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Financial Management for "eV-Station-Electric Vehicle Charging Station" in Indonesia

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Abstrak

Latar Belakang - Tren perkembangan Electric Vehicle (EV) dari tahun 2011 hingga tahun 2019 meningkat secara signifikan. Perkiraan kebutuhan tenaga listrik untuk konsumsi EV pada tahun 2021 maksimal sebesar 4.743 Giga Watt Hour (GWh), pada tahun 2022 meningkat menjadi 11.873 GWh dan prediksi pada tahun 2024 mencapai 38.491 GWh. Berdasarkan data perbandingan supply & demand SPKLU sampai dengan Juni 2022, total kebutuhan SPKLU sebanyak 917 unit sedangkan SPKLU yang sudah terbentuk baru 164 unit sehingga masih terdapat kebutuhan sebanyak 753 unit atau 82 persen dari total kebutuhan SPKLU sampai Juni 2022. "eV-Station" atau stasiun kendaraan listrik hadir untuk menjawab tantangan tersebut, eV-Station fokus menyediakan layanan pengisian kendaraan listrik yang dilengkapi dengan ruang tunggu yang nyaman dengan penyewa kedai kopi. eV-station juga memfasilitasi pelanggan dengan co-working space, fasilitas ini diperuntukkan bagi pelanggan yang tidak ingin kehilangan waktu sedetikpun untuk melakukan aktivitas bisnis. Perkiraan kebutuhan tenaga listrik untuk konsumsi EV pada tahun 2021 maksimal sebesar 4.743 Giga Watt Hour (GWh), pada tahun 2022 meningkat menjadi 11.873 GWh dan prediksi pada tahun 2024 mencapai 38.491 GWh. Berdasarkan data perbandingan supply & demand SPKLU sampai dengan Juni 2022, total kebutuhan SPKLU sebanyak 917 unit sedangkan SPKLU yang sudah terbentuk baru 164 unit sehingga masih terdapat kebutuhan sebanyak 753 unit atau 82 persen dari total kebutuhan SPKLU sampai Juni 2022. "eV-Station" atau stasiun kendaraan listrik hadir untuk menjawab tantangan tersebut, eV-Station fokus menyediakan layanan pengisian kendaraan listrik yang dilengkapi dengan ruang tunggu yang nyaman dengan penyewa kedai kopi. eV-station juga memfasilitasi pelanggan dengan co-working space, fasilitas ini ditujukan bagi pelanggan yang tidak ingin kehilangan waktu sedetik pun untuk melakukan aktivitas bisnis.

Kata Kunci: *Tren Perkembangan Kendaraan Listrik (EV), Pengelolaan Keuangan eV-Station di Indonesia*

Abstract

Background - The development trend of Electric Vehicle (EV) from 2011 to 2019 increased significantly. The estimated electric power demand for EV consumption in 2021 max amounted to 4,743 Giga Watt Hour (GWh), in 2022 it increased to 11,873 GWh and predictions in 2024 will reach 38,491 GWh. Based on SPKLU supply & demand comparison data until June 2022, the total SPKLU needs are 917 units while the SPKLU that has been established is only 164 units so there is still a need for 753 units or 82 percent of the total SPKLU needs until June 2022. "eV-Station" or electric vehicle station is here to answer this challenge, eV-Station focuses on providing electric vehicle charging services equipped with a comfortable waiting room with a coffee shop tenant. eV-station also facilitates customers with co-working space, this facility is intended for customers who do not want to lose a second of their time to do business activities.increased significantly. The estimated electric power demand for EV consumption in 2021 max amounted to 4,743 Giga Watt Hour (GWh), in 2022 it increased to 11,873 GWh and predictions in 2024 will reach 38,491 GWh. Based on SPKLU supply & demand comparison data until June 2022, the total SPKLU needs are 917 units while the SPKLU that has been established is only 164 units so there is still a need for 753 units or 82 percent of the total SPKLU needs until June 2022. "eV-Station" or electric vehicle station is here to answer this challenge, eV-Station focuses on providing electric vehicle charging services equipped with a comfortable waiting room with a coffee shop tenant. eV-station also facilitates customers with co-working space, this facility is intended for customers who do not want to lose a second of their time to do business activities.

Keyword: *Electric Vehicle (EV) development trend, Financial management of eV-Station in Indonesia*

INTRODUCTION

Financial planning helps determine whether a company idea is sustainable, and keeps a company on the path to financial health as the business matures. Financial planning is an integral part of the overall business plan. Financial Planning in this chapter consists of five main pillars namely: Financial Goals and Objectives, Financial Planning Elements, Financial Projections, Investment Feasibility Analysis, and Investment Performance Analysis.

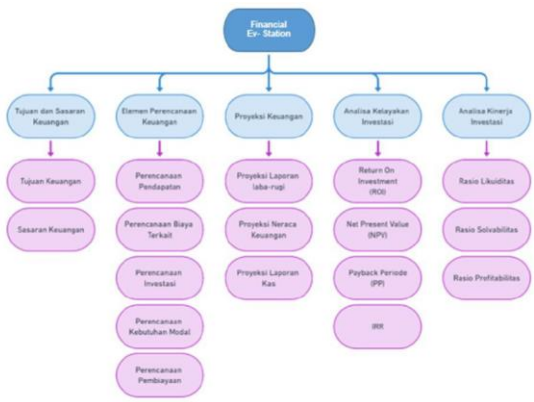

Figure 1. eV-Station Financial Plan Framework

Financial Planning Goals and Objectives

eV-Station's Financial Objective is to manage the search for investment and capital funding sources, then maintain cash flow for operations and expansion and maintain cash flow for financial efficiency to achieve the company's vision.

The objectives of eV-Station determine the two alternative strategies that eV-Station will choose, namely service development strategies and offline and online market penetration strategies as shown in the table below.

Table 1. eV-Station Financial Goals and Objectives

Waktu	Tujuan	Sasaran
Jangka Pendek 0-2 Tahun	Memastikan ketersediaan modal awal pendirian perusahaan	Menjalin kerjasama dengan investor atau bank untuk pemenuhan kebutuhan modal
Jangka Menengah 3-5 Tahun	Membuat perencanaan dan evaluasi setiap transaksi kegiatan	Mengevaluasi setiap transaksi kegitan sesuai dengan perencanaan
Jangka Panjang > 5 Tahun	Financial investment	Persiapan pendanaan dalam rangka expansi bisnis

METHOD

Elements of Financial Planning

1) Revenue Planning

Ev-Station's revenue projection with estimated sales within 5 years where total sales amounted to IDR 37,229,468,375 billion.

2) Related Cost Planning

The related cost planning referred to here basically includes the work plans of all company units, which include marketing planning, operational planning, HR planning and risk planning.

Marketing Costs

Ev-Station marketing costs include all costs incurred for promotional and marketing activities.

Operating Costs

Operating costs here include costs associated with business activities, operating tools, components, equipment, or other facilities. These costs need to be prepared by the company in order to operate.

HR Costs

Ev-Station's HR costs consist of salaries, benefits, recruitment costs and training & development costs.

Risk Management

Costs related to risk management include anticipating losses caused by work errors

and natural disasters such as floods, earthquakes and others as a form of maintenance of company assets.

Depreciation Expenses

Ev-Station's depreciation costs use the straight-line method which consists of Buildings, Vehicles, Machinery and Office Equipment.

Investment Planning

Investment activities are expected to provide benefits in terms of increasing profits, especially from the capital that has been spent on the investment in the future. Ev-Station accumulates assets as capital to prepare for future income.

Capital Requirements Planning

Capital needs planning includes all funding needs, namely the construction of service room buildings, purchase of machinery and other operational support equipment, because in the early stages of establishment requires funding for business development and introducing the company to potential customers. Funding uses initial capital from founders and investors.

Financing Planning

Ev-Station made a financing plan based on investment needs so that it was decided that its authorized capital was Rp. 7,000,000,000 billion consisting of owner capital participation, namely 5 founders of Rp. 6,250,000,000, and 750,000,000 from bank financing.

Financial Projections

Profit and Loss Statement Projection

The components of the profit and loss projection include revenue, operating costs, labor costs, and marketing costs so that net profit or loss is known in a certain period of time. The projection of net profit after tax calculated for 5 consecutive years shows that profit from year 1 to year 5 has increased continuously so that the company can expand its business.

Table 2. Profit and Loss

Ev-Station Profit & Loss	Year 1	Year 2	Year 3	Year 4	Year 5
Pendapatan					
EV Charging	2.673.000.000	3.293.136.000	4.020.192.000	4.747.248.000	5.474.304.000
Coworking Space	1.717.200.000	2.003.400.000	2.289.600.000	2.575.800.000	2.862.000.000
Robotic Car Wash	648.000.000	756.000.000	864.000.000	972.000.000	1.080.000.000
Rent Tenant	140.000.000	147.000.000	154.350.000	162.067.500	170.170.875
Rent Outdoor Space	48.000.000	72.000.000	96.000.000	120.000.000	144.000.000
Total Revenue	**5.226.200.000**	**6.271.536.000**	**7.424.142.000**	**8.577.115.500**	**9.730.474.875**
Beban Operasional					
Charging	791.740.800	999.450.514	1.289.433.600	1.540.742.400	1.875.571.200
Co Working Space	0	0	0	0	0
Private Co Working Space	0	0	0	0	0
Ticket Event	0	0	0	0	0
Sewa Tenant (4*6)	0	0	0	0	0
Sewa Event Space In/Outdo0r	0	0	0	0	0
Total Cost	**791.740.800**	**999.450.514**	**1.289.433.600**	**1.540.742.400**	**1.875.571.200**
Laba (Rugi) Kotor	**4.434.459.200**	**5.272.085.486**	**6.134.708.400**	**7.036.373.100**	**7.854.903.675**
Beban Umum dan Administrasi					
Biaya Salary & Allowance	1.429.329.487	1.788.874.008	1.838.285.486	2.395.095.923	2.476.356.953
Biaya Website	3.500.000	500.000	500.000	500.000	500.000
Biaya Digital Adv	58.700.000	525.000	530.250	535.553	540.908
Biaya Event & Gathering	3.000.000	48.300.000	53.130.000	58.443.000	64.287.300
Biaya Sewa Lahan	200.000.000	200.000.000	200.000.000	200.000.000	200.000.000
Biaya Maintenance paralatan Charging station	24.000.000	25.200.000	26.460.000	27.783.000	29.172.150
Biaya maintenance Aquascape dan Co Working Space	60.000.000	63.000.000	66.150.000	69.457.500	72.930.375
Biaya Sertifikasi dan kalibrasi	48.000.000	49.440.000	50.923.200	52.450.896	54.024.423
Biaya Infrastruktur IT (hardware&software)	48.000.000	48.000.000	48.000.000	48.000.000	48.000.000
Biaya Listrik office dll (non direct)	48.000.000	50.400.000	52.920.000	55.566.000	58.344.300
Biaya Maintenance Automatic Car Wash	30.000.000	31.500.000	33.075.000	34.728.750	36.465.188
Biaya Maintenance eV-Station Smart App	30.000.000	31.500.000	33.075.000	34.728.750	36.465.188
Biaya Maintenance AC	18.000.000	18.900.000	19.845.000	20.837.250	21.879.113
Biaya Internet & telepon	15.000.000	16.500.000	18.150.000	19.965.000	21.961.500
Biaya Perizinan	15.000.000	15.750.000	16.537.500	17.364.375	18.232.594
Biaya Operasional lain	12.000.000	12.600.000	13.230.000	13.891.500	14.586.075
Biaya Maintenance website	10.000.000	10.500.000	11.025.000	11.576.250	12.155.063
Biaya Maintenance GENSET	7.650.000	8.032.500	8.434.125	8.855.831	9.298.623
Biaya PDAM	6.000.000	6.300.000	6.615.000	6.945.750	7.293.038
Biaya Maintenance APAR	5.550.000	5.827.500	6.118.875	6.424.819	6.746.060
Biaya ATK	4.800.000	5.040.000	5.292.000	5.556.600	5.834.430
Biaya Rumah Tangga Kantor	3.000.000	10.000.000	10.000.000	10.000.000	10.000.000
Biaya Maintenance CCTV	3.000.000	3.150.000	3.307.500	3.472.875	3.646.519
Biaya Asuransi Charging Station	94.056.600	89.361.270	84.665.940	79.970.610	75.275.280
Biaya Asuransi Automatic Carwash	9.048.525	7.936.210	6.823.894	5.711.578	4.599.263
Biaya Asuransi Bangunan Utama eV-Station	30.150.000	28.650.000	27.150.000	25.650.000	24.150.000
Biaya Asuransi Mobil Operasional	3.900.000	3.431.250	2.962.500	2.493.750	2.025.000
Total Beban Umum dan Administrasi	**2.219.684.612**	**2.579.217.738**	**2.643.206.270**	**3.216.005.560**	**3.314.769.330**
Laba (Rugi) Operasional	**2.214.774.588**	**2.692.867.748**	**3.491.502.130**	**3.820.367.540**	**4.540.134.336**
Other income / Expenses					
Biaya bunga	81.750.000	63.750.000	45.750.000	27.750.000	9.750.000
Total Other income / Expenses	**81.750.000**	**63.750.000**	**45.750.000**	**27.750.000**	**9.750.000**
Laba (Rugi) Usaha	**2.133.024.588**	**2.629.117.748**	**3.445.752.130**	**3.792.617.540**	**4.530.384.336**
Amortisasi & Depresiasi					
Gol 1	213.635.925	213.635.925	213.635.925	213.635.925	0
Gol 2	63.242.627	63.242.627	63.242.627	63.242.627	63.242.627
Gol 4	247.813.200	247.813.200	247.813.200	247.813.200	247.813.200
Total Depreasiasi & Amortisasi	**524.691.752**	**524.691.752**	**524.691.752**	**524.691.752**	**311.055.827**
Laba (Rugi) sebelum Pajak	**1.608.332.836**	**2.104.425.996**	**2.921.060.378**	**3.267.925.788**	**4.219.328.509**
Pajak	402.083.209	526.106.499	730.265.095	816.981.447	1.054.832.127
Laba (Rugi) setelah Pajak	1.206.249.627	1.578.319.497	2.190.795.284	2.450.944.341	3.164.496.382

Projected Balance Sheet

The projected Ev-Station Balance Sheet shows an increase in assets from year 1 to year 5. The Ev-Station balance sheet for the next 5 years can be seen in the following table:

Table 3. Neraca

Ev-Station Balance Sheet	Year 1	Year 2	Year 3	Year 4	Year 5
Aktiva					
Aktiva Lancar					
Kas & Setara Kas	2.264.192.664	4.217.203.913	6.782.690.948	9.608.327.041	12.933.879.250
Total Aktiva Lancar	**2.264.192.664**	**4.217.203.913**	**6.782.690.948**	**9.608.327.041**	**12.933.879.250**
Aktiva Tetap					
Aset Gol 1	854.543.700	854.543.700	854.543.700	854.543.700	854.543.700
Aset Gol 2	505.941.015	505.941.015	505.941.015	505.941.015	505.941.015
Aset Gol 4	4.956.264.000	4.956.264.000	4.956.264.000	4.956.264.000	4.956.264.000
Akumulasi Penyusutan Gol 1	-213.635.925	-427.271.850	-640.907.775	-854.543.700	-854.543.700
Akumulasi Penyusutan Gol 2	-63.242.627	-126.485.254	-189.727.881	-252.970.508	-316.213.134
Akumulasi Penyusutan Gol 4	-247.813.200	-495.626.400	-743.439.600	-991.252.800	-1.239.066.000
Total Aktiva Tetap	**5.792.056.963**	**5.267.365.211**	**4.742.673.459**	**4.217.981.708**	**3.906.925.881**
Total Aktiva	8.056.249.627	9.484.569.124	11.525.364.408	13.826.308.749	16.840.805.131
Pasiva					
Hutang Lancar					
Hutang Bank	600.000.000	450.000.000	300.000.000	150.000.000	0
Total Hutang	**600.000.000**	**450.000.000**	**300.000.000**	**150.000.000**	**0**
Modal					
Modal Awal	6.250.000.000	6.250.000.000	6.250.000.000	6.250.000.000	6.250.000.000
Laba (Rugi) ditahan	0	1.206.249.627	2.784.569.124	4.975.364.408	7.426.308.749
Laba (Rugi) Tahun Berjalan	1.206.249.627	1.578.319.497	2.190.795.284	2.450.944.341	3.164.496.382
Total Modal	**7.456.249.627**	**9.034.569.124**	**11.225.364.408**	**13.676.308.749**	**16.840.805.131**
Total Pasiva	8.056.249.627	9.484.569.124	11.525.364.408	13.826.308.749	16.840.805.131

Perencanaan Ev-Station's balance sheet plan shows an increase in assets from year 4 to year 5.

Projected Cash Flow Statement

Ev-Station's cash flow report shows that the ending balance of year 1 to year 5 is always surplus and increasing every year, this indicates that Ev-Station's cash flow is very good and always makes improvements to the financial structure every year.

Table 4. Cash Flow

Ev-Station Cash Flow						
		Year 1	Year 2	Year 3	Year 4	Year 5
OPERATIONAL						
Collection	Beginning Balance (Modal Disetor)	6.250.000.000	2.264.192.664	4.217.203.913	6.782.690.948	9.608.327.041
	Revenue	5.226.200.000	6.271.536.000	7.424.142.000	8.577.115.500	9.730.474.875
	Total Collection	**11.476.200.000**	**8.535.728.664**	**11.641.345.913**	**15.359.806.448**	**19.338.801.916**
Payment Capex	Aset	6.316.748.715	0	0	0	0
	Total Payment	**6.316.748.715**	**0**	**0**	**0**	**0**
Payment CoS	Cost of Services	791.740.800	999.450.514	1.289.433.600	1.540.742.400	1.875.571.200
	Total Payment	**791.740.800**	**999.450.514**	**1.289.433.600**	**1.540.742.400**	**1.875.571.200**
Payment Opex	Salary & Allowance Expenses	1.429.329.487	1.788.874.008	1.838.285.486	2.395.095.923	2.476.356.953
	Sales Expenses	65.200.000	49.325.000	54.160.250	59.478.553	65.328.208
	Operational Expenses	588.000.000	611.640.000	629.158.200	647.605.146	667.034.635
	Insurance Expenses	137.155.125	129.378.730	121.602.334	113.825.938	106.049.543
	Tax Expenses	402.083.209	526.106.499	730.265.095	816.981.447	1.054.832.127
	Total Operating Expense	**2.621.767.821**	**3.105.324.237**	**3.373.471.364**	**4.032.987.007**	**4.369.601.466**
Increase (Decrease) in Operating		**1.745.942.664**	**4.430.953.913**	**6.978.440.948**	**9.786.077.041**	**13.093.629.250**
FINANCING						
Loan	Received	750.000.000	0	0	0	0
	Installment	150.000.000	150.000.000	150.000.000	150.000.000	150.000.000
	Interest	81.750.000	63.750.000	45.750.000	27.750.000	9.750.000
	Total Loan	**518.250.000**	**-213.750.000**	**-195.750.000**	**-177.750.000**	**-159.750.000**
Non Loan	Received	0	0	0	0	0
	Total Non Loan	**0**	**0**	**0**	**0**	**0**
Increase (Decrease) in Financing		**518.250.000**	**-213.750.000**	**-195.750.000**	**-177.750.000**	**-159.750.000**
Net Casf Flow - Increase (Decrease)		**2.264.192.664**	**4.217.203.913**	**6.782.690.948**	**9.608.327.041**	**12.933.879.250**

RESULTS AND DISCUSSION

Investment Feasibility Analysis

Investment feasibility analysis can be understood as an action taken to determine the prospects of an investment project that underlies the decision to accept or reject the investment. Before making an investment decision, it is important to conduct a feasibility analysis in order to avoid investing in unprofitable projects or activities. To assess the feasibility of an investment, there are at least four methods conducted by Ev-Station, namely ROI, NPV, PP and IRR.

Return On Investment (ROI)

ROI is used in companies as a measure of management efficiency. This ratio is measured as a percentage. If ROI is negative, investors can reconsider the investment they are making because the investment is worth a loss. If ROI is positive, which means it provides a profit. Based on the results of the calculation of ROI Ev-Station from year to year always shows a positive percentage, this means that the company has made a profit.

Table 5. ROI

Tahun	1	2	3	4	5
EAT	1.206.249.627	1.578.319.497	2.190.795.284	2.450.944.341	3.164.496.382
Total Aset	8.056.249.627	9.484.569.124	11.525.364.408	13.826.308.749	16.840.805.131
ROI	15%	17%	19%	18%	19%

Net Present Value (NPV)

Ev-Station conducts an investment feasibility assessment using the NPV approach, which is calculated from the difference between the present value of the investment and the net cash flow expected from the project or investment in the future or at a certain period.

Table 6. NPV

Tahun	Ct	r = 12%	NPV
0	7.000.000.000		
1	2.264.192.664	12%	2.021.600.593
2	4.217.203.913	12%	3.765.360.636
3	6.782.690.948	12%	6.055.974.061
4	9.608.327.041	12%	8.578.863.429
5	12.933.879.250	12%	11.548.106.473
Total			**31.969.905.193**
CO			**7.000.000.000**
NPV			**24.969.905.193**

From the calculation results, the NPV of Ev-Station for 5 years is Rp. 24,969,905,193 the result of NPV> 0 this means that the investment made provides benefits to the company so the project can be run.

Payback Period (PP)

Payback Period measures the speed of return on investment. The resulting unit of measure is in the form of time.

Table 7. Payback Period

Tahun	EAT	Akumulasi
1	1.206.249.627	1.206.249.627
2	1.578.319.497	2.784.569.124
3	2.190.795.284	4.975.364.408
4	2.450.944.341	7.426.308.749
5	3.164.496.382	10.590.805.131
Investasi Awal		**7.000.000.000**
Payback Period		**3,70**

Based on calculations made by Ev-Station, the pay back period or investment return period is 3 years 7 months and 21 days.

Internal Rate of Return (IRR)

The calculation of IRR can be the basis of whether an investment is feasible or not. If the IRR calculation is greater than the interest rate, then the investment plan can be continued. From the results of Ev-Station's IRR calculation, the IRR value is higher than the interest rate set, so the investment to be made is considered to be a return on investment.

Table 8. IRR

Tahun	Ct
0	-7.000.000.000
1	2.264.192.664
2	4.217.203.913
3	6.782.690.948
4	9.608.327.041
5	12.933.879.250
IRR	**63%**

The results of the IRR calculation carried out by Ev-Station resulted in an IRR value of 63%, meaning that the IRR value is greater than the interest rate set, so this investment can be continued.

Financial Performance Analysis

Financial performance analysis is made to measure the company's financial performance in order to see the condition of the company and its level of success in carrying out its operational activities.

Liquidity Ratio

Liquidity ratios provide an overview of the company's ability to cover its short-term obligations (Purwaningsih, 2008). The following are the results of the calculation of Ev-Station's liquidity ratio.

Table 9. Liquidity Ratio

Rasio Likuiditas	Tahun 1	Tahun 2	Tahun 3	Tahun 4	Tahun 5
Current Ratio	3,77	9,37	22,61	64,06	
Cash Ratio	3,77	9,37	22,61	64,06	
Quick Ratio	3,77	9,37	22,61	64,06	

From the calculation results, it is known that the analysis of Current Ratio, Quick Ratio, Cash Ratio and Cash Turn Over indicates that Ev-Station from year 1 to year 5 has the ability to pay off its short-term debt..

Solvency Ratio

The solvency ratio serves to measure the extent to which the company's assets are financed by debt. This ratio also measures the company's ability to pay its obligations for short or long term (Kasmir, 2012).

The following are the results of the calculation of Ev-Station's Debt to Asset Ratio and Debt to Equity Ratio analysis

Table 10. Solvency Ratio

Rasio Solvabilitas	Tahun 1	Tahun 2	Tahun 3	Tahun 4	Tahun 5
Debt to equity ratio	8%	5%	3%	1%	0%
Debt to asset ratio	7%	5%	3%	1%	0%

The smaller the DAR value, the less debt the company uses to acquire assets. A healthy and good DAR ratio is generally smaller than one time or less than 100%. The higher the DER value, the more the company uses debt compared to its capital. A healthy and safe DER ratio should be less than one time or less than 100%. The smaller the DER, the better. The results of Ev-Station's DAR and DER calculations show less than 100%, meaning its assets and equity are safe.

Profitability Ratio

Profitability can provide an overview of how management performs in managing the company. The ROA value represents the amount of profit obtained after tax from asset management. This means that the higher the value of the level of problems faced by the company the lower and the greater the level of profit obtained (Irfani, 2020).

Table 11. Profitability Ratio

Rasio Profitabilitas	Tahun 1	Tahun 2	Tahun 3	Tahun 4	Tahun 5
Net profit margin	23%	25%	30%	29%	33%
Return of investment	17%	23%	31%	35%	45%
Return on asset	15%	17%	19%	18%	19%

Based on the calculation of Ev-Station's NPM from year 1 to year 5, the net profit margin for year 1 was 23%, year 2 was 25%, year 3 was 30%, year 4 was 29% and year 5 was 33%. GPM shows the percentage of sales profit after deducting the cost of goods sold, the higher the GPM value, the smaller the production costs incurred, which means that Ev-Station is more efficient in reducing production costs.

OPM shows information that the higher the OPM value, the more capable the company is in minimizing production costs and operating expenses. From year 1 to year 5 Ev-Station's OPM value is increasing.

CONCLUSION

To ensure the operational cost of the eV-Station business does not exceed the planned budget, a financial strategy is required:

1. Effective and efficient work and operational processes, both internal and external cooperation.
2. Keeping up with technological advances to improve services in the company and maintaining the quality of the use of technology that has been applied so that it can extend its service life.
3. Carry out effective and efficient cooperation with suppliers or vendors that assist in ensuring the optimization of existing services and facilities so as to improve the quality of

company services.

4. Conduct quality management to improve the company's reputation.
5. Implementation of Standard Operating Procedures and Work Instructions in work operations in the company and ensure it works optimally in all aspects of the company.

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