ProBusiness: Management Journal, 15 (5) (2024) pp. 789-801

Published by:Jonhariono Research, Publication and Consulting Institute

ProBusiness: Management Journal

Recommendations for Business Process Optimization in Coffee Shop MSMEs

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ARTICLEINFO

Article history:

Received Sep 25, 2024
Revised Oct 11, 2024
Accepted Oct 22, 2024

Keywords:

Business Process Management
Business Process Optimization
Coffee Shop

ABSTRACT

A breakthrough that has been widely discussed, namely MSMEs, especially in Indonesia, are now innovating and growing rapidly. It should be noted that MSMEs (Micro, Small and Medium Enterprises) are small or medium-class businesses or businesses carried out by someone, whether it is offering goods or services. The Mas Bray Coffee Shop is included in MSMEs engaged in Food And Bavarage And of course, every business entity or MSME needs to pay attention to Business Process Management (BPM) so that the business processes in it can be controlled or managed properly. In the discussion, it will be described how the business processes in Coffee Shop Mas Bray from the identification process to the analyst process and the redesign process, which will later be used as a recommendation for optimizing the current business process.

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1. INTRODUCTION

A breakthrough that has been widely discussed, namely MSMEs, especially in Indonesia, are now innovating and growing rapidly. It should be noted that MSMEs (Micro, Small and Medium Enterprises) are small or medium-class businesses or businesses carried out by someone, whether it is offering goods or services (Mardanugraha & Akhmad, 2023).

In Indonesia itself, many MSMEs have managed to run smoothly, although the majority are only at the middle level. The role of MSMEs can have a positive impact on the Indonesian economy, especially among the community (Fuadi et al., 2022). With MSMEs, it will be easier for the community to meet their own living needs, and can also improve people's welfare. Assistance from the government, both regional and central, is also held to support the progress of MSMEs in Indonesia (Fadhillah & Yuniarti, 2023).

There are various types of MSMEs that have been running in Indonesia, both those that produce goods and services (Setiawansyah et al., 2022). In this case, researchers take the example of one of the MSMEs that offers products in the form of food and beverages, namely the MSMEs "Warung Kopi (Warkop) Mas Bray". Coffee Shop Mas Bray was established 5 years ago. This Mas Bray Coffee Shop is located on Jalan Dukuh Menanggal XII no 2, Gayungan, Surabaya. Starting from a small business selling coffee in the owner's house, currently this business is growing rapidly until it can rent one shop stand in Gayungan. This Mas Bray Coffee Shop has a lot of regular customers, both from students, office workers, and teenagers around.

Like a business entity in general, MSMEs must also have a business process in them (Halman et al., 2024). Likewise with the Mas Bray Coffee Shop MSMEs. And of course, every

business entity or MSMEs needs to pay attention to Business Process Management (BPM) so that the business processes in it can be controlled or managed properly (Firdaus, 2022). In the discussion, it will be described how the business processes in Coffee Shop Mas Bray from the identification process to the analyst process and the redesign process, which will later be used as a recommendation for optimizing the current business process.

2. METHOD

Data Collection Methods

In relation to data collection, researchers use the Interview method. Researchers conducted interviews by going directly to the MSMEs place to ask some questions to the owner or owner of the Mas Bray Coffee Shop MSMEs. In addition, researchers also use observation methods that aim to see how the conditions of the processes run in real life.

Business Process Management Life Cycle (BPML)

Business Process Management Life Cycle is a way to identify, design, analyze, implement, supervise, and evaluate, how the work cycle runs within an organization or company to ensure that the organization or company obtains good and consistent results, as well as to benefit from performance improvement opportunities (Marlon Dumas, Marcello La Rosa & Reijers, Jan Mendling, 2013).

Business Process Management Life Cycle is an approach used to manage and improve organizational and company processes (Permana & Samsudin, 2023). The purpose of implementing Business Process Management is to continuously improve efficiency and effectiveness so that it can increase competitive advantage (Pamungkas et al., 2023).

Business Process Management Life Cycle can be interpreted as supporting business processes by using methods and methods, technology, software for design activities, organizational control and also operational analysis (Alast, et. al, 2003).

Business Process Management has a cycle sequence, these cycles include the following:

a. Process Identification
   The first stage is process identification. In this process, problems in business processes are determined. The stages of the identification process are where problems in the business are identified, as well as the limitations and relevance of the process to each problem (Muttaqin & Utami, 2023). The result or output of this process is an updated process architecture that describes all processes and relationships between business processes in a company or organization (Marlon Dumas, Marcello La Rosa & Reijers, Jan Mendling, 2013).
b. Process Discovery
   The next stage, namely the discovery process which aims to establish as-is process modelling, is describing the current condition of each process with a model (Mela et al., 2022). There are several other sources that refer to the discovery process as process design, but the purpose of this stage is to understand the process rather than design it (Marlon Dumas, Marcello La Rosa & Reijers, Jan Mendling, 2013).
c. Process Analysis
   Process analysis includes the process of identification, documentation, and quantitative performance measurement on each problem (Wandira & Hidayanti, 2023). The analysis carried out can be carried out by qualitative and quantitative analysis. Qualitative analysis is carried out by identifying parts that are not needed, then identifying parts that can usually have a negative impact on a business process. Meanwhile, quantitative analysis can be carried out with three techniques, namely flow analysis, queueing analysis, and simulation (Muhammad Rois Syarifudin & Rahadian Bisma, 2023). The output or outcome of this stage is a structured set of problems that can be prioritized based on how much impact it has (Marlon Dumas, Marcello La Rosa & Reijers, Jan Mendling, 2013).
d. Process Re-Desgin
   At this stage, the goal is to identify process changes that can solve the problems that have been identified in the previous stage (Muttaqin & Utami, 2023). Various options of change or modification are analyzed and their performance is compared. Proposed changes will be

analyzed with certain analysis techniques so that the output is obtained, namely a to-be process model (Marlon Dumas, Marcello La Rosa & Reijers, Jan Mendling, 2013).

e. Process Implementation
At this stage, a change will be made from the as-is process to the to-be process. Then there will be a process implementation or application consisting of two stages, namely organizational change management and process automation (Awalludin et al., 2022). Organizational change management is a set of activities needed to change the way parties involved in related business processes work (Lenawati et al., 2022). Meanwhile, process automation is the development of IT systems that support the to-be process model (Marlon Dumas, Marcello La Rosa & Reijers, Jan Mendling, 2013).

f. Process Monitoring & Controling
When the to-be process has been carried out, this stage will conclude the data and analyze how it works (Pamungkas et al., 2023). Bottlenecks, errors, and irregularities in related activities will also be identified. In this stage, it is undeniable that there may be new problems that may arise, then be fixed or solved through the previous stages (Marlon Dumas, Marcello La Rosa & Reijers, Jan Mendling, 2013).

3. RESULT AND DISCUSSION

Process Identification

Types of Business Processes

Coffee Shop Bray has several business processes that run regularly. In this case, researchers take three core processes where they have their own type of process such as; The procurement process is procure-to-pay, then there is the production process that is order-to-cash, and the last is the customer service process that is order-to-cash.

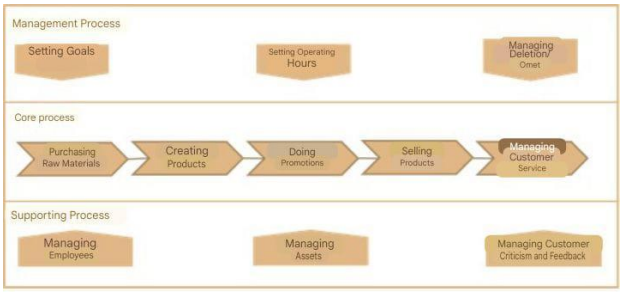

Figure 1. Landscape Process Model

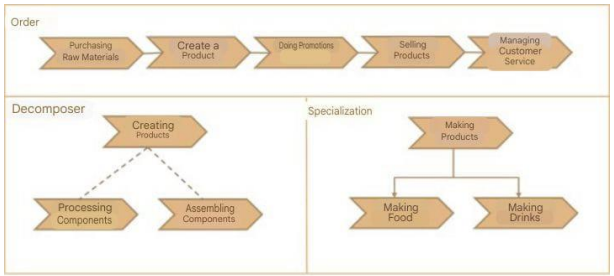

Figure 2. Relationship Between Processes

Table 1. Process Profile

Process	Events	Activities
Procurement Process of Goods / Stock	• Request for procurement of goods (re-stock) received • Order made • Order fulfilled	• Determine the goods that need to be purchased • Determine the vendor • Order the goods • Check the availability of the goods

			• Deliver the goods
Production Process	• Request for procurement of goods received (re-stock) • Products in re-stock • Raw materials accepted • Raw materials have been processed		• Check the availability of raw materials • Check the availability of vendors • Send raw materials to vendors • Process raw materials • Pay vendors • Send products
Customer Service Process	• Order accepted • Order rejected • Order fulfilled		• Checking stock • Confirming orders • Reordering • Paying orders • Creating orders • Delivering orders

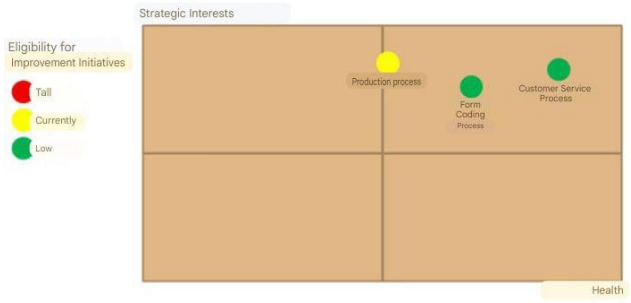

Figure 3. Process Portfolio

Process Discovery

Business Process Management Notation (BPMN)

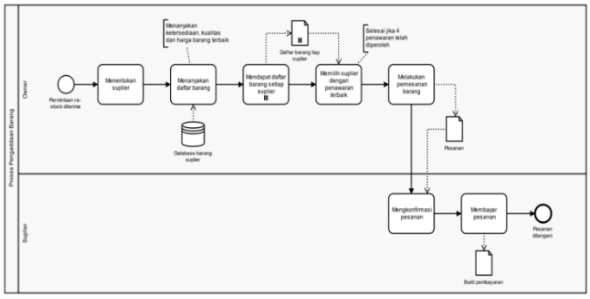

Figure 4. Procurement Process

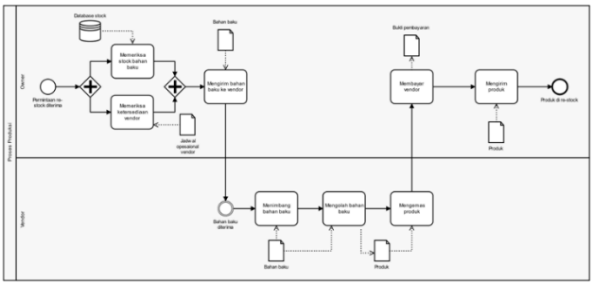

Figure 5. Production Process

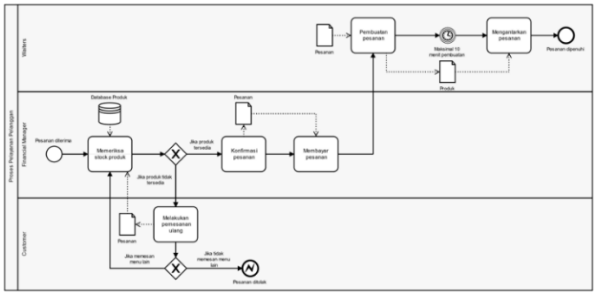

Figure 6. Customer Service Process

Process Analysis
Qualitative Analysis
a. Value Adding Analysis

Table 2. Procurement Process

Step	Executive	Classification
Accept re-stock requests.	Owner	BVA
Determine the supplier.	Owner	VA
Ask for a list of supplier goods.	Owner	VA
Get supplier goods list.	Owner	NVA
Choose the supplier with the best offer.	Owner	VA
Order goods.	Owner	BVA
Order confirmation.	Suplier	BVA
Pay for the order.	Owner	VA

Table 3. Production Process

Step	Executive	Classification
Accept re-stock requests.	Owner	BVA
Check the availability of raw materials.	Owner	VA
Check vendor availability.	Owner	VA
Send raw materials to vendors.	Owner	BVA
Weigh raw materials.	Vendor	BVA
Raw material processing.	Vendor	VA
Pack the product.	Vendor	VA
Pay vendors.	Owner	VA
Send products to coffee shops.	Owner	BVA

Table 4. Customer Service Process

Langkah	Pelaksana	Klasifikasi
Terima pesanan.	Financial Manager	BVA
Periksa stock produk.	Financial Manager	NVA
Pemesanan Ulang (jika dibutuhkan).	Customer	NVA
Konfirmasi pesanan.	Financial Manager	BVA
Pembayaran pesanan.	Financial Manager	VA
Buat pesanan.	Waiters	VA
Antarkan pesanan.	Waiters	VA

b. Waste Analysis
Procurement Process
Waiting:
In the activity of asking for a list of goods for each supplier, there is a waiting time where the owner must get the four lists or catalogs of supplier goods before determining the best offer.

Production Process
Defect:
When vendors are not available or raw materials are empty, the production process cannot be carried *out*.
Customer Service Process
Waiting:
The order making process tends to seem slow, namely 10 minutes.

c. Stakeholder Analysis
Procurement Process
After interviewing stakeholders in Warkop Mas Bray, researchers found several problems in the procurement process, namely:
The empty stock of products sold at coffee shops has led to a decrease in income.
The reason that causes the empty product stock is that product suppliers also experience the same thing, this usually happens because of the scarcity of goods in the market.
Production Process
After interviewing stakeholders in Warkop Mas Bray, researchers found several problems in the production process, namely:
Not being able to sell coffee products on their own, causing unfulfilled customer demand and a decrease in revenue. Raw materials are damaged and forced to be thrown away. This of course causes losses. The reason why they cannot sell their own coffee products is because the coffee bean grinding machine at the only vendor is damaged. The reason for the damage to raw materials is also related to vendors. Vendors that close or do not operate unclear (suddenly) and cannot be contacted cause the owner to be unable to process raw materials.
This raw material will be damaged if it is not processed immediately and if that happens the owner is forced to throw it away, and this is certainly a loss.
Customer Service Process
After interviewing stakeholders in Warkop Mas Bray, researchers found several problems in the customer service process, namely:
Some customers complained about the long service time. Some customers complain when Wi-Fi experiences network disruptions. The reason that causes the length of service is the large number of customers at certain hours plus there are only two waiters who make orders. Therefore, the service becomes slow. Sometimes waiters are also overwhelmed to make mistakes in making orders. The reason for Wi-Fi experiencing network disruptions is that sometimes the owner does not pay on time. Then it could be due to weather disturbances or power outages.

d. Issue Documentation
Procurement Process
Problem: Empty product stock.
Priority: 1
Description: Some products are unavailable due to the scarcity of an item at each supplier.
Data and Assumptions: Warkop Mas Bray sells food and beverages. In meeting customer demand, the owner procures goods or stock by buying from suppliers. But sometimes if an item experiences a shortage, then the owner cannot buy to meet the demand for re-stock.
Qualitative Impact: Because some products are empty, as a result, customers will feel dissatisfied and may not buy warkop products.
Quantitative Impact: Income or income will be reduced, from a turnover of around Rp 800,000 per day, if you can't restock the goods, you will only get a turnover of around Rp 300,000 per day. So the warkop suffered a loss of Rp 500,000.
Production Process
Problem: Unable to produce coffee products on its own.
Priority: 1
Description: The owner cannot produce or make coffee grounds by himself, because the only vendor has damaged the raw material grinding equipment.
Data and Assumptions: Warkop Mas Bray also has its own coffee products by making it yourself. There are several cases where the owner cannot make his own coffee powder because the coffee grinder at the vendor (coffee bean mill) is damaged. As a result, the owner has to sell the coffee completely by buying from the supplier.

Qualitative Impact: Because it cannot produce its own coffee, warkop cannot meet customer demand which is likely to disappoint customers and not order.
Quantitative Impact: Because they cannot produce their own coffee, their income or income will be reduced If they can provide their own coffee, warkops can get a turnover of around Rp 800,000 per day. If they cannot provide their own coffee, the warkop only gets a turnover of around Rp 400,000 per day. This means that the warkop suffered a loss of around Rp 400,000.
Problem: Raw materials fail to be processed and become damaged.
Priority: 2
Description: The owner fails to produce coffee when the raw materials are ready to be processed but the vendor cannot be contacted or is closed unclearly.
Data and Assumptions: Warkop Mas Bray also has its own coffee products by making it yourself. If the vendor does not operate suddenly, the coffee beans that have been roasted will not last long if they are not processed immediately, resulting in having to dispose of raw materials that have not been good.
Qualitative Impact: Because vendors are not operating while raw materials have been purchased and ready to be processed, causing owners to suffer losses. Coffee beans that have been in sangria do not last too long if they are not ground immediately. Customers will also feel disappointed if the package is not available.
Quantitative Impact: Coffee beans that have been purchased and roasted do not last long. If it fails to be processed, it will cause losses worth more than Rp 100,000.
Customer Service Process
Problem: Customer service time is too long.
Priority: 1
Description: Customer service is not punctual, and seems to be long.
Data and Assumptions: In a day, Warkop Mas Bray can serve up to dozens of customers. But in some cases, for example when there are too many orders, the service process becomes longer because there are only two waiters, resulting in some customers feeling dissatisfied because they wait too long.
Qualitative Impact: Due to untimely orders, some customers complained of dissatisfaction with the service provided.
Quantitative Impact: Not applicable.
Problem: Wi-fi is interrupted.
Priority: 2
Description: The Wi-Fi network cannot connect to the internet or the speed is slow.
Data and Assumptions: For the sake of customer convenience and satisfaction, Warkop Mas Bray provides Wi-Fi. But some time Wi-Fi experienced network disruptions. Sometimes the owner pays for Wi-Fi not on time so that Wi-Fi cannot be used. Weather disruptions and power outages also affected this, as a result of which some customers complained.
Qualitative Impact: Customers complain about Wi-Fi networks experiencing disruptions.
Quantitative Impact: Not applicable.

Quantitative Analysis
Flow Analysis
Procurement Process

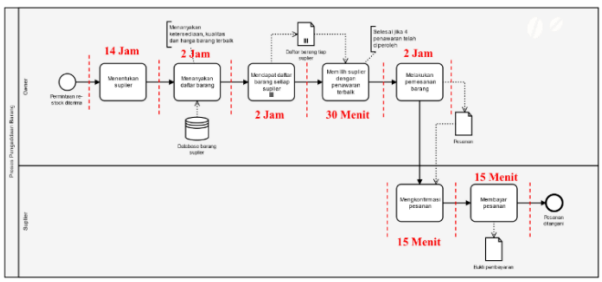

Figure 7. Cycle Time

Cycle Time = 14 hours + 2 hours + 2 hours + 30 minutes + 2 hours + 15 minutes + 15 minutes = 21 hours.

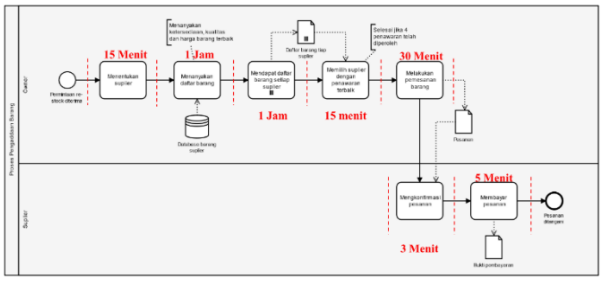

Figure 8. Processing Time

Processing Time = 15 minutes + 1 hour + 1 hour +15 minutes + 30 minutes + 3 minutes + 5 minutes = 3.13 hours. (3 hours 8 minutes).

Cycle Time Efficiency = $\frac{\text{Processing Time}}{\text{Cycle Time}} = \frac{13 \text{ hours}}{21 \text{ hours}}$ = 14,9%

Production Process

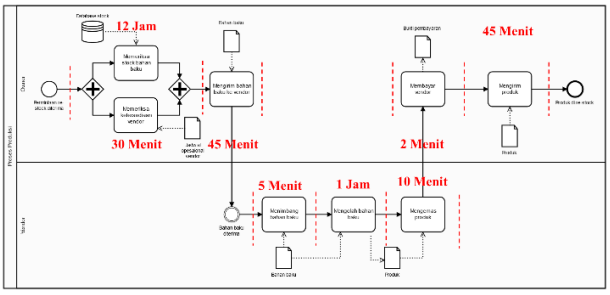

Figure 9. Cycle Time

Cycle Time = 12 hours + 45 minutes + 5 minutes + 1 hour + 10 minutes + 2 minutes + 45 minutes = 14.78 hours (14 hours 47 minutes).

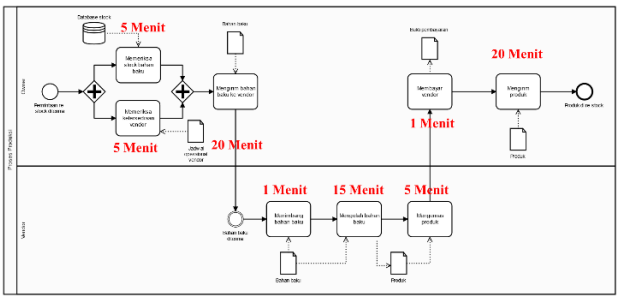

Figure 10. Processing Time

Processing Time = 5 minutes + 20 minutes + 1 minute + 15 minutes + 5 minutes +1 minute + 20 minutes = 1.1 hours (1 hour 7 minutes).

Cycle Time Efficiency = $\frac{\text{Processing Time}}{\text{Cycle Time}} = \frac{1{,}11 \text{ hours}}{14{,}78 \text{ hours}}$ = 7,5%

Customer Service Process

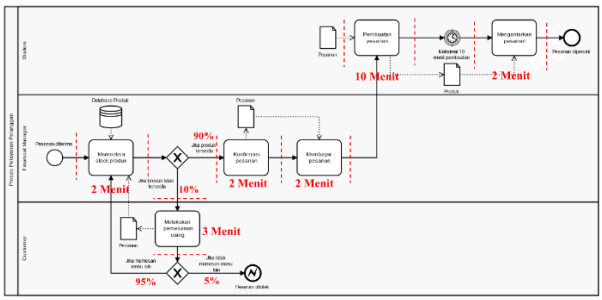

Figure 11. Cycle Time

Cycle Time = 2 minutes + ((0.9 x 2 minutes) + (0.1 x 3 minutes)) + ((0.95 x 2 minutes + (0.05 x 0 minutes)) +2 minutes + 10 minutes + 2 minutes
= 2 minutes + 2.1 minutes + 1.9 minutes +2 minutes + 10 minutes + 2 minutes
= 20 minutes.

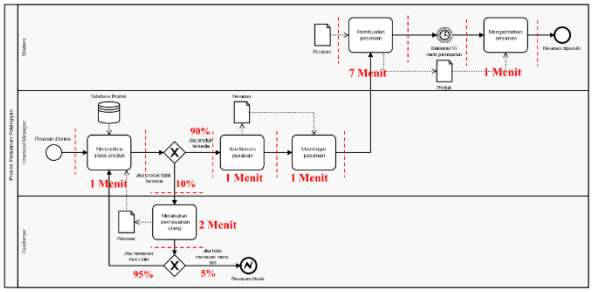

Figure 12. Processing Time

Processing time = 1 minute + ((0.9 x 1 minute) + (0.1 x 2 minutes)) + ((0.95 x 1 minute) + 0.05 x 0 minutes)) + 1 minute +7 minutes + 1 minute
= 1 minute + 1.1 minutes + 0.95 minutes + 1 minute + 7 minutes + 1 minute
= 12.05 minutes.

.

Cycle Time Efficiency = = $\frac{\text{Processing Time}}{\text{Cycle Time}} = \frac{12{,}05 \text{ minutes}}{20 \text{ minutes}} = 60\%$

Process Re-Design

To-Be Process Model

After going through the process analysts in the Mas Bray Coffee Shop MSMEs, the following is the to-be process model that researchers got.

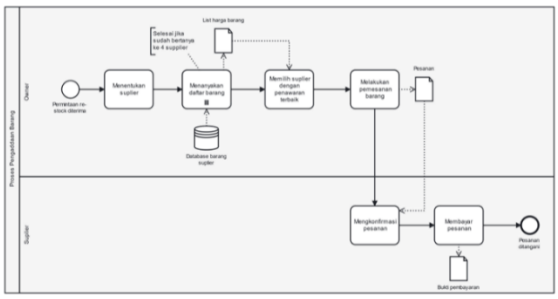

Figure 13. Procurement Process

From the analysis of the ass-is process model, precisely in the procurement process, researchers underline that the activity of 'getting a list of goods from each supplier' is very time-consuming. Therefore, researchers suggest that after asking the goods of the four suppliers, it is

immediately determined which supplier with the best offer. This is because the availability, quality, and price of products from each supplier always change every time. So researchers don't think it is necessary to get a detailed list of goods because later it can change at any time, and MSMEs must choose the supplier with the best offer.

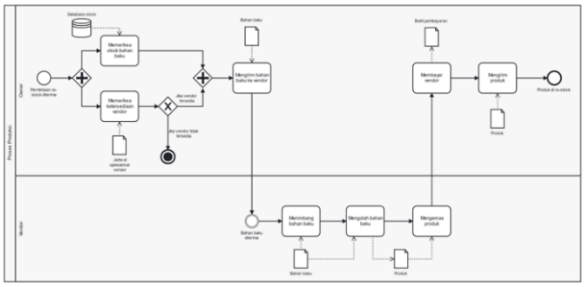

Figure 14. Production Process

From the analysis of the ass-is process model, precisely in the production process, researchers agree that researchers did not make any changes because the process was already running well. Researchers only add details to the activity of 'asking for vendor availability', namely branching if the vendor is available, the process will continue, if the vendor is not available, then the production process will be canceled. This is intended to prevent the loss of raw materials that are ready to be processed, but vendors are not available.

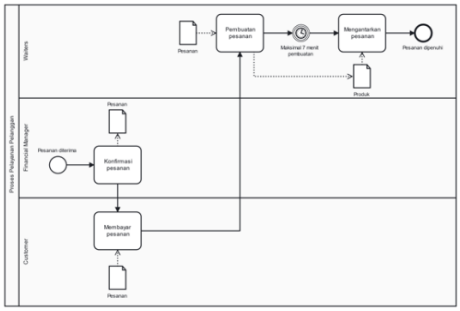

Figure 15. Customer Service Process

From the analysis of the ass-is process model, precisely in the customer service process, researchers agreed to eliminate the activities of 'checking stock availability' and 'reordering', assuming that the customer's order will be fulfilled without reordering, and the customer already knows the product stock because the product is clearly visible. Researchers also cut the time to make an order from 10 minutes to a maximum of 7 minutes.

Process Automation

After obtaining the ass-is process model and to-be process model, the next step is the automation process. Researchers choose one business process that researchers will automate, namely the process of procurement of goods (stock). Where the tool or software used this time is Bizagi Modeler. Procurement Process (Stock)

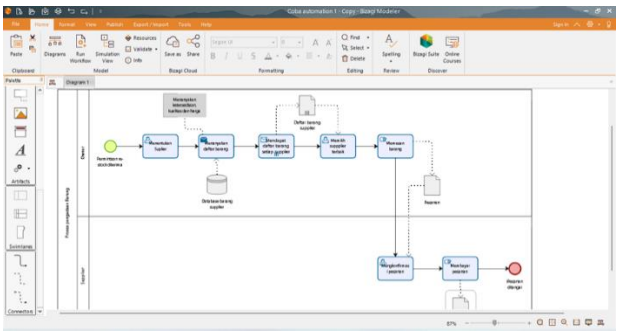

Figure 16. Ass-is process model

From the results of the simulation of the ass-is process model, the following things are obtained:

Table 5. Resources Analysis

Resource	Utilization	Total fixed cost	Total unit cost	Total cost
Owner	56.25%	0	0	0
Supplier	15.97%	0	0	0

Table 6. Time Analysis

Name	Type	Instances completed	Instances started	Min. time (m)	Max. time (m)	Avg. time (m)	Total time (m)
Procurement Process	Process	1	1	144	144	144	144
Re-stock requests accepted	Start event	1					
Determining a Supplier	Task	1	1	15	15	15	15
Inquire about the list of items	Task	1	1	1	1	1	1
Get a datfar for each supplier	Task	1	1	60	60	60	60
Choosing the best supplier	Task	1	1	15	15	15	15
Ordering goods	Task	1	1	30	30	30	30
Confirm the order	Task	1	1	3	3	3	3
Paying for an order	Task	1	1	20	20	20	20
Orders handled	End event	1					

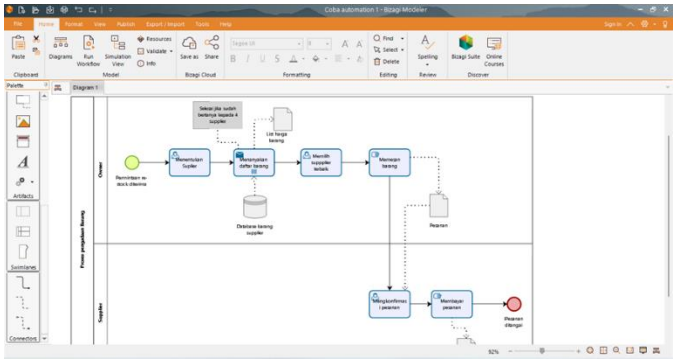

Figure 17. To-be process model

From the results of the to-be process model simulation, the following things were obtained:

Table 7. Resources Analysis

Resource	Utilization	Total fixed cost	Total unit cost	Total cost
Owner	96.43%	0	0	0
Supplier	27.38%	0	0	0

Table 8. Time Analysis

Name	Type	Instances completed	Instances started	Min. time (m)	Max. time (m)	Avg. time (m)	Total time (m)
Procurement Process	Process	1	1	84	84	84	84
Re-stock requests accepted	Start event	1					
Determining a Supplier	Task	1	1	15	15	15	15
Inquire about the list of items	Task	1	1	1	1	1	1
Choosing the best supplier	Task	1	1	15	15	15	15
Ordering goods	Task	1	1	30	30	30	30
Confirm the order	Task	1	1	3	3	3	3
Paying for an order	Task	1	1	20	20	20	20
Orders handled	End event	1					

From the results of the automation of the procurement process above, it can be said that the to-be process model that researchers have designed has a good effect. It can be seen from the increased resource utilization and the reduced total process time. This is in accordance with research from (Muttaqin & Utami, 2023).

4. CONCLUTION

After going through the stages in the BPM Life Cycle, namely from process identification to process discovery, researchers found a number of problems in the Mas Bray Coffee Shop MSMEs. The problems that need to be considered are the length of time in the procurement process, losses in the form of damaged raw materials, and the length of time in the customer service process. Therefore, researchers recommend process optimization as follows: 1) Procurement process. Reducing multi-instance activities, namely 'Getting all the list of goods of the four suppliers' where these activities tend to take a long time, so researchers recommend that when asking about the availability, quality, and price of the goods of the four suppliers, the supplier with the best offer is immediately determined. 2)Production Process. Adding details in the form of the abortion process, to stop or cancel the production process to anticipate damage to raw materials that have been stored for too long or are not processed immediately, because they have to wait for vendors to resume operations.
3)Customer Service Process. Reducing re-work in the customer service process, where the activity of 'reordering' will return from the beginning, namely 'checking product stock' and in our opinion it can be eliminated assuming the customer already knows the product he will order by seeing the product directly. After conducting a simulation using Bizagi Modeler, it can be said that the to-be process model that researchers have designed has a good effect. It can be seen from the increased resource utilization and the reduced total process time.

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