

Business Development Strategy of a Photography SME in Depok

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Abstract

The photography subsector within the creative economy continues to grow in Indonesia, driven by increasing demand for visual documentation in social and institutional events. However, photography small and medium enterprises (SMEs) face challenges related to intense competition, rapid technological change, and regulatory shifts that affect market demand. CV ARH Photo Production, a photography SME in Depok, experienced a decline in demand following government restrictions on school graduation activities, which previously constituted a major source of revenue. This study aims to analyze the existing business model of CV ARH Photo Production and formulate appropriate strategies for business development. A case study approach was applied using qualitative and quantitative data collected through interviews, questionnaires, observation, and literature review. The analysis employed the Business Model Canvas (BMC) to map the current business model, Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices to examine internal and external environments, SWOT analysis to generate strategic alternatives, and the A*WOT method to determine priority strategies. The results show that the company currently relies on two main customer segments, namely school institutions and individual clients, with competitive pricing and strong customer relationships as key value propositions. The priority strategies identified include expanding customer segments through broader institutional cooperation, diversifying services through wedding photography, drone mapping, and studio services, and conducting periodic performance evaluations to strengthen managerial effectiveness. These strategies are expected to improve competitiveness and support the long term sustainability of photography SMEs.

Keywords: Business Model Canvas, Creative Economy, Photography Business, Small and Medium Enterprises, Strategic Management.

1. Introduction

The creative economy has become an important driver of economic growth in many countries, including Indonesia, because it relies on creativity, skills, and innovation to generate economic value. In Indonesia, this sector has been strengthened through Law No. 24 of 2019 on the Creative Economy and its implementing regulation, Government Regulation No. 24 of 2022, which aim to support intellectual property protection, product promotion, and the development of creative industry infrastructure. National data also indicate consistent growth in this sector. The value added of the creative economy increased from IDR 1,135 trillion in 2020 to a projected IDR 1,347 trillion in 2024, while employment rose from 19.39 million to 24.70 million workers during the same period. These figures reflect the expanding contribution of creative industries to Indonesia's economy and labor market.

One of the subsectors that has experienced rapid development is photography, which has been transformed by digital technology, high resolution cameras, editing software, and the widespread use of social media platforms (Mujahidah et al., 2024). These changes have



increased the demand for professional visual documentation in various contexts, including weddings, family events, and institutional activities such as school documentation (Herlina et al., 2020; Weiss & Levine, 2016). At the local level, Depok has emerged as a dynamic creative economy hub within the Greater Jakarta area, where photography services are increasingly required by both individual and institutional clients. However, the growth of this market has also intensified competition, as new entrants can offer similar services at competitive prices while leveraging digital promotion channels. In such an environment, photography businesses must continuously innovate and improve their strategic positioning in order to sustain their competitiveness (Urbancova, 2013).

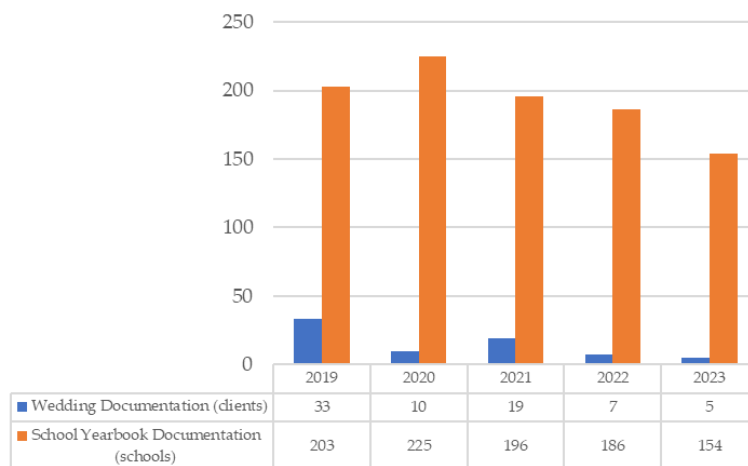


Figure 1. Customer Trend of CV ARH Photo Production (2019-2023)

Despite the promising growth of the photography subsector, CV ARH Photo Production, a photography SME operating in Depok since 1998, has experienced a decline in customers in both wedding and school documentation segments, as shown in Figure 1. This condition indicates that the company faces increasing competition and has not yet implemented a clearly structured business strategy. Previous studies on creative business development often emphasize strategic analysis and business model innovation, yet limited research specifically examines the strategic development of photography SMEs at the city level. Therefore, this study aims to analyze the current business model of CV ARH Photo Production and to formulate priority strategies for its business development. The research focuses on the internal and external business conditions of the company in order to support the sustainability and competitiveness of photography SMEs in Depok.

2. Literature Review

This section explains the theoretical foundations used in this study. The discussion focuses on strategic management, business models, internal and external environmental analysis, and decision-making methods that support the formulation of business development strategies. In addition, previous studies are reviewed to identify the research gap and position of this study within the existing literature.

2.1. Strategic Management

Strategic management refers to the process of formulating, implementing, and evaluating organizational decisions in order to achieve long term objectives. According to David (2004), strategic management integrates various functional areas within an

organization so that firms can respond effectively to internal conditions and external environmental changes. The strategic management process generally includes three main stages, namely strategy formulation, strategy implementation, and strategy evaluation (Anisman et al., 2023). Through this process, organizations are able to identify opportunities and threats in the external environment while also assessing their internal strengths and weaknesses. Strategy itself can be understood as an integrated plan that links the organization's internal capabilities with environmental challenges to ensure that business objectives can be achieved effectively (Jauch & Glueck, 1997). A clear strategy helps organizations coordinate resources, adapt to environmental changes, and maintain sustainable competitive advantage (Grant, 1999).

2.2. Business Model Canvas

A business model describes how a company creates, delivers, and captures value from its customers. Wheelen and Hunger (1995) explain that a business model defines how a firm operates in order to generate revenue and sustain its competitive position. In practice, one of the most widely used frameworks for analyzing business models is the Business Model Canvas (BMC) (Athalla et al., 2021). The Business Model Canvas was developed by Osterwalder and Pigneur (2020) as a visual framework that explains how an organization creates and delivers value through nine main components: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. Because it provides a comprehensive overview of business operations in a single framework, BMC is often used as a practical tool to analyze existing business conditions and identify opportunities for business development (Coes, 2014).

2.3. Internal and External Environment Analysis

Understanding the internal and external environment is an important step in strategic analysis. Internal analysis aims to identify a company's strengths and weaknesses, while external analysis focuses on opportunities and threats that arise from the business environment. According to Kotler and Keller (2016), identifying internal factors allows companies to understand their capabilities and limitations in competing within the market. External analysis can be conducted through several approaches, one of which is Porter's Five Forces framework. Porter (2008) explains that industry competition is influenced by five main forces, namely rivalry among existing competitors, bargaining power of buyers, bargaining power of suppliers, threat of new entrants, and threat of substitute products. By analyzing these factors, companies can better understand industry dynamics and formulate strategies to achieve competitive advantage.

2.4. Analytic Hierarchy Process (AHP)

The Analytic Hierarchy Process (AHP) is a decision making method used to analyze complex problems involving multiple criteria. Saaty (2008) explains that AHP structures decision problems into a hierarchical model consisting of goals, criteria, sub criteria, and alternative solutions. Through pairwise comparisons, decision makers can determine the relative importance of each element and calculate priority weights for the available alternatives.

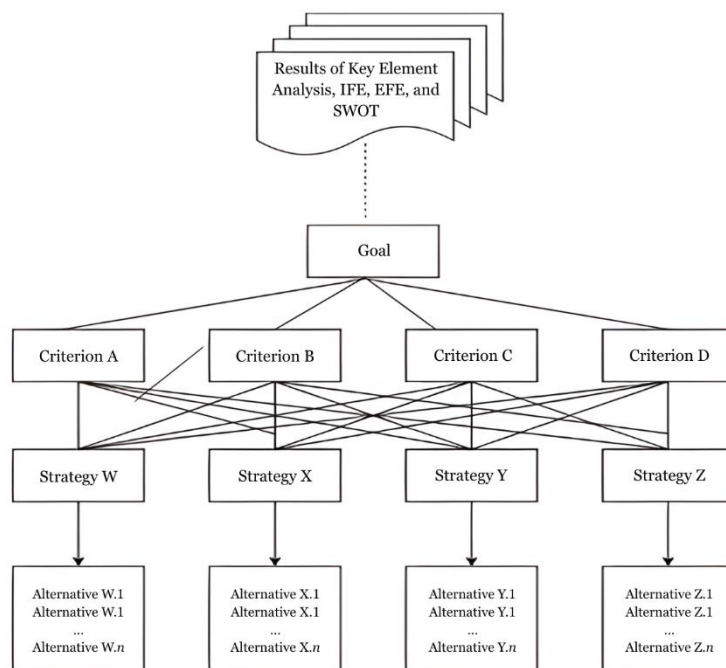


Figure 2. Analytic Hierarchy Process Model

Source: Prasetyo and Kriestanto (2016)

As shown in the figure 2, AHP is widely used in strategic decision making because it allows decision makers to evaluate various alternatives systematically and quantitatively. The method also provides a mechanism to measure the consistency of judgments, ensuring that the final decision is logically reliable (Pebakirang et al., 2020).

2.5. Previous Research

Several previous studies have examined business development strategies using various analytical approaches in different industries, including the creative sector. Anggraeni (2023) analyzed sustainable business strategies using the Business Model Canvas, SWOT, and Analytic Hierarchy Process. Subekti (2023) examined the development of a wood craft business using industry analysis, VRIO, IE matrix, SWOT, and QSPM. Faizurrohman (2021) investigated digital transformation strategies in a creative apparel business using IFE and EFE matrices, QSPM, and the Business Model Canvas. In the photography sector, Rachman et al. (2022) analyzed the business strategy of a wedding documentation company using IE matrix, SWOT, and QSPM. Other studies include Martha (2017), who used IFE, EFE, IE, SWOT, and AHP to analyze agribusiness development strategies, and Mahendra et al. (2020), who applied the Business Model Canvas, SWOT, and PEST analysis to study business development in the property sector.

In addition, Mangkudilaga (2024) used SWOT, Business Model Canvas, IFE and EFE matrices, and QSPM to analyze the development of a vegetable distribution business, while Saptaji et al. (2023) applied the Business Model Canvas and SWOT analysis to evaluate the development strategy of a coffee shop business after the Covid 19 pandemic. Sejati (2021) examined competitiveness strategies in the hospitality industry using value chain analysis, Porter’s Five Forces, PEST analysis, and AHP. Meanwhile, Firmansyaha et al. (2022) analyzed business development strategies using IFE and EFE matrices, SWOT, and AHP. Although these studies provide useful insights into strategic planning, many of them either focus only on generating strategic alternatives or prioritizing strategies separately. Only a few studies integrate a comprehensive analysis that combines business model evaluation with systematic

prioritization of strategies. Therefore, this study attempts to bridge this gap by integrating business model analysis with strategic evaluation and prioritization methods to develop business strategies for a photography SME in Depok.

3. Methods

3.1. Research Design

This study applied a case study approach to examine the business development strategy of a photography SME. The research was conducted at CV ARH Photo Production, located in Beji District, Depok City, West Java, Indonesia. The research site was selected purposively because the company has operated in the photography industry since 1998 but still faces several challenges related to business development and strategic planning. In addition, the founder of the company is actively involved in the local photography community, which provides relevant insights into the industry context. Data collection and analysis were conducted between May and July 2025. This research used both qualitative and quantitative data. Primary data were obtained through questionnaires and in-depth interviews with company management and selected stakeholders. Secondary data were collected from company documents and supporting literature such as books, academic journals, theses, and other relevant publications (David et al., 2017).

3.2. Research Sample

Respondents in this study were determined using purposive sampling, which selects individuals who possess relevant knowledge and experience related to the research topic. This method allows the researcher to obtain more accurate information regarding business conditions and industry dynamics. The respondents (as shown in table 1) consisted of both internal and external stakeholders who were directly connected to the operations of CV ARH Photo Production.

Table 1. Research Respondents

Internal Respondents	External Respondents
Founder of CV ARH	Chairperson of Bola Mata Photography Community (Depok)
	School representatives (clients)
Co Founder of CV ARH	Photo frame supplier

These respondents were chosen because they understand the operational processes, customer relationships, and supply chain activities of the company.

3.3. Data Collection Procedure

Data collection in this study was conducted using several techniques. First, interviews and questionnaires were used to obtain primary information from respondents. The interviews were conducted in a semi structured manner to allow open discussion regarding the company’s business conditions and development strategies. Second, literature study was conducted to collect secondary information from academic publications such as books, journals, theses, and other research related to business strategy and the creative economy sector. Third, direct observation was carried out at the research location to understand the actual business activities and operational processes within the company.

3.4. Data Analysis

The analysis process consisted of several stages. The first stage was identifying the existing business model of the company using the Business Model Canvas (BMC) framework

developed by Osterwalder and Pigneur (2020). This framework describes business activities through nine components, namely customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure.

The second stage involved analyzing the internal and external business environment. Internal factors were evaluated to identify the company’s strengths and weaknesses, while external factors were examined to identify opportunities and threats in the industry environment. These factors were summarized using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices, which help organizations identify and evaluate key strategic factors (David et al., 2017). The results of these matrices were then mapped into the Internal External (IE) Matrix to determine the strategic position of the company and to identify appropriate strategic directions (David et al., 2017).

The third stage involved formulating alternative strategies using the SWOT matrix, which integrates internal and external factors to generate several possible strategic options (David et al., 2017; Musa & Najib, 2014). Finally, the priority strategies were determined using the A’WOT method, which integrates SWOT analysis with the Analytic Hierarchy Process (AHP). AHP is a decision-making method that structures complex problems into a hierarchical framework and evaluates alternatives through pairwise comparisons (Saaty, 2008). The A’WOT method allows the prioritization of strategies by combining qualitative SWOT analysis with quantitative weighting techniques (Pesonen, 2014).

3.5. Ethical

All respondents participated voluntarily in this study. Prior to data collection, the purpose of the research was explained to each respondent and their consent was obtained. The information collected from interviews and questionnaires was used solely for academic purposes, and the confidentiality of respondents was maintained throughout the research process.

4. Results and Discussion

4.1. Research Results

CV ARH Photo Production is a photography SME in Depok that has operated since 1998. The business initially grew through school documentation services, especially graduation, diploma, and yearbook photography, and later expanded into pre wedding and wedding documentation. The company’s existing business model in table 2 shows a clear concentration on two main customer segments, namely school institutions and individual clients. Its value proposition is built on affordable pricing, acceptable production quality, and close relationships with customers. The main channels are word of mouth and social media, although digital promotion is still not managed intensively. Revenue is still highly concentrated in school related photography services, while wedding services contribute a smaller share.

Table 2. Summary of the Existing Business Model of CV ARH Photo Production

BMC Element	Main Findings
Customer Segments	Schools from kindergarten to senior high school, and individual customers
Value Proposition	Competitive price, good quality, and close customer relations
Channels	Word of mouth and social media

BMC Element	Main Findings
Customer Relationship	Focus on customer retention
Revenue Streams	School photography packages, photo printing, pre wedding and wedding services
Key Resources	Photography equipment, editing tools, human resources, and financial capital
Key Activities	Photography, editing, and printing
Key Partnerships	Printing vendors, frame suppliers, freelancers, and Bola Mata community
Cost Structure	Fixed costs and variable costs, including outsourcing and technology investment

The internal analysis indicates that CV ARH has a relatively strong operational base. Its main strengths include affordable pricing in the middle market, good relationships with partners, a favorable reputation, and adequate production equipment. However, the company also faces several internal weaknesses, particularly weak financial management, limited social media and website management, the absence of a customer database, and the lack of a permanent production team. These conditions show that the company has technical capability and market acceptance, but still needs managerial strengthening to support future growth.

The external analysis shows that customer loyalty and word of mouth remain the most important opportunities for the company. At the same time, the most significant threat comes from government restrictions on kindergarten and elementary school graduation activities, which directly affect one of the company’s largest revenue sources. Other threats include easy imitation by competitors, rapid changes in production technology, and increasing competition for human resources. This finding suggests that CV ARH operates in a market with promising demand, but also faces structural vulnerability because its income is still concentrated in a limited segment.

Table 3. Summary of Internal and External Evaluation

Aspect	Main Result	Interpretation
IFE score	3.209	Strong internal condition
EFE score	2.941	Moderate ability to respond to external factors
IE Matrix Position	Cell IV	Grow and build
Main Strength	Affordable price in the middle market	Strong market fit
Main Weakness	Weak financial management	Internal managerial issue
Main Opportunity	Customer loyalty	Strong repeat business potential
Main Threat	Government restriction on school graduation activities	High dependency risk

Based on the IFE and EFE scores in Table 3, CV ARH is positioned in Cell IV of the IE Matrix, which indicates a grow and build position. This means that the company still has room to expand, but growth should be supported by strategic adjustments rather than relying only on existing customer patterns. From the SWOT matrix, several alternative strategies were generated, including customer segment expansion, product differentiation, regular

performance evaluation, studio development, financial recording improvement, social media improvement, and referral programs. These alternatives were then prioritized using the A²WOT approach.

Table 4. Priority of Business Development Strategies

Rank	Strategy	Weight
1.	Expand customer segments through broader cooperation with recognized associations	00.19
2.	Differentiate products by strengthening wedding, drone, and studio services	00.18
3.	Conduct quarterly performance evaluation	00.15
4.	Develop a more representative workspace and studio	00.14
5.	Improve bookkeeping using digital applications	00.13
6.	Improve social media management	00.11
7.	Create a referral program and collaborate with relevant influencers	00.10

The ranking in table 4 shows that market expansion is the highest priority, followed closely by product differentiation. This indicates that the company should not only preserve its current customer base, but also reduce business dependence on school documentation by entering adjacent segments. The new business model proposed in the thesis reflects this direction by broadening customer segments, strengthening digital channels, adding new revenue streams such as drone services and studio services, and improving internal support systems such as finance and evaluation.

4.2. Discussion

The findings indicate that CV ARH Photo Production is not operating from a weak position, but from a business condition in which operational strengths are not yet fully supported by structured managerial systems. The company already has several advantages, including affordable pricing for the middle market, adequate production equipment, and good relationships with partners and customers. In service businesses, customer relationships are particularly important because trust, comfort, and repeat interaction strongly influence continuity and recommendations from clients (Brissette, 2010). This helps explain why customer loyalty and word of mouth remain important assets for CV ARH, even when the company still depends heavily on informal relationship-based marketing.

At the same time, the results also show that the company's main challenge is not merely competition, but its dependence on a relatively narrow revenue base. The external analysis places government restrictions on kindergarten and elementary school graduation activities as the most significant threat, while the internal analysis highlights weak financial management and limited digital marketing capability as major weaknesses. This means that the firm's vulnerability comes from the interaction between external pressure and internal managerial limitations. In strategic terms, this condition supports the need to align internal strengths with external changes, rather than relying only on past market routines (David et al., 2017).

The IE Matrix position in the grow and build category strengthens this interpretation. According to David et al. (2017), firms in this position are generally encouraged to pursue intensive or integrative strategies, particularly through market penetration, market development, and product development. In the case of CV ARH, the decision to prioritize intensive strategies is reasonable because the company still has room to expand its market and service portfolio without making a fundamental structural shift. The highest ranked strategy, namely expanding customer segments through broader cooperation with recognized

associations, reflects a practical attempt to use existing reputation, networks, and managerial capability as a basis for growth.

The second priority, product differentiation through wedding services, drone based mapping, and studio photography, also fits the strategic logic emerging from the results. The thesis clearly shows that school related photography has been the company's dominant source of revenue, so diversification becomes necessary to reduce business risk. This finding is consistent with the broader idea that a business model must be able to respond to environmental changes by adjusting how value is created and delivered (Osterwalder & Pigneur, 2020). In this context, the proposed diversification is not only a marketing decision, but also a business model adjustment intended to reduce overdependence on one segment and create more resilient revenue streams.

The discussion also points to the importance of internal consolidation. Quarterly evaluation, better bookkeeping, and a more representative workspace were not ranked as the top strategies, yet they remain essential because business expansion will be difficult to sustain without stronger internal control. The thesis notes that financial recording is still handled in a simple way and that the existing workspace is not fully adequate to support broader operational development. These issues suggest that strategic growth should be accompanied by administrative improvement, workspace upgrading, and more systematic performance evaluation. In other words, market expansion and product differentiation need to be matched by internal discipline if the company wants to achieve long term sustainability.

Another important point is the role of digital channels. Although social media already exists as part of the company's channel structure, its function remains limited and has not yet been managed seriously. The thesis explicitly notes that social media, especially Instagram, has tended to function more as a formality than as a strategic marketing instrument. This explains why improving social media management and building referral programs were still included among the priority strategies. In the current photography market, digital visibility is closely related to customer acquisition, trust building, and market reach. Therefore, stronger social media management should be seen not as a separate activity, but as a supporting mechanism for the broader strategy of market expansion and service differentiation.

Overall, the results suggest that the future competitiveness of CV ARH depends on its ability to move from an informal, relationship driven business pattern toward a more structured strategic model. The combination of business model mapping, internal and external analysis, SWOT formulation, and A'WOT prioritization provides a coherent basis for that transition. The findings are therefore relevant not only for CV ARH as a photography SME in Depok, but also for similar creative businesses that face strong competition, regulatory shifts, and rapid technological change.

5. Conclusion

This study analyzed the business development strategy of CV ARH Photo Production using the Business Model Canvas, internal and external environment analysis, SWOT, and the A'WOT prioritization method. The findings show that the company currently relies on two main customer segments, namely school institutions and individual clients, with competitive pricing and service quality as its main value proposition. However, the business model is still vulnerable due to its strong dependence on school documentation services, limited digital marketing management, and weaknesses in financial administration. External factors such as increasing competition and government regulations related to school graduation activities further highlight the need for strategic adjustment in order to sustain business performance.

The strategic analysis produced several alternative strategies, with three priority strategies identified through the A'WOT approach. These include expanding customer segments through broader institutional cooperation, differentiating services by developing wedding photography, drone mapping, and studio services, and conducting periodic performance evaluations to strengthen managerial control. The proposed adjustments to the Business Model Canvas emphasize service diversification, stronger marketing channels, and improved internal management processes. These findings imply that photography SMEs need to combine market expansion, innovation in service offerings, and stronger managerial practices to maintain competitiveness and ensure long term business sustainability in the creative industry sector.

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