Wrong Way, Wrong Decision Making, How Come?

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***Abstract*—Indonesian-Deutschland Car Community (IDCC) is a community formed and membered by the owners and fans of the German manufactured cars, particularly BMW brand. The community is based in Bandung. The 2015 IDCC National Conference was an essential activity and became the top priority since any decisions made in it affects the community as a whole for one year ahead. This study is aimed to evaluate the results of the IDCC decision-making related to its district leader election using Simple Multi Attribute Rating Technique (SMART) method. Data collection was done in two ways, first through interviews with two determined key informants using purposive technique as preliminary research. The second way was by distributing questionnaires to all IDCC's members (saturated sample) to find out how they responded on the decisions made in the conference then it was analyzed using SMART Method. The results showed discrepancies between the 2015 conference decisions and the average opinions of the IDCC members in correlation with the district head election. Pros and cons concerning the decisions and the criteria used by IDCC in making decision are discussed in this paper.**

Keywords—Brand Community, Decision Making, IDCC, SMART.

I. INTRODUCTION

Nowadays, Bandung is the city with the largest number of communities in Indonesia. In 2014 there were 4,000 communities in the city, and 180 of them had legal status. Automotive ranked the highest in quantity with 67 different communities or 37.2% of the total of the legal communities. Furthermore, according to the information from the formation committee of Indonesian Bimmer Communication Forum, there are three BMW car communities in Bandung out of the 31 communities in Indonesia.

The existence of so many BMW car communities is inseparable from the growing number of car purchases in Indonesia. At least the Indonesian Automotive Industry Association [1] recorded the sales of BMW increased in 2013 by 12% over that of the previous year and in the first three quarters of 2014 had increased by 10% compared to the same period in 2013. The increase in sales was claimed by BMW to be the only brand of premium class vehicles in Indonesia which experienced significant growth for five consecutive years [2].

IDDC is a community formed and membered by the owners and fans of the German manufactured cars, particularly BMW brand. As stated in the IDCC statutes, since the beginning of its establishment, IDCC has several objectives e.g. each member can mutually develop and improve themselves in various ways, share automotive knowledge, help unify and direct the desires and wishes of the members and support all forms of positive social activities of any parties to extend the brotherhood.

IDCC in achieving its goals has several activities regularly carried out either the internal activities done with its members or the external activities organized by other parties. Among those activities, there is a very important activity and considered to be the top priority by IDCC namely the National Congress as stated by the secretary of IDCC, Lian Soeprianto, it is because the outcome of the decision-making in this activity will affect the community as a whole for one year ahead. In accordance with the report of the National Conference results in 2015, there were two important factors becoming the topics of discussion in the event e.g. the management and community activities.

Since IDCC started implementing the system of organizational management, decision-making is only done by the board of organizers and then discussed with the members for approval. The phenomenon that occurs is that the members who are not part of the management tend to only approve the decisions already made by the board, without knowing how the decision-making process is undertaken and what indicators are used. So in the implementation of the decisions, it often

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does not work like what has been expected during the decision-making process and this stimulates complaints from the members.

Among many methods of decision-making, there is SMART method which was developed [3] in order to solve the problem of complex decision making that has many attributes or criteria and alternative options by using simple weight method [4], so that it can be applied to individuals or groups, The purpose of this study is to evaluate the decision-making process, specifically in the event of 2015 IDCC National Conference held on January 3, 2015.

A. *Decision Making Process*

Decision making is a process of making a choice from a number of alternatives to achieve a desired result [5]. According to the rational model, the decision making process can be broken down into six steps [6]. The steps of rational model decision making are identifying the problem, generating alternative, evaluating alternative, choosing an alternative, implementing the decision, and evaluating decision effectiveness [7] .

B. *Community*

Community is defined as a network of interpersonal relationships consisting of more than two people providing social hospitality, support, information, a sense of belonging and social identity [8], whose members inhabit a specific location and are usually associated with the same interest, [9] in which they share one another's problems, concerns or passions on a topic and deepen their knowledge and expertise by interacting continuously [10] where the behavior and activities of its members are guided by norms and joint decision to mutually promote and there is freedom for the members if they want to pull themselves out (Boothroyd in [11]).

C. *State of the Art*

Ref [12] discussed how individual decisions are made in which school administrators engage daily. Ref [13] using SMART to examine the decision-making conflict of Trans Metro Bandung operation. Ref [14] tested the usability of SMART and SMARTER. Ref [11] combined the SMART and model of Analytical Hierarchy Process (AHP) for Designing Multi-Criteria Performance Measurement Framework. Ref [15] evaluated the Lead Logistics Provider Using the SMART Process in the case of Taiwan Automotive industry.

From the literature review, the conceptual model of this study is illustrated in Figure 1

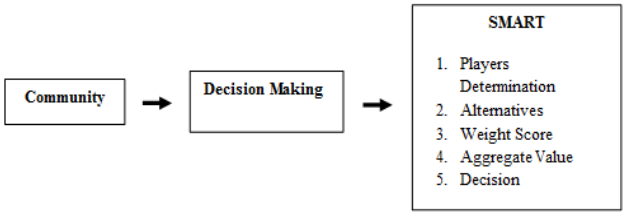

Figure 1. Conceptual Model

II. METHODOLOGY

This research used a qualitative method approach with descriptive research. The source of the data was obtained from the results of in-depth interviews with the founder and co-founder IBCC community. The stage was to get in-sight of the decisions making taken by their communities in the national conference and to confirm the item of questions distributed to all members of the community. The second phase was the distribution of questionnaires to all members of the community with a total of 63 participants (saturated sample). Both the selection of the informants and the respondents was done using purposive sampling method.

To process the data from interviews, referring to [14] which says that the activity in qualitative data analysis is carried out continuously, until the data is saturated. The activity in the analysis of the data involves data reduction, data display and conclusion drawing. While the results of the questionnaire is processed with SMART method.

According to [16] SMART is a method for decision-making with compound criteria where the number of decision alternatives have been evaluated in advance based on specific criteria or it could also be said that each alternative consists of a number of criteria that have values and weight which indicates the level of importance compared with other criteria. The model used in the SMART method is:

$$\text{Maximize} \sum_{j=1}^{k} \omega j.\, \mu ij \;, \forall i = 1, \ldots, n \qquad (1)$$

Where:
ωj is a normalization value of criteria to j from k criterion.
μij is the value of alternative criteria on criterion j.

Selection of the decision is to choose n alternative which has the largest aggregate value.

III. RESULT AND DISCUSION

A. *Identification of the decision making for the Presence of Stewardship System*

The management system has just been implemented for two years in IDCC since 2012 and can be said to be still in the exploratory stage and has not yet been apparent whether the impact is good for IDCC or not, so its presence within the community needs to be discussed again.

To make decisions regarding the prevailing status of the management system in IDCC, two criteria have been set, namely: (1) the equality of IDCC's members, (2) the handling of problems that occur. Those both criteria ware chosen because they are the purpose of the establishment of management systems in IDCC and is considered to be able to indicate how successful the management has been for two years period.

Based on the results of the questionnaire data processing, both the decision criterion of IDCC's member equality and the criterion of handling problems that occur are included in the category of the Excellent respectively 91.43% and 87.30%.

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B. *Evaluation for the Decision Making of BSD District Head*

The position of BSD District chief is an important position in IDCC community, because it has the responsibility for coordinating the members who reside in BSD region. In correlation with the reports and complaints about the condition of the management in BSD District which runs less than the maximum and less effective due to lack of attention and coordination of BSD district head, then there must be a change in the management of BSD District especially for the position of BSD district head.

It is said that a person who occupies the post of the head of BSD District must have criteria that have been set, namely (1) Indonesian citizens aged over 17 years, (2) has been registered as a member IDCC, (3) has flexibility (time and mobility) , (4) has the ability to socialize and communicate, (5) has insight about BSD and its surroundings, (6) resides in BSD, (7) has a relationship with the parties involved in BSD and its surroundings. Criteria number 1 to 4 are used as the general criteria for the board of management that is set in IDCC statutes, the rest are additional criteria that are tailored for the position of BSD district head because it will be helpful for the head to take care of many things that become his/her responsibilities to be more effective and efficient.

There are also alternative options available for the subfactors decision-making of the BSD district head, namely (1)VKR, (2)IMR, (3)AMG. The result of the National Congress of IDCC in 2015 regarding BSD district head was to assign that VKR (Alternative 1), the elected member to be posted as the head of BSD District.

The decision was not in line with the result of calculations using SMART method in which AMG got the highest score (Alternative 3), based on the criteria and weighting set. In the absence of other considerations that were used as said by Bobby Kuncoro and Donny Kamil as the players in this decision making, it can be said that the decision made in the event of 2015 IDCC National Congress regarding BSD district head was an error or mistake.

IV. DISCUSION

Mistakes and errors could be caused by the absence of any calculation methods used, causing incorrectness in weighting criteria that had been determined when assessing. Alternative 1 as the elected one in the 2015 National Congress of IDCC had more values on two criteria compared with alternative 3, who was chosen based on calculations using the SMART method. More values owned by VKR (Alternative 1) compared to AMG (Alternative 3) was on the fourth criterion that he has the ability to socialize and communicate and criteria 7 that he has relations with related parties in BSD and its surroundings. The comparison of these values can be seen in Table 1.

TABLE I. COMPARISON OF SMART CALCULATION RESULTS

ALTERNATIVE 1 - VKR							
CRITERIA	**1**	**2**	**3**	**4**	**5**	**6**	**7**
TOTAL	6300	6300	5200	5475	6300	5600	5900
AVERAGE	100,00	100,00	82,54	86,90	100,00	88,89	93,65
WEIGHT SCORE	5,00	5,00	28,89	17,38	10,00	13,33	9,37
AGGREGATE	**88,97**						
ALTERNATIVE 2 - IMR							
CRITERIA	**1**	**2**	**3**	**4**	**5**	**6**	**7**
TOTAL	6300	6300	4425	5800	6300	4000	3225
AVERAGE	100,00	100,00	70,24	92,06	100,00	63,49	51,19
WEIGHT SCORE	5,00	5,00	24,58	18,41	10,00	9,52	5,12
AGGREGATE	**77,64**						
ALTERNATIVE 3 - AMG							
CRITERIA	**1**	**2**	**3**	**4**	**5**	**6**	**7**
TOTAL	6300	6300	5900	5125	6300	5825	5700
AVERAGE	100,00	100,00	93,65	81,35	100,00	92,46	90,48
WEIGHT SCORE	5,00	5,00	32,78	16,27	10,00	13,87	9,05
AGGREGATE	**91,96**						

A. *Triangulation of the Evaluation Results*

The opinions of the IDCC members regarding the decision of District BSD head is presented in Table 2.

TABLE II. INTERVIEW RESULTS REGARDING THE DECISION OF BSD DISTRICT HEAD

Question: Concerning the decision of BSD district head change, who do you think should become the head of BSD District?	
Interviewees	**Description**
A	"VKR is quite appropriate to be elected as BSD district head as the results of the last National Assembly"
B	"I personally think, VKR deserves the position of BSD district head"
Question: According to the result of the calculation method that I used, the one who supposed to be elected as the head of BSD District is A. Morgan. What do you think is VKR's strength when compared A. Morgan?	
A	"I think VKR is better in dealing with all members, AMG is actually also quite friendly and disconnected when chatting discussing something, but not as good as VKR"
B	"When compared with A. Morgan, I think VKR has more experience because of he is much older, so he looks better at organizing and establishing good relationships with other people"
Question: Do you think AMG is better than VKR in associated with the post of BSD district head?	
A	"I think A. Morgan is more relaxed because he is still young, so he doesn't have too many things to take care of. He has not got a child either, not like VKR "
B	"AMG still has a lot of spare time, so he could be more active in the community"

Both members had opinions on the decision of BSD district head election, namely:

- The decision on BSD district head election in the event of 2015 IDCC National Congress was quite appropriate with the result that VKR was elected as the head.
- The strengths of VKR compared to AMG as the chosen alternative using the calculation method of SMART was that he is better at socializing, organizing and establishing relationships with other people.
- The strengths of AMG when compared with VKR was that he doesn't have many things to take care of, so he has plenty of spare time to be active in the community.

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Those three statements support the results of the previous discussion that VKR (Alternative 1) has advantages in particular on the criterion of having the ability to socialize and communicate. While AMG (Alternative 3) has an advantage in having the flexibility criteria (time and mobility) that actually have the greatest weight values to discuss the sub-factors of BSD district head.

V. CONCLUSION

A. Conclusion

Based on the analysis of decision making using the SMART method by using seven criteria that have been determined, the most appropriate alternative for the post of BSD district head is Alternative 3, AMG who gained the highest score of 91.96 out of a maximum value that could be obtained which is 100. The calculation results differ from the results of the decision in the 2015 National Congress of IDCC, which elected Alternative 1, VKR for the post of BSD district head, the difference in these results may be affected by:

i. No method of calculation was used, so it caused inaccuracy in weighting the criteria that should be applied.
ii. Not all members were present in the decision making process of selecting the alternatives.

B. Advice for IDCC Community

Based on the analysis that had been done, especially that related to the decision making of electing the BSD district head, IDCC should change the way of the decision making in the future to avoid any errors in making decisions that can lead to the unexpected implementation of the results of the decision and stimulates complaints from the members. Changes can be done, firstly by applying a calculation method to assess the criteria and alternatives that can help minimize the occurrence of errors and inconsistencies in prioritizing criteria used for decision making. Secondly, the board provides information on the reasons and considerations used in a decision making so that all members understand how a decision can be elected.

C. Further Research Suggestion

Method of decision-making involving many criteria and alternatives used in this study is the SMART method with a simple criterion weighting technique. Research can be developed to analyze and evaluate decision using the method of decision making which has weight calculation technique criteria and more complex alternatives and structures like AHP method (Analytical Hierarchy Process) or the method of ANP (Analytical Network Process).

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