

Business Strategy Decision-Making Model in Efforts to Increase Sales of Bakery Industry MSMEs in Lampung Province

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ABSTRAK

Usaha Mikro, Kecil, dan Menengah (UMKM) pada industri bakery memiliki peran penting dalam mendukung pertumbuhan ekonomi daerah, khususnya di Provinsi Lampung. Namun, sebagian besar UMKM bakery masih menghadapi kendala dalam mencapai target penjualan yang optimal akibat implementasi strategi bisnis yang belum efektif. Penelitian ini bertujuan untuk menganalisis prioritas pengambilan keputusan strategi bisnis dalam meningkatkan penjualan pada UMKM bakery di Provinsi Lampung dengan menggunakan pendekatan Soft Systems Methodology (SSM) dan Analytical Hierarchy Process (AHP). Penelitian ini menggunakan pendekatan kualitatif deskriptif dengan mengombinasikan metode studi pustaka dan penelitian lapangan melalui teknik wawancara, observasi, dan penyebaran kuesioner yang melibatkan pemilik UMKM, manajer operasional, manajer pemasaran, akademisi, serta praktisi bisnis. Hasil penelitian menunjukkan bahwa strategi prioritas utama dalam meningkatkan penjualan adalah pembukaan gerai baru dengan nilai bobot sebesar 0,330, diikuti oleh inovasi produk dengan bobot 0,279, pembuatan konten media sosial yang menarik dengan bobot 0,226, serta peningkatan kualitas pelayanan dengan bobot 0,165. Temuan ini menunjukkan bahwa strategi ekspansi bisnis melalui pengembangan gerai secara strategis merupakan alternatif paling efektif dalam meningkatkan kinerja penjualan UMKM bakery. Penelitian ini diharapkan dapat memberikan kontribusi teoritis dan praktis bagi pengembangan strategi bisnis serta peningkatan daya saing UMKM bakery di Provinsi Lampung.

ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) in the bakery industry have an important role in supporting regional economic growth, especially in Lampung Province. However, many bakery MSMEs still face difficulties in achieving optimal sales targets due to ineffective implementation of business strategies. This study aims to analyze the priority of business strategy decision-making for increasing sales among bakery MSMEs in Lampung Province using the Soft Systems Methodology (SSM) and the Analytical Hierarchy Process (AHP). This research uses a descriptive qualitative approach, combining library and field research methods through interviews, observations, and questionnaires, involving MSME owners, operational managers, marketing managers, academics, and business practitioners. The results show that the main priority strategy is opening new outlets with a weight value of 0.330, followed by product innovation (0.279), creating attractive social media content (0.226), and improving service quality (0.165). These findings indicate that business expansion through strategic outlet development is the most effective way to improve sales performance. This research is expected to provide both

theoretical and practical contributions for the development of bakery MSMEs in Lampung Province.

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1. INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are a sector that makes a major contribution to national economic growth, particularly in job creation, income distribution, and improving community welfare. In Indonesia, MSMEs are the backbone of the economy because they can survive in various economic conditions, including the post-pandemic period and global economic instability. According to the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia, MSMEs contribute more than 60% to the national Gross Domestic Product (GDP) and absorb around 97% of the workforce in Indonesia. This condition shows that MSMEs have a strategic role in national economic development.

One of the MSME sectors experiencing quite rapid growth is the culinary industry, especially the bakery business. The bakery industry is part of the food and beverage subsector, which has relatively stable market demand, as its products meet daily consumption needs, as well as special needs such as birthday celebrations, weddings, family events, and hampers for religious holidays. According to the Indonesian Food and Beverage Entrepreneurs Association, the bakery industry in Indonesia has grown by an average of 8–10% per year, driven by changes in people's lifestyles, the development of digital marketing, and the growing trend of modern dessert consumption.

Lampung Province, especially Bandar Lampung City, is one of the regions that shows rapid development in the bakery MSME sector. This is marked by the increasing number of cake shops, home bakeries, dessert box businesses, and online-based custom cake businesses that have emerged in recent years. Increasingly intense competition requires bakery business actors to make the right strategic decisions to maintain business sustainability while increasing sales.

According to David & David (2016), business strategy is a means of achieving a company's long-term goals by effectively and efficiently using resources. Business strategy is an important factor in determining business success because it directly influences competitive advantage, decision-making, product innovation, marketing, service delivery, and market development. Without the right business strategy, MSMEs will find it difficult to survive in a dynamic, competitive environment.

In addition, decision-making is an important part of business management. According to Robbins & Coulter (2020)(Robbins & Coulter, 2018), decision-making is the selection of a particular behavioral alternative from two or more available alternatives to achieve the desired results. In the context of bakery MSMEs, strategic decisions such as product innovation, opening new outlets, improving service quality, leveraging social media, and defining target markets are key drivers of sales growth.

A common problem in bakery MSMEs in Lampung Province is that the implemented business strategies are not yet optimal, so sales targets are not fully met. Many business actors still

run their businesses conventionally without structured strategic planning. This condition causes sales to fluctuate, reduces competitiveness, and makes business expansion difficult.

The following is an illustration of sales target achievement in several bakery MSMEs in Lampung Province:

Table 1. Target and Sales Realization Data of Bakery MSMEs in Lampung Province in 2025

MSME Name	Sales Target/Month (Pcs)	Sales Realization/Month (Pcs)	Percentage (%)
Laanccake	260	182	70%
Sweet House Bakery	300	225	75%
Choco Dessert Lampung	280	196	70%
Dapur Cake Mom	250	165	66%
Bloom Bakery	320	240	75%

Source: Processed Research Data, 2026

Based on the table above, most bakery MSMEs in Lampung Province have not achieved their sales targets. The average sales achievement only ranges from 66 percent to 75 percent of the predetermined targets. This indicates that there are still problems in determining effective business strategies to increase sales.

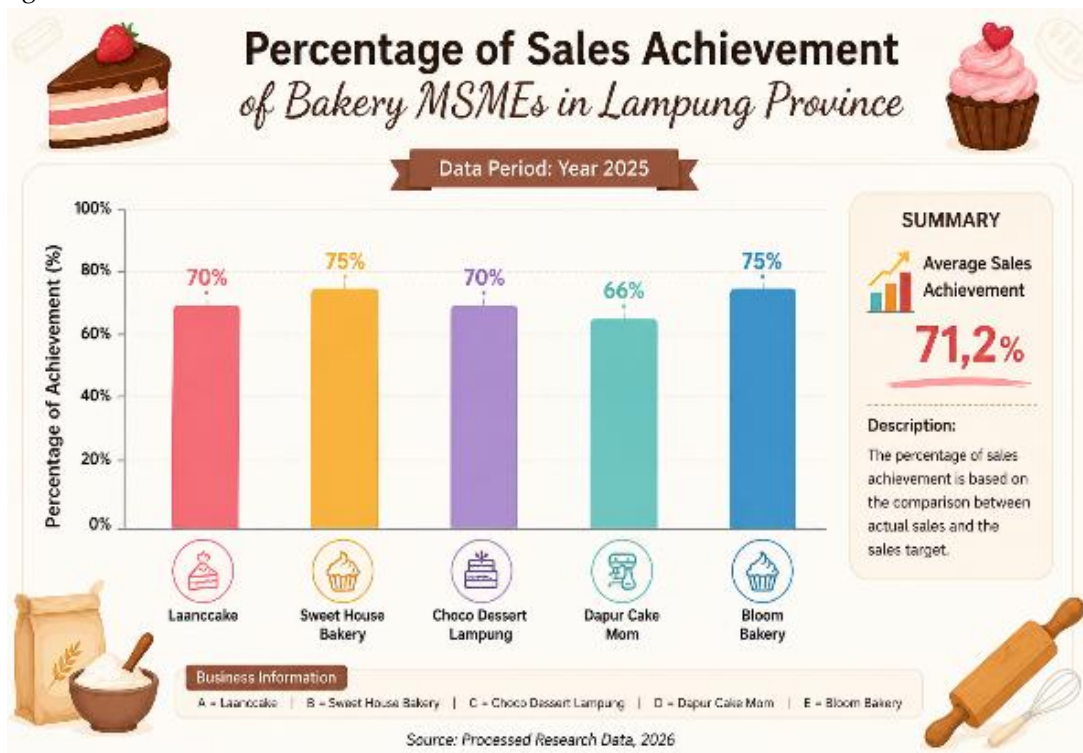


Figure 1. Percentage of Sales Achievement of Bakery MSMEs in Lampung Province
Source: Processed Research Data, 2026

The sales achievement percentage graph shows that most bakery MSMEs experience sales instability. Some businesses have not even reached 70% of their predetermined targets. This condition indicates the need to evaluate the business strategies implemented so far, so that business actors can determine more appropriate strategic priorities and directly impact sales.

In this study, the approaches used are the Soft Systems Methodology (SSM) and the Analytical Hierarchy Process (AHP). According to Checkland (2000), Soft Systems Methodology is a method for solving complex, unstructured problems involving multiple human perspectives within an organization. Meanwhile, according to Saaty (2008), the Analytical Hierarchy Process is

a multi-criteria decision-making method used to determine the best priority among alternatives based on the relative importance of each factor.

The combination of SSM and AHP is relevant because it can comprehensively identify business problems and determine the most effective business strategy priorities. This approach helps bakery MSME business actors make strategic decisions rationally, measurably, and with a focus on increasing sales.

Based on the explanation above, this study raises the title "Business Strategy Decision-Making Model in an Effort to Increase Sales of Bakery Industry MSMEs in Lampung Province." This study aims to analyze the most appropriate business strategy priorities for increasing bakery MSME sales using the Soft Systems Methodology (SSM) and the Analytical Hierarchy Process (AHP), thereby providing both theoretical and practical contributions to the development of culinary MSMEs in Lampung Province.

2. LITERATURE REVIEW

Business strategy is a set of decisions and actions designed to achieve organizational goals by effectively and efficiently using resources. In the context of Small and Medium Enterprises (SMEs), business strategy is a major factor in maintaining business sustainability, increasing competitiveness, and encouraging sustainable sales growth. Increasingly intense competition in the bakery industry requires business actors not only to rely on product quality but also to formulate appropriate strategies.

According to David & David (2016), business strategy is a means of achieving long-term organizational objectives by formulating, implementing, and evaluating cross-functional strategic decisions. Business strategy serves as the main direction for business management, enabling companies to create a competitive advantage. Furthermore, Porter (1998) explains that competitive advantage can be built through three generic strategies: cost leadership, differentiation, and focus strategy. In the bakery industry, differentiation strategy is a dominant approach because consumers consider factors such as product taste, product design, menu innovation, and service quality.

Bakery SMEs in Lampung Province face challenges, including changing consumer behavior, price competition, and the rapid development of digital marketing. Therefore, business strategy is not only focused on production but also on product innovation, branding, customer relationships, and digital marketing. The right strategy will directly increase sales volume and customer loyalty.

Decision-making is the process of selecting the best alternative from several available choices to achieve certain objectives. In business management, strategic decision-making is an important element because it determines the long-term direction of company policies. Inappropriate decisions can lead to declining sales, waste of resources, and even business failure.

According to Robbins & Coulter (2020), decision-making is the selection of one behavioral alternative from two or more available alternatives. Decisions must be based on accurate information, rational analysis, and clear organizational goals. Meanwhile, Robbins & Coulter (2020) state that decision-making is the core of managerial activities because all management functions involve determining the best course of action.

In bakery SMEs, strategic decision-making includes determining target markets, product innovation, pricing strategies, outlet expansion, the use of digital promotional media, and the development of customer service systems. These decisions require careful consideration because they are directly related to business sustainability and sales improvement.

Sales are the main activities of a company related to the exchange of products or services to generate profits. Sales growth is an important indicator of the success of business strategies because it reflects the company's ability to meet market needs and retain customers.

According to Kotler & Keller (2016), sales are a social and managerial process that enables individuals and groups to obtain what they need through the creation and exchange of valuable

products. Sales are influenced not only by product quality but also by marketing strategies, pricing, distribution, promotion, and service.

Assauri (2019) explains that factors influencing sales improvement include product quality, competitive pricing, effective promotion, business location, customer service, and continuous innovation. In the bakery industry, sales growth is strongly influenced by market trends, product aesthetics, ease of online ordering, service speed, and the strength of social media promotions on platforms such as Instagram and TikTok, as well as on marketplaces.

Sales improvement in bakery SMEs is not measured solely by the number of products sold, but also by the business's ability to retain loyal customers, expand market reach, and consistently increase profitability.

Soft System Methodology (SSM) is a systems approach used to solve complex, unstructured problems involving multiple human perspectives within an organization. Peter Checkland developed this method to understand problems that cannot be solved solely through quantitative approaches.

According to Checkland & Poulter (2006), SSM is used to comprehensively understand problematic situations by analyzing interconnected human activities. SSM is highly relevant to SME research because many business problems involve not only technical factors but also behavioral factors, organizational culture, and social environments.

There are seven main stages in SSM: problem identification, expressing the problem situation through rich pictures, formulating root definitions using the CATWOE framework, developing conceptual models, comparing models with real-world conditions, identifying feasible changes, and implementing improvement actions.

In this study, SSM is used to identify the root causes of low sales achievement in bakery SMEs in Lampung Province and to formulate the necessary strategic changes.

The Analytical Hierarchy Process (AHP) is a multi-criteria decision-making method used to determine the relative priority of several decision alternatives based on the importance of each criterion. Thomas L. Saaty developed this method.

According to Saaty (2018), AHP transforms complex problems into a simpler hierarchical structure, making the evaluation and selection of the best alternatives easier. This method uses pairwise comparisons to generate priority weights for each decision element.

The stages of AHP include determining objectives, constructing a hierarchical structure, conducting pairwise comparisons, calculating priority weights, testing consistency, and selecting the best alternative. One advantage of AHP is its ability to systematically combine quantitative and qualitative aspects.

In this study, AHP is used to determine the most effective business strategy priorities for increasing sales of bakery SMEs, based on internal and external factors identified through SSM.

3. RESEARCH METHOD

This research is a descriptive qualitative study. In relation to data collection, this study is classified as library research, namely research conducted by examining references related to the research problem, and field research, namely research conducted through direct observation of the research subjects to obtain data. The study was conducted across several bakery MSMEs in Lampung Province, particularly in Bandar Lampung City, the center of culinary business development in the region. The selected MSMEs are businesses engaged in bakery products such as birthday cakes, dessert boxes, pastries, bread, and custom cakes.

The object of this research focuses on business strategy decision-making related to increasing sales, product innovation, social media content, and opening new outlets. The population in this study consists of all bakery MSMEs operating in Lampung Province. The sampling technique used is purposive sampling, which involves selecting respondents based on criteria relevant to the research objectives.

The criteria for selecting respondents are as follows:

- The MSME has been operating for at least three years.
- Engaged in bakery and cake businesses;
- Experiencing fluctuations in sales;
- Business owners or managers who are directly involved in strategic decision-making.

The respondents in this study include MSME owners, operational managers, marketing managers, and several expert informants, such as academics and business practitioners, who understand the strategic management of MSMEs.

The method used in this study is qualitative analysis using the Soft Systems Methodology (SSM), which requires a systems approach to address unstructured, continuously evolving problems with specific objectives. According to Jackson in Redaputri & Santoso (2021), Soft System Methodology (SSM) is a methodology that selects principles likely to be applied in unstructured problem situations. Soft System Methodology (SSM) is a technique for analyzing and finding solutions for human activity systems developed by Peter Checkland in Mingers & White (2010) and Brian Wilson in Mingers & White (2010) through "action research."

The analytical tool used in this study is the Analytical Hierarchy Process (AHP). According to Saaty (2008), AHP is a decision support model developed by Thomas L. Saaty. AHP can solve complex problems involving many aspects or multiple criteria by structuring them into a hierarchy.

4. RESULTS AND DISCUSSION

This study focuses on the current condition of bakery MSMEs, the actions taken by bakery MSMEs in Lampung Province, and examples and analyses of business-strategy decision-making using the Analytical Hierarchy Process (AHP). Based on the results of interviews and the distribution of questionnaires to all respondents, the data obtained are presented as follows.

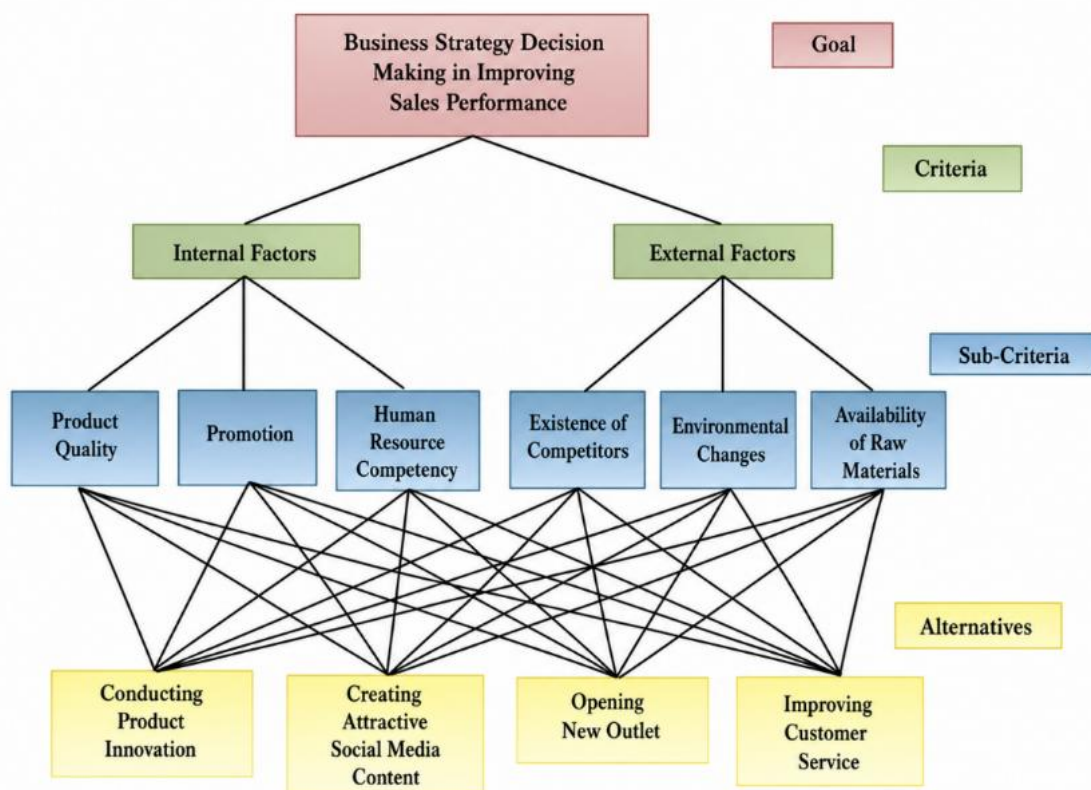


Figure 2. Research Hierarchical Structure
Source: Data processed by the researcher, 2026

Based on the hierarchical structure that has been developed, there are four (4) levels of hierarchy, namely:

1. The goal or Objective is the main issue to be solved using the Analytical Hierarchy Process (AHP). The main issue in this study is business strategy decision-making aimed at increasing sales.
2. Criteria are the factors that influence the achievement of the Objective. In this study, the criteria consist of internal and external factors.
3. Sub-criteria are elements derived from the criteria, namely, factors related to internal and external aspects. In this study, the sub-criteria consist of:
 - a. Product quality;
 - b. Promotion;
 - c. Human resource competence;
 - d. Competitors;
 - e. Environmental changes;
 - f. Availability of raw materials.
4. Alternatives are possible options that decision-makers can select. In this study, the alternatives consist of:
 - a. Conducting product innovation;
 - b. Creating attractive social media content;
 - c. Opening new outlets;
 - d. Improving service quality.

Table 2. Combined Questionnaire Results

Level 1	Level 2	Alternatives (Alts)	Priority (Prty)
Internal Factors	Percent PRODUCT QUALITY (L: .432)		67.4
			25.9
	PRODUCT QUALITY (L: .432)	Conducting Product Innovation	0.130
		Creating Attractive Social Media Content	0.027
		Opening New Outlet	0.065
		Improving Customer Service	0.037
	Percent PROMOTION (L: .386)		27.0
	PROMOTION (L: .386)	Conducting Product Innovation	0.022
		Creating Attractive Social Media Content	0.107
		Opening New Outlet	0.116
		Improving Customer Service	0.025
	Percent HUMAN RESOURCE COMPETENCY (L: .181)		14.5
	HUMAN RESOURCE COMPETENCY (L: .181)	Conducting Product Innovation	0.053
		Creating Attractive Social Media Content	0.015
		Opening New Outlet	0.022
		Improving Customer Service	0.055

Level 1	Level 2	Alternatives (Alts)	Priority (Prty)
External Factors			32.6
	Percent EXISTENCE OF COMPETITORS (L: .565)		17.0
	EXISTENCE OF COMPETITORS (L: .565)	Conducting Product Innovation	0.029
		Creating Attractive Social Media Content	0.044
		Opening New Outlet	0.072
		Improving Customer Service	0.025
	Percent ENVIRONMENTAL CHANGES (L: .235)		8.5
	ENVIRONMENTAL CHANGES (L: .235)	Conducting Product Innovation	0.021
		Creating Attractive Social Media Content	0.021
		Opening New Outlet	0.030
		Improving Customer Service	0.013
	Percent AVAILABILITY OF RAW MATERIALS (L: .200)		7.1
	AVAILABILITY OF RAW MATERIALS (L: .200)	Conducting Product Innovation	0.025

Source: Data processed by the researcher, 2026

In this weighting stage, the analysis is carried out by considering the main Objective of the study, namely increasing sales performance, which has several criteria and sub-criteria for each criterion. These criteria yield priority alternatives, as presented below, and are prioritized by the informants.

Table 3. Priority Alternative Weights of Business Strategies for Increasing Sales in Bakery Industry MSMEs in Lampung Province

Priority Alternatives for Sales Improvement	Weight
Conducting Product Innovation	0.279
Creating Attractive Social Media Content	0.226
Opening New Outlets	0.330
Improving Service Quality	0.165

Source: Data processed by the researcher, 2026

According to the results of the data analysis conducted by the researcher, the priority alternatives determined by expert informants include Opening New Outlets with a weight value of (0.330), followed by Conducting Product Innovation with a weight value of (0.279), Creating Attractive Social Media Content with a weight value of (0.226), and Improving Service Quality with a weight value of (0.165).

1. Opening New Outlets is the first-priority strategic alternative that bakery MSMEs in Lampung Province need to implement. Currently, promotional activities carried out by bakery MSMEs in Lampung Province are mostly limited to online media. Therefore, opening new outlets is one of the most appropriate strategies for promoting products and reaching

customers who are not active on online platforms. By opening new outlets, bakery MSMEs can also improve raw material management and focus more effectively on production processes and human resource management. Customer service also becomes easier because business owners can directly offer products and respond to customer inquiries face-to-face. Given the current product quality of bakery MSMEs in Lampung Province, their products are likely to be well accepted by the community. Therefore, opening outlets in crowded, strategic areas can increase business visibility and directly impact product sales. The prioritization of opening new outlets reflects the need for bakery MSMEs to expand their physical market presence in addition to relying on online promotion. The AHP results indicate that wider market accessibility provides greater potential for increasing customer acquisition and sales volume compared with the other strategic alternatives. A physical outlet also enhances customer trust because consumers can directly observe product quality, interact with employees, and make immediate purchasing decisions. These advantages strengthen the competitiveness of bakery MSMEs, particularly in areas with high consumer traffic. However, the implementation of this strategy should consider the financial capability and market readiness of each MSME. Opening new outlets is more feasible for businesses that have stable cash flow, consistent sales performance, sufficient working capital, and the ability to manage additional operational costs such as rental fees, staffing, utilities, and inventory. From a market perspective, expansion should be prioritized in locations with high population density, strong purchasing power, limited direct competition, and growing demand for bakery products. For MSMEs with limited financial resources, expansion can be implemented gradually through smaller satellite outlets, partnership schemes, or pop-up stores to reduce investment risk while testing market potential.

2. Conducting Product Innovation is the second-priority strategic alternative to be implemented to achieve the Objective of increasing sales. In the cake business, which has many competitors, product innovation is very important and can be achieved through the creation of new products or improving existing ones. Product innovation is also aligned with environmental changes, especially changing consumer trends. Innovation that follows current market trends prevents products from becoming monotonous and increases customer interest in purchasing bakery MSME products. Therefore, it is important to pay attention to customer preferences and current trends when developing product innovation. In addition, the success of product innovation depends greatly on the internal competence of human resources. If employees are unable to drive product innovation effectively, customer needs may not be met, ultimately affecting sales performance.
 - a. Content that can be applied to the social media of bakery MSMEs in Lampung Province to make it more attractive includes product knowledge, such as ingredient information, taste, and texture. This allows customers to imagine the product being offered and piques curiosity about MSME bakery products, which can lead to purchasing decisions.
 - b. Another type of content that can be applied is organizing giveaways during certain events or special occasions. This method attracts many customers to participate and has become a popular content strategy in recent times. The large number of consumers participating in giveaways can help make the name of bakery MSMEs in Lampung Province more widely recognized by the public.
 - c. In addition, bakery MSMEs in Lampung Province can organize their social media posts to create a more visually appealing feed. This can establish a unique identity through a consistent feed concept and reflect the bakery MSME's brand image.
3. Improving Service Quality is the next strategic alternative to prioritize. The high product quality of bakery MSMEs in Lampung Province needs to be supported by excellent service to achieve sales growth. The service currently provided by bakery MSMEs in Lampung

Province is already quite good, such as producing cake products according to customer preferences.

However, this service still needs improvement, especially in product delivery. Bakery MSMEs in Lampung Province need to assure customers that their products can be delivered quickly and safely. Therefore, business owners should facilitate efficient delivery systems while maintaining product safety and quality during shipping. In addition, bakery MSMEs in Lampung Province can improve online services by providing faster responses to customer inquiries and offering more detailed information in product postings on social media. Service quality can also be enhanced by offering more varied payment options, as the current digital era has led many customers to use a range of e-money and digital payment systems.

5. CONCLUSION

Based on the study's results, it can be concluded that business strategy decision-making plays a significant role in increasing sales for bakery MSMEs in Lampung Province. The implementation of the Soft System Methodology (SSM) and Analytical Hierarchy Process (AHP) approaches proved effective in identifying business problems and determining the most appropriate strategic priorities for bakery MSMEs

The findings show that the main priority strategy is opening new outlets, with a weight of 0.330, followed by product innovation (0.279), creating attractive social media content (0.226), and improving service quality (0.165). Opening new outlets is a top priority because it can expand market reach, improve direct customer interaction, and more effectively strengthen product promotion.

In addition, product innovation and attractive social media content are important supporting strategies to maintain customer interest and increase competitiveness in the bakery industry. Improving service quality also plays an important role in building customer satisfaction and loyalty. Therefore, bakery MSMEs in Lampung Province need to implement these strategies in an integrated and sustainable manner to achieve optimal sales growth and long-term business sustainability.

From a managerial perspective, bakery MSME owners should prioritize outlet expansion only after achieving sufficient financial stability and conducting market feasibility assessments. Product innovation, digital marketing through attractive social media content, and continuous service quality improvement should accompany expansion strategies to maximize sales performance and ensure sustainable business growth. These findings may also serve as a reference for local governments and MSME development institutions in designing business assistance and financing programs that support sustainable bakery business expansion.

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