



Designing Business Process For User Persona Determination And Client Ordering Using Business Process Reengineering Method

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ABSTRACT

Kliktrip is an online-based travel agent that was founded in 2018 with products being marketed, namely trips & activities. The OTA (Online Travel Agent) business always increasingly growing year by year, but because tourism conditions have begun to change since the Covid-19 pandemic, Kliktrip sales have decreased from 2020 to the present. This degradation in sales is due to changes in the behavior of Kliktrip consumers, government regulation and other external factors that changes the need of using OTA which originally required OTA for weekend trip with family, turned into requiring OTA for office or business purposes. However, Kliktrip has not made changes to new products and business processes to meet consumer needs after the Covid-19 pandemic. This research uses Business Process Reengineering to carried out the form of a new business process that is relevant to Kliktrip conditions, so that Kliktrip can adapt quickly in the face of changes in environmental conditions during the Covid-19 pandemic.

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1. Introduction

Tourism is a tourist activity that is supported by various activities that is supported by various facilities and services provided by the society, businesses, and local government. Tourism is also one of the sectors that contributes greatly to economic growth in Indonesia, especially in recent years (Maarif, 2019). The society's need for traveling is very high and the market is large, therefore the development of online travel agents is very fast. The OTA business from year to year always increases, so that Klikrip saw this opportunity to choose a user persona or representative of the target market, but then tourism conditions begun to change since the Covid-19 pandemic appear in Indonesia on March 2020. All industries from various sectors experienced a degradation in income, including the tourism industry.

Klikrip's target market before the pandemic focused on people who wanted to go on a trip to spend the weekend with their family, but because the society's interest in traveling has changed along with the changes in environmental situation, the target market have to be changed. The Department of Culture and Tourism of the City of Bandung noted that changes in the number of visitors visiting the city of Bandung, both domestic and domestic tourists, experienced a significant degradation, as shown in the table below:

Tabel I. 1 Changes In The Number Of Tourists And Income Of The City Of Bandung During The Year 2019-2020

	Bandung Total Visitor	Foreign Visitor	Regional Income
Before Pandemic (2019)	7,4 million visitor	350 thousand visitor	Rp 780 billion
During Pandemic (2020)	3,2 million visitor	21 thousand visitor	Rp 391 billion

Source: PROKOPIM Bandung

The existence of regulations from the government has made some tourist owners choose to close or even limit the number of visitors. In addition, large-scale social restrictions also apply to vacation homecoming and Lebaran homecoming, so that vacation and recreation moments are minimal or even non-existent. Due to government regulations that restrict people's movement and the demands of strict health protocols, people are very selective in determining the time to travel. In addition to the obligation to carry out health protocols, the public also avoids crowded locations. Hence, WHO recommends that people avoid crowded places and maintain a minimum distance of 1 meter between individuals. This causes people's interest to decrease to travel. All industries from various sectors experienced a decline in income, including the tourism industry. Kliktrip is one of the companies affected. Factor above are one of the factors that influence changes in buying decision, based on (Pusakanigwati, 2020), layout, cost, comfortable shopping, product accessories also affect in buying decision. This change in behavior is evidenced by the decrease in Kliktrip's income and the degradation of Kliktrip website Visitor, in the following figure:

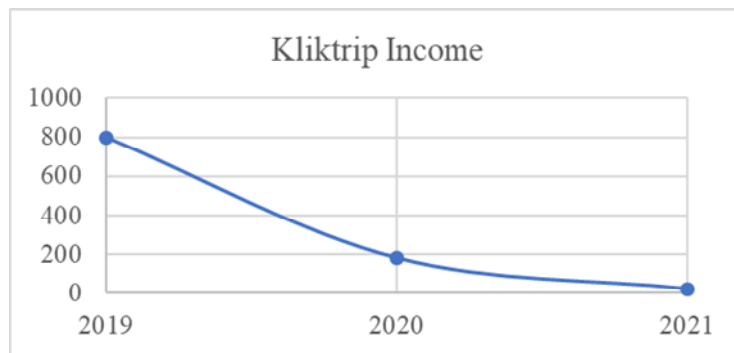


Figure I. 1 Degradation Kliktrip Income
 Source : Kliktrip Internal Data

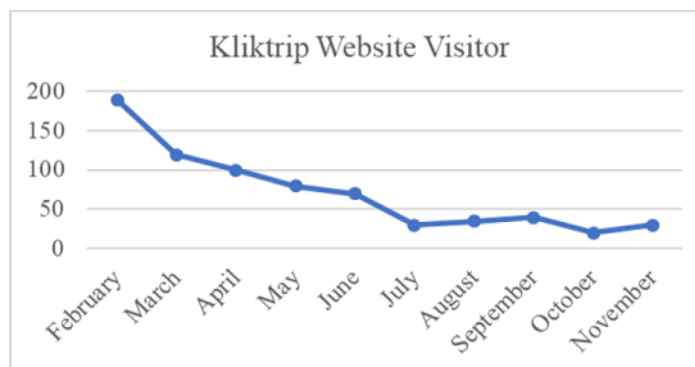


Figure I. 2 Degradation Kliktrip Website Visitor
 Source : Kliktrip Internal Data

The old business processes were not fully able to fulfill consumer desires during the Covid-19 pandemic, so Kliktrip needed new business processes. Based on this background, this research is intended to design new business processes that are relevant to the conditions that occur by changing existing business processes to improve company quality using the Business Process Reengineering

method, since BPR is a method that can redesign business processes (Rosing, 2014). new and increased flexibility and ease in handling change, then BPR can answer the problems in this research.

2. Literature Review

a. Consumer Behavior

Consumer behavior is a study that learn about consumer decisions, whether individuals, groups, or organizations in choosing, using and deciding several alternative products, goods, services, experiences, or ideas to satisfy needs which in turn will have an impact on consumers and society. Meanwhile, according to (Kotler, 2016) the factors that influence consumer behavior are as follows:

- Culture is a conclusive of basic values, craving, perceptions, and attitude learned by community members from families or other institutions (Novri & Hafifah, 2018). However, someone who grew up from another country may have a different view of oneself, relationships with others or other views of humanity (Kotler, 2016).
- Social is divided into reference group, family, and role/status. Reference groups are all groups that are face-to-face or directly related to a person's behavior or habits.
- Personal / personal, factors that affect a person's personal / personal including age, occupation, economic circumstances, personality, and lifestyle (Kotler, 2016).
- Psychological includes motivation, perception, knowledge, and memory. Motivation, which is when a person has a need at a certain time. Knowledge and retention are changes in a person's behavior that stand up from experience and most human behavior is the outcome of the learning process (Novri & Hafifah, 2018).

b. Business Process

A process is a accumulation of all activities and tasks required to achieve a goal, result, product or service, wherever the activity is carried out (ABPMP, 2013). A business process is a aggregation of activities that convert one or more inputs into certain outputs that are valuable to customers (either in the form of goods or services) (ABPMP, 2013) or bunch of activities and have logical intention (Fauzi & Mas'ud, 2019). So that business processes are all activities and work carried out by converting one or more inputs into goods or services that will be delivered to customers by using a combination of integrated elements.

c. Business Process Reengineering

Business Process Reengineering is the process of changing or eliminating the entire company's business processes and redesigning new business processes (Rosing et al., 2014). The goal of BPR is to increase productivity and improve the quality of the output. According to Subramanian Muthu in (Charantimath, 2017), the steps or methods of BPR consist of:

- Prepare for BPR,
This stage is the initial stage in conducting BPR, this stage is the stage to identify consumer-driven goals, and develop strategic goals.
- Analyze As-Is Process,
The As-Is process analyse stage is a stage to understand the existing business processes to find out the weaknesses in the existing business processes and what causes the company to be disrupted in achieving the desired results of the company. The Analyse As-Is Process stage is carried out in the background to find out the company's problems that can interfere with achieving the desired results.
- Design To-Be Processes,
At the design stage, the To-Be process will produce one or more alternative business processes according to the conditions, so that they are able to meet the company's goals. The stages of implementing the reengineered process and improving continuously are not included because they did not reach the implementation stage.

d. Pestle Analysis

PESTLE analysis is applied to analyse the company's external conditions from six perspectives, factors that influence the company, but not vice versa. Otherwise SWOT Analysis is applied to analyse the internal condition, such as their strength and weaknesses (Panjaitan et al., 2021). PESTLE Analysis works the same way the same as SWOT Analysis, the difference lies in the factors being analyzed. SWOT Analysis focuses more on internal organizational factors, while PESTLE Analysis focuses more on organizational external (Nandonde, 2019). The results of the PESTLE analysis is to achieve the ultimate goal, which is to assist companies in analysing, evaluating the position, potential, and direction of the company's business (Bouzid, 2020).

The scope of these six factors is flexible according to company conditions. The scope of the six PESTLE factors is as follows:

1. Political. Political factors, including the state's political stability (inhibiting/helping market growth), government involvement with the market, and government tax regulations.
2. Economical. Economic factors that affect companies, economic growth, currency exchange rates, and inflation rates.
3. Social. Social factors related to the community in which the company operates, including consumer needs, consumer desires, market trends, population growth, demographics (whether the company is more able to relate to B2C or B2B).
4. Technological. Technological factors related to automation, incentives, investment, information technology and communication, which ultimately can improve the quality of the company's products and services.
5. Legal. Regulatory factors that regulate, namely the applicable laws where the company operates, government regulations, trade laws, or trade restrictions. Legal and political aspects are interrelated and shift from one another
6. Environmental. Environmental factors that have an effect on the environment in which the organization operates, for example climate change, geographical conditions, seasonal changes, air pollution, and so on related to the environment.

e. Blue Ocean Strategy

Blue Ocean strategy is a strategy of seeking total diversity and low cost suppression to release new market space so as to produce new demand. Blue Ocean is used as an analogy to describe a vast untapped potential market (Kim & Mauborgne, 2015). Some of the tools that will be used in Blue Ocean are:

- Strategy Canvas,
The Strategy Canvas is tactics tools for scaffolding a Blue Ocean Strategy. Strategy Canvas describes the situation and understands where the current competition in the recognized market space is (Kim, 2005). The factors used to create a Strategy Canvas are about competitors' products or services, delivery or what customers receive from the company's offerings.
- Four Action Framework
The Four Action Framework is one of the tools in the Blue Ocean Strategy that is formed to direct companies to focus on eliminating and reducing things that have less impact on the company, as well as making improvements and making new innovations to create a new Blue Ocean. ERRC consists of eliminate, raise, reduce, and create.
- The ERRC
The third tool used in Blue Ocean Strategy. The ERRC is an additional tool of the Four Action Framework called the ERRC grid. This framework provides action from the Four Action Framework questions. So that the company can find out the eliminate-raise-reduce-create actions to increase the company.
- APCQ PCF
There are several examples of the company's business model approach as a comparison (Grigoriu, 2011), namely Zachman, TOGAF, FEAF, PVC (Porter's Value Chain), APQC, eTOM, and Microsoft's Motion and IBM's Component Business Model (CBM) frameworks.

In this study using APQC (PCF Level 3) regarding Marketing and Sell Products and Services. The Process Classification Framework (PCF) is the most widely used international business process taxonomy promoted by American Productivity and Quality Control (APQC) in 1992. The research was conducted on more than 80 companies with different industrial sectors, so the results are generic and able to be applied or applied to entire industries (Made Andriani, 2018). APQC PCF Level 3 that will be used in this study are:

Table 2. 1 Reference Model APQC PCF

Reference Model Framework APQC PCF	
Point	Description
3.1.1.1	Conduct customer and market research
3.1.1.2	Identify market segments
3.1.1.3	Analyse market and industry trends

3. Methodology

In this paper, the researcher adopts frameworks to describe the relationship between the variables in order to solve the problem in a structured way and systematic (Redhatama et al., 2020):

A. Data Collection (Prepare of BPR)

In data collection stage, data aggregation is carried out for identifying consumer driven goals and develop company's strategic goals. The data aggregation divided into two groups, primary and secondary. Primary data needed is using questionnaire to acknowledge on changes in consumer behaviour towards tourism over during the Covid-19 pandemic. Secondary data needed in this paper are company's vision, company's external issues, reference model framework APCQ, benchmark data with the competitor that will be processed in a design-to-be process and the last, product and business process existing will be used for need of requirement on process changing.

B. Design To-Be Process

In the design to-be process, data processing is carried out as follows :

- PESTLE Analysis

In PESTLE Analysis, data processing on the company's external issues (political, economic, social, technological, legal, environment) is executed to see opportunities and threats for the company. Then a weighing vote is carried out to determine which factors have a significant impact on the company.

- Blue Ocean Strategy

In Blue Ocean Strategy, data processing is carried out by benchmarking with OTA competitor companies with the aim of getting a comparison of the products that will be developed by Kliktrip, by doing strategy canvas, four action frameworks, and The Eliminate-Raise-Reduce-Create (The ERRC Grid).

- Proposed Business Process Design with Process Requirements

At the proposal business process design stage, the design is carried out based on the output of PESTLE Analysis and the Blue Ocean Strategy, as well as other requirements such as company visions and the reference model APQC.

4. Results and Discussion

PESTLE Analysis

Output from PESTLE Analysis is in the form of opportunities and threats for the company. The company's external conditions are used for data processing in PESTLE Analysis, which includes political factors, economic, social, technological, legal (government regulations) and the environment factors.

Table 4. 1 PESTLE Analysis and Its Impact on the Company

Category	External Issue	Impact for The Company	Reason
Political	Bubble Travel Policy	Opportunity	Opportunity to develop business in areas that are used as travel bubble destination because Kliktrip is one the companies that work in the tourism sector.
Economical	Poverty rate rises after the emergence of The Covid-19	Threat	Society's purchasing power is low
			Only certain segments of society will take advantage of the Online Travel Agent
Social	Changes behavior of consumers who want tourism into the interest of the office	Opportunity	Requires new products to meet market needs/wants Develop B2B business because B2B market needs are bigger than B2C
Technology	The internet user in Indonesia has increase every year	Opportunity	Society can be more get to know online Travel Agent
	The priority reason for people to use handphone is to open social media every day		Digital Marketing through social media will be more easily seen by the public
Legal	Restrictions on the movement of the business sector, except for essential and critical sectors in areas 3&4 affected by Covid19	Threat	Kliktrip does not operate in essential and critical sectors.
	Tourist areas are 100% closed for areas 3 & 4 affected by Covid-19		Kliktrip travel booking products are not sold.
	The change in the status of areas affected by Covid-19 was unexpected		Companies do not have business processes that can adapt quickly
Environment	Trends in nature tourism & sustainable tourism after the emergence of the pandemic.	Opportunity	Utilization of products to be marketed by Kliktrip

Next, a weighting vote is carried out for voting or different weights (coefficients) for each element. The weighting coefficient consists of; (*) for the weak category, (**) for the moderate category, and (***) for the strong category. The weighting vote is carried out based on expert judgment, namely the validation process using expert opinion, namely the manager of the Kliktrip Online Travel Agent application brand as the party who understands the actual conditions of the tourism business.

Table 4. 2 Weighting Vote

Opportunity	Score	Threat	Score
Opportunity to develop business in areas that are used as travel bubble destinations because Kliktrip is one of the companies that work in the travel sector	**	Society's purchasing power is low.	***
Requires new products to meet market needs/wants.	***	Only certain segments of society will take advantage of the Online Travel Agent	***
Develop B2B business because B2B market needs are bigger than B2C.	***	Kliktrip does not operate in essential and critical sectors.	***
People can get to know more about Online Travel Agents	***	Kliktrip travel booking products are not sold.	**
Digital Marketing through social media will be more easily seen by the public.	***	Companies do not have business processes that can adapt quickly	***
Utilization of tourism products to be marketed by Kliktrip	**	-	-

Based on these opportunities and threats, the outputs obtained from PESTLE Analysis are:

- 1) Kliktrip requires new products that can meet market needs, namely in the form of B2B.
- 2) Increased Kliktrip digital marketing with Kliktrip social media.
- 3) Kliktrip does not operate in essential or critical sectors, therefore Kliktrip takes advantage of the labor market segment that requires Online Travel Agents for work needs.
- 4) Kliktrip requires dynamic business processes that are able to adapt to unexpected environmental changes.

Blue Ocean Strategy

Blue Ocean Strategy is applied to release its own market demand by making the company's competitors irrelevant. Blue Ocean Strategy requires benchmark data with competitors to be able to create new innovations that are not owned by competitors.

1) Strategy Canvas

Strategy canvas is tactics tools to scaffolding a Blue Ocean strategy. The strategy canvas depicts the situation and understands where the current competition is in a recognized market space (W. Chan Kim, 2005). The factors used to create a strategy canvas are about competitors' products or services, marketing or what customers receive. The data used for benchmarking on Online Travel Agent Explorer.id has the following factors:

Table 4. 3 Comparison Between Kliktrip and Competitor

Aspect Comparison	Kliktrip	Competitor (Explorer.id)
Digital Marketing	2 (Instagram, Website)	4 (Website, Tiktok, Instagram, Youtube)
Products	2 (Trip & Activities)	2 (Trip & Activities)
Market Segment	1 (Customer who want a vacation)	1 (Customer who want a vacation)

From the comparison above, it can be described on the strategy canvas as follows:

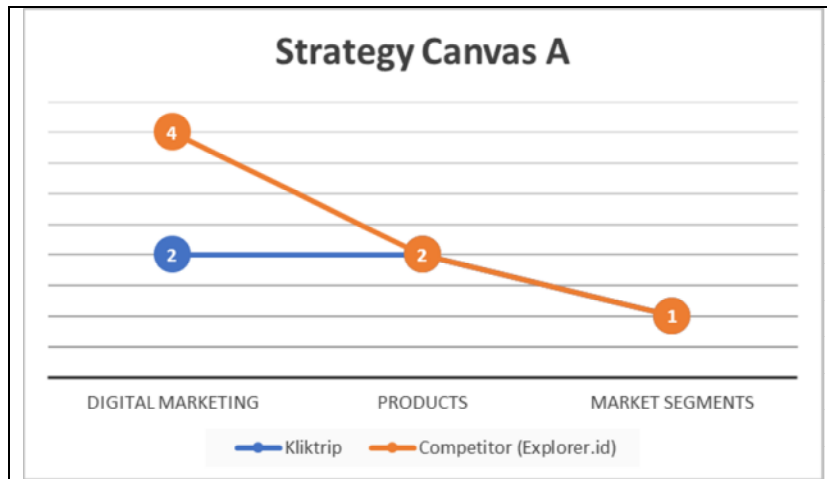


Figure 4. 1 Strategy Canvas A

The picture above shows that Kliktrip's position is still below Explorer.id in the field of digital marketing and marketed products, then recommendations are given based on the outcome of the PESTLE Analysis output using The Four Action Framework tool. The strategy canvas allows companies to take one or more of the four actions available in The Four Action Framework, to be used to create innovations (Pitta, 2012).

2) The Four Action Framework

The Four Action Framework is one of the tools in blue ocean strategy that used to direct the company to focus on improving and making new innovations to create a new blue ocean. The recommendation given to Kliktrip is that digital marketing is added to several social media that are often used by the public, namely Youtube and Tiktok. Based on the results of the APJII survey in 2019-2020, the graph of Youtube users in Indonesia is as follows:

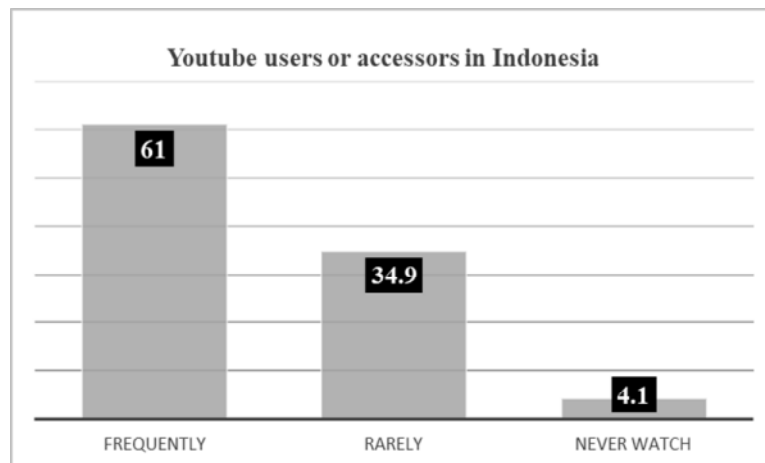


Figure 4. 2 Youtube Users in Indonesia

Besides Youtube, one of the social media that is often visited by Indonesian people is Tiktok. In Indonesia Tiktok is used as promotional advice by the government Indonesia, both domestically and internationally. According to Putri in (Kusumawardhani & Sari, 2021) said that in 2018 Indonesia was ranked the most active monthly users of Tiktok. Based on the two sources above, Youtube and Tiktok are opportunities that can be used by Kliktrip to improve digital marketing. The product adds several services for B2B, including hotel booking, event/meeting, transportation, and flight booking.

The selection of products for B2B services is based on consumer needs in utilizing Online Travel Agents during the time span facing the Covid 19 pandemic. Based on (Ulfa, 2020) it was stated that

the results of the Redseer survey found an increase in e-commce transactions during the pandemic. 51% of respondents said it was their first time using a shopping app during the Covid-19 pandemic. Then for the targeted market segments, namely companies and people who want to travel. The use of Kliktrip social media can get engagement and reviews from Kliktrip customers. According to (Shin & Darpy, 2020) ratings and reviews conducted by consumers are a source for other consumers to support their purchasing decisions. So that Kliktrip can take advantage of customer reviews/feedback as a consideration by Kliktrip to improve quality or become a consideration regarding services that must be improved immediately.

Based on the recommendations that have been given, the comparison aspects between Kliktrip with Explorer.id are as follows:

Table 4. 4 Comparison Between Kliktrip and Competitor 2

Aspect Comparison	Kliktrip	Competitor (Explorer.id)
Digital Marketing	4 (Instagram, Website, Tiktok, Youtube)	4 (Website, Tiktok, Instagram, Youtube)
Products	2 (Trip & Activities, Booking Hotel, Event/ Meeting, Transportation, Flight Booking)	2 (Trip & Activities)
Market Segment	2 (Company and customer who want a vacation)	1 (Customer who want a vacation)

Hence the new strategy canvas change to be:

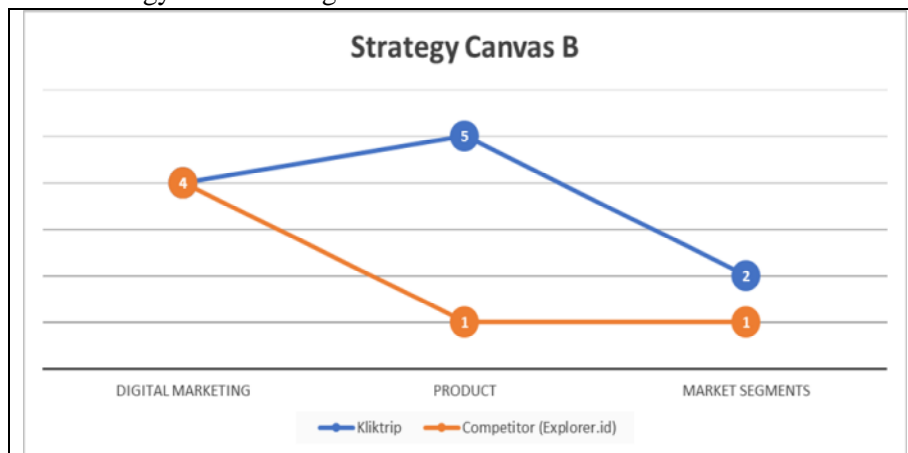


Figure 4. 3 Strategy Canvas B

The picture above shows that Kliktrip's position is above competitors in terms of products marketed and market segments with the new two platform for digital marketing, five products (Trip & Activities, Booking Hotel, Event/ Meeting, Transportation, Flight Booking), and two market segments (company and customer who want a vacation).

3) The ERRC Grid

The ERRC Grid is the third tool in Blue Ocean Strategy. The ERRC is an add-on to A Four Action Framework called the ERRC grid. This framework provides action from the four action framework questions. So that the company can find out the eliminate-raise reduce-create actions to increase the company. The following table will explain the ERRC that will be carried out by the company:

Table 4. 5 The ERRC Grid

Eliminate	Raise
-	Digital Marketing through Kliktrip Social Media (Youtube, Tiktok, Instagram)
Reduce	Create
-	Business B2B (Booking Hotel, Event/ Meeting, Transportation, Flight Booking)

4) Integrated System Design

Process Change Requirements

1. APQC PCF Level 3.1.1

In this study, the APQC Level 3.0 that will be used is PCF Level 3.1.1:

- Conduct customer and market research
- Identify market segments
- Analyse market and industry trends

2. Company Vision

The company's vision which is a requirement for process changes is at point 3, empowering Online Travel Agents through digital tourism innovation.

3. The output of Blue Ocean Strategy

4. The output of PESTLE Analysis

Design To-Be

The design of new business processes is based on the results of PESTLE Analysis, Blue Ocean Strategy and process change requirements, there are proposed business processes or Process Design To-Be and Kliktrip products.

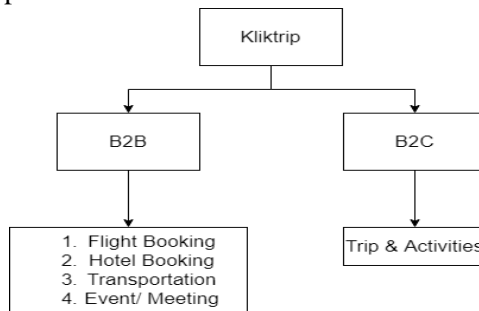


Figure 4. 4 Proposed Kliktrip Products

Kliktrip's new product namely B2B (business to business) with the product being marketed, namely flight booking hotel bookings, transportation, and events/meetings. Apart from being new products, business process proposals also consider changing conditions environment during the Covid-19 pandemic.

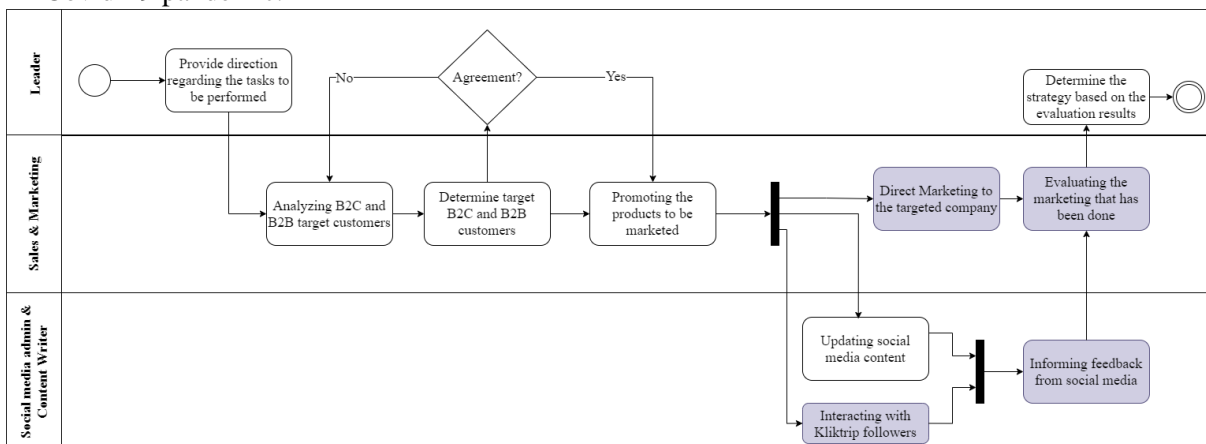


Figure 4. 5 Business Process Proposed Determination of Kliktrip User Persona

Based on the business process of determining the new Kliktip user persona, there are differences in the job descriptions of product officer, social media admin & content writer, and sales & marketing staff, which will be explained in the following table:

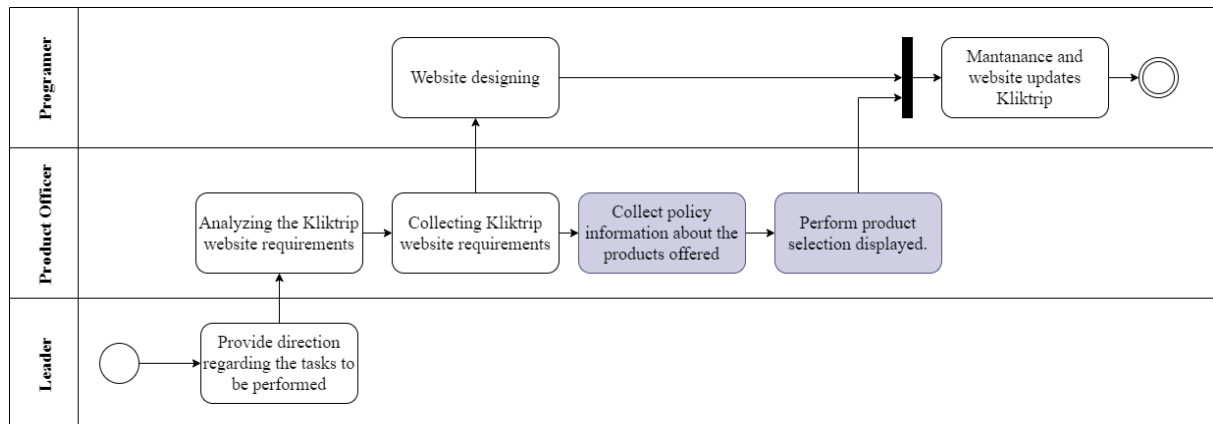


Figure 4. 6 Proposed Business Process for Website Update

Table 4. 6 Job Description Comparison Between Business Process Existing and Proposed Business Process

No.	Business Process Existing	Proposed Business Process
1.	Product officer on duty coordinate product programmer marketed.	Product officer on duty coordinating programmers about the product marketed and collected policy information or government instructions regarding the regulations apply, then do update the information provided to programmers for change product or service available by new information. Required competencies for Product Officer at business proposal that is able collect information environmental change fast and immediately deliver directions to programmers.
2.	Social media admin & content responsible witer to the content that uploaded on instargram Kliktrip and served as link between Kliktrip with customers via Whatsapp for service customer service.	Social media admin & content writer is responsible for content uploaded on instargram, Youtube and Tiktok Kliktrip, served as link between Kliktrip with customers via Whatsapp for service customer service, and provide information to sales & marketing staff regarding feedback/review audience on various social media Kliktrip. Required competencies by Social media admin & content writer on business processes what's new is being able manage and be able using three social media Kliktrip, namely Instagram, Tiktok and Youtube.
3.	Sales & marketing do STP analysis of customers Kliktrip and trends customer behavior in choosing Kliktrip and products/services determine promotions and ways the best marketing done.	Sales & marketing has 2 different focuses, namely sales & marketing 1 for B2C products and sales & marketing 2 for products B2B. The task of sales & marketing 1&2 is to determine the target customers for B2C and B2B, then promote the products to be marketed. Sales & marketing 1 will focus on digital marketing and sales of B2C products, while the competencies needed by sales & marketing 2 will focus on direct marketing to companies that are targets for B2B products.

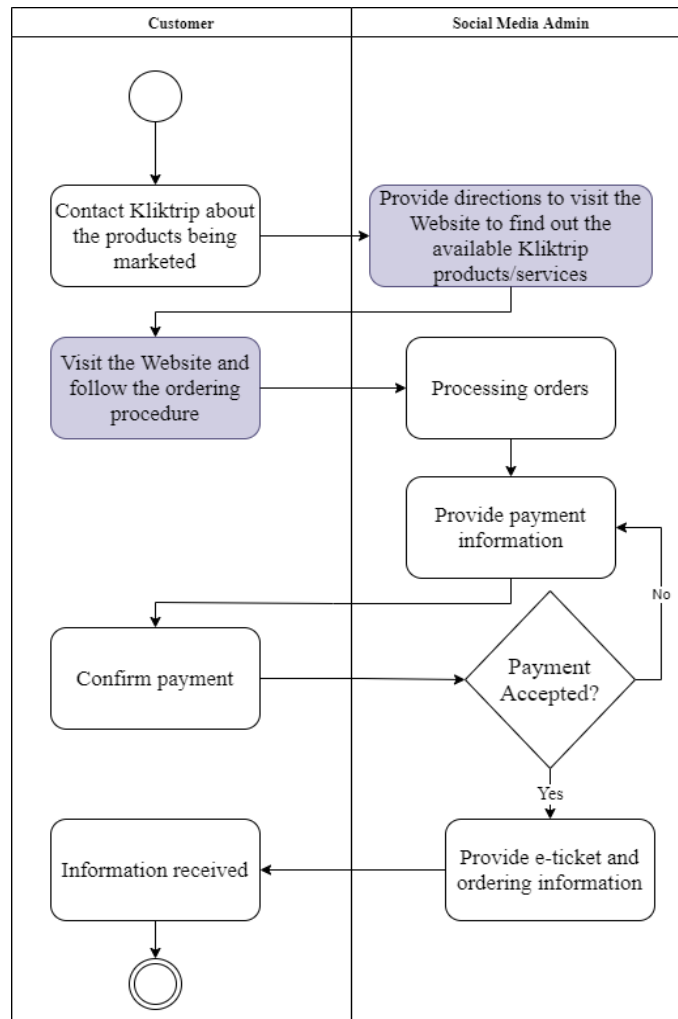


Figure 4. 7 Proposed Business Process for Kliktrip Client Order

The picture above shows a new business process for ordering clients by considering areas affected by Covid-19, and Kliktrip always updates the status of areas affected by Covid-19 on the website so that consumers can still use Kliktrip services during the Covid-19 pandemic.

5. Conclusion

Based on the research that has been done, there are problems in the form of changes in consumer behavior that affect the Kliktrip Online Travel Agent, this is due to external factors Kliktrip and Kliktrip not yet have a new business process to be competent to adapt to new environmental situation. The Output of PESTLE Analysis is used to analyse the company's external conditions which Kliktrip requires new products that can meet market needs, namely in the form of B2B, Increased Kliktrip digital marketing with Kliktrip social media, Kliktrip does not operate in essential or critical sectors, therefore Kliktrip takes advantage of the labor market segment that requires Online Travel Agents for work needs and Kliktrip requires dynamic business processes that are able to adapt to unexpected environmental changes.

The output Blue Ocean Strategy used to create market separate for Kliktrip by making OTA competitors irrelevant will be explained in Raise: Digital Marketing through Kliktrip Social Media (Youtube, Tiktok, Instagram), and Create: Bisnis B2B (Booking Hotel, Event/ Meeting, Transportation, Flight Booking).

Company goals are used to support the company's vision and mission, hence that the activities carried out must be in accordance with the company's goals. Kliktrip destinations namely empowering online travel agents through digital innovation.

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