

Business development strategy using canvas business model and SWOT analysis on Bedroomstore.id

Septiani Rizki¹, Fanji Wijaya²

^{1,2}Program Studi Manajemen, Universitas Indonesia Membangun, Bandung, Indonesia

ARTICLE INFO**Article history:**

Received Dec 24, 2023
Revised Jan 5, 2024
Accepted Jan 15, 2024

Keywords:

Business Development Strategy;
Business Model Canvas;
SWOT Analysis.

ABSTRACT

This research aims to provide business development recommendations based on SWOT analysis using a business development strategy based on the canvas business model. This strategy uses qualitative research with a descriptive approach. The information collected in this research comes from interviews with business owners and references from logistics diaries, electronic books and various sources whose accuracy has been confirmed by involving information collection strategies as study archives. Based on the research results, the canvas business model analysis produces several suggestions and recommendations which are analyzed using SWOT analysis so that the owner can develop his business. The recommended canvas business model proposal is one where the items are included in the Value Proposition elements by creating a design that is competitive or new. In the Customer Relations element, an item is included in the Channel element by marketing the product through participation in all online stores, and events.

This is an open access article under the CC BY-NC license.

**Corresponding Author:**

Septiani Rizki,
Program Studi Manajemen,
Universitas Indonesia Membangun,
Jl. Soekarno Hatta No.448, Batununggal, Kec. Bandung Kidul, Kota Bandung, Jawa Barat 40266.
Email: septiani909@student.inaba.ac.id

1. Introduction

As time goes by, developments in the times will not be separated from business and technology. Various kinds of businesses are mushrooming throughout the archipelago. Of course, developing the business is accompanied by the development of increasingly advanced and sophisticated technology. Technology is a tool that can support the running of a business. Nowadays, it is easier for every individual to make transactions without having to meet face to face or even in direct meetings. Changes in individual and societal thinking will result in the development of business and businesses opening up new enthusiasm for anyone who can take advantage of existing opportunities. Every human being is based on their own abilities which are a combination of a field they control. (Vitria, et al 2022). In global development, business people are required to be more creative and innovative to be ready for today's competitive business competition and full of challenges. Many things are also influenced by developments over time, including the increasingly diverse needs, desires and lifestyle patterns of individuals. (Wijaya F & Adib M, et al 2019).

Over the past few decades, business trends have developed and advanced rapidly and rapidly. Nowadays, business development is not carried out face to face but can also be carried out online due to progress-based business changes which have changed market settings in the business world (Raza, et al 2020). A business that is run consists of many components during its preparation. To determine the sustainability of a business, it is necessary to formulate a structured business model so that business actors are not afraid to compete with competitors. (Susilowati, 2021).

Entrepreneurship in the form of micro, small and medium scale businesses or UMKM is a pillar that is quite necessary to help the country's economy. People's standard of living can be improved and poverty can be reduced through UMKM (Alom, Abdullah, Moten, & Azam, 2016). Business owners on a micro,

small and medium scale need to have a business plan to organize their business so that it runs optimally (Agustin et al., 2021). Therefore, small and medium businesses are influencers who are truly able to move society and are able to bring progress with continuous change, and are able to increase innovation. UMKM are a business sector that can continue to survive the downturn caused by the crisis in various economic sectors and restore the economy. Business people, including start-up entrepreneurs and UMKM, certainly understand how difficult it is to develop a business. Therefore, passionate entertainers must have an action plan. This is important so that they can describe the business picture in an organized and planned manner, which can later be used to determine choices in creating the main business for executives. Even though a start-up business requires a strategic plan that can support the sustainability of the business in the future, not all new entrepreneurs even those who have been in business for a long time know what a business model is. Therefore, the proposed material model for business executives can become a method for creating or developing business procedures in the future (Dinni, et al 2021).

As a famous shopping and fashion center in West Java, the city of Bandung has become a city full of potential and creative human resources which continues to increase every year (Fanji, et al 2019). Bedroomstore.id is a business in the textile sector that produces third products such as bolster pillowcases, mattress sheets and bedcovers. Bedroomstore.id saw an opportunity in the large amount of textile waste from factories so it utilized the waste to become a business opportunity. It is important for bedroomstore.id to make quality goods because there is a tendency for buyers to need good products, so that the nature of the goods provided can provide support and decisions for customers to make purchases. Offering high-quality goods not only attracts potential consumers but also has the potential to influence their shopping decisions. This allows them to become loyal clients and ultimately achieve the goals and objectives of the organization. In practice, bedroomstore.id markets its products through online buying and selling media so that the way to sell its products is no longer through the old method, such as going to the market. This also creates the impression that the products offered are of high quality so they have high selling value even though competition in the world of online buying and selling is very tight, however. bedroomstore.id believes that its products will still be able to compete in various media. The following is a table of bedroomstore.id sales seen from sales over the past three months.

After conducting an interview session with the owner of bedroomstore.id, it was found that product sales at bedroomstore.id went up and down. To increase competitiveness and maintain market share, business actors must adapt and consider appropriate and effective design options. Business actors who want to stay ahead in competitive competition should need to create a business planning scheme. (Awaluddin, 2021).

Business actors must have a basic understanding of the business model framework of a company or organization for the purpose of developing a business strategy. The canvas business model has nine main components, it is a useful business model. which consists of (1) customer segments, (2) value propositions, (3) channels, (4) customer relationships, (5) revenue streams, (6) key resources, (7) . key activities, (8) key partnerships, (9) cost structure. According to Osterwalder & Pigneur (2019), the Canvas Business Model can simplify business concepts that are difficult to understand. A material action plan is a promising tool to assist efforts to change or create new action plans at a more appropriate pace. The Canvas business model is very complex and clearly explains how to create value in addition to focusing on economics and business processes. (Stefan&Richard 2014).

There are several competitors in bedroomstore.id in similar business fields in the city of Bandung, including saba_99, homesleeping and bed_do. These competitors sell the same type of products as bedroomstore.id and the sales of these competitors are almost close and some even exceed the sales of bedroomstore.id, this is because competition in the sales media is very competitive so that sellers can freely sell their products at the desired price.

After mapping the business model canvas, then proceed with completing a SWOT investigation on each component of the action plan material to produce a better action plan. So by applying the SWOT examination strategy to the use of action plan material, suggestions can be created through improving and working on ongoing action plan material and of course tend to be formed into a work for business improvement with the ultimate goal of improvement. seriousness.

2. Research Method

This research uses a qualitative and descriptive approach. In accordance with the opinion of (Sugiyono, 2018) qualitative research is research in the view of the postpositivist way of thinking, used for research in normal article conditions, (not tests) where specialists are the key instrument, examination of information sources is carried out deliberately and compounding, sorting strategies using triangulation (mixed), examination of information is inductive/subjective, and investigation of results emphasizes meaning rather than speculation. Information knowledge in this exploration consists of important information and additional information.

Knowledge of information was collected through external and internal interviews as well as organized interviews with bedroomstore.id room owners with the specific aim of recording publishing plans and to obtain information regarding evidence of differentiating material business models at bedroomstore.id and dissect them. external and internal factors that influence bedroomstore.id's action plan. Additional information was obtained from archives and diaries, sites and writing concentrations related to exploration. A variety of information in logical examination is an orderly strategy for obtaining important information (Satori, et al. 2020). SWOT analysis is used in this research data analysis method. In this research, the process or flow of analyzing data is carried out by reducing data, presenting data and drawing conclusions and verification (Sugiyono, 2018). The result of this in-depth study will only be to describe or build a top to bottom meeting with the subject of the examination that we are investigating so that later we can provide a reasonable picture regarding the use of action plan material in coaching with the ultimate goal of increasing transaction turnover at Bedroomstore.id.

Swot Analysis

By using SWOT analysis, the first step in this research is to identify strategies based on bedroomstore.id's internal and external factors. The analysis known as SWOT analysis uses a methodical approach to identify various factors to identify the best strategy for the business. With the minimum factors required for a SWOT analysis, this analysis is based on factors that can maximize opportunities and strengths while minimizing threats and weaknesses. are 5 each (Rangkuti, 2018).

The steps taken in the SWOT analysis are as follows: a) Analyzing Internal Factor Evaluation (IFE) factors, b) Analyzing External Factor Evaluation (EFE) Factors, c) Making SWOT Diagram.

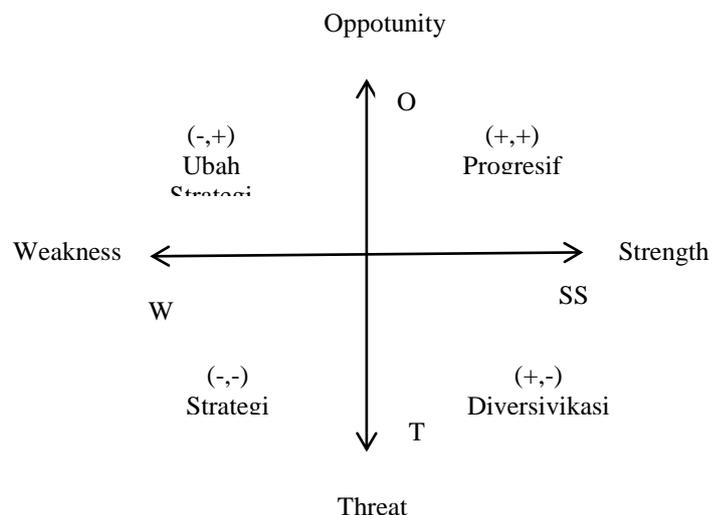


Figure 1. Diagram SWOT

Source: (Supranto dalam Zakka, et al 2019)

Canvas Model Business

The analysis used in the Business Model Canvas (BMC) can provide a comprehensive explanation of marketing, human resources, finance, and the value or products offered so that it becomes an efficient method. so that the company can know where it wants to go and what its competitive advantages are in the business it runs (Suharti, 2015). Additionally, BMC is aware of the relationships between various parts. With

this approach, the company is viewed from a broader perspective, but still maintains completeness and detail regarding its most important aspects.

Table 1. Bedroomstore.id canvas model business

BEDROOMSTORE.ID CANVAS MODEL BUSINESS				
Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Reseller Foundation	Product production Services Product development Create content	Design and new model Good material Affordable price Discount product	Reseller assistance Variations in motifs on products	All people
	Key Resources Seamstress Staff admin Staff packing Content kreator Brand		Channels Social Media	
Cost Structure			Revenue Streams	
Production cost Raw material cost Marketing cost Employee cost Electricity cost			Product sales proceeds	

Source: Owner Bedroomstore.id

3. Results And Discussions

The analysis used in the Business Model Canvas (BMC) can provide a comprehensive explanation of marketing, human resources, finance, and the value or products offered so that it becomes an efficient method. so that the company can know where it wants to go and what its competitive advantages are in the business it runs (Suharti, 2015).

After conducting an interview session with the owner of bedroomstore.id, 9 (nine) BMC elements were mapped. The interview about BMC bedroomstore.id was conducted with someone who is considered to best understand all aspects of the company today, (Hambali & Andarini, 2021). The results of identifying the current situation from Bedroomstore.id are as follows: a) Customer Segments, bedroomstore.id consumers consist of various groups, b) Value Propositions, the quality of the materials and products produced, such as different and innovative product styles and choice of pricing and discounts, c) Channels, marketing is carried out through social media by advertising and posting products organically and consumers who have given the product first, d) Customer Relationships, relationship with consumers after making a purchase to build a good relationship and provide consumers with the opportunity to repurchase the product, e) Revenue Streams, rely on sales from products sold via social media, f) Key Resources, employees must be able to work as optimally as possible in their respective fields according to their capacity, g) Key Activities, activities that create good sales. Creating a value proposition depends on key activities, h) Key Partnerships, sourced from consumers who repeatedly make purchases and collaborate with various in-patient service providers, i) Structure Cost, costs incurred include operational costs, employee costs and material costs to make products.

Table 2. SWOT analysis of BMC bedroomstore.id

Aspect	Strenght	Weaknesses	Opportunities	Threats
1. Customer Segments	Potential for all groups	Customer segment are not differentiated.	Reaching consumers from outside the region	There are many competitors in similar business fields with price competition
2. Value Propositions	New motif variation	Boring content ideas with no updates.	There are many ideas for product renewal with the growing public interest in technological developments	Lack of ideas for creating content due to ignorance
3. Channels	Delivery products	Limited human	Application of	Competitors are use

		through online media and word of mouth.	resources so that dissemination is lacking.	marketing in areas where crowds are concentrated	update metode
4. Customer Relationships		Employess who are responsive to customers and resellers	Miscommunication between seller and the delivery service	Giving opportunity to consumer become reseller	Giving opportunity to consumer become reseller
5. Revenue Streams		The motif design are different, resulting in good sales	Sourced from product sales	People shopping behavior changes into online shopping	Tiktok regulation do not allow selling products
6. Key Resources		Can meet consumer needs	Limited content ideas	Produce in bulk	Product has depreciates over the period of use
7. Key Activities		Keeping up with the times and community needs	Lack of attention to service in presenting products	Optimize unlimited internet	Decreased performance and potential saturation point experienced by employess

Swot Analysis Of The Bedroomstore.Id Canvas Model Business

A business strategy can be developed through systematic identification of various factors through SWOT analysis. Considering the consequences of sorting information from different respondents, the inside element (IFE) scores are obtained as shown in Table 1, while the outside variable scores (EFE) are shown in Table 2, and the final value of the inside outside score is shown in the grid. in Table 3. As well as the impact of the SWOT system based on the quadrant estimates shown in figure 1.

Tabel 3. Result *internal factor evaluation* (IFE)

IFE	Weight	Rating	Score
Strength			
Good services	0,22	3,50	0,77
Variation design product	0,22	3,50	0,77
Affordable price	0,20	3,00	0,66
Total strength	0,64		2,20
Weakness			
Promotional activities are less effective	0,10	1,75	0,17
Disadvantages in utilizing technology	0,13	2,00	0,26
Packaging is still normal	0,13	2,00	0,26
Total weakness	0,36		0,69
Total whole strength and weakness	1,00		2,89

In Table 3 above, it explains that bedroomstore.id's strengths are spread across a variety of product designs and low prices so that it can reach market prices and friendly service to its consumers. Meanwhile, the weaknesses of bedroomstore.id itself are the lack of ability to utilize technology and promotional activities that are less structured so they are less effective and the packaging of the product is still ordinary so it seems like a product that has no selling value.

Tabel 4. Result *eksternal factor evaluation* (EFE)

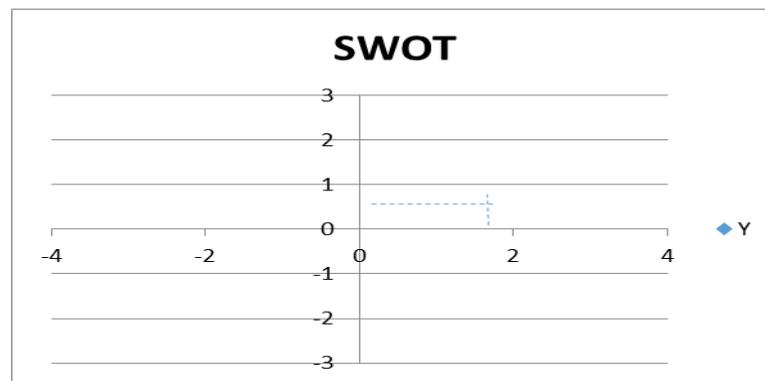
EFE	Weight	Rating	Score
Opportunity			
Reaching consumers from outside the region	0,20	3,75	0,79
Turning consumers into resellers	0,11	2,00	0,22
Utilization of technology as a sales medium	0,16	3,00	0,48
Total Opportunity	0,47		1,49
Threat			
Competitors has more massive methods	0,16	3,00	0,48
Decreasing quality of product	0,11	2,00	0,22
Competitors has a good offering	0,14	2,50	0,35
The number of competitors in similar business	0,12	2,25	0,27
Total Threat	0,53		1,32
Total whole opportunity and threat	1,00		2,81

In Table 4 above, it explains that bedroomstore.id has the opportunity to use technology as a sales medium and reach consumers from outside areas which are still widely open, and the threat lies in decreasing product quality and competitors offering more attractive products of the same type.

Tabel 5. Result *internal-eksternal matriks* (IE)

<i>Internal-Eksternal Matriks</i>			IFE Score		
			High 3,00-4,00	Medium 2,00-2,99	Low 1,00-1,99
EFE Score	High	3,00-4,00	Grow and develop	Grow and develop	Survive and repair
	Medium	2,00-2,99	Grow and develop	Survive and repair	Divesment strategy
	Low	1,00-1,99	Survive and repair	Divesment strategy	Divesment strategy

And Table 5 explains that the position of bedroomstore.id has a score above 2, which means grow and develop, in this case, there are several useful strategies for business development with a canvas model business including massively increasing business schemes, developing sales products and developing wider market.

**Figure 2.** Kuadran strategy SWOT

After obtaining the calculation results, the strategy applied to bedroomstore.id is an aggressive strategy, this calculation is in accordance with the calculation results obtained from the IFE and EFE matrices, where the alternative that can be done is to massively increase the business scheme, develop sales products and develop a wider market Again.

Tabel 6. Development of TOWS matrix strategy based on SWOT implementation at BMC

Factor	Strenght	Weakness
Opportunities	Strategi SO	Strategi Wo
	Latest motif variations Delivery of products via online media Design motifs product are different from competitors Always updated and following market developments Wider market reach	Boring content Limited knowledge of market developments Only one source of income comes from product sales Less than optimal service
Threats	Strategi ST	Strategi WT
	Analyze new markets More massive use of social media Expanding business partners in other cities Provide impressive service Prepare products properly	Product has decreased Competitor has more good offering A decrease in employee performance has an impact on the production process

Based on the results of the SWOT analysis, the next step is to prepare a canvas model business plan in accordance with the required strategies as follows, along with knowledge about business conditions and strategies that can be implemented: a) Customer Segments, the results of customer segment evaluation in the SWOT analysis of the Bedroomstore.id canvas model business show that the company is included in the consumer or mass market product category because it does not differentiate between customer segments with

requirements that are mostly identical. It is determined that the general public and all groups constitute customer segments. b) Value Propositions, after completing the SWOT examination of the Bedroomstore.id action plan material, the consequence of the offering assessment is that it is important to build how many creations so that generally have product inventory, and continue to improve and be creative in the product plan, and provide handicrafts to customers and choose prices that suit their wishes. c) Channels, the results of the channel evaluation based on the SWOT analysis of the Bedroomstore.id business model canvas, need to increase sales promotions not only through one social media platform but also through participation in events, bazaars and entire online stores to promote products. d) Customer Relationships, after conducting a SWOT investigation of the Bedroomstore.id action plan material, the results of the client connection assessment were establishing and maintaining relationships with clients and affiliates as well as shifting themes in items so that they do not repeat themselves. e) Revenue Streams, the results of the revenue stream evaluation on the Bedroomstore.id business model canvas show that to increase product sales and sources of income, it is necessary to increase participation in events or bazaars. f) Key Resources, after carrying out a SWOT analysis of the Bedroomstore.id action plan material, the results of the secret weapon assessment need to increase the understanding of manufacturers so that they can present products that are more attractive and reliable. g) Key Activities, evaluation of the main activities of the Bedroomstore.id business model canvas reveals that the company must increase product sales by expanding product design variations, participating in more events and bazaars, and creating content that is attractive to social media users. h) Key Partnerships, building trust in resellers and establishing cooperation with other parties such as hotels, foundations and other places to stay are key to the partnership evaluation results obtained after carrying out a SWOT analysis of the Bedroomstore.id business model canvas. i) Cost Structure, after carrying out a SWOT examination of Bedroomstore.id's action plan material, the consequence of the cost structure assessment is that the cost structure required and incurred by Bedroomstore.id in maintaining its business is divided into 2 (two) classifications, namely fixed expenses and variable costs. (1) Expenditure costs consist of representative salary levels, web, while (2) variable costs consist of raw material costs, electricity, employee entertainment and fixed costs. The owner must have a good approach in monitoring costs so that he does not mix individual cash and business money.

4. Conclusion

Research findings show that the Canvas business model has a significant impact on the growth of Bedroomstore.id. Bedroomstore.id has or fulfilled all nine elements of the canvas model business, but its operations are still not optimal. Bedroomstore.id still needs to perfect its business model from all the components contained in the canvas model business. Bedroomstore.id is the same as other businesses that have a SWOT analysis in running their business, based on the canvas and SWOT model business analysis. By utilizing plan of action material, Bedroomstore.id will find it easier to carry out external and internal surveys or inspections, as well as highlighting current business condition planning.

The results of the research show that the SWOT analysis used in the canvas model business found that bedroomstore.id has the strength from the customer segment aspect to be able to reach all consumers from all over Indonesia and the channels owned by the canvas model business have strength due to very rapid technological developments making it easier for all activities. sales and income streams are becoming a new force by changing people's behavioral patterns to shop through online sales media.

The assessment results from the SWOT examination provide suggestions for other action plan material for Bedroomstore.id. From the nine component action plan material that has been understood, the author suggests that Bedroomstore.id needs to add strategies to these nine components. The strategic agreement on the recommended material model is that the value propositions component includes the type of making interesting or imaginative product plans and the customer relationship component through further development, maintaining and establishing good relationships with clients, and the channels component includes types of advertising items through participation in events. and existing markets and any web-based stores.

The limitation of this research is only to focus on finding business development strategies using a business model canvas on the research object and then analyzing it using SWOT analysis. It is hoped that further research can examine the aspects of human and financial resources owned by the company so that research on the research object is perfect.

References

- Alexander Sindoro dan Benyamin Molan, Ed.). Jakarta: Prenhalindo
- Adam, M., Saftiana, Y., Nailis, W., & Putri, Y. H. (2022). *Bisnis Model Kanvas Bagi Usaha Mikro Kecil Dan*. 6(1), 121–130.
- Agustin, D., Cahyono, S., Tafri, T., Evianasari, A., & Nurminingsih, N. (2021). Membuat Bussines Model Canvas (Bmc) Untuk Start Up Di Kelurahan Bambu Apus Jakarta Timur. *Jurnal Pelayanan Dan Pengabdian Masyarakat (Pamas)*, 5(1), 60–66. <https://doi.org/10.52643/pamas.v5i1.1275>
- Awaluddin, R. (2021). Pelatihan Pengembangan Bisnis Bumdes dengan Analisis Swot dan Business Model Canvas di Desa Lengkong, Kuningan. *Empowerment: Jurnal Pengabdian Masyarakat*, 4(02), 116–125. <https://doi.org/10.25134/empowerment.v4i02.4043>
- Alexander Sindoro dan Benyamin Molan, Ed.). Jakarta: Prenhalindo
- Freddy, R. (2018). *Analisis SWOT Teknik Membedah Kasus Bisnis*. PT. Gramedia Pustaka Utama.
- Fitriani, R., Nugraha, N., & Djamiludin, D. (2020). Strategi Pengembangan Sektor Industri Alas Kaki Berbahan Kulit dengan Metode Analisis SWOT dan Bisnis Model Canvas. *Jurnal Sains, Teknologi Dan Industri*, 18(1), 34. <https://doi.org/10.24014/sitekin.v18i1.11753>
- Hambali, A., & Andarini, S. (2021). Journal of Applied Business Administration PENDEKATAN BUSINESS MODEL CANVAS (BMC) DAN SWOT ANALYSIS. *Polibatam, September*, 131–142.
- Lestari, R. D., & Fathurrohman, Y. E. (2021). Analisis Business Model Canvas (BMC) Mie Tjap Tiga Anak Desa Wlahar Kulon Kecamatan Patikraja Kabupaten Banyumas. *Proceedings Series on Physical & Formal Sciences*, 2, 298–302. <https://doi.org/10.30595/psps.v2i.205>
- Putra, A. F. P. (2020). Strategi Pengembangan Model Bisnis Klaster Industri Tomat Krispi Daumato Berdasarkan Analisis SWOT dan BMC. *Journal of Industrial View*, 2(1), 33–42. <https://doi.org/10.26905/jiv.v2i1.4211>
- Putra, F. P., & Hariastuti, N. P. (2021). Strategi Pengembangan Model Bisnis Pasca Pandemi Covid-19 Dengan Pendekatan Business Model Canvas Dan Analisis Swot. *Prosiding Seminar Nasional Sains Dan Teknologi Terapan*, 9(1), 9–14. <https://ejournal.itats.ac.id/sntekpan/article/view/2285>
- Rahayu, V. P., Astuti, R. F., Mustangin, M., & Sandy, A. T. (2022). Analisis SWOT dan Business Model Canvas (BMC) Sebagai Solusi dalam Menentukan Strategi Pengembangan Usaha Kuliner. *International Journal of Community Service Learning*, 6(1), 112–121. <https://doi.org/10.23887/ijcs.v6i1.40965>
- Rizqi, Z. U., Purba, R. D. A., & Nugroho, R. R. (2019). Penentuan Strategi Pengembangan Bisnis Menggunakan Analisis Swot Dan Business Model Canvas. *Seminar Nasional IENACO*, 307–315.
- Sanjaya, H. B., Ruslan, D. R., Sundari, S. R., Hakim, M. A., & Alexandri, M. B. (2020). Analisis peluang bisnis jasa fotografi "garis photography" dengan business model canvas dan analisis swot. *Kinerja*, 17(2), 202–207. <http://journal.feb.unmul.ac.id/index.php/KINERJA/article/view/7429>
- Satori Djam'an & Komariah Aan. (2020). *Metodologi Penelitian Kualitatif*. ALFABETA.
- Stefan S, R. B. (2014). Analysis of Business Model. *Journal of Competitiveness*.
- Sugiyono. (2018). *Metode Kuantitatif, Kualitatif*. Alfabeta.
- Susilowati, I. H. (2021). Pengembangan Bisnis Fashion Muslim Dengan Pendekatan Business Model Canvas (BMC). *Jurnal Perspektif*, 19(2), 113–121. <https://doi.org/10.31294/jp.v19i2.11183>
- Wallin, J., Chirumalla, K., & Thompson, A. (2013). Developing PSS Concepts from Traditional Product Sales Situation: The Use of Business Model Canvas. *Lecture Notes in Production Engineering, Part F1129*, 263–274. https://doi.org/10.1007/978-3-642-30820-8_23
- Wijaya, F., & Adib, M. (2019). *2019 Formulasi Perancangan Strategi Pengembangan Usaha Menggunakan Analisis SWOT dan Business Model Canvas.pdf*. 10(2), 205–211.
- Wijaya, F. (2021). Strategi Bisnis Dalam Mengembangkan Usaha Pada Kelompok Tani Kopi Buntis. *Jurnal Indonesia Membangun*, 20(01), 1–15. <https://doi.org/10.56956/jim.v20i01.39>
- Wulandari, N., & Sholihin, H. (2019).
- Zafirah, & Syaifullah. (2022). 16180-48823-1-Pb (1). *Ilmiah Rekayasa Dan Manajemen Sistem Informasi*, 8(1), 67–77. <https://ejournal.uin-suska.ac.id/index.php/RMSI/article/view/16180>