

# Business Process Design for Systematic Improvements: A Case Study of a Company Providing Training and Coaching Services

Yeti Yuli Astuti

Master of Business Administration Program, Bandung Institute of Technology, Bandung, Indonesia

## Abstract

PT TCS (Training and Coaching Services) faces internal challenges such as communication barriers and non-standardized business processes, impacting employee efficiency and well-being. This research maps operational activities, identifies key processes, and develops a new business process map to improve effectiveness. Data were collected from staff interviews and company policy documents. SWOT analysis revealed strengths in the certified Design Thinking team and personalized curriculum, weaknesses in business process standards, opportunities in market awareness, and threats from competition and regulation. The TOWS matrix was used to create strategies for developing a new business process map for critical activities, focusing on change management and workshops. The new map was developed using BPMN principles, encompassing three levels: level 0 maps main functions; level 0-1 details sub-processes; and level 1-2 focuses on critical activities in change management and workshops. The research successfully mapped operational activities and produced a structured business process map. Recommendations include training, regular monitoring, IT development, risk management, and enhanced internal communication.

**Keywords:** BPMN, business process map, business processes

## Introduction

In the era of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) disruption, various industries, including the consulting industry, are required to quickly adapt and transform to meet market demands. Pudjiarti (2023) in "*Transformasi Organisasi: Membangun Kultur Pembelajaran untuk Menghadapi Tantangan Masa Kini*" states that organizations must possess unique capabilities to face turbulence. An effective internal operating system, supported by well-designed business processes, is crucial in this era to achieve goals and overcome challenges (Marha et al., 2022). Pradnyana (2019) also emphasizes the importance of business processes in operational systems, particularly for consulting firms providing workshop, mentoring, and certification services.

Business process analysis is essential to strengthen the company's position and anticipate problems (Lenawati, 2021). Good business processes impact effective and efficient operations (Setiyani and Setiawan, 2021). Companies need to identify, evaluate, and improve existing business processes to ensure they can continue to provide the best services in a rapidly changing market. Service quality and client satisfaction are the main objectives of business operations that can be achieved through good business processes (Yaqin et al., 2019), thereby enhancing the company's reputation.

PT TCS is a service company providing training, mentoring, and certification services, established in 2018 and transformed in 2022 to bring new enthusiasm. Focusing on education and human resource development, PT TCS has five business units: certification unit, workshop & change management unit, digital resources unit, Impact Generator development unit, and Management & Marketing unit. The company plays a crucial role in delivering quality services in the dynamic training consulting industry, with a strong commitment to organizational and human resource development.

Over time, PT TCS has faced internal challenges disrupting efficiency and employee well-being, particularly due to communication flow and business process issues. These conditions have created detrimental chaos, causing physical and mental fatigue among employees, negatively impacting productivity and performance quality. These challenges also threaten the company's image with customers and business partners, affecting overall performance. Therefore, it is crucial to redesign the business process map to improve communication flow, enhance efficiency, employee well-being, and overall company performance.

The objectives of this research focus on an in-depth analysis of internal communication and business process flow at PT TCS, considering the following aspects:

1. Identify and analyze operational activities and inter-departmental interactions at PT TCS.
2. Map and document the main processes at PT TCS, particularly those related to training services, change management, mentoring, incubation, and certification.
3. Develop a new, structured, and documented business process map that considers the effectiveness, efficiency, and interconnectedness of PT TCS's internal processes.
4. Propose alternative improvement strategies for PT TCS to enhance business processes.

## **THEORETICAL REVIEW**

### **Business Process Management**

Business Process Management (BPM) is a systematic approach used by organizations to analyze, accelerate, and optimize business processes to achieve strategic goals. BPM involves the stages of design, modelling, execution, monitoring, and optimization of processes. According to Ningtiyas (2018), BPM aims for continuous process improvement, while Reijers (2021) emphasizes the importance of attention to business processes from start to finish for better performance. By understanding the steps, elements, and technologies involved, organizations like PT TCS can design optimal business processes, enhance operational efficiency, respond to industry dynamics, and compete in a competitive market.

### **Business Process Modelling**

Modelling is the stage of creating a representation of an actual system (Firdaus, 2022). Business processes are a set of activities and decisions involving multiple actors and resources to produce valuable outputs for the organization and its customers (Dumas et al., 2018). Business process modelling is a systematic approach to represent, analyze, and understand the workflow and interactions between elements in a business process.

Business process modelling is crucial for optimizing organizational performance. A well-designed business process model can enhance organizational performance and overall satisfaction (Ismanto et al., 2020). The main goal is to provide a clear and systematic visual representation of an organization's entire workflow, illustrating activities focused on processes, actions, and tasks (Firdaus, 2022). This modelling facilitates understanding of business processes within the company, aiming to improve employee performance and productivity (Kartika, 2021).

### Business Process Model and Notation (BPMN)

BPMN, or Business Process Model and Notation, is a standard framework for visually representing and depicting workflows and business processes. This framework provides clear and standardized notations to communicate steps, decisions, and interrelations within a process to various stakeholders. In this research context, using BPMN is crucial as it offers an effective visual foundation for analyzing and modeling PT TCS's internal business processes. BPMN supports the standardization of business process documentation, facilitates better communication between departments and teams, and provides a robust framework for process improvement. With consistent BPMN notation, this research can provide easily understood graphical representations, map process steps, and identify areas for improvement. Ismanto et al. (2020) explain that BPMN consists of four main categories: Flow Objects, Connecting Objects, Swimlanes, and Artifacts.

#### a. Flow Object

Flow Objects are elements that flow through a process, consisting of activities, gateways, and events.

1. Activity: Represented by a rounded rectangle, indicating work. Types of activities are tasks and sub-processes.
2. Gateway: Represented as a diamond shape, controlling the branching and merging of Sequence Flows.
3. Event: Illustrated as a circle, representing occurrences that affect the business process, with triggers or results.

#### b. Connecting Objects

Connecting Objects link flow objects, consisting of:

1. Sequence Flow: Indicates the order of activities in a process.
2. Message Flow: Shows the flow of messages between two entities.
3. Association: Links data, information, and artifacts to flow objects.

#### c. Swimlanes

Swimlanes separate and group actors interacting with the system. BPMN uses two swimlane objects:

1. Pool: Represents participants in a process.
2. Lane: A sub-division within a pool, organizing and categorizing activities.

#### d. Artifact

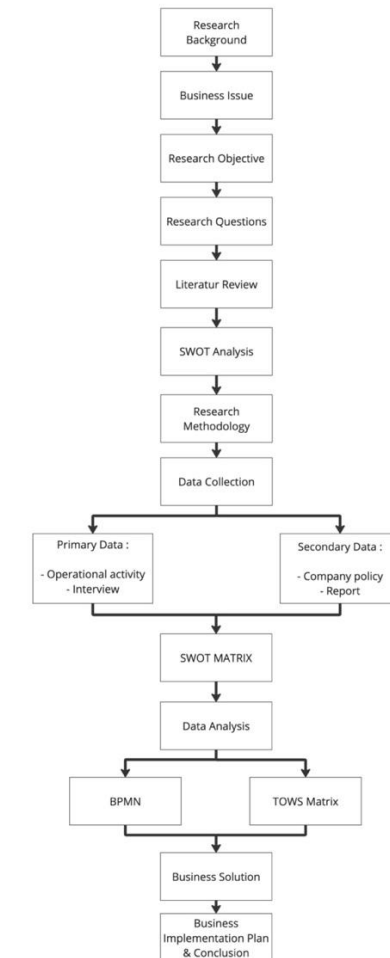
Artifacts provide additional information in a process, consisting of:

1. Annotation: Explanations for ongoing objects.
2. Group: Partial classification of ongoing objects.
3. Data Object: Documents or files from an activity.
4. Data Store: Systems or applications from specific activities.

### RESEARCH METHODOLOGY

This research adopts a case study design methodology to gain an in-depth understanding of operational optimization at PT TCS. This design was chosen for its ability to explore the company's internal business processes holistically. The study involves various data sources, including interviews, direct observations, internal document analysis, and the involvement of PT TCS's business units to gain comprehensive insights. The case study is expected to provide a deep contextual understanding, enabling the identification of challenges, opportunities, and the impact of proposed changes on PT TCS's operational level, with a focus on the interaction of variables relevant to process improvement. The research flow is illustrated in the following diagram.

**Figure 1. Business Solution Process Framework**



## Data Collection Methods

The data collection methods used in this research are qualitative methods and SWOT Analysis. The qualitative methods include direct interviews with internal employees to gather primary data about business processes, obstacles, and employee needs, as well as documentation and observation notes for secondary data. The collected data encompasses employees' perceptions of business processes, experiences regarding obstacles, needs for improving efficiency, and opinions and suggestions for improvements. SWOT Analysis is used to identify strengths, weaknesses, opportunities, and threats affecting the effectiveness of business processes at PT TCS, providing a foundation for more targeted improvements.

## Data Analysis

Data analysis in this research involves two methods: TOWS matrix analysis and BPMN (Business Process Model and Notation). The TOWS matrix (also known as the SWOT Matrix) is a visual tool used to organize and present the results of a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). This matrix is utilized to analyze the internal and external environment of the organization and identify appropriate strategies.

Business process redesign using BPMN (Business Process Model and Notation) will be applied at the data analysis stage. BPMN is used to systematically represent the internal business processes of PT TCS

graphically. This modelling facilitates a deep understanding of the steps, interconnections, and workflows involved, as well as identifying areas needing improvement. The findings from the BPMN analysis will serve as the foundation for designing business process improvements, thereby supporting the development of effective and efficient solutions to enhance operations at PT TCS.

## RESEARCH RESULTS AND DISCUSSION

### SWOT Analysis

The SWOT analysis is a strategic tool used by PT TCS to understand the company's current position within its business environment. By identifying strengths, weaknesses, opportunities, and threats, the company can design effective strategies to improve performance and achieve its strategic goals. Below is the SWOT analysis conducted for PT TCS:

**Figure 2. SWOT Matrix PT TCS**

	STRENGTHS	WEAKNESSES
INTERNAL	<ul style="list-style-type: none"> <li>The entire team is Design Thinking certified.</li> <li>Has management, digital marketing, data analysis, finance and transformative curriculum skills.</li> <li>The first Design Thinking certification product in Indonesia.</li> <li>Personalized curriculum.</li> <li>Clear vision for 2029.</li> <li>Novelty in knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>Most of the HR are fresh graduates.</li> <li>There are no standard business processes and SOPs.</li> <li>The work structure is not neat.</li> <li>Challenges in employee management capabilities.</li> <li>Workflows changed frequently and there was no business process map.</li> </ul>
EXTERNAL	<ul style="list-style-type: none"> <li>The market is increasingly realizing the importance of Design Thinking.</li> <li>B2B collaboration opportunities.</li> <li>Relevant new technology.</li> <li>Novelty in approach and knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>Competition is getting tougher.</li> <li>Regulatory changes.</li> <li>Fluctuating economic conditions.</li> <li>Risk of being unable to manage growth without standardized business processes.</li> </ul>
	OPPORTUNITIES	THREATS

This SWOT analysis provides a solid foundation for understanding the internal and external situations faced by PT TCS. Based on this analysis, the TOWS matrix will be used to design appropriate strategies to optimize strengths, leverage opportunities, address weaknesses, and counter threats. Thus, PT TCS can formulate effective steps to achieve its strategic goals and improve overall performance.

### TOWS Matrix

The next step is to develop effective strategies to utilize strengths and opportunities while addressing weaknesses and threats. To achieve this, the TOWS matrix is employed, combining elements from the SWOT matrix to formulate concrete and directed strategies.

**Table 1. TOWS Analysis**

	Opportunities (O)	Threats (T)
Strengths (S)	SO Strategies	ST Strategies
1. The entire team is Design Thinking certified.	Utilize HR competencies to explore new market opportunities and partners.	Use expertise to offer added value that differentiates from competitors.

2. Has management, digital marketing, data analysis, finance and transformative curriculum skills.	Develop new curricula and services based on market needs and the latest technology.	Establish strategic cooperation with regulators to anticipate regulatory changes.
3. The first Design Thinking certification product in Indonesia.	Utilize personalized curriculum to attract a wider market.	Product diversification to reduce the impact of economic fluctuations.
4. Personalized curriculum.	Implement innovation in business process design to remain competitive.	Maintaining service quality to overcome competition and economic uncertainty.
5. Clear vision for 2029.	Leverage newness to continue to attract market interest and stay relevant.	Use expertise to continuously innovate in the face of regulations and competition.
6. Novelty in knowledge.	Leverage newness to continue to attract market interest and stay relevant.	Maintaining service quality to overcome competition and economic uncertainty.
<b>Weaknesses (W)</b>	<b>WO Strategies</b>	<b>WT Strategies</b>
Most of the HR are fresh graduates.	Carrying out training and development to improve HR competency.	Develop SOPs and business process maps to increase efficiency and reduce risks.
There are no business process man and SOPs as a standard.	Implementing new technology to help standardize business processes.	Develop risk mitigation strategies to deal with regulatory and economic changes.
Financial loss.	Improve operational efficiency to reduce costs and increase profitability.	Conduct regular market analysis to adapt strategies to economic conditions.
The work structure is not neat.	Implement business process maps to improve coordination and efficiency.	Develop contingency plans to deal with economic and regulatory uncertainty.
Challenges in employee management capabilities.	Conduct management training programs to improve leadership skills.	Develop a clearer organizational structure to reduce confusion.
Workflows changed frequently and there was no business process map.	Develop and implement standardized business process maps.	Establish clear and consistent workflows to reduce errors and increase efficiency..



Based on the SWOT and TOWS analysis results, PT TCS will focus on short-term improvements by creating a business process map. Business Process Design (BPD) is crucial for enhancing operational efficiency and effectiveness. Currently, the company lacks standardized business processes or SOPs, leading to decision-making uncertainty and workflow inconsistency. BPD enables the elimination of non-value-added activities, reducing time and resource wastage. It also aids in process standardization, ensuring consistency, regulatory compliance, transparency, and accountability. Implementing a business process map prepares the company for growth and increasing market demand while reducing operational costs. Focusing on BPD will provide clear guidelines for employees, improve collaboration and communication, and ensure tasks are performed efficiently and effectively.

## Business Process PT TCS Level 0

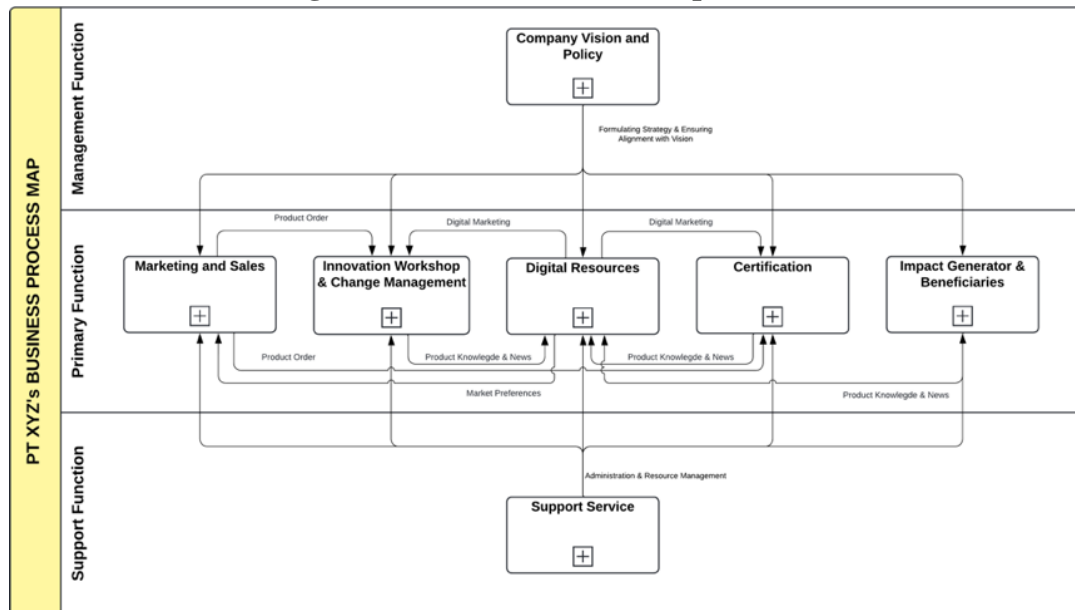
The Level 0 Business Process Map illustrates the general operational processes and interactions within the company. This level translates the organizational structure of the company into a process map. Before designing the business process map at this level, the functions within the company were first mapped based on the previous organizational structure. These functions are divided into three categories: management functions, primary functions, and supporting functions. Below are the results of the function mapping within the company.

**Figure 3. Company Function Map**



Based on the function mapping results, a business process map was created to illustrate how these functions are interconnected and the workflow between them. The Level 0 Business Process Map provides an overview of the main workflows and functions within the company, from management to daily operations. This map ensures that each process is well-integrated and aligned with the company's vision and policies. With a structured business process map, PT TCS can identify and eliminate workflow bottlenecks and improve interdepartmental coordination. Below is the designed Level 0 Business Process Map.

**Figure 4. Business Process Map Level 0**



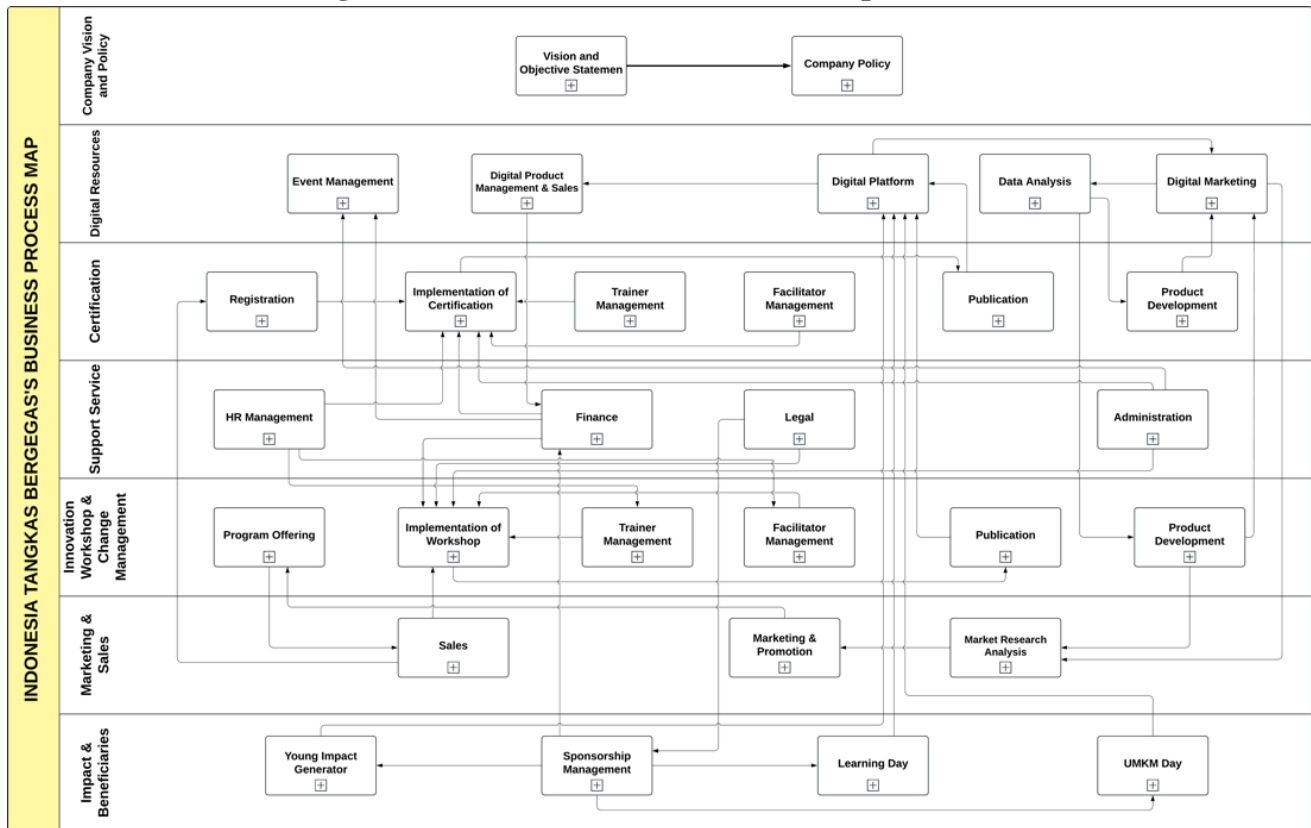
The image above shows the Level 0 business process map for PT TCS, dividing the company's activities into three main functions: Management, Primary, and Support. The Management function includes strategy formulation and alignment with the company's vision. The Primary function encompasses marketing and sales, innovation workshops, change management, digital resources, certification, and impact generation and beneficiaries, interconnected through product order flows, digital marketing, and knowledge dissemination. The Support function focuses on administration and resource management to ensure efficient operations. This map provides a comprehensive overview of workflows and responsibilities within PT TCS, supporting collaboration and coordination between departments, and helping achieve the company's strategic goals.

## Business Process Level 0-1

After understanding the general workflow and main functions through the Level 0 business process map, the next step is to detail these processes at a more specific level. The Level 0-1 business process map provides further details on each identified main function, including process stages, specific responsibilities, and departmental interactions. These details help identify areas for further improvement, ensure operational activities run efficiently, and support the achievement of the company's strategic goals. Below is the Level 0-1 business process map for PT TCS, designed to provide more detailed guidance for each department and function within the company.



**Figure 5. PT TCS's Business Process Map Level 0-1**



The above image shows the Level 0-1 business process map for PT TCS. This map details specific workflows within each of the company's main functions. The Management Function includes the formulation of the company's vision, policies, and strategies. The Primary Functions encompass workshop execution, event management, digital product management, certification, and trainer and facilitator management. Supporting activities such as digital marketing, data analysis, product development, and publication connect each process step. The Supporting Functions cover human resource management, finance, legal, and administration. This business process map helps PT TCS identify and eliminate workflow bottlenecks, enhance operational efficiency, and ensure each activity meets standards.

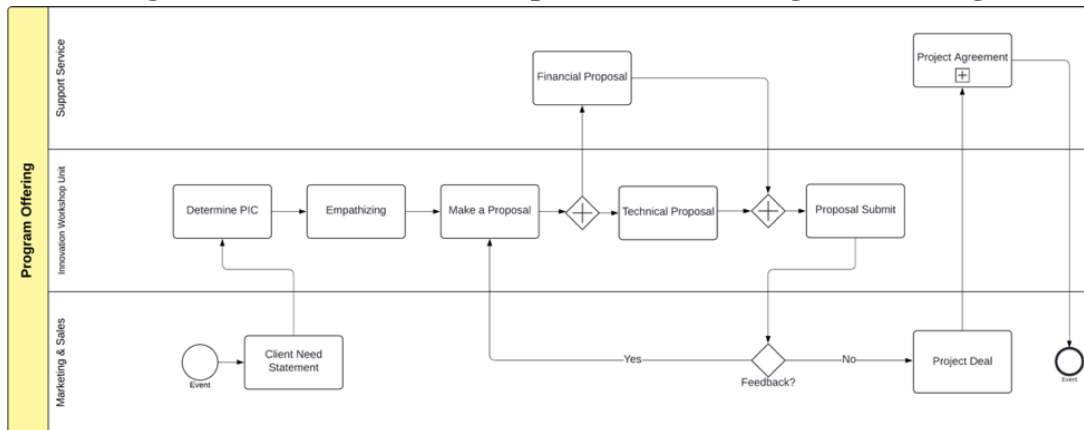
## Business Process Level 1-2

This research focuses on analyzing and redesigning PT TCS's internal business processes, particularly prioritizing short-term strategies to enhance operational efficiency and effectiveness in the most critical areas. Based on SWOT analysis and the TOWS matrix, as well as the defined research limitations, this study focuses on the Level 1-2 business process map for "Innovation Workshop & Change Management." This function often involves intensive and complex activities, requiring special attention to ensure processes run smoothly and efficiently. By designing a more detailed Level 1-2 business process map, this research aims to provide clear and structured guidance for employees, improve team coordination, and ensure each step in the Innovation Workshop & Change Management process is carried out effectively. Below is the Level 1-2 business process map designed to optimize operations and support PT TCS's strategic goals.

## Program Offering (Level 1-2)

In the Innovation Workshop & Change Management, the business process is divided into six more detailed sub-processes, one of which is "Program Offering." This process includes steps from identifying client needs to project agreement. The business process map is designed to ensure that each stage of the program offering is conducted efficiently and effectively, reducing errors and enhancing client satisfaction.

**Figure 6. Business Process Map Level 1-2 for Program Offering**

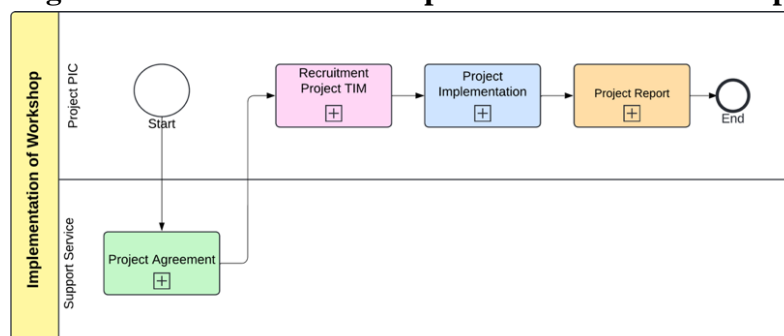


The image above shows the level 1-2 business process map for "Program Offering" in the "Innovation Workshop & Change Management" function. The process starts with the client needs statement by the Marketing & Sales team, followed by determining the Person In Charge (PIC). The team then understands the client's needs, creates technical and financial proposals, and combines them into a final proposal to be submitted to the client. If there is feedback, the proposal is revised until a project agreement is reached. This map ensures that program offering steps are carried out systematically and coordinated, reducing errors and increasing the chances of winning projects.

## Implementation of Workshop (Level 1-2)

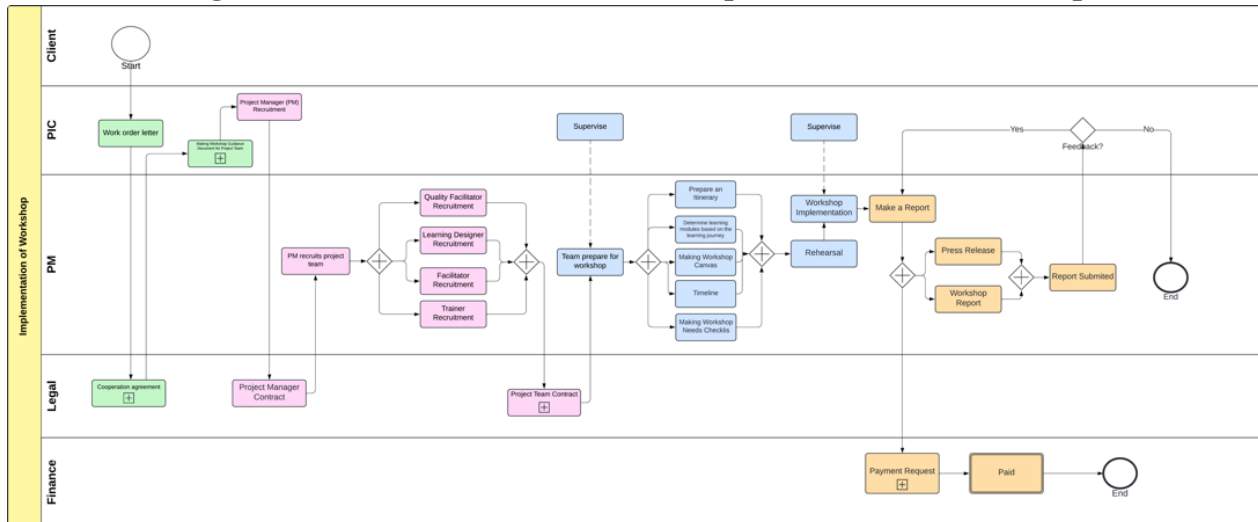
The level 1-2 business process map for "Implementation of Workshop" is a critical sub-process within "Innovation Workshop & Change Management." This process encompasses preparation, execution, and reporting of the workshop. The map is presented in two versions: a concise version and a detailed version, providing a clear and comprehensive overview of the workflow. Both versions help in understanding all steps involved in the efficient execution of the workshop.

**Figure 7. Business Process Implementation of Workshop**



The image above shows a concise level 1-2 business process map for the "Implementation of Workshop". The process starts with the project agreement, followed by the recruitment and assignment of the project team. The team then proceeds with project implementation, carrying out all workshop activities as planned. After the workshop, the project report is compiled and submitted as the final step. Each stage in the "Implementation of Workshop" has more detailed sub-processes to guide the team in executing the project, as explained in Figure 8 below.

**Figure 8. Details of Business Process Implementation of Workshop**

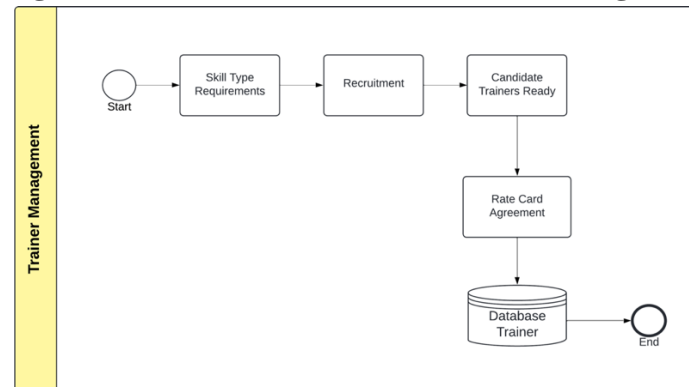


The image above shows the detailed level 1-2 business process map for the "Implementation of Workshop". The process starts with receiving a work order from the client, followed by the preparation of workshop guidelines by the Person In Charge (PIC). Next, the Project Manager (PM) and project team, including facilitators, learning designers, and trainers, are recruited. The project team prepares workshop needs, schedules, learning modules, and conducts rehearsals. The workshop is executed under strict supervision, followed by the preparation of a report submitted to the client for feedback. Revisions are made if necessary until the final report is accepted and payment is processed. This map ensures the workshop is conducted systematically, coordinated, and meets client expectations.

## Trainer Management (Level 1-2)

The next sub-process at level 1-2 is "Trainer Management". This process ensures that PT TCS has competent trainers ready to handle various workshops and training programs. Trainer management includes determining skill requirements and compiling a trainer database. Here is the level 1-2 business process map for "Trainer Management".

**Figure 9. Business Process for Trainer Management**

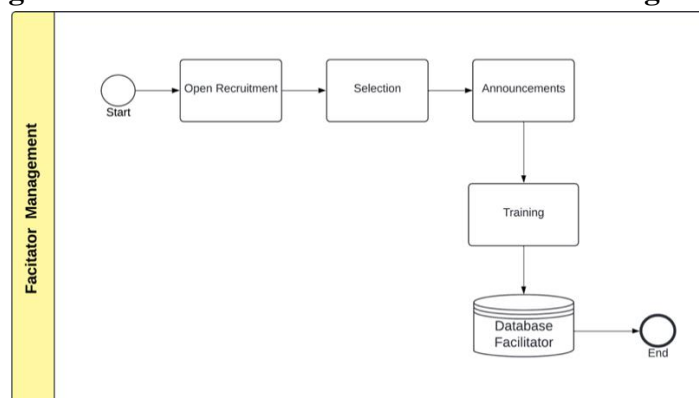


The image above shows the level 1-2 business process map for "Trainer Management". This process begins with determining the skill requirements for trainers based on program and workshop needs, followed by the recruitment of suitable trainers. After recruitment, a Rate Card Agreement is established, covering compensation and working conditions. Trainer information is then stored in a trainer database for future reference. This process ensures PT TCS has competent trainers ready to be activated as needed, guarantees transparency in compensation and working conditions, and helps manage trainer recruitment and management efficiently, enabling the company to offer high-quality training programs to clients.

## Facilitator Management (Level 1-2)

The next sub-process is "Facilitator Management," which ensures PT TCS has qualified facilitators ready to support various workshops or other projects. Facilitator management includes steps from opening recruitment to storing facilitator data ready for assignment. Below is the level 1-2 business process map for "Facilitator Management."

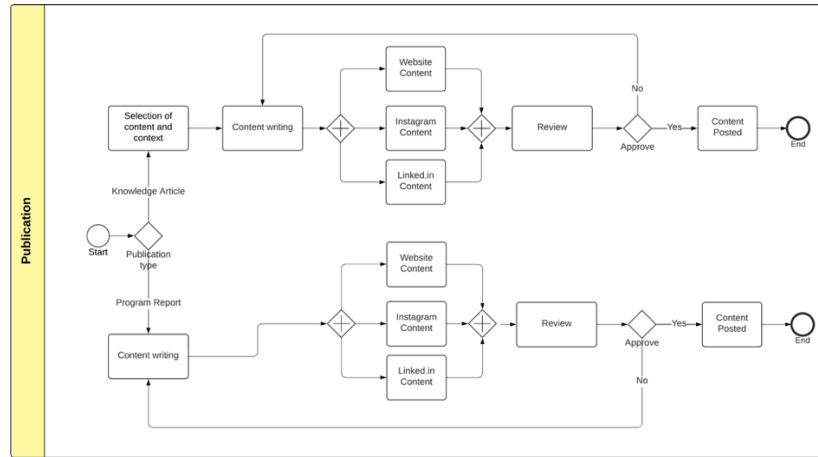
**Figure 10. Business Process for Facilitator Management**



The image above shows the level 1-2 business process map for "Facilitator Management". This process begins with opening recruitment to attract new facilitator candidates, followed by selection to choose the best candidates. After the selection, the results are announced, and the selected candidates undergo training to ensure they have the necessary skills and knowledge. The prepared facilitators are then entered into the Facilitator Database, which is used as a reference for assignment to upcoming programs and workshops.

This process ensures PT TCS has competent facilitators ready to support the company's programs and perform their tasks effectively.

**Figure 11. Business Process for Publication**



The image above shows the level 1-2 business process map for "Publication". The process starts with determining the type of publication, followed by content and context selection to ensure relevance and quality. Content is then written and tailored for various platforms such as websites, Instagram, and LinkedIn. Afterward, the content is reviewed, revised if necessary, and finally posted. This process ensures PT TCS can publish consistent, high-quality content, with each publication undergoing a rigorous review process, thereby managing the publication workflow efficiently and providing valuable information to the audience.

## CONCLUSION

This study aims to understand and map the operational activities and interactions between departments at PT TCS, identify main processes, and develop a new business process map to enhance effectiveness, efficiency, and interconnectedness of processes. PT TCS faces communication barriers and non-standardized internal business processes, negatively impacting productivity and performance quality. Through in-depth analysis, short-term strategies focus on improving key business processes such as Program Offering, Implementation of Workshop, Trainer Management, Facilitator Management, and Publication. The study found that operational activities and inter-departmental interactions at PT TCS are hindered by communication barriers and lack of standardized business processes. The level 0 and level 0-1 business process maps provide a clear overview of workflows and departmental responsibilities. Main processes identified include Marketing and Sales, Innovation Workshop & Change Management, Digital Resources, Certification, and Impact Generator & Beneficiaries. Developing a new business process map at PT TCS is expected to improve operational effectiveness and efficiency, inter-departmental coordination, and employee well-being. Strategic steps required include training programs, regular monitoring, IT system development, proactive risk management, and enhanced internal communication.

## References

1. Alexander, Leonaldo. (2020) : “*Usulan Perbaikan Proses Bisnis Pengiriman Kargo Dengan Metode Business Process Improvement (BPI) Pada PT Dwi Upaya Sukses*”. Thesis ATMA JAYA

- YOGYAKARTA UNIVERSITY, Faculty of Industrial Technology. Information Systems Study Program.
2. Alteza, Muniya. (2005): Agile Manufacturing : *Sumber Keunggulan Bersaing Di Era Global*. Jurnal *Ekonomi dan Kewirausahaan* Vol. 5, No. 2, 33.
  3. Dumas, M., La Rosa, M., Mendling, J., and Reijers, H. A. (2018). *Fundamentals of Business Process Management*. Second Edition. Heidelberg: Springer.
  4. Firdaus, Alamsyah. (2022) : *Pemodelan Proses Bisnis Konveksi di Tasikmalaya dengan Business Process Model and Notation (BPMN)*. Jurnal *Ekonomi dan Bisnis Digital (MINISTAL)*, 1, 133-142.
  5. Hanggara, Buce Trias. (2016): *Kerangka Kerja Penilaian Implementasi Business Process Management (BPM): Multi Studi Kasus pada Perusahaan Pengguna Enterprise Resource Planning (ERP)*. Thesis Magister Program, Department of Information Systems, Faculty of Information Technology, Sepuluh Nopember Institute of Technology, Surabaya.
  6. Indeed.com “SWOT Matrix: Definition, Benefits and Uses (With Example)” Accessed March 10, 2024. <https://www.indeed.com/career-advice/career-development/swot-matrix>.
  7. Ismanto, Hidayah, F., and Kristinanti. (2020) : *Pemodelan Proses Bisnis Menggunakan Business Process Modelling Notation (BPMN) Studi Kasus Unit Penelitian dan Pengabdian Kepada Masyarakat (P2KM) Akademi Komunitas Negeri Putra Sang Fajar Blitar*. Jurnal *BRILIANT: Jurnal Riset dan Konseptual*, 5, 69-76.
  8. Marha, J., Benyamin, J., Prajogo, P., Soebakgijo, N.H., Kurniawan, F., and Zakaria. (2022) : *Manajemen Perubahan PT. Pal Indonesia (Persero) Dalam Menghadapi Lingkungan Strategis Di Era Vuca*, *Journal of Kewarganegaraan*, 6, 2429-2435.
  9. Maryani, Ina, M.Kom. 2020. *Modul Proses Bisnis TI*. Information Systems Study Program. Faculty of Information Technology, Nusa Mandiri University.
  10. Nurahma and Hendriani, 2021. *Tinjauan Sistematis Studi Kasus Dalam Penelitian Kualitatif*. Journal *MEDIAPSI*, 2021, Vol. 7(2), 119–129.
  11. Nur'aini, Ratna Dewi. (2020): *Penerapan Metode Studi Kasus Yin Dalam Penelitian Arsitektur Dan Perilaku*. *Inersia*, Vol. XVI No. 1.
  12. Ningtiyas, R.K., Pulansari, Farida, and Hayati, K.R,. (2018): *Penerapan Business Process Management (BPM) (Studi Kasus: Proses Bisnis Meneksekusi dan Mengelola Rencana Penjualan di Divisi Niaga PT PJB Services)*. Industrial Engineering, Faculty of Engineering, National Development University "Veteran" East Java. *Jurnal Teknologi*, Volume 11, Number 1, June 2018 65, 65 – 71 .
  13. Powerautomate.microsoft.com “Apa itu manajemen proses bisnis?” Accessed March 5, 2024. <https://powerautomate.microsoft.com/id-id/business-process-management-bpm/>.
  14. Pradnyana, I Made Ardwi . (2019): Modul 01 : *Hakikat Data Warehouse*. UT Library.
  15. Prihatsanti Et Al. 2018: *Menggunakan Studi Kasus sebagai Metode Ilmiah dalam Psikologi*. *Buletin Psikologi* 2018, Vol. 26, No. 2, 126 – 136.
  16. Pudjiarti, Emiliana Sri. (2023) : *Transformasi Organisasi: Membangun Kultur Pembelajaran untuk Menghadapi Tantangan Masa Kini*. STIEPARI Press. Semarang.
  17. Rafli, Aldean Moch. 2022. “Business Process Management : Arti, Manfaat, dan Langkahnya.” Accessed March 10, 2024. <https://www.jurnal.id/id/blog/business-process-management-adalah-sbc/>.
  18. Reijen, Hajo A. (2021): *Business Process Management: The evolution of a discipline*. *Journal of Computers in Industry*, 126.



19. Riyanto, S., Azis, M.N.L., and Putera, A.R. (2021). *Analisis SWOT Sebagai Penyusunan Strategi Organisasi*. Bintang Pustaka Madani.
20. Setiyani, L. and Setiawan, B. (2021) : *Analisis Dan Design Manajemen Control Produksi Menggunakan Business Process Improvement Dan Unified Modelling Language*. Jurnal Interkom, 16, 27-37.
21. Yaqin, M.A., Karisma , A.I., Hidayati, S.T., and Caesara, R.A. (2019) : *Optimasi Proses Bisnis untuk Meningkatkan Kepuasan Pelanggan pada Game Travel Agency, Seminar Nasional Inovasi dan Aplikasi Teknologi di Industri*, 36-43.
22. Zainuri, Rachmad and Setiadi, Pompong Budi. 2023. *Tinjauan Literatur Sistematis: Analisis Swot Dalam Manajemen Keuangan Perusahaan*. Jurnal Maneksi Vol 12, No. 1, Maret 2023.



Licensed under [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/)