Review of: "Supply Chain and Digital Transformation of the Automotive Manufacturing Company during the COVID-19 Pandemic: A Case Study of PT. X"

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Potential competing interests: No potential competing interests to declare.

Abstract

1. Researcher should provide some information about the source of data (interview etc.?) and samples collected. Missing methodological component.
2. The title is inconsistent with the terminology used in 2,1, which is Tire Manufacturing Businesses. Automotive Manufacturing Company would be somewhat misleading in this instance.

Introduction

1. What exactly is PT.X (2020)? Is it the name of the case company utilized in this study? If so, the researcher may also include some company characteristics (what they do, number of employees, years in business, sales, etc.). It may also be put in finding section.
2. Why did the authors choose this company as a case study for its industry (what are the unique or common points)?
3. Using PT.X to represent the automotive manufacturing industry as a whole may be too broad, as PT.X appears to be in the tire business.
4. Why is business canvas used in this instance? What are the advantages of analyzing this? Author may lay some background on business model canvas.
5. The researcher may provide a reference for the page 2/7 components of the business model canvas.
6. Are the elements of business canvas utilized by PT.X (2020) commonly used in the tire industry?
7. Would it be preferable to illustrate the business canvas in the finding section (there is no finding section) alongside the impact of uncertainties (in table format) as opposed to the introduction? See table example in the Finding section.

Literature Review

- This part is missing

Methodology

- This section is lacking, so it is unclear how the researcher collected the data and what its sources were (interviews, etc.).

- How many sources (informants) were utilized (interviewed)?

Finding

1. Page 3/7:*" From the aforementioned list, it is evident that economic conditions and the regulatory environment have become* ***the most uncertain factors*** *influencing the current situation, particularly in light of the COVID-19 pandemic"*

- When author mentioned this, it is good to put how to get this implication or what evidence imply this?

1. Page 3/7: "Value Proposition: Overall, the value proposition remains unaffected by these two uncertainties." What are these two uncertainties?
2. A table may be better to illustrate the result. It is simpler to comprehend the analysis and conclusions. Below is an example ... (consolidate separate information from each section into table).

Components of Business Model Canvas	Before COVID	Impact from COVID	Change required
Value Proposition	The company offers high-quality tires, related products, and services, along with advanced technology and innovative solutions to meet the changing needs of its customers.	Overall, the value proposition remains unaffected by these two uncertainties (?)…..	-
Resources	The company possesses global manufacturing facilities, research and development capabilities, distribution networks, and advanced technology.	The distribution networks are facing difficulties in sourcing supplies from vendors or suppliers…. Falling into a critical situation/shortage of raw material supply. Lack of supply for containers and facing long delay for Export.	Optimize resource localization (Pujawan, et al., 2022 Adopt a flexible container usage strategy and review contracts.
Channels		Prior to Covid-19, the company primarily operated through direct selling channels, allowing for easy interactions with customers and product deliveries to distributors Difficulty in selling products during lockdowns, social distancing, etc., resulting in reduced opportunities for direct selling.	Optimize digital transformation and supply chain processes, including e-commerce and social media, to expand the market and comply with health protocols.
Costs			
Revenues			

1. The connection between each table appears to be absent. As shown between table 1 and table 2, for example.

Table 1. Changes for Business Continuity of PT.X

Most affected Business Model Factors	Original Condition	Uncertainties Impact	Design of The Changes
Resources	Importing most critical raw materials. Experiencing a lack of container supply and significant delays in exporting.	Falling into a critical situation/shortage of raw material supply. Lack of supply for containers and facing long delay for Export.	Optimize resource localization (Pujawan, et al., 2022). Adopt a flexible container usage strategy and review contracts.
Channels	Direct selling to customers through Distributor / TOMO.	Difficulty in selling products during lockdowns, social distancing, etc., resulting in reduced opportunities for direct selling.	Optimize digital transformation and supply chain processes, including e-commerce and social media, to expand the market and comply with health protocols.

"A review of the supply chain and digital transformation are our suggestions to improve the situation and minimize the impact of uncertainties caused by Covid-19. The details of the plans and their references are as follows:"

- This part needs more words to connect where we connect table 1 and table 2.

Area	Big Items
Supply Management	▪ Multiple, flexible, and alternative suppliers (van Hoek, 2020) ▪ Near or local sourcing (van Hoek, 2020) ▪ Source local substitutes (Xu et al., 2020) ▪ Localizing the supply base/supply chain (Sarkis et al., 2020; Zhu et al., 2020; Cai and Luo, 2020)
Inventory Buffering	▪ Inventory buffering (van Hoek, 2020; Belhadi, et al., 2021) ▪ Lean resilience (Ivanov, 2021)
Supply Chain Flexibility	▪ Supply chain flexibility (McMaster, et al., 2020; Končar et al., 2020) ▪ Capacity redundancy (Xu et al., 2020)
Information, acquisition, processing, and visibility	▪ Supply chain visibility (Messina et al., 2020) ▪ Improve information visibility (van Hoek, 2020) ▪ Active information sharing throughout the supply chain (van Hoek, 2020) ▪ Information processing capabilities (Yang et al., 2021)
Digital Transformation	▪ Supply chain digitalization (Belhadi et al., 2021; Kumar et al., 2020; Sarkis et al., 2020; Cai and Luo, 2020; Karmaker et al., 2021; Nandi et al., 2021) ▪ Digital twin (Ivanov and Dolgui, 2020)