

## Analysis of Business Model Canvas (BMC) on GMC Basketball Club to Maximize Customer Value

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### Abstract

*This study aims to analyze the business model of GMC Basketball Club using the Business Model Canvas (BMC) approach to examine how the organization can maximize customer value and maintain operational sustainability. Along with the development of the sports industry in Indonesia, basketball clubs face various structural challenges such as limited revenue sources, weak strategic planning, and suboptimal customer relationship management. This study will explore the nine core elements of BMC, namely Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, and Cost Structure. The study employs a descriptive qualitative approach with data collection methods including semi-structured interviews, field observation, and documentation. The expected outcome is the identification of the strengths and weaknesses of GMC's current business model, as well as strategic recommendations to enhance customer value and organizational sustainability.*

**Keywords:** Business Model Canvas, GMC Basketball Club, customer value, sports management, business strategy

### Introduction

Basketball has evolved into one of the most promising sports industries at both global and national levels. This is evidenced by the rapid growth of the NBA, which transformed from a regional league into a global business alliance with a market value exceeding USD 50 billion, broadcast in 212 countries and translated into 42 languages (Ji, 2023). The NBA business model not only generates significant revenue from broadcasting rights, sponsorships, and merchandise sales but also creates jobs and stimulates supporting sectors such as media and the creative industry, contributing greatly to overall economic growth.

In Indonesia, basketball's popularity continues to rise among various communities, marked by the increasing number of clubs, academies, and competitions at various age levels. Alongside this development, clubs strive to improve both performance and managerial quality. The performance of a basketball club organization is measured not only by competitive achievements on the court but also by financial sustainability, resource management, and adaptability to market dynamics. This is reinforced by (Ivašković, 2021) who emphasized that strategic factors such as careful planning and effective resource management significantly influence both competitive-financial and non-financial performance dimensions of sports organizations.

Many basketball clubs face serious challenges in managing their organizations effectively. Common problems include weak business structures, lack of revenue innovation, and overreliance on one or two main funding sources. Additionally, insufficient innovation in business structure and weak strategic planning hinder sustainable growth (Yüce et al., 2020). Thus, implementing a clear and adaptive business model is essential.

Given this complexity, developing a structured and adaptive business model becomes a necessity. A business model is a logical representation of how an organization creates, delivers, and captures value. A well-designed business model can lead to successful business development and growth (Ashari & Pahlevi, 2024). One widely used tool for developing business models is the Business Model Canvas (BMC), which consists of nine key elements: Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partners, and Cost Structure (Holdford et al., 2022). This approach helps organizations identify critical elements that influence operational sustainability and growth strategies.

In the context of basketball clubs, this approach helps identify and evaluate strategic aspects related to customer service. Clubs can assess how they reach and serve customers through the identification of customer segments and relationship strategies, formulate relevant and unique value propositions, and choose effective distribution channels. Furthermore, the management of key resources and collaboration with strategic partners

are crucial in supporting main activities that align with organizational goals. The BMC also aids in identifying and developing sustainable revenue sources and efficiently managing cost structures.

Although various studies have been conducted in the field of sports management, specific research on the use of the Business Model Canvas in the context of basketball clubs in Indonesia remains limited. At GMC Basketball Club, no systematic analysis of the business model using the BMC approach has been previously conducted. Therefore, this study aims to analyze the application of BMC to GMC Basketball Club and evaluate to what extent the business model maximizes value for customers and stakeholders. It also seeks to provide strategic business recommendations that are adaptive to the evolving sports industry

## **Methods**

### **Type of Research**

This research employs a descriptive qualitative approach, aiming to comprehensively describe and analyze the business model of GMC Basketball Club through the Business Model Canvas (BMC) framework (Khairotunnissa et al., 2024). This approach is chosen because the focus of the study is to understand and evaluate the strategic elements that shape the organization's operations and the value it delivers to customers and stakeholders.

### **Data Collection Techniques**

Data were collected using three main techniques :

1. Semi – structured Interviews

Interviews were conducted with individuals involved in the management of GMC Basketball Club. The purpose of these interviews was to gather information related to the nine blocks of the Business Model Canvas (BMC). This technique enabled the researcher to gain a deeper understanding of the club's business practices through open-ended questions that allowed for further exploration (Dhani, 2024).

2. Field Observation

The researcher directly observed training activities, administrative processes, and interactions between the club, players, and parents. This observation was used to validate and enrich the data obtained from interviews (Umar et al., 2018), as well as to gain a direct understanding of the club's operational context.

3. Documentation

The documentation used included club brochures, social media content, training schedules, and other internal data that supported the mapping of elements within the Business Model Canvas. The use of documentation helped obtain objective data and supported the validity of the research findings.

### **Data Processing and Analysis Techniques**

1. Data Reduction

The information obtained from interviews, observations, and documentation was selected and simplified to focus on aspects relevant to the nine elements of the Business Model Canvas (BMC). This step aimed to organize the data in a way that facilitates easier analysis and interpretation.

2. Data Display

The reduced data were organized in the form of tables and narratives according to each block of the Business Model Canvas (Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partners, and Cost Structure). Presenting the data in this format facilitates the identification of patterns and relationships among the business elements.

3. Conclusion Drawing

Based on the presented data, an analysis was conducted to identify the strengths and weaknesses of the business model implemented by GMC Basketball Club. This analysis served as the basis for formulating strategic recommendations to develop a more adaptive and sustainable business model. This approach enables the researcher to provide practical contributions to the club's business strategy development

## **Result and Discussion**

Based on the interviews conducted by the researcher with several key figures within GMC Basketball Club, the club's business model can be mapped and categorized into the nine business elements of the Business Model Canvas: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partners, and Cost Structure.

<i>Key Partners</i>	<i>Key Activities</i>	<i>Value Proposition</i>	<i>Customer Relationship</i>	<i>Customer Segments</i>
<ol style="list-style-type: none"> <li>Schools and universities (BPK Penabur Cirebon, Maranatha University)</li> <li>Professional basketball clubs (Prawira Bandung)</li> <li>Sponsors (Vintage, a bakery product brand)</li> <li>Local and national basketball communities</li> </ol>	<ol style="list-style-type: none"> <li>Regular training sessions and gym programs</li> <li>Athlete selection and tournament participation</li> <li>Coaching clinics and coach licensing programs</li> <li>Integrated formal education</li> <li>Communication with parents and schools</li> </ol>	<ol style="list-style-type: none"> <li>Opportunities for achievement at the national level</li> <li>Scholarship opportunities for secondary and higher education</li> <li>Comprehensive facilities (air conditioning, gym, physiotherapy room, dormitory)</li> <li>Character development and discipline enhancement</li> </ol>	<ol style="list-style-type: none"> <li>Personal and open communication</li> <li>Evaluation meeting with parents</li> <li>Weekly briefings for boarding students</li> <li>Private coaching services</li> <li>Complaint handling through internal meeting</li> </ol>	<ol style="list-style-type: none"> <li>Children and adolescents aged 8 to 19 years</li> <li>Parents of basketball players</li> <li>Students seeking scholarships through basketball</li> </ol>
<i>Channels</i>	<i>Revenue Stream</i>	<i>Key Resources</i>	<i>Cost Structure</i>	
<ol style="list-style-type: none"> <li>Social media platforms such as Instagram, YouTube, TikTok, and Facebook</li> <li>Internal WhatsApp group communication</li> <li>Face-to-face meetings</li> <li>Word-of-mouth communication among coaches and families</li> </ol>	<ol style="list-style-type: none"> <li>Monthly fees for regular training programs</li> <li>Fees for private training programs</li> <li>Sponsorships (e.g., food, furniture)</li> <li>Donations from external partners</li> </ol>	<ol style="list-style-type: none"> <li>Experienced coaching team (including former national team players)</li> <li>Comprehensive and modern physical facilities</li> <li>Accommodation system and high-quality equipment</li> <li>Qualified managerial personnel and support staff</li> </ol>	<ol style="list-style-type: none"> <li>Daily club operations</li> <li>Out-of-town competition expenses</li> <li>Salaries for coaches and staff</li> <li>Social security coverage (BPJS) for employees and players</li> </ol>	

**Figure 1**  
**Initial Business Model Canvas of GMC Basketball Club**

#### *Customer Segment*

GMC Basketball Club targets children and adolescents aged 8 to 19 years who are interested in pursuing basketball, whether as a hobby, for competitive achievement, or as a pathway to educational opportunities. In addition, parents of players represent an important segment in the training program. The club also aims to engage students seeking scholarships through sports, particularly basketball.

### ***Value Proposition***

GMC offers strong and competitive value through opportunities for athletic achievement at the national level, as well as access to educational scholarships from partner schools and universities. In addition, the club's comprehensive training facilities such as air-conditioned rooms, a gym, a physiotherapy room, and on-site accommodation serve as key attractions. The club also emphasizes character development and player discipline as integral components of its training and development process.

### ***Channels***

Communication and information dissemination to customers are carried out through social media platforms such as Instagram, YouTube, TikTok, and Facebook. The club also utilizes internal WhatsApp groups for direct communication with parents and players. Face-to-face meetings and word-of-mouth promotion among coaches and families further enhance information outreach and help build trust with prospective clients.

### ***Customer Relationships***

GMC maintains a personal and transparent relationship with its customers. The club regularly conducts evaluation meetings with parents and holds weekly briefings for children residing in the dormitory. In addition, private training services are available for those requiring individualized support. Complaint management is handled internally through staff meetings, demonstrating the club's commitment to customer satisfaction.

### ***Revenue Streams***

The club's primary source of revenue comes from monthly fees for regular training programs. Additional income is generated through private training sessions. Furthermore, sponsorship support in the form of food or furniture, along with donations from external partners, contributes to the club's revenue stream and supports its operational activities.

### ***Key Resources***

The club possesses an experienced coaching team, including former national team players, as one of its key assets. Comprehensive and modern physical facilities, an integrated dormitory system, and high-quality equipment enhance the overall quality of the training program. In addition, the club is supported by qualified managerial personnel and support staff who ensure the smooth operation of daily activities.

### ***Key Activities***

GMC's core activities include regular training sessions and gym programs, talent scouting and participation in tournaments, the organization of coaching clinics, and coach licensing training. The club also provides integrated formal education and maintains active communication with parents and schools to ensure the holistic development of its players.

### ***Key Partnership***

GMC establishes strategic partnerships with schools and universities such as BPK Penabur Cirebon and Maranatha University, as well as professional clubs like Prawira Bandung. The club also collaborates with sponsors, including the bread brand Vintage, and engages with both local and national basketball communities to expand its network and support system.

### ***Cost Structure***

The club's main expenses consist of daily operational costs, including utilities, facility maintenance, and dormitory needs. Participation in out-of-town competitions also represents a significant expenditure. In addition, the club covers salaries for coaches and staff, as well as social security contributions (BPJS) for employees and players as a form of social protection.

Following the mapping and analysis of the nine elements of the Business Model Canvas (BMC) currently implemented by GMC Basketball Club, it is evident that the club possesses several strengths and potentials that have been utilized reasonably well. However, considering the increasingly competitive nature of the sports industry, further development across various aspects is necessary for GMC to achieve sustainable growth and maintain its competitive position.

This development aims not only to strengthen the club's value proposition but also to expand its customer segments and establish more diverse and stable revenue streams in the future. Therefore, the following section presents several proposed developments for each element of the Business Model Canvas (BMC) to enhance the strategic position of GMC Basketball Club moving forward. The updated BMC is shown in Figure 2:

<b><i>Key Partners</i></b>	<b><i>Key Activities</i></b>	<b><i>Value Proposition</i></b>	<b><i>Customer Relationship</i></b>	<b><i>Customer Segments</i></b>
1. Schools and universities (BPK Penabur Cirebon, Maranatha)	1. Regular training sessions and gym programs 2. Talent scouting and	1. Opportunities for achievement at the national level 2. Scholarships from schools and universities	1. Personal and transparent relationships 2. Evaluation meeting with parents	1. Children and adolescents aged 8–19 years

University) 2. Professional basketball clubs (Prawira Bandung) 3. Sponsors (Vintage, a bakery product brand) 4. Local and national basketball communities 5. National and international sports brands 6. Local and national media outlets	tournament participation 3. Coaching clinics and coach licensing programs 4. Integrated formal education 5. Communication with parents and schools 6. Motivational and career development workshops	3. Modern facilities (air conditioning, gym, physiotherapy room, dormitory) 4. Character and discipline development 5. Athlete career development programs 6. Club merchandise products	3. Weekly briefings for dormitory-residing players 4. Private training services 5. Alumni community of players and coaches 6. Career development consultation	2. Parents of the players 3. Students who are prospective scholarship recipients 4. Young coaches or aspiring coaches
<b>Channels</b> 1. Social media platforms such as Instagram, YouTube, TikTok, and Facebook 2. Internal WhatsApp group communication 3. Face-to-face meetings 4. Word-of-mouth communication among coaches and families 5. Official website	<b>Revenue Stream</b> 1. Monthly fees for regular training 2. Fees for private training programs 3. Sponsorships (e.g., food, furniture) 4. Donations from external partners 5. Merchandise sales 6. Training camp programs and classes	<b>Key Resources</b> 1. Experienced coaching team (including former national team members) 2. Comprehensive and modern physical facilities 3. Dormitory system and high-quality equipment 4. Managerial human resources and support staff 5. Database and professional network	<b>Cost Structure</b> 1. Daily club operations 2. Out-of-town competition expenses 3. Salaries for coaches and staff 4. Social security (BPJS) for employees and players	

#### Costumer Segment

GMC Basketball Club targets its primary segment at children and adolescents aged 8–19 years who are interested in pursuing basketball, whether as a hobby, for competitive achievement, or as an educational pathway. In addition, the parents of the players play a significant role in the decision-making process. To expand its market reach, GMC has also developed services for a new segment—young or aspiring coaches who aim to build a career in basketball coaching. This segment presents opportunities for specialized training and internal certification programs, serving as added value offered by the club.



### ***Value Proposition***

GMC offers strong value through opportunities for competitive athletic development at the national level, as well as scholarship pathways to partner schools and universities. The club also provides modern facilities, including a gym, physiotherapy room, dormitory, and air-conditioned training spaces. Beyond technical aspects, GMC places a strong emphasis on character building and player discipline. As part of its recent developments, the club has introduced career development programs for graduating athletes and markets official merchandise such as t-shirts, water bottles, and sports equipment as part of its added value and brand identity.

### ***Channel***

The club utilizes multiple channels to reach and serve its customers, including social media platforms (Instagram, YouTube, TikTok, Facebook), internal WhatsApp groups, and direct face-to-face meetings. To enhance visibility and ensure easy access to information, the club is developing an official website that will serve as an information hub, a platform for program registration, and a digital showcase for GMC's products and activities. Word-of-mouth promotion among coaches and parents continues to be a key strength in building public trust.

### ***Customer Relationship***

The relationships fostered by the club are personal and transparent. The club regularly conducts evaluation meetings with parents, weekly briefings for dormitory residents, and provides private sessions for players with special needs. To build long-term engagement, GMC develops an alumni community of players and coaches and offers career development consultation services to maintain emotional connection with the club even after players have graduated.

### ***Revenue Stream***

To date, the club's primary revenue streams have come from monthly fees for regular training and charges for private programs. The club also receives in-kind sponsorships and donations from external partners. To diversify its income sources, GMC has begun selling exclusive merchandise, organizing paid training camps during holidays, and offering online training classes for coaches and players from outside the city. This diversification is essential to reduce dependency on one or two revenue sources.

### ***Key Resource***

GMC is supported by a team of qualified coaches, including former national team players, as well as modern facilities that enable optimal training. The dormitory system and high-quality equipment serve as important supporting elements. The club also has a strong managerial team. As part of its strategic reinforcement, development efforts are directed toward building an alumni database and professional network to support recruitment, promotion, and long-term collaboration.

### ***Key Activities***

GMC's core activities include regular training sessions, gym workouts, player selection processes, and tournament participation. The club is also actively involved in organizing coaching clinics and coach licensing programs. The integration of formal education with sports adds further value to its offerings. Development efforts are focused on introducing motivational and career workshops, as well as periodic open house or try-out programs aimed at attracting new participants and promoting the club's values to the broader community.

### ***Key Partnership***

GMC has established partnerships with schools and universities (such as BPK Penabur Cirebon and Maranatha University), professional basketball clubs (e.g., Prawira Bandung), product sponsors (e.g., Vintage), as well as local and national basketball communities. Moving forward, the club aims to expand its collaborations with national and international sports brands, local and national media, and non-formal educational institutions to enhance promotion efforts and provide more comprehensive athlete development.

### ***Cost Structure***

The club's operational costs include salaries for coaches and staff, dormitory needs, out-of-town transportation, and social security (BPJS) contributions for players and employees. Development efforts are directed toward cost efficiency through the optimization of existing facilities and the use of in-kind sponsorships to reduce direct expenditures. Additionally, the management of merchandise production and digital content creation must be carefully planned to ensure both financial efficiency and continued impact.

### ***Conclusion and Recommendations***

Based on the analysis of the nine elements within the Business Model Canvas (BMC) framework, it can be concluded that GMC Basketball Club has successfully established a relatively solid business model structure to support the development of basketball training for children and adolescents. The club's core value propositions—such as opportunities to achieve success at the national level, access to educational scholarships through strategic partnerships with academic institutions, and character building and discipline through a systematic training approach—demonstrate the organization's commitment to creating long-term value. These

strengths not only enhance GMC's appeal to its primary customer segments—namely, students and their parents—but also create significant differentiation in the face of competition from similar clubs.

Nevertheless, in response to the dynamic nature of the sports industry—driven by technological advancements and shifts in consumer behavior—GMC must proactively update several business model components that remain limited. Key areas for improvement include optimizing information distribution and interaction channels, diversifying revenue streams, and expanding market segments through service innovation and community strengthening. Developing a business model that is adaptive, innovative, and customer-oriented is a critical prerequisite for ensuring the organization's sustainability amid increasingly complex and competitive external conditions. This supports the assertion made by (Wardana & Sitania, 2023), This is in line with the view of scholars who argue that organizations capable of proactively responding to environmental changes through business model adjustments are more likely to sustain their existence and enhance their competitiveness in a long-term, sustainable manner.

In this regard, several recommendations can be proposed. First, GMC is advised to expand its services by developing new offerings such as online training classes, training camp programs, and merchandise sales, in order to enhance customer engagement and diversify revenue streams. Second, the development of an official website is essential to serve as a more professional and effective communication platform, and to strengthen the role of social media in information dissemination and promotion. Third, establishing an alumni community of players and coaches can serve as a long-term social investment, supporting networking, mentoring programs, and potential sponsorship opportunities. Fourth, strategic collaborations with sports brands, local media, and non-formal educational institutions should be strengthened to reinforce the club's presence and create cross-sector synergy opportunities. Fifth, regular evaluations of the operational cost structure are also important to achieve efficiency, particularly through optimizing sponsor contributions. Lastly, the development of specialized programs for young or aspiring coaches could serve as a strategic step to expand the market while also supporting the regeneration of human resources in the sports sector.

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