RINGKASAN KORESPONDENSI ARTIKEL:

THE EFFECT OF KEY USER CAPABILITY ON SUPPLY CHAIN DIGITAL AND FLEXIBILITY IN IMPROVING FINANCIAL PERFORMANCE

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UNIVERSITAS KRISTEN PETRA

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

[USCM] Submission ID 2072

USCM <uscm@growingscience.com> Sun, Jul 26, 2022 at 1:58 PM
Reply-To: uscm@growingscience.com
To: sautma@petra.ac.id, sahnaz.ubud@binus.ac.id, mariana.ing@petra.ac.id, zeplin@petra.ac.id, info@growingscience.com

Thank you for your submission to USCM. Below is a copy of the information submitted for your records.

Submission ID: 2072

Title: Impact of key user capability on supply chain digital and flexibility in improving financial performance

Author 1:
First Name: Sautma Ronni
Last Name: Basana
Organization: Petra Christian University
Country: Indonesia
Email: sautma@petra.ac.id

Author 2:
First Name: Sahnaz
Last Name: Ubud
Organization: Petra Christian University
Country: Indonesia
Email: sahnaz.ubud@binus.ac.id

Author 3:
First Name: Mariana Ing
Last Name: Malelak
Organization: Petra Christian University
Country: Indonesia
Email: mariana.ing@petra.ac.id

Author 4:
First Name: Zeplin Jiwa Husada
Last Name: Tarigan
Organization: Petra Christian University
Country: Indonesia
Email: zeplin@petra.ac.id

Contact Author: Author 4

Alternate Contact: Siwalankerto 121-131, Surabaya, East Java, Indonesia

Topic(s):
- Uncertainty in SCM applications
- Requirements Chain Management

Keywords: Key user capability, digital supply chain, supply chain flexibility, financial performance

Abstract: Organizational competitiveness is enhanced by implementing supply chain integration. Organizations, through information technology, can integrate internal and external cross-functional. The team assigned to run the integration system in its function is designated as the key user who can implement and maintain an ongoing basis. Key user capabilities are needed to maintain a digital supply chain in information technology systems to integrate internally and

externally. Data analysis using Partial least squares (PLS) on 89 hotel organizations with a one-star category or more shows that key user capability significantly affects internal cross-functional integration of 0.728 and external cross-functional integration of 0.127. Key user capability has an impact on supply chain flexibility of 0.370. internal cross-functional integration influences increasing supply chain flexibility by 0.373 and financial performance by 0.421. External cross-functional integration increases supply chain flexibility by 0.316 and financial performance by 0.441. Lastly, supply chain flexibility impacts increasing financial flexibility by 0.192. The research contributes enrichment to the theory of digital supply chain and practical contribution to enlighten top management in information technology investment

Comments: anakku

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #2072

USCM <uscm@growingscience.com> Tue, Aug 2, 2022 at 5:01 PM
To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Dear Authors

Our reviewers provide some comments to improve your paper. The review results are as follows:

Reviewer # 1
a. The extent of the research's influence on other variables or beta values should be mentioned in the abstract..
b. The manufacturing industry has implemented a lot of information technology in enterprise resource planning that needs to be completed ERP.
c. Researchers must add to the literature review's relationship or influence between variables.
d. Figure 1. The conceptual framework and add all the hypotheses.
e. Give adequate explanation for Table 1 Descriptive analysis and Goodness of fit.
f. Conclusions need to be synchronized with the results and discussion

Reviewer # 2
a. Researchers need to add contributions to future researchers in abstract.
b. Novelty in research, especially in the introduction, has not been found clearly and adequately.
c. An explanation of ERP needs to be given separately to the literature as the main thought of the literature review.
d. Internal integration impacts inter-organization integration (Khalaf and Mokadem, 2019), citation should to Internal integration impacts inter-organization integration (Khalaf & Mokadem, 2019).
e. References are adjusted to the intended journal

Sincerely
Farhang

RESPONSE TO THE REVIEWER'S SUGGESTIONS FOR REVISION

Dear Managing Editor of USCM
Babak Farhang Moghadam

We are very grateful for the first stage review provided, and it is precious for us to make improvements to the article to make it more perfect.

We will improve any suggestions from reviewers and hope to be published in the USCM journal as a reputable journal on Q2 in Scopus indexing/Abstracting. Hopefully, the revised paper could comply with Editor's expectations.

We are looking forward to hearing good news from you.

Best Regards

Assoc. Prof. Zeplin Jiwa Husada Tarigan

REVIEWER SUGGESTIONS FOR REVISION

Reviewer/Editor: 1 (First)

Question:

A. The extent of the research's influence on other variables or beta values should be mentioned in the abstract.

Response:

a good review for valuable feedback for the article abstracts for beta values, we have completed it.

key user capability significantly affects internal cross-functional integration (β = 0.728) and external cross-functional integration (β = 0.127). Key user capability has an impact on supply chain flexibility (β = 0.370) while internal cross-functional integration influences increasing supply chain flexibility (β = 0.373) and financial performance (β = 0.421). External cross-functional integration increases supply chain flexibility (β = 0.316) and financial performance (β = 0.441). Lastly, supply chain flexibility impacts increasing financial flexibility (β = 0.192).

Question:

B. The manufacturing industry has implemented a lot of information technology in enterprise resource planning that needs to be completed ERP.

Response:

We highly appreciate your suggestion, and we have revised for ERP implementation, with:

Changes in the global order impact organizational structuring with company partners in increasing competitiveness simultaneously compared to similar companies. The company has implemented a lot of information technology to integrate internal and external companies to quickly predict changes in the external environment into internal operations (Chunsheng et al., 2020). The manufacturing industry has implemented a lot of information technology in enterprise resource planning (ERP). ERP technology the company can be used as a digital supply chain by integrating cross-functional internal and external companies. The implementation of the digital supply chain is carried out by determining the implementer in the company, called the key user.

The implementation of enterprise resources planning (ERP) in the company, which is said to be a digital supply chain for the organization, is a big project in the use of company resources, the time spent in implementing and business processes between the company's internal and external functions (Zhao et al. al., 2021). The company's ability to build a well-integrated digital supply chain system can make an excellent supply chain integration. Organizational supply chain integration by combining external integration (downstream and upstream integration) and internal integration (Basana et al., 2022). Digital supply chain implementation projects in companies are closely related to the implementation time and budget issued in accordance with the functions expected by the company (Tarigan et al., 2021). Using an ERP system according to the needs of all the company's internal functions can provide non-financial and financial impacts. Project ERP is how the company can develop to keep it in line with the company's development (Badewi & Shehab, 2016). ERP development is used to update the company's software and hardware on an

ongoing basis. The implementation of ERP into a project in a company is carried out in four stages, namely the first stage of selecting the ERP package by the top management and company key users, the second stage of the ERP project planning stage, analysis of ERP products and the company's operational conditions and ERP configuration, the third stage is testing and refinement, and finally the fourth stage of post-implementation. ERP can also be called supply chain integration (Tarigan et al., 2018).

Question:

C. Researchers must add to the literature review's relationship or influence between variables

Response:

Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised, with:

3.1. The relationship between key user capability and digital supply chain

Organizational project management responsible for ERP implementation, including ERP, project manager, ERP program manager, and information technology manager, has an impact on the success of ERP project implementation in the company (Badewi & Shehab, 2016; Suprapto et al. al., 2017). Companies implementing ERP will pay attention to data integration between one department and other departments within the company, thus forming a shared database system. The company's key user capability can impact increasing data integration as a form of implementation of the digital supply chain (Tarigan et al., 2021). Key users as enterprise resources planning project competency can design business processes so that integration occurs within the company's internal and external companies (Tarigan et al., 2018). Key user empowerment provided by the company so that it has clear duties and responsibilities can have an impact on the integration process by producing accurate and complete data (Tarigan et al., 2019). Key users in companies in managing information technology systems by implementing extended ERP as a form of the digital supply chain that integrates internal and external (Ruivo et al., 2020). The role of key users in the company can manage information technology needs in innovation and complement the role of managers and intermediaries between project teams and consultants. Key users can implement integrated information technology quickly according to company needs (Maas et al., 2016). The research hypothesis can be determined

3.2. The relationship between Key user Capability and Financial Performance

The company's key user capability impacts the information system's sustainability by implementing complete enterprise resource planning and fast response time (Tarigan et al., 2021). ERP project managers in manufacturing companies can influence operational performance by generating better customer responses (Tarigan et al., 2018). Key user empowerment can impact operational performance by reducing lead time and more efficient use of resources (Tarigan et al., 2019). Key users in the company can manage the system to be efficient and effective according to the goals set together (Maas et al., 2016). Key users in building extended ERP as a form of digital supply chain internally and externally can collaborate to produce ERP values in the form of business goals and performance (Ruivo et al., 2020). The company's key user capability can impact the effective design of business processes in 77 manufacturing companies in East Java to increase supply chain flexibility by increasing the company's anticipation of changes that occur (Tarigan et al., 2021). The company's ERP project manager competency influences the design process so that it can carry out production and service processes with supply chain flexibility to meet customer

demands (Tarigan et al., 2018). A hypothesis is set based on the explanation of the relationship between concepts.

3.3. The relationship between internal cross-functional integration and external cross-functional integration

Internal integration between departments within the company can impact increasing external integration, namely customer and supplier integration (Zhao et al., 2021; Fariz, 2022). Internal integration and interplant coordination can impact supply chain integration, especially external integration (Cheng et al., 2016). Internal integration between functions in hotel organizations can have an impact on upstream integration and downstream integration to have an impact on increasing green hotel performance (Basana et al., 2022). The company's internal integration can impact increasing external integration with partners (Siagian et al., 2021; Pirmanta et al., 2021). Internal integration within the organization greatly determines the integration the company builds with external parties, suppliers, and customers (Chaudhuri et al., 2018; Yuen & Thai, 2017). Internal integration impacts inter-organization integration (Khalaf & Mokadem, 2019).

3.4. The relationship between digital supply chain and supply chain flexibility

The company builds relationships with externals to maintain continuous communication, and collaboration can improve supply chain flexibility (Zhao et al., 2021). The supply chain that has been integrated within the company is one of the determining factors in generating flexibility for the company (Singh & Kumar, 2020). Internal integration in the company impacts organizational flexibility in 526 organizations in Malaysia (Shukor et al., 2020). Companies are trying to adjust internally with externally in implementing supply chain integration to be more flexible in meeting changing customer demands (Siagian et al., 2021). Quality information produced by retail companies in implementing information technology can make companies more flexible in anticipating customer changes (Putra et al., 2020). Supply chain integration can produce flexibility in manufacturing because it makes production volume and variance flexible (Chaudhuri et al., 2018). Organizational flexibility becomes a strategy to respond to external changes through a digital supply chain (Shukor et al., 2020). Internal integration forms high flexibility internally and determines flexibility externally (Khalaf & Mokadem, 2019).

3.5. The relationship between digital supply chain and financial performance

The financial performance produced by the company can be improved by continuous cross-functional and external integration (Zhao et al., 2021). Supply chain resilience with a digital supply chain moderator can impact financial performance (Chunsheng et al., 2020). Supply chain integration in hotels can increase green hotel performance by increasing market share and hotel management's commitment to protecting the environment (Basana et al., 2022). Internal integration can impact financial performance through supplier and customer integration in agro-food business industry organizations (Jafari et al., 2021). Extended ERP implemented by the company to integrate internal and external companies as a form of the digital supply chain impacts business performance by increasing financial performance (Ruivo et al., 2020). Increasing company flexibility can have an impact on business performance on sales growth by increasing demand for the number of customers and meeting customer needs (Siagian et al., 2021). Internal integration, supplier integration, and customer integration that make up the digital supply chain can impact performance by increasing efficiency and cost reduction (Lee et al., 2016; Siagian et al., 2021).

Question:
D. Figure 1. The conceptual framework and add all the hypotheses

Response:
Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised the Figure 1

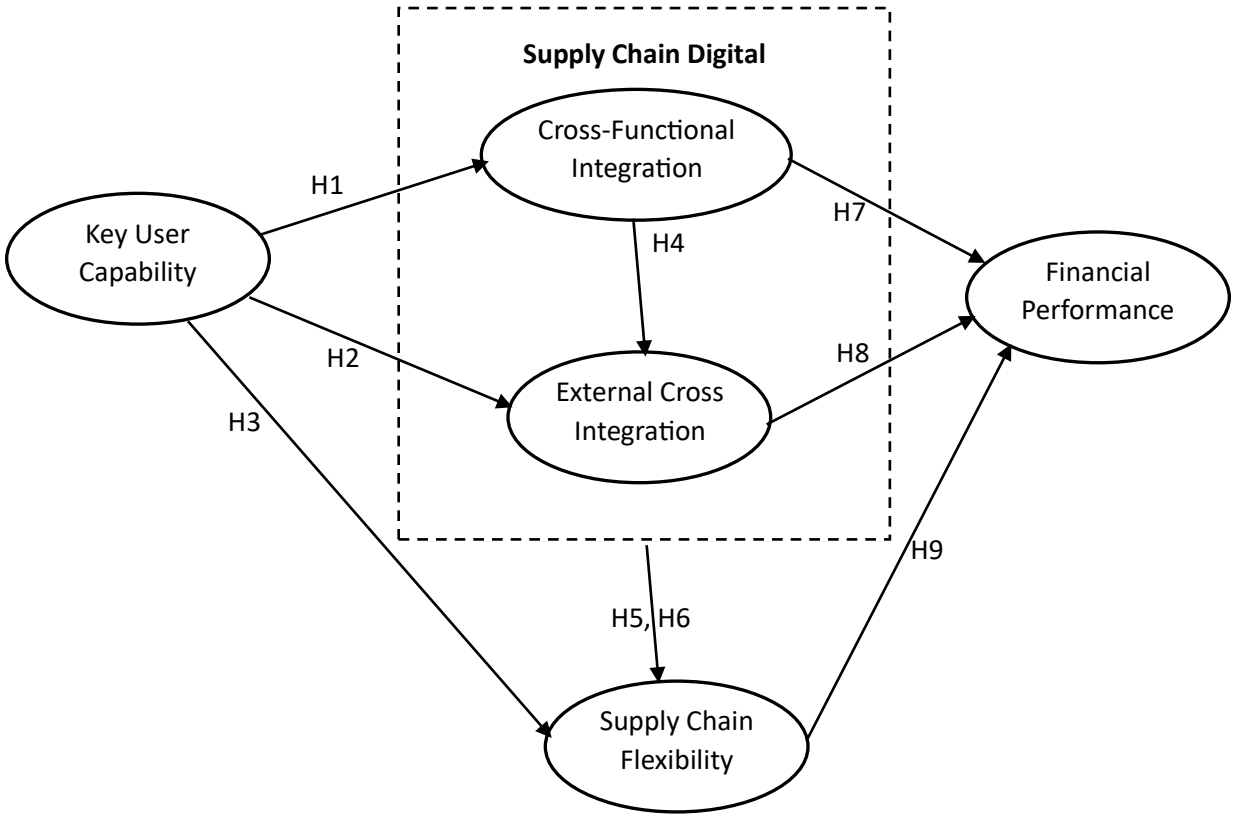

Figure 1. Research Concept Framework

Question:
E. Give adequate explanation for Table 1 Descriptive analysis and Goodness of fit

Response:
Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised Table 1, Descriptive analysis and Goodness of fit

Table 1 shows that the measurement item's value has met the validity with the smallest validity test value on Key user capability (KUC) obtained KUC3 with a value of 0.843. Internal cross-functional integration (ICFI) on ICFI.4 of 0.527. External cross-functional integration (ECFI) on

ECFI.2 is 0.682. Supply Chain Flexibility (SCF) on SCF.1 is 0.743, and Financial Performance (FP) on FP.5 is 0.702.

Question:
F. Conclusions need to be synchronized with the results and discussion

Response:
Dear Reviewer/Editor, we highly appreciate your suggestion, and we have revised the conclusions need to be synchronized with the results and discussion

The study results indicate that key user capability can influence internal cross-functional integration by establishing good communication between departments and understanding system integration well. Key user capability is not able to have a direct impact on external cross-functional integration but through internal cross-functional integration. Key user capability is able to build a supply chain flexibility system with flexible planning and orders.

Reviewer/Editor: 2 (Second)

Question:
A. Researchers need to add contributions to future researchers in abstract.

Response:
a good review for valuable feedback for the article abstracts, we have change for detail:
The research contributes enrichment to the theory of digital supply chain and practical contribution to enlighten top management in information technology investment.

Question:
B. Novelty in research, especially in the introduction, has not been found clearly and adequately.

Response:
Dear reviewer, we highly appreciate your suggestion, and we have revised research objectives, with:
The digital supply chain implemented in the company can accelerate the implementation of the company's supply chain management by integrating internal cross-functional, namely departments within the company, and external cross-functional that can be integrated with suppliers in material procurement and customers in making order predictions and order fulfillment (Lee et al., 2016). Companies can also implement digital supply chains that company partners use to make transactions faster, have more transparent financial management, reduce product or service cycle times, and can use integration between plants (Cheng et al., 2016). A digital supply chain is implemented to support internal and external integration, making it easier for companies to carry out the supply chain management integration function (He et al., 2014). The company's ability to run a digital supply chain to increase the efficiency and effectiveness of the company in procuring products/services on time and in the right quantity has an impact on firm performance (Pirmanta et al., 2021).

The company's ability to accommodate cross-functional integration can increase the company's flexibility and competitiveness and keep up with changes in the external environment (Pham & Doan, 2020). For example, the company's supply chain integration can make integration with suppliers and customers able to impact supply chain flexibility and improve business performance by increasing sales growth (Siagian et al., 2021). In addition, key user empowerment with apparent authority, authority, and responsibility in the company impacts the integration process between functions by producing complete and relevant data information (Tarigan et al., 2019). The role of key users is to maintain a balance between the organization's and the provider's needs in developing integrated information technology to suit the company's needs to support the company's performance, especially in organizational innovation (Maas et al., 2016).
Companies use digital supply chains to integrate data in the company's procurement, operations, and logistics, from the procurement of raw materials from suppliers to the company's finished materials that are handed over to customers (Pirmanta et al., 2021). Internal integration in the company impacts external integration to improve the company's finances (Zhao et al., 2021; Chunsheng et al., 2020; Fariz, 2022). The integration built by the company increases resilience to respond quickly to customer needs, ultimately impacting financial performance (Yu et al., 2019). This condition impacts good efficiency and effectiveness between the company and its partners to increase the productivity and profitability of the company.

Question:
C. An explanation of ERP needs to be given separately to the literature as the main thought of the literature review.

Response:
Dear reviewer, we highly appreciate your suggestion, and we have revised item measurement for all variables

The implementation of enterprise resources planning (ERP) in the company, which is said to be a digital supply chain for the organization, is a big project in the use of company resources, the time spent in implementing and business processes between the company's internal and external functions (Zhao et al. al., 2021). The company's ability to build a well-integrated digital supply chain system can make an excellent supply chain integration. Organizational supply chain integration by combining external integration (downstream and upstream integration) and internal integration (Basana et al., 2022). Digital supply chain implementation projects in companies are closely related to the implementation time and budget issued in accordance with the functions expected by the company (Tarigan et al., 2021). Using an ERP system according to the needs of all the company's internal functions can provide non-financial and financial impacts. Project ERP is how the company can develop to keep it in line with the company's development (Badewi & Shehab, 2016). ERP development is used to update the company's software and hardware on an ongoing basis. The implementation of ERP into a project in a company is carried out in four stages, namely the first stage of selecting the ERP package by the top management and company key users, the second stage of the ERP project planning stage, analysis of ERP products and the company's operational conditions and ERP configuration, the third stage is testing and refinement, and finally the fourth stage of post-implementation. ERP can also be called supply chain integration (Tarigan et al., 2018). Companies use ERP to integrate the company's internal functions and effectively integrate internal operations with external suppliers, customers, and other members

of the supply chain flow (Lee et al., 2016). Supply chain integration can impact the company's competitiveness by producing efficient processes and effective coordination to shorten (Jafari et al., 2021).

Question:

D. Internal integration impacts inter-organization integration (Khalaf and Mokadem, 2019), citation should to Internal integration impacts inter-organization integration (Khalaf & Mokadem, 2019).

Response:

Dear reviewer, we highly appreciate your suggestion, and we have revised it

Khalaf, M. & Mokadem. M.E. (2019). The relationship between internal integration and manufacturing flexibility in the Egyptian industry. International Journal of Quality and Service Sciences, 11(3), DOI:10.1108/IJQSS-06-2017-0052

Question:

E. References are adjusted to the intended journal.

Response:

Dear reviewer, we highly appreciate your suggestion. We have added and revise

Basana, S.R., Suprapto, W., Andreani, F., and Tarigan, Z.J.H. (2022). The impact of supply chain practice on green hotel performance through internal, upstream, and downstream integration, Uncertain Supply Chain Management, 10 (1), 169-180, DOI: 10.5267/j.uscm.2021.9.010

Fariz, (2022). The effect of supplier integration, manager transformational leadership on supply chain performance. Uncertain Supply Chain Management, 10(3), 993-998, DOI: 10.5267/j.uscm.2022.2.014

Pirmanta, Tarigan, Z.J.H., and Basana, S.R. (2021). The effect of ERP on firm performance through information quality and supply chain integration in Covid-19 era. Uncertain Supply Chain Management, 9(3), 659-666, DOI: 10.5267/j.uscm.2021.5.004

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #2072

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id> Sat, Aug 20, 2022 at 2:79 AM
To: Babak Farhang <editor.uscm@gmail.com>

We have made improvements according to suggestions from reviewers. We hope to receive input to make further improvements to match the results of the review

Thank you very much,
Best Regards

Zeplin Jiwa Husada Tarigan
[Quoted text hidden]

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #2072

Babak Farhang <editor.uscm@gmail.com> Thu, Sep 29, 2022 at 11:32 PM
To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Dear Zepllin

I have received the comments from one of the reviewers and it appears that the paper could be considered for publication should it go under careful editing. We have a group of people who could do this and in case they do the editing your paper will be accepted. The cost of our service is $1000USD. However, it is not obligatory and you may use your own service. If you wish to use our service please let me know, otherwise, feel free to upload a high quality paper using the UPLOAD option.
In case you wish to use our service, please let me know so that I could send you details of the payment.

Sincerely
Farhang

UNIVERSITAS KRISTEN PETRA

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #2072

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id> Fri, Sep 30, 2022 at 4:49 AM
To: Babak Farhang <editor.uscm@gmail.com>

Yes, please proceed.

Thank you very much,
Best Regards

Zeplin Jiwa Husada Tarigan
[Quoted text hidden]

UNIVERSITAS KRISTEN PETRA

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #2072

Babak Farhang <editor.uscm@gmail.com> Fri, Sep 30, 2022 at 4:59 AM
To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Dear Zeplin

Thank you for your email. You may use the following two options to make the payment.

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Bank Address: 27 King St N, Waterloo, ON N2J 3Z6, Canada
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Bank Account: 9088636
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Bank Name: CIBC
Bank Address: University of Waterloo Campus Center, Waterloo, N2L3G0
Transit Number: 06552
Bank Account: 3343863
International Bank Swift Code: CIBCCATT

Again The address of the bank account holder is also as follows,

970 Melbourne Ave
North Vancouver BC,
V7R 1N9 Canada

Once you make the payment, we will keep you informed shortly.
Sincerely
Farhang

[Quoted text hidden]

> [Quoted text hidden]

UNIVERSITAS KRISTEN PETRA

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #2072

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id> Fri, Sep 30, 2022 at 7:58 AM
To: Babak Farhang <editor.uscm@gmail.com>

Dear Babak Farhang

Thank you for the invoice that has been given to us.
I have made a payment of USD 1015 to the account that was given (Attachment).

Please check.

Thank you for the opportunity for us to be published

Best Regards,

Zeplin Jiwa Husada Tarigan
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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #2072

Babak Farhang <editor.uscm@gmail.com> Fri, Sep 30, 2022 at 8:50 AM
To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Thanks

[Quoted text hidden]

> [Quoted text hidden]

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #2072

Babak Farhang <editor.uscm@gmail.com> Fri, Sep 30, 2022 at 4:34 PM
To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Dear Zeplin

Kindly, please visit our website at https://www.growingscience.com/uscm/online.html download your paper, read it very carefully and let me know if there is any problem. Attached, please find the acceptance letter. Also, please sign the attached copyright form and email it back to me.

Sincerely
Farhang
[Quoted text hidden]

2 attachments

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From: Growing Science
200 King street North
N2J 4Z4, Waterloo, Ontario,
Canada, Tel: 519-900-1541
Date: September, 30, 2022

Dear Zeplin Jiwa Husada Tarigan

I would like to confirm that your paper entitled **"The effect of key user capability on supply chain digital and flexibility in improving financial performance"** with *Sautma Ronni Basana, Sahnaz Ubud, Mariana Ing Malelak* has been accepted for publication on Uncertain Supply Chain Management, An international journal.

Sincerely,

Seyed Jafar Sadjadi

Growing Science

UNIVERSITAS KRISTEN PETRA

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #2072

Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id> Mon, Oct 3, 2022 at 4:42 PM
To: Babak Farhang <editor.uscm@gmail.com>

Dear Babak Farhang

We have checked our article in detail, and we have approved it. Thank you for the teamwork from USCM. I sent the copyright (Attachment).

Best regards

Zeplin Jiwa Husada Tarigan
[Quoted text hidden]

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46K

CONTRIBUTING AUTHOR COPYRIGHT RELEASE FORM

As author of the article/contribution entitled: The effect of key user capability on supply chain digital and flexibility in improving financial performance

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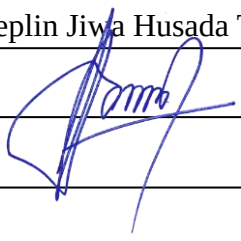
Name (please print): Zeplin Jiwa Husada Tarigan

Signature: 

Date: October 3, 2022

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Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Your paper in USCM #2072

Babak Farhang <editor.uscm@gmail.com> Mon, Oct 3, 2022 at 5:25 PM
To: Zeplin Jiwa Husada Tarigan <zeplin@petra.ac.id>

Thanks

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