



SLAMET Riyadi <slamet.riyadi@unitomo.ac.id>

Registration with Inderscience Submissions system

1 pesan

Inderscience Submissions <submissions@inderscience.com>

15 Agustus 2020 21.08

Kepada: slamet.riyadi@unitomo.ac.id



Dear Associate Prof. Slamet Riyadi,

Thank you for registering as an author with Inderscience Submissions system.

Your Username is: slametriyadi

You can request a password reminder on the login page.

To submit your article, please login at <https://www.indersciencesubmissions.com/>

Kind regards,

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Inderscience Publishers Ltd.

submissions@inderscience.com



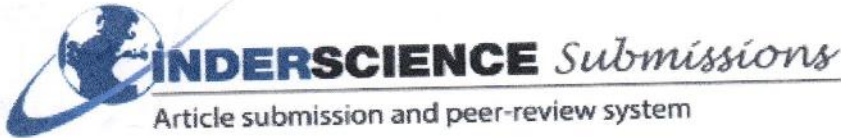
SLAMET Riyadi <slamet.riyadi@unitomo.ac.id>

Inderscience Publishers: IJPQM-54085 - Submission Acknowledgement

1 pesan

Inderscience Submissions <submissions@inderscience.com>
Kepada: slamet.riyadi@unitomo.ac.id

15 Agustus 2020 21.16



Dear Associate Prof. Slamet Riyadi,

Thank you for submitting your article entitled 'The external environment dynamics analysis towards competitive advantage and company performance: the case of manufacture industry in Indonesia' to the journal: Int. J. of Productivity and Quality Management

Your article reference code is: IJPQM-54085.

This article will now be screened to filter out incomplete or unsuitable content (like author identifying details etc.).

You can track progress by logging in to the Inderscience Submissions system at
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If you receive an email requesting payment in relation to your article (for example for editing or reviewing services), then you should ignore and delete the email – it is not a legitimate Inderscience email. If you are unsure, you can check with us at: submissions@inderscience.com

If you are considering publishing an Open Access article with us, remember that we will never request payment before your paper has been accepted and payment will only be organised and handled by the Inderscience Editorial Office.

Thank you for your interest in our journal.

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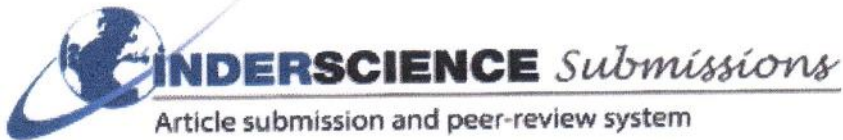
Dr. SLAMET RIYADI, SE.,MP.,MM unitomo <slamet.riyadi@unitomo.ac.id>

Inderscience Submissions - Activating your account

1 pesan

Inderscience Submissions <no-reply@indersciencesubmissions.com>
Kepada: slamet.riyadi@unitomo.ac.id

25 Agustus 2020 08.33



Dear Associate Prof. Slamet Riyadi,

As a one time only security measure, we need you to activate your account to be able to use Inderscience's Submissions system.
To do this, please click on the link below, or copy and paste it into your web browser.

<https://www.indersciencesubmissions.com/index.php?action=confirmation&passkey=fa53438bc59e7e86e4f7355c3465ee4a>

If you have any problems, please email us at: submissionssupport@inderscience.com outlining your problem and including your username and email address.

Please do not use the 'Reply' function with this email - we will not receive your message.

Kind regards,
The Inderscience Submissions Team
Inderscience Publishers



Dr. SLAMET RIYADI, SE.,MP.,MM unitomo <slamet.riyadi@unitomo.ac.id>

IJPQM-54085 : Changes required to your submission

1 pesan

Inderscience Submissions <submissions@inderscience.com>
Kepada: slamet.riyadi@unitomo.ac.id

26 Agustus 2020 20.10



Dear Slamet Riyadi,

Re: IJPQM-54085

Title: The external environment dynamics analysis towards competitive advantage and company performance: the case of manufacture industry in Indonesia

Submitted to: Int. J. of Productivity and Quality Management

We have returned your submission to the draft stage in the submissions process as the following items need to be fixed before we can continue with the screening process.

- The paper has title in the running headers which is different from the title of the submission.
- The email addresses of some of the experts you have provided are not valid or correct. Valid email addresses are institutional email addresses such as a university, governmental, private company or research centre email addresses. We do not admit to review submissions for which the email addresses of all of their four experts are just free public email addresses, such as @gmail.com, @yahoo.in, @163.com, etc. We can admit up to two experts having free public email addresses. The other two from different country to authors must have institutional email addresses. We ask you to nominate four experts as part of our quality assurance procedures, to ensure that you are aware of the work carried out in your field by experts outside of your country. This will also help speed up the review process of your paper while increasing its credibility.

To proceed with your submission, log into the submissions system and find your submission in the 'Drafts' section, where you can make your changes and re-submit.

Kind regards,

The Submissions Manager
submissions@inderscience.com
Inderscience Submissions



Dr. SLAMET RIYADI, SE.,MP.,MM unitomo <slamet.riyadi@unitomo.ac.id>

Inderscience Publishers: IJPQM-54085 - Submission Acknowledgement

1 pesan

Inderscience Submissions <submissions@inderscience.com>
Kepada: slamet.riyadi@unitomo.ac.id

22 September 2020 23.44



Dear Associate Prof. Slamet Riyadi,

Thank you for submitting your article entitled 'The external environment dynamics analysis towards competitive advantage and company performance: the case of manufacture industry in Indonesia' to the journal: Int. J. of Productivity and Quality Management

Your article reference code is: IJPQM-54085.

This article will now be screened to filter out incomplete or unsuitable content (like author identifying details etc.).

You can track progress by logging in to the Inderscience Submissions system at <https://www.indersciencesubmissions.com/>

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Please note that there are no charges for publishing with Inderscience, unless you require your article to be Open Access (OA).

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If you are considering publishing an Open Access article with us, remember that we will never request payment before your paper has been accepted and payment will be only be organised and handled by the Inderscience Editorial Office.

Thank you for your interest in our journal.

Kind regards,
The Inderscience Submissions Team
Inderscience Publishers Ltd.
submissions@inderscience.com



SLAMET Riyadi <slamet.riyadi@unitomo.ac.id>

Inderscience Publishers: IJQM-54085 - Submission Acknowledgement

1 pesan

Inderscience Submissions <submissions@inderscience.com>
Kepada: slamet.riyadi@unitomo.ac.id

2 Oktober 2020 11.22



Dear Associate Prof. Slamet Riyadi,

Thank you for submitting your article entitled 'The external environment dynamics analysis towards competitive advantage and company performance: the case of manufacture industry in Indonesia' to the journal: *Int. J. of Productivity and Quality Management*

Your article reference code is: IJQM-54085.

This article will now be screened to filter out incomplete or unsuitable content (like author identifying details etc.).

You can track progress by logging in to the Inderscience Submissions system at <https://www.indersciencesubmissions.com/>

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If you receive an email requesting payment in relation to your article (for example for editing or reviewing services), then you should ignore and delete the email – it is not a legitimate Inderscience email. If you are unsure, you can check with us at: submissions@inderscience.com

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Thank you for your interest in our journal.

Kind regards,
The Inderscience Submissions Team
Inderscience Publishers Ltd.
submissions@inderscience.com



SLAMET Riyadi <slamet.riyadi@unitomo.ac.id>

Inderscience Publishers: IJQM-54085 - Submission Acknowledgement

2 pesan

Inderscience Submissions <submissions@inderscience.com>
Kepada: slamet.riyadi@unitomo.ac.id

3 Oktober 2020 15.49



Dear Associate Prof. Slamet Riyadi,

Thank you for submitting your article entitled 'The external environment dynamics analysis towards competitive advantage and company performance: the case of manufacture industry in Indonesia' to the journal: Int. J. of Productivity and Quality Management

Your article reference code is: IJQM-54085.

This article will now be screened to filter out incomplete or unsuitable content (like author identifying details etc.).

You can track progress by logging in to the Inderscience Submissions system at
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Thank you for your interest in our journal.

Kind regards,
The Inderscience Submissions Team
Inderscience Publishers Ltd.
submissions@inderscience.com

Dr. SLAMET RIYADI, SE.,MP.,MM unitomo <slamet.riyadi@unitomo.ac.id>
Kepada: Daniel Susilo <daniel.susilo@unitomo.ac.id>

4 Oktober 2020 07.34

[Kutipan teks disembunyikan]



Dr. SLAMET RIYADI, SE.,MP.,MM unitomo <slamet.riyadi@unitomo.ac.id>

Inderscience Publishers: IJPQM-54085 - Submission Acknowledgement

1 pesan

Inderscience Submissions <submissions@inderscience.com>

22 Desember 2020 18.59

Kepada: slamet.riyadi@unitomo.ac.id



Dear Associate Prof. Slamet Riyadi,

Thank you for submitting your article entitled 'The external environment dynamics analysis towards competitive advantage and company performance: the case of manufacture industry in Indonesia' to the journal: Int. J. of Productivity and Quality Management

Your article reference code is: IJPQM-54085.

This article will now be screened to filter out incomplete or unsuitable content (like author identifying details etc.).

You can track progress by logging in to the Inderscience Submissions system at <https://www.indersciencesubmissions.com/>

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Thank you for your interest in our journal.

Kind regards,
The Inderscience Submissions Team
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submissions@inderscience.com



Dr. SLAMET RIYADI, SE.,MP.,MM unitomo <slamet.riyadi@unitomo.ac.id>

Inderscience Publishers: IJPQM-54085 - Article entering review process

1 pesan

Inderscience Submissions <submissions@inderscience.com>
Kepada: slamet.riyadi@unitomo.ac.id

23 Desember 2020 13.49



Dear Associate Prof.Slamet Riyadi,

Thank you for your recent submission, reference code IJPQM-54085, entitled,
'The external environment dynamics analysis towards competitive advantage and company performance: the case of
manufacture industry in Indonesia'

submitted to Int. J. of Productivity and Quality Management.

We are pleased to inform you that your article has passed the screening stage and is entering the review process.
Your article will now be checked to ensure it meets the subject scope and quality levels of the journal and will be sent for
peer-review if it is suitable.

You can track the progress of your article by logging in to the Inderscience Submissions system at <https://www.indersciencesubmissions.com/>

Your username is: slametriyadi
You can get a password reminder on the log in page.

Thank you for considering this journal as a venue for your work.

Kind regards,
The Inderscience Submissions Team,
Inderscience Publishers Ltd.
submissions@inderscience.com



Dr. SLAMET RIYADI, SE.,MP.,MM unitomo <slamet.riyadi@unitomo.ac.id>

Inderscience Publishers: IJQM-54085 : Request to revise your article

1 pesan

Inderscience Submissions <no-reply@indersciencesubmissions.com>
Kepada: slamet.riyadi@unitomo.ac.id

6 Januari 2021 14.54



Dear Associate Prof. Slamet Riyadi,

We have now completed the reviewing process of your article IJQM-54085 entitled "The external environment dynamics analysis towards competitive advantage and company performance: the case of manufacture industry in Indonesia", which you submitted to the Int. J. of Productivity and Quality Management, and we are pleased to say that we consider it a good candidate for publication, once a number of revisions are made.

Please read the reviewers' recommendations listed below and revise your article in light of their comments.

To help the reviewers check that you have made the required corrections, please insert at the beginning of your revised article a detailed response to the reviewers' recommendations. Make sure you address each recommendation thoroughly and methodically. You should also show where the reviewers can find your change in the revised article by referring to the page number and preferably highlighting the updated text.

When revising your article please ensure that your reference list is up to date and that any recent articles, including those from IJQM, which are of relevance to your article are included. Having a broad and up to date reference list is vital to the quality of an article, and very useful to the readership.

You will need to upload your revised article to our submissions system. The reviewers will then re-review your article. If they accept your revised version without any additional changes, it will move onto the next step in the publication process.

Please be reassured that only very few submissions are accepted without requiring some revision.

We look forward to receiving your resubmission within the next 30 days.

Please do not use the 'Reply' function with this email - we will not receive your message.

Kind regards,
Prof. Angappa Gunasekaran
Int. J. of Productivity and Quality Management

Reviewers' Comments to Author

REVIEWER 1 (Offline Reviewer)
Review date: 06 Jan 2021

MANUSCRIPT FEATURES

Originality of the work: Acceptable

Subject relevance: Acceptable

Professional/industrial relevance: Marginal

Completeness of the work: Marginal

Acknowledgement of the work of others by references: Marginal

Organisation of the manuscript: Acceptable

Clarity in writing tables graphs and illustrations: Acceptable

Likelihood of passing the test of time: Acceptable

QUALITY AND RIGOUR

Have you checked the equations and/or statistics? (if applicable): yes

Are you aware of prior publication or presentation of this work?: yes

Is the manuscript free of commercialism?: yes

Is the article too long?: no

RECOMMENDATION: Acceptable with major revisions

REVIEW COMMENTS:

Changes which must be made before publication:

The subject of the paper looks interesting and suitable for IJPQM. However, the paper requires a revision before it can be accepted for publication:

1. Number the main and sub.sections correctly to avoid any confusion.
2. The introduction section should include 4 to 6 latest references (2017 to 2020) from well.known journals in the field and appropriate extracts from them to motivate the researchers in the subject.
3. Develop the literature review part of the paper to include 8 to 10 latest references (2017 to 2020) from well.known journals in the field and relevant extracts from them. Please include 4 to 6 references from IJPQM.
4. The research objectives and methodology should be better explained and motivated.
5. The theoretical/conceptual framework/mathematical model should be described and motivated further.
6. The results and analysis section should be better analyzed and developed further.
7. Develop the conclusions section to include the unique contributions of the paper, theoretical and managerial implications, limitations of the research and future research directions.

8. The language of the paper needs a careful editing. Otherwise, the paper will be rejected.

9. References must follow the style of IJPQM.

Suggestions which would improve the quality of the article but are not essential for publication:

NA

REVIEWER 2

Review date: 05 Jan 2021

MANUSCRIPT FEATURES

Originality of the work: Good

Subject relevance: Good

Professional/industrial relevance: Honours

Completeness of the work: Acceptable

Acknowledgement of the work of others by references: Marginal

Organisation of the manuscript: Good

Clarity in writing tables graphs and illustrations: Acceptable

Likelihood of passing the test of time: Good

QUALITY AND RIGOUR

Have you checked the equations and/or statistics? (if applicable): yes

Are you aware of prior publication or presentation of this work?: yes

Is the manuscript free of commercialism?: yes

Is the article too long?: no

RECOMMENDATION: Acceptable with minor revisions

REVIEW COMMENTS:

Changes which must be made before publication:

The author need to update the references with the related recent journals.

Suggestions which would improve the quality of the article but are not essential for publication:

Layout of table and graphics can be more polish

*** End of reviewer comments ***

Guidelines for submitting your revised article:

1) To help the reviewers check that you have made the required corrections, please insert at the beginning of your revised article a detailed response to the reviewers' recommendations. Make sure you address each recommendation thoroughly and methodically. You should also show where the reviewers can find your change in the revised article by referring to the page number and preferably highlighting the updated text.

2) To upload your revised version, please:

Log in at <https://www.indersciencesubmissions.com/>

(you can get username and password reminders there)

Go to the 'Track progress of your article and submit revisions' section.

Locate your article and download the original submission file.

Make your changes as required and then click on 'Choose file' to select your revised document and then click 'Upload'.

3) By clicking on "Author/Editor Communication" you can read the reviewers' comments and any annotated files.



SLAMET Riyadi <slamet.riyadi@unitomo.ac.id>

Inderscience Publishers: Article accepted for publication - IJPQM-54085

1 pesan

Inderscience Submissions <no-reply@indersciencesubmissions.com>
Kepada: m3.feunhas@gmail.com, slamet.riyadi@unitomo.ac.id

22 Januari 2021 04.03



Dear Associate Prof. Slamet Riyadi,

(Co-authors are copied into this email for information purposes.)

Ref: Article title: "The external environment dynamics analysis towards competitive advantage and company performance: the case of manufacture industry in Indonesia"
Submission code: IJPQM-54085

I am pleased to inform you that your article has been accepted for publication in Int. J. of Productivity and Quality Management.

You now need to upload the final revised version for this article and your author copyright agreement form(s) or your Open Access order form.

The reviewers' comments are added to the end of this email for your information. There may be some useful suggestions for improving your final version.

*** INSTRUCTIONS ***

Log in to the Inderscience Submissions system. There is a reminder facility there if you have forgotten your username or password.

Then use the following link, and you will be taken to the correct section for uploading:

<https://www.indersciencesubmissions.com/track/index.php?action=submissiondetails&intSubmissionId=54085>

1. Scroll down the page to the section called "Peer Review Progress".

Use "Edit metadata" link to make any required corrections to the title, abstract or keywords. Please also review carefully for any spelling or grammatical errors.

Remember to use the "Save" button to save your changes.

It is not possible for you to make changes to author information yourself. If changes are essential, then you will need to get approval by contacting the journal's Editor in Chief with your change request and a clear reason for the change.

This request must come from all the authors, including the person you are adding or removing and they must be copied into the email you send.

2. At "Type of Article" select from the drop-down list whether the article is a "Standard" article or an "Open Access"

article.

If you are submitting an Open Access article, select the OA Licence and upload your completed OA order form, and then move onto point 4 on this list.

(See more information on the Inderscience web site at https://www.inderscience.com/info/inauthors/author_oa.php)

3. If you are submitting a Standard article, use the "Browse" or "Choose file" button to locate and insert your signed Author Copyright Agreement Form. Then use the adjacent 'Upload' button.

We must receive a signature from every author.

Author signatures can be all on one form or on separate forms.

If there is more than one form, please submit forms all together in a zipped file.

It is not acceptable for one author to sign on behalf of the other authors.

The Author Copyright Agreement Form (and instructions on how to sign and submit it) can be found on the Inderscience website at

https://www.inderscience.com/info/inauthors/author_copyright.php

If you are publishing as Open Access, you do not need to submit a copyright agreement form.

4. Next you need to insert the final version of your article.

Find your latest version. (You can download and use the file you submitted to our system if you wish. See 'Author's original submission' or 'Author's revised version')

Re-insert the author details, such as name, email address, institution and biographical statement in the first page of your document.

Be sure to remove your reply or any response to reviewers that might show at the beginning of your article.

Save your changes and rename the file "authorFinalVersion.doc" or "authorFinalVersion.docx".

No other files types are accepted.

(if this is a LaTeX file, please upload a pdf version as a supplementary file).

Now return to our submissions system, and use the "Browse" or "Choose file" button to insert this file and then use the adjacent 'Upload' button.

5. Check that you have done all 4 steps above as required and then use the "Submit" button to complete the process.

Thank you! Your continuing cooperation is most appreciated.

With kind regards,
Prof. Angappa Gunasekaran (Editor for this submission)
Int. J. of Productivity and Quality Management
<https://www.inderscience.com/IJPQM>

REVIEWER 1 (Offline Reviewer)

Review date: 06 Jan 2021

MANUSCRIPT FEATURES

Originality of the work: Acceptable

Subject relevance: Acceptable

Professional/industrial relevance: Marginal

Completeness of the work: Marginal

Acknowledgement of the work of others by references: Marginal

Organisation of the manuscript: Acceptable

Clarity in writing tables graphs and illustrations: Acceptable

Likelihood of passing the test of time: Acceptable

QUALITY AND RIGOUR

Have you checked the equations and/or statistics? (if applicable): yes

Are you aware of prior publication or presentation of this work?: yes

Is the manuscript free of commercialism?: yes

Is the article too long?: no

RECOMMENDATION: Acceptable with major revisions

REVIEW COMMENTS:

Changes which must be made before publication:

The subject of the paper looks interesting and suitable for IJPQM. However, the paper requires a revision before it can be accepted for publication:

1. Number the main and sub.sections correctly to avoid any confusion.
2. The introduction section should include 4 to 6 latest references (2017 to 2020) from well.known journals in the field and appropriate extracts from them to motivate the researchers in the subject.
3. Develop the literature review part of the paper to include 8 to 10 latest references (2017 to 2020) from well.known journals in the field and relevant extracts from them. Please include 4 to 6 references from IJPQM.
4. The research objectives and methodology should be better explained and motivated.
5. The theoretical/conceptual framework/mathematical model should be described and motivated further.
6. The results and analysis section should be better analyzed and developed further.
7. Develop the conclusions section to include the unique contributions of the paper, theoretical and managerial implications, limitations of the research and future research directions.
8. The language of the paper needs a careful editing. Otherwise, the paper will be rejected.
9. References must follow the style of IJPQM.

Suggestions which would improve the quality of the article but are not essential for publication:

NA

REVIEWER 2

Review date: 05 Jan 2021

MANUSCRIPT FEATURES

Originality of the work: Good

Subject relevance: Good

Professional/industrial relevance: Honours

Completeness of the work: Acceptable

Acknowledgement of the work of others by references: Marginal

Organisation of the manuscript: Good

Clarity in writing tables graphs and illustrations: Acceptable

Likelihood of passing the test of time: Good

QUALITY AND RIGOUR

Have you checked the equations and/or statistics? (if applicable): yes

Are you aware of prior publication or presentation of this work?: yes

Is the manuscript free of commercialism?: yes

Is the article too long?: no

RECOMMENDATION: Acceptable with minor revisions

REVIEW COMMENTS:

Changes which must be made before publication:

The author need to update the references with the related recent journals.

Suggestions which would improve the quality of the article but are not essential for publication:

Layout of table and graphics can be more polish

*** End of reviewer comments ***



SLAMET Riyadi <slamet.riyadi@unitomo.ac.id>

IJPQM-54085 – author agreement

1 pesan

Debbie Serviano <acceptedsubmissions@inderscience.com>

29 Januari 2021 16.08

Kepada: "slamet.riyadi@unitomo.ac.id" <slamet.riyadi@unitomo.ac.id>, "m3.feunhas@gmail.com" <m3.feunhas@gmail.com>

Dear Author/s,

Ref: IJPQM-54085, The external environment dynamics analysis towards competitive advantage and company performance: the case of manufacture industry in Indonesia

Thank you for uploading the final version of the paper and the author agreement. However, the agreement does not show the complete title of the paper. Inderscience requires a correctly filled up and signed copyright agreement prior to publication.

Thus, the upper part of the form should read as:

S. Riyadi and M. Munizu

The external environment dynamics analysis towards competitive advantage and company performance: the case of manufacture industry in Indonesia

Int. J. of Productivity and Quality Management

Could you please re-upload/send the revised agreement? Please use the attached blank form.

Best regards,

Jay

Online Submissions Manager

acceptedsubmissions@inderscience.com

Author Copyright Agreement

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1. In consideration of the undertaking set out in paragraph 2, and upon acceptance by Inderscience for publication in the Journal, [insert the full names of all authors, reflecting the name order given in the article]

Slamet Riyadi; Musran Munizu.....

hereafter 'the Author' hereby assigns and transfers to Inderscience, the copyright in and to [insert article title]

The external environment dynamics analysis towards competitive advantage and company performance: the case of manufacture industry in Indonesia

hereafter 'the Article' by the Author to be published in [insert journal title]

Int. J. of Productivity and Quality Management

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2. In consideration of this assignment, Inderscience hereby undertakes to prepare and publish the Article named in paragraph 1 in the Journal, subject only to its right to refuse publication as provided in paragraph 5 or if there are other reasonable grounds; in such case Inderscience reverts and assigns to the Author any and all copyright and other rights in the Article otherwise assigned to it under this Agreement.
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* The Author designated in the published Article as the individual to contact in the event of an enquiry about a manuscript. The Corresponding Author normally is responsible for correcting page proofs and working with the production editor.

Signed by the Author

Date **27 January 2021**



SLAMET Riyadi <slamet.riyadi@unitomo.ac.id>

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Submission code: IJPQM-54085

Submitted to: Int. J. of Productivity and Quality Management

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Dear Associate Prof. Slamet Riyadi,

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Submission Files

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Author's final version:	2021_IJPQM-54085_AAV.docx	[28 Jan 2021]
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