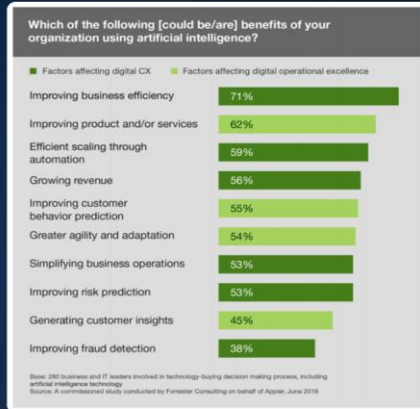
Base: 260 business and IT leaders involved in technology-buying decision making process, including artificial intelligence technology
Source: A commissioned study conducted by Forrester Consulting on behalf of Appier, June 2018

APPIER SURVEY CONDUCTED BY FORRESTER JULY 2018

BIG DATA/AI BENEFITS SO FAR



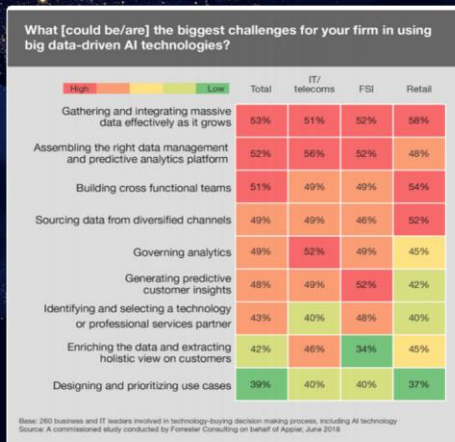
IMPROVE **BUSINESS PROCESS** AND
ENHANCED **CONSUMER EXPERIENCE**



APPIER SURVEY CONDUCTED BY FORRESTER JULY 2018

THE BIGGEST CHALLENGE IN BIG DATA/AI IMPLEMENTATION IS STILL DATA INTEGRATION

silos data
difficult to link
no accountability



APPIER SURVEY CONDUCTED BY FORRESTER JULY 2018

ARCHITECTS OF INTELLIGENCE



ANDREW NG

AI Fund
Baidu Research
Google Brain
Coursera Co-Founder
Stanford University



DANIELA L. RUS

MIT Director of the
CS and AI Lab (CSAIL)



DEMIS HASSABIS

DeepMind Co-Founder



FEI-FEI LI

Stanford Director AI Lab
Google Chief Scientist



JEFF DEAN

Head Google Brain
Google AI Director
Senior Fellow



GEOFFREY HINTON

University of Toronto
Google Brain
Carnegie Mellon University
University College London



**JÜRGEN
SCHMIDHUBER**

Dalle Molle Institute for AI
Research



STUART J. RUSSELL

Director of the Center for Human
Compatible AI Berkeley



YANN LECUN





























New York University
Element Inc Co-Founder
FAIR
Bell Labs



YOSHUA BENGIO

Element AI Co-Founder
Université de Montréal

DAILY LIFE AI-POWERED APPS

 Auto complete	 Auto correct	 Calendar	 Chrome	 CNN	 Facial Recognition	 Feedly
 Finger ID	 Gmail	 Smart Watch	 Kindle	 LinkedIn	 Mac	 Map
 MS Surface	 Netflix	 PC	 Pocket	 Search	 Smart Speaker	 Smart TV
 Smartphone	 Spotify	 Uber	 WeChat	 WhatsApp	 WSJ	 YouTube

DISRUPTIVE INNOVATION

- DISRUPTIVE INNOVATION DESCRIBES A PROCESS BY WHICH A PRODUCT OR SERVICE POWERED BY A TECHNOLOGY ENABLER INITIALLY TAKES ROOT IN SIMPLE APPLICATIONS AT THE LOW END OF A MARKET TYPICALLY BY BEING LESS EXPENSIVE AND MORE ACCESSIBLE – AND THE RELENTLESSLY MOVES UPMARKET, EVENTUALLY DISPLACING ESTABLISHED COMPETITORS.
- DISRUPTIVE INNOVATIONS ARE NOT BREAKTHROUGH INNOVATIONS OR “AMBITIOUS UPSTARTS” THAT DRAMATICALLY ALTER HOW BUSINESS IS DONE BUT, RATHER, OFTEN APPEAR MODEST AT THEIR OUTSET BUT OVERTIME HAVE THE POTENTIAL TO TRANSFORM AN INDUSTRY.
- ROBERT MERTON IDEA OF “OBLITERATION BY INCORPORATION,” WHERE A CONCEPT BECOMES SO POPULARIZED THAT ITS ORIGINS ARE FORGOTTEN.

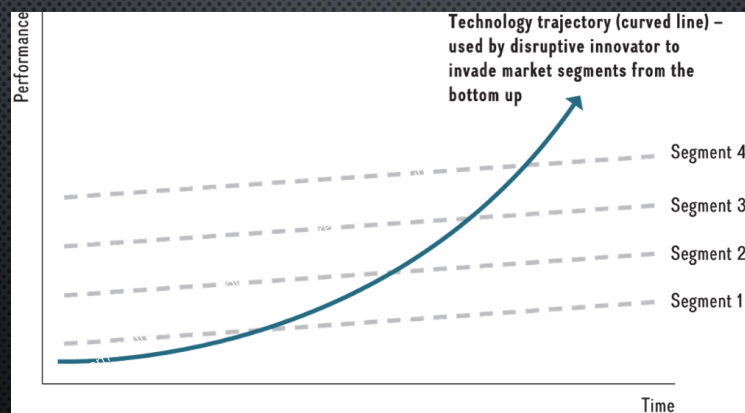
CLAYTON M. CHRISTENSEN

MIT SLOAN MANAGEMENT REVIEW SPRING 2020

DISRUPTIVE INNOVATION: RIDING THE TECHNOLOGY TRAJECTORY TO INVADE DIFFERENT MARKET SEGMENTS

BEGINS AS A LOW COST SOLUTION TO EXISTING PROBLEM

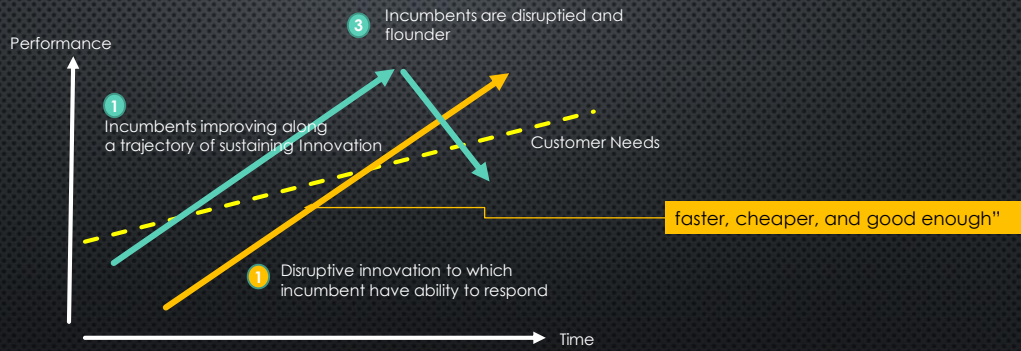
THE RATE OF TECHNOLOGICAL IMPROVEMENT INCREASES



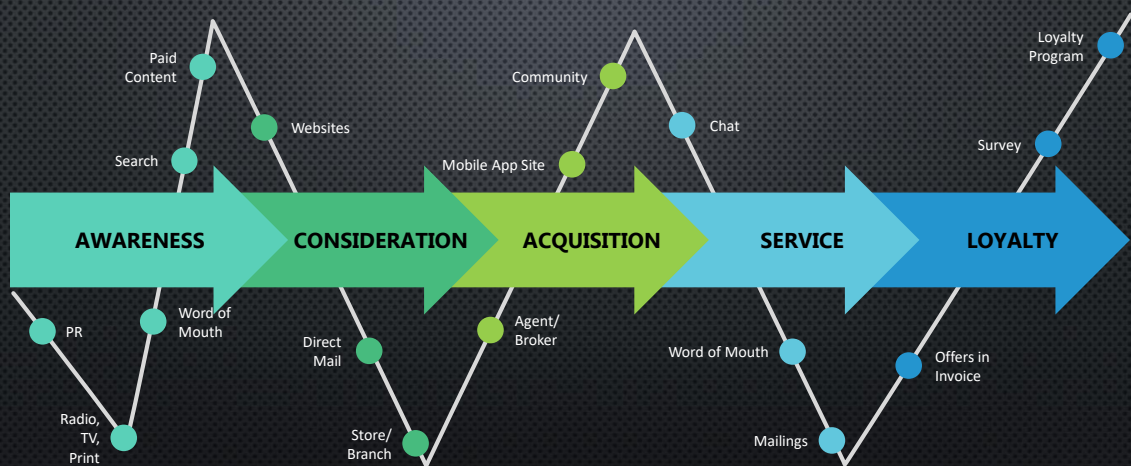
[JUMP TO APPENDIX 11 LONG IMAGE DESCRIPTION](#)

Disruptive Innovation

With digital technology, it's easier now to create products - innovation - services that serve customer needs better, but much cheaper ...



CUSTOMER JOURNEY AND TOUCHPOINTS



TERIMA KASIH

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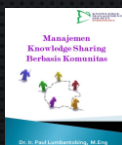
Know
Who



Dr. Ir. Paul Lumbantobing, M.Eng

Kel.
**dr. Sarah Siagian
Felicia, Michael & Calvin**

Publikasi



Education

- S1 Teknik Elektro Universitas Sumatera Utara, Medan
- S2 Engineering University of Technology Sydney
- Mini MBA, INSEAD
- S3 Management Science Universitas Padjadjaran, Bandung

Training

- TAC-3 Siemens, Munich, Germany
- Product Development, AT&T, Chicago, USA
- Systems Engineering, Lucent Technology, Singapore
- Contributor in European Conference on Intellectual Capital
- Executive Development Program
- Advanced Leadership Training Pusdikhub TNIAD

Organisasi

- | | |
|-------------|--|
| 2016 – Now | Ketua Alumni SMPN1 77 Tarutung |
| 2010 – 2011 | Pengurus YPPAK (Yayasan Pembinaan Alumni Kristen) |
| 2006 – Now | Co-Founder & Dewan Pakar Knowledge Management Society Indonesia |
| 2007 – 2009 | Serikat Karyawan Telkom, KABID LITBANG DPD |
| 2021- Now | Anggota Dewan Pakar Asosiasi Profesi Productivitas Indonesia (Approdi) |

Job Assignment

- | | |
|-----------------------|--|
| 1988 – 1992 | Dosen (USU & Telkom University) |
| 1992 – 1993 | TAC -3 Program- Siemens Munich |
| 1993 – 2004 | Staf sd Manager di PT. Telkom & Magang di AT&T USA |
| 2004 – 2011 | Senior Officer Corporate Transformation PT. Telkom |
| 2011 – 2016 | Vice President (Aset, Perf, IPO etc) Mitratel |
| 2017 – 2018 | CEO PT. Sukses Daya Mitra |
| 2018 - Present | Lektor FEB Universitas Pelita Harapan |

PENUGASAN INTERNASIONAL

