

## [EVERGREEN] Results of Preliminary Check

Indri Yaningsih <indriyaningsih@staff.uns.ac.id>

Sab 24/10/2020 15.35

Kepada: Sri Hartini <srihartini@lecturer.undip.ac.id>

📎 1 lampiran (3 MB)

Sri Hartini\_Turnitin\_Sustainable Value Stream Mapping Design to Improve Sustainability Performance of Animal Feed Production Process.pdf;

Dear Dr. Sri Hartini,

Thank you very much for your submission to the Evergreen Journal for the Special Issue with ICIMECE 2020.

After carefully preliminary checking for the Publisher requirements, I found the following notes:

- It seems that there is a slight misunderstanding with the number of citations from Evergreen. It was stated that "at least **TWO + (15% of the citations) from the relevant papers from Evergreen**". Basically, the number of cited papers from Evergreen should be **at least 5** for every manuscript.
- I noticed the high similarity scores (**21%**), and please reduce to less than 20 (**15%** will be a good number from your side)%. Enclosed, please find the results of the similarity check for your reference.

Please send your revised manuscript to me ([indriyaningsih@staff.uns.ac.id](mailto:indriyaningsih@staff.uns.ac.id)) by **October 29th, 2020**.

I look forward to hearing from you soon.

Best regards,  
On behalf of Editors

Guest Editor  
EVERGREEN Special Issue

Indri Yaningsih

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Indri Yaningsih, Dr. Eng.  
Heat Transfer and Thermodynamics Lab., Building 6  
Department of Mechanical Engineering, Faculty of Engineering  
Universitas Sebelas Maret  
Jl.Ir.Sutami no.36A, Surakarta, Indonesia  
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## [Evergreen No.M7-x-117] Manuscript Progress

Indri Yaningsih <[indriyaningsih@staff.uns.ac.id](mailto:indriyaningsih@staff.uns.ac.id)>

Kam 26/11/2020 11.46

Kepada: Sri Hartini <[srihartini@lecturer.undip.ac.id](mailto:srihartini@lecturer.undip.ac.id)>

Dear Dr. Sri Hartini,

Manuscript tittle "Sustainable value stream mapping design to improve sustainability performance of animal feed production proecess"

Greetings from Guest editor of Evergreen Journal Special Issue.

Within this email, I would like to ask you to do a format check revision based on the Evergreen Secretariat comments.

Evergreen secretariat comments:

"Please check the "References" indents."

Please revise the manuscript and send it to me ([indriyaningsih@staff.uns.ac.id](mailto:indriyaningsih@staff.uns.ac.id)) by November 27th, 2020.

I would be grateful if I could receive the revised manuscript soon.

Thank you very much for your cooperation.

Best regards,

On behalf of Editor

Guest Editor of Evergreen Special Issue

Indri Yaningsih

## [EVERGREEN] Manuscript Progress M7-x-118

Indri Yaningsih <indriyaningsih@staff.uns.ac.id>

Rab 27/01/2021 09.22

Kepada: Sri Hartini <srihartini@lecturer.undip.ac.id>

Dear Dr. Sri Hartini,

We hope you are in good health.

We would like to inform you regarding the progress of your manuscript submission to Evergreen Journal.

Currently, the manuscript is under the review process.

It takes 3 ~ 4 weeks to receive the review comments.

We are preparing to publish it in June 2021.

Besides, the submission of IOP Proceeding is approaching (submission deadline: 31st January 2021).

After the deadline submission to IOP Proceeding, we are not able to submit your manuscript for proceeding if there will be any rejection from the Evergreen reviewer.

Therefore, we are writing to ask for your confirmation. If you wish to continue the submission to Evergreen Journal, please let us know by Friday, 29th January 2021.

Otherwise, you could send us the withdrawal letter to the Journal.

Please do not hesitate to contact us if you have any queries.

Thank you very much for your understanding.

With kind regards,

Dr. Eng. Indri Yaningsih

Guest Editor of Evergreen Special issue for ICIMECE 2020

Evergreen - Joint Journal of Novel Carbon Resource Sciences & Green Asia Strategy

<http://www.tj.kyushu-u.ac.jp/evergreen/index.php>

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Dr. Eng. Indri Yaningsih

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Department of Mechanical Engineering, Faculty of Engineering

Universitas Sebelas Maret

Jl.Ir.Sutami no.36A, Surakarta, Indonesia

<https://mesin.ft.uns.ac.id/index.php/indri/>  
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BIs: [EVERGREEN] Your submission progress M7-x-117

Sri Hartini <srihartini@lecturer.undip.ac.id>

Sen 22/03/2021 19.52

Kepada: Indri Yaningsih <indriyaningsih@staff.uns.ac.id>

Dear

Dr. Indri Yaningsih

Attached we send the highlighted articles and responses to the two reviewers. Thank you very much for your cooperation.

Best regards,

Sri Hartini

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**Dari:** Indri Yaningsih <indriyaningsih@staff.uns.ac.id>

**Dikirim:** Sabtu, 20 Maret 2021 15.08

**Kepada:** Sri Hartini <srihartini@lecturer.undip.ac.id>

**Subjek:** Re: BIs: [EVERGREEN] Your submission progress M7-x-117

Dear Dr. Sri Hartini,

Thank you for the effort.

We received the revised version of your manuscript.

However, after carefully checking the response for the reviewers and the manuscript, it is required some changes for the submission (please see also the previous mail).

I try to highlight as follows:

1. Please provide the revised manuscript with the highlight for any changes that you made.
2. Please provide the checklist for each reviewer's points in the General comments to the Authors.

I would be grateful if you could send the revised version of your manuscript by no later than March 22nd, 2021.

Thank you very much for your cooperation.

Best regards,

Indri Yaningsih

On Reiwa 3 Mar 20, at 13:36, Sri Hartini <[srihartini@lecturer.undip.ac.id](mailto:srihartini@lecturer.undip.ac.id)> wrote:

Dear,

Dr. Eng. Indri Yaningsih

In the following we attach the article that we have revised and commented on separately.

We are waiting for good news from you. Thank you

Regards,

Sri Hartini

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**Dari:** Indri Yaningsih <[indriyaningsih@staff.uns.ac.id](mailto:indriyaningsih@staff.uns.ac.id)>

**Dikirim:** Jumat, 05 Maret 2021 19.42

**Kepada:** Sri Hartini <[srihartini@lecturer.undip.ac.id](mailto:srihartini@lecturer.undip.ac.id)>

**Subjek:** [EVERGREEN] Your submission progress M7-x-117

Dear Authors,

Reviewers have now commented on your paper.

They are advising that you revise your manuscript.

If you are prepared to undertake the work required, I would be pleased to consider my decision.

For your guidance, reviewers' and editor comments are appended in the attached files.

If you decide to revise the work, please carefully address the issues raised in the comments.

When submitting your revised manuscript, please ensure that:

- a) Outline each change made (point by point) as raised in the reviewer comments,
- b) Provide a suitable response/rebuttal to each comment of the reviewers and editors,
- c) Checklist for the points by each reviewer in the General comments to the Author(s),
- d) Make sure the similarity score remains **less than 20%**,
- e) Please also submit the manuscript with changes updated. (The updated manuscript with changes not highlighted),
- f) Ensure to submit the revised version within **14 days**.

There is also one reviewer who is interested to review your paper. I forward it to you once I received the review.

We look forward to your submissions.

Thank you very much.

With kind regards,

Dr. Eng. Indri Yaningsih  
Guest Editor of Evergreen Special issue for ICIMECE 2020  
Evergreen - Joint Journal of Novel Carbon Resource Sciences & Green Asia Strategy  
<http://www.tj.kyushu-u.ac.jp/evergreen/index.php>

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Dr. Eng. Indri Yaningsih  
Heat Transfer and Thermodynamics Lab., Building 6  
Department of Mechanical Engineering, Faculty of Engineering  
Universitas Sebelas Maret  
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<https://mesin.ft.uns.ac.id/index.php/indri/>

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## Review Evaluation Sheet

### Reviewer 5

**Manuscript ID:** Evergreen\_M7\_x\_117  
**Manuscript Title:** Sustainable Value Stream Mapping Design to Improve Sustainability Performance of Animal Feed Production Process  
**Authors:** Ade A A Putri, S Hartini, R Purwaningsih

**Please return your review by March 19<sup>th</sup>, 2021**

### Overall recommendation for the manuscript:

Recommendation: **Major Revision**

### General Comments for the Authors:

	No Need	Can be	Must be	N.A
Should the title be improved?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Should the literature review be expanded?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Should the objective be elaborated?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Should the model (E.g. numerical) be improved?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Should the research method be improved?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Should additional results be included?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Should the discussion of results be improved?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Should the conclusion be revised?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Should the language be improved?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Should the length of the manuscript be shortened?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Should the length of the manuscript be extended?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Detailed comments on the manuscript:**

The paper aims at conducting value stream mapping of the animal feed production. The paper has expanded the VSM to include sustainability measures. Although the methodology is not new, the paper has practical contribution which is useful. The English is not of high standard. I found oddities of grammar and word choice. I strongly suggest that the paper should be proofread by a native. After reading the paper thoroughly, I have many concerns as detailed below,

1. It is not clear why animal feed production is selected for the studied case. The authors should have discussed the problem encountered by animal feed production and provided justifications why it is important.
2. The literature review is too superficial and not appropriately conducted. The authors should have reviewed relevant existing literatures on the implementation of sustainability measures in VSM. It would be better if the authors could develop the theoretical framework specifically used for this study. Sustainability measures used in the literatures were not explained and the selected performance indicators used for the study were not justified. It seems that efficiency measures are being used, what about effectiveness measures?
3. The methodology part needs to be improved. The validation of performance indicators as claimed in the abstract was missing in the methodology. The description of the case should be briefly presented. Figure 1 should include the both qualitative and quantitative data. The sources and method for data collection should also be provided.
4. Discussion part is also poor as it is more descriptive, and again too superficial. Because the contribution of the paper is on the practical aspect, the authors should discuss more rigorously on the results and managerial implications of the results to strengthen the empirical/practical contribution of the manuscript. I also feel that the performance of the studied case when it comes to efficiency is relatively good, I am curious whether or not these performances have met their expected targets.
5. As the results are limited to only the case being studied, the authors should discuss to what extent the proposed methodology can be used to different cases. It would be better if the authors could discuss the future direction of researches.



6. Throughout the paper, many statements have been made by the authors and there is no citation for the same. I suggest the authors can rectify this and improve the credibility of their work.

## Review Evaluation Sheet

### Reviewer 6

**Manuscript ID:** Evergreen\_M7\_x\_117  
**Manuscript Title:** Sustainable Value Stream Mapping Design to Improve Sustainability Performance of Animal Feed Production Process  
**Authors:** Ade A A Putri, S Hartini, R Purwaningsih

**Please return your review by March 19<sup>th</sup>, 2021**

### Overall recommendation for the manuscript:

Recommendation: **Moderate Revision**

### General Comments for the Authors:

	No Need	Can be	Must be	N.A
Should the title be improved?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Should the literature review be expanded?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Should the objective be elaborated?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Should the model (E.g. numerical) be improved?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Should the research method be improved?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Should additional results be included?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Should the discussion of results be improved?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Should the conclusion be revised?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Should the language be improved?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Should the length of the manuscript be shortened?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Should the length of the manuscript be extended?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Detailed comments on the manuscript:**

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## RESPONSE TO REVIEWER

### RESPONSE TO REVIEWER A

We would like to thank Editor for the comments which have made the paper much improved from its original form. Here are the outlines of how we have responded to each comments given by Editor.

#### 1. Study case in animal feed

Editor comments:

It is not clear why animal feed production is selected for the studied case. The authors should have discussed the problem encountered by animal feed production and provided justifications why it is important.

The importance of why this studies is done in animal feed sector has already been added in introduction.

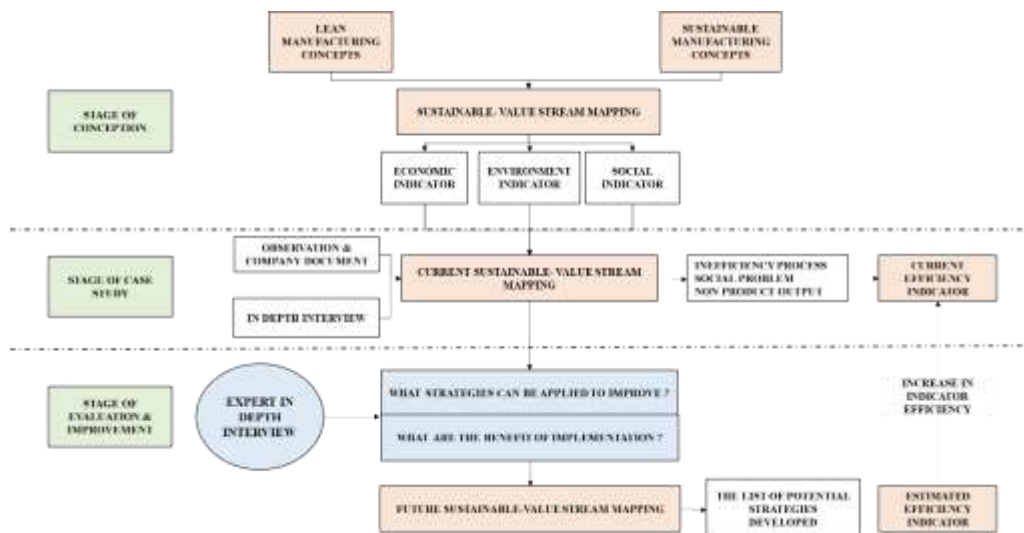
#### 2. Literature Review

The literature review is too superficial and not appropriately conducted. The authors should have reviewed relevant existing literatures on the implementation of sustainability measures in VSM. It would be better if the authors could develop the theoretical framework specifically used for this study. Sustainability measures used in the literatures were not explained and the selected performance indicators used for the study were not justified. It seems that efficiency measures are being used, what about effectiveness measures?

The literature review has been adjusted according to the method used. The development of VSM to support sustainability and the use of VSM in performance measurement has been added. The literature presentation is explained in points 2.1., 2.1., 2.3.

The effectiveness of the overall production is 91%, The effectiveness compares the actual output to the target value. The average production output is 1370 ton per day while the targeted value is 1500 ton per day.

The theoretical framework is developed as below which in the article is described in Figure 3.1.



3. The methodology part needs to be improved. The validation of performance indicators as claimed in the abstract was missing in the methodology. The description of the case should be briefly presented. Figure 1 should include the both qualitative and quantitative data. The sources and method for data collection should also be provided.

The quantitative data for total production applied and production lost also the use of electricity has been added in figure 1 as well as the sources and method for data collection

4. Discussion part is also poor as it is more descriptive, and again too superficial. Because the contribution of the paper is on the practical aspect, the authors should discuss more rigorously on the results and managerial implications of the results to strengthen the empirical/practical contribution of the manuscript. I also feel that the performance of the studied case when it comes to efficiency is relatively good, I am curious whether or not these performances have met their expected targets.

The measurement of sustainability performance that is integrated into sustainable-VSM provides a number that represents the company's performance for each indicator throughout the production process. If the assessment is carried out regularly, it will assist the company in monitoring the development of the company's performance. The development of Sus-VSM-based sustainability performance appraisal provides managerial contributions in developing evaluation tools and directions for companies to make sustainable improvements. The model developed is able to identify inefficient activities. Thus, companies can get direction to choose indicators that are more prioritized for improvement. This is important when the company's budget is limited to improve its performance.

It has been added in conclusion.

5. As the results are limited to only the case being studied, the authors should discuss to what extent the proposed methodology can be used to different cases. It would be better if the authors could discuss the future direction of researches.

The conceptual method for assessing the sustainability of animal feed production still uses indicators based on references confirmed by the company itself. The development of benchmarks for indicators of the sustainability of animal feed should be addressed in future research with more respondents and case studies. Sensitivity analysis will be interesting to do so that the indicators that most influence the sustainable performance of animal feed can be known. The proposed approach can be tested in other sectors by making adjustments to indicators relevant to the industry being studied.

**It has been added in conclusion.**

6. throughout the paper, many statements have been made by the authors and there is no citation for the same. I suggest the authors can rectify this and improve the credibility of their work

Several statements have been added with the articles referred to