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## MARKETING COMMUNICATION PROGRAM DESIGN OF MAILO.LTD USING BENCHMARKING AND ANALYTICAL HIERARCHY PROCESS

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Mailo.ltd is one of the businesses engaged in the fashion sector that sells its main products like T-shirts and sweaters in Palembang City. Mailo.ltd sells its products offline and online. However, there are still sales gaps every month and the target is less than stable. The target of Mailo.ltd sales is unstable due to low awareness from the public because Mailo.ltd implement 6 out of 8 marketing communication mix that can still be optimized. Therefore, a research was conducted using the benchmarking method to identify mixed marketing communication gaps and the analytical hierarchy process (AHP) as a tool in finding best practices as a reference in benchmarking recommendations for improvement in mixed marketing communication. The priority order of marketing communication recommendations that need to be implemented by Mailo.ltd includes the use of google ads, maximizing website quality through optimizing the SEO value and bounce rate, posting frequency on Instagram, using e-mail blasts, SMS advertising, adding official resellers, conducting campaigns. social and humanitarian donations, organize our own events, hold giveaways, and use point of purchase in stores.

Keywords: Marketing Communication, Analytical Hierarchy Process, Benchmarking

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## 1. INTRODUCTION

From year to year, the fashion industry always experiences very dynamic developments seen from last year's trend where there are many distro stores until now, business players have competed in brands locally made alone. Minister of Tourism and creative economy Wishnutama stated that three sub-sectors have the largest GDP contribution value in Indonesia for culinary sub-sector by 41%, fashion by 17%, and craft by 14.9% [1]. One of the provinces that contributes to the fashion industry is the province of South Sumatra. The amount of expenditure of the people of South Sumatra for the category of clothing, footwear, and headgear in rupiah. South Sumatrans' per capita expenditure from 2015-2019 based on data from the central statistics agency has always increased with an average increase of 10% annually. It can be concluded that from the per capita expenditure of the Sumsel people who continue to increase from 2015-2019 tends to be consumptive, with the most spending on clothing, footwear, and headgear. So it can be concluded that there is significant market potential in South Sumatra in fashion clothing.

Brand Mailo.ltd is one of the business actors engaged in apparel in small and medium scale industries in the city of Palembang which sells its main products, T-shirts, and sweaters, with a target market of men and women from the age range of 18-29 years who carry clothes designs with positioning, space, adventure, and urban. Product sales quantity data is used as supporting data to see any symptoms of problems experienced by Mailo. ltd.

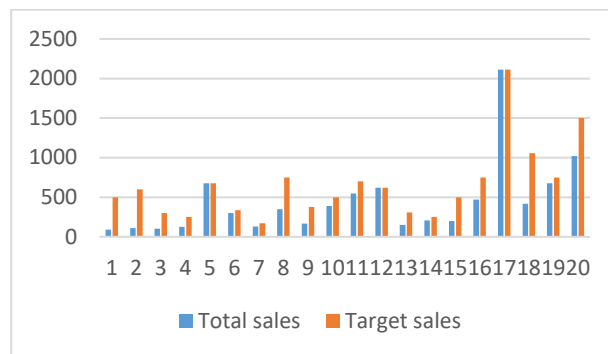


Figure 1. Sales quantity data January 2019 - August 2020.

It can be seen in Figure 1, that the sales of Mailo. Ltd psc unit product quantities from January 2019 to August 2020 tend to fluctuate. Sales increased significantly in May, December 2019, and May 2020 the sales target, while sales for other months did not reach the predetermined target. It can be seen that there is a gap between the total sales quantity and the sales target in psc units. It is indicated that factors are causing it. One of the contributing factors is the low awareness public the brand Mailo. Ltd with its competitors. The intensity of promotion through social media can increase brand awareness of a product [2]. Measurement of brand awareness public can be seen from social media indicators that have been applied with popularity using data on the number of followers Instagram. Therefore, more detailed observations were made on the number of followers on Mailo. Ltd Instagram compared to its competitors, namely Reclays.id, Wadezig, and Oraque&Co using an analytical application.

Table 1 Comparison of marketing media between competitors

Media Marketing	Marketing Media Indicators	Brand			
		Mailo.ltd	Reclays.id	Oraque&co	Wadezig
Instagram	Followers	18.400	294.607	57.860	405.492
	Grade	C <sup>+</sup>	B	B <sup>-</sup>	B

Based on Table I.1, we can see social blade of analytics data application result with Instagram social media assessment used Mailo.ltd and benchmark partners. Mailo.ltd has the lowest popularity rate with 18,400 followers on Instagram and a C+ rating which means that the media management of Instagram accounts is not optimal so that the index score is sufficient. After a low awareness factor was conducted analysis of the marketing communication mix that implemented by the Mailo.ltd obtained has implemented 6 out of 8 marketing communication mixes, which has not been implemented in public relations and publicity and mobile marketing. Doing the right promotions can solve the unstable sales targets and low levels of brand awareness, and threats from other competitors experienced by Mailo. Ltd such promotions can be planned by creating appropriate marketing communications to optimize the communication of the company's brand message to consumers through integrated marketing communications [3]. Therefore, improvements in marketing communication are Mailo. Ltd to increase brand awareness Mailo. Ltd to reach sales targets.

## 2. METHOD

### 2.1 Marketing Communication Marketing

Communication is a company activity that seeks to inform and persuade consumers through the media and channels directly or indirectly about the products sold in the hope that changes will occur in consumers, namely changes in knowledge, attitudes, and actions [4]. Integrated marketing communication consists of eight marketing communication models that will shape consumers' understanding of brand awareness advertising, sales promotion, marketing online and social media,

direct and marketing database, personal selling, mobile marketing, events and experiences, public relations, and publicity [3].

## **2.2 Benchmarking and Analytical Hierarchy Process (AHP) in Integrated Marketing Communication**

AHP technique is an analytical hierarchy process used to solve problems related to multi-criteria for making appropriate decisions to evaluate problems with multilevel attributes [5]. Benchmarking consists of several types, strategic benchmarking, external benchmarking, internal benchmarking, competitive benchmarking, process benchmarking, international benchmarking, and functional benchmarking [6]. The benchmarking used in this study is a competitive benchmark based on the compares competitors of brands that sell similar products, namely clothing line with Mailo.ltd about their marketing communication best practices. AHP technique is an analytical hierarchy process used to solve problems related to multi-criteria for making appropriate decisions to evaluate problems with multilevel attributes. This study uses benchmarking and AHP methods to get marketing communication best practices conducted by benchmark partners. The AHP weighting process uses two types of questionnaires where the questionnaire 1 output to be obtained weighting criteria AHP and questionnaire two outputs obtained assessment criteria AHP which becomes an alternative benchmark partner. According to expert assessment, the weighting of AHP is done but in this study, weighting was done with key respondents. These key respondents are the primary informants who must have extensive knowledge and be willing to communicate with researchers on the topic being raised [7]. The key respondent in the study was to understand the mix of marketing communications implemented by these local brands and benchmark partners that has been implemented by Reclasy.id, Wadezig and Oraql&Co with a minimum product spend of more than three times the last six months.

## **2.3 Key Performance Indikator (KPI)**

KPI is defined as tools for gathering knowledge and finding the best way to plan and control supporting information to achieve organizational goals [8].

## **2.4 Nominal Group Technique (NGT)**

The nominal group technique determines the most essential and relevant elements with experts in their fields to provide solutions to these problems [8]. The stage in implementation NGT is generating ideas where NGT participants share ideas independently sourced on the description of problems and objectives that have been informed. Then Recording ideas i.e. participants convey ideas to other participants, after that later, discussing ideas that participants can discuss with each other to discuss ideas that have been submitted by other participants with the grouping of similarity of ideas and lastly voting ideas used by participants to choose the best ideas that have been proposed to get priority improvement [9].

## **3. Results and Discussion**

In this final research, to produce a design of marketing communication programs that will be implemented Mailo.ltd steps systematically as follows:

1. Determine alternative benchmark partners using the analytical hierarchy process (AHP) tool approach.
2. After selecting benchmark partners based on calculations using analytical hierarchy process (AHP), followed by identifying marketing communications Mailo.ltd with benchmark partners with predetermined key performance indicator (KPI) criteria. KPIs are used to compare the performance of marketing communication programs Mailo.ltd with selected benchmark partners so that there is a gap between them.
3. Nominal group technique is performed with several experts in the field of marketing communication to consider the ability of Mailo.ltd based on the priorities to be implemented. The result of nominal group technique will be used as a recommendation for marketing communication program to Mailo.ltd owner.

### 3.1. Designing Structure Analytical Hierarchy Process

This study uses the AHP process to determine partners benchmark in improving Mailo.ltd's marketing communications mix, by designing a hierarchical structure starting from determining goals, criteria, and alternative partners benchmark determined. The hierarchical structure can be seen in Figure 2.

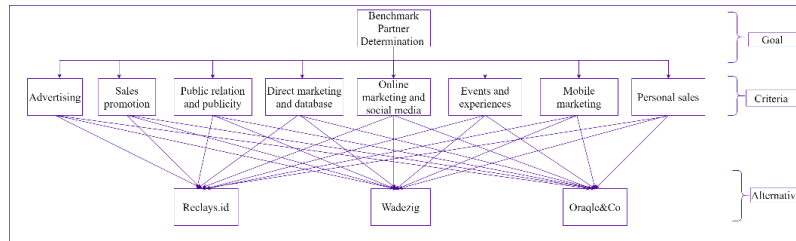


Figure 2 Hierarchical structure of Analytical Hierarchy Process

Based on Figure 2 it is known that the hierarchical structure of AHP in this study aims to select partner the benchmark best with criteria using eight marketing communication mixes namely advertising, sales promotion, public relations and publicity, direct and database, marketing online marketing, and social media, events and experiences, mobile marketing, personal selling. The AHP questionnaire in this study was designed in the form of a paired comparison or a paired comparison. The questionnaire design is seen from the mix of marketing communications implemented by Mailo.ltd and benchmark partners by conducting assessments in according to the interests of the comparison scale from 1 to 9 found by Saaty & Vargas (2012). Pairwise comparison techniques resulted from a comparison between weighting criteria of marketing communication mix with a minimum spend of three products in the last six months with a sample of 30 respondents with the performance of the marketing communication mix that Reclays.id, Wadezig, and Oraql&Co with a sample of 100 respondents.

### 3.2. Marketing Communication Comparison Matrix

Criteria for the marketing communication mix obtained priority vector values based on data processing the AHP criteria weighting questionnaire I recapitulation and AHP criteria assessment against partner benchmarks.

Table 2 Level of importance of marketing communications

Criteria marketing communication	Priority vector	Rank
Marketing <i>Online</i> and Social Media	0.244	1
Marketing Mobile	0.209	2
Sales Promotions	0.136	3
Advertising	0.123	4
Direct and Database Marketing	0.110	5
Public Relations and Publicity	0.079	6
Events and Experience	0.051	7
Personal Sales	0,047	8

The weighting values can be seen in Table 2 can be seen from Table III.1 that level The importance of the applied marketing communication mix is ordered from highest to lowest weight. The criteria in order marketing online and social media, mobile marketing, sales promotion, advertising, direct and marketing database, public relations and publicity, events and experiences, and personal selling.

### 3.3 Alternative Benchmark Partner Comparison Matrix

The comparison matrix of alternative benchmark partners from data processing from questionnaire II regarding the comparison of marketing communication performance implemented by each alternative partner benchmark. Alternative benchmark partners in this study, namely Reclays.id, Wadezig, and Oraql&Co. The comparison matrix of alternative benchmark partners in this study can be seen in Table 3.

Table 3 Satisfactional level of benchmarking partner

AHP Criteria	Alternative Benchmark Partner	Priority Vector
Advertising	Reclays.id	0,42
	Wadezig	0,35
	Oraql&Co	0,22
Sales Promotion	Reclays.id	0,40
	Wadezig	0,37
	Oraql&Co	0,23
Events and Experiences	Reclays.id	0,34
	Wadezig	0,47
	Oraql&Co	0,20
Public Relation and Publicity	Reclays.id	0,40
	Wadezig	0,40
	Oraql&Co	0,20
Online and Social Media Marketing	Reclays.id	0,40
	Wadezig	0,39
	Oraql&Co	0,22
Mobile Marketing	Reclays.id	0,38
	Wadezig	0,37
	Oraql&Co	0,25
Direct and Database Marketing	Reclays.id	0,38
	Wadezig	0,40
	Oraql&Co	0,22
Personal Selling	Reclays.id	0,36
	Wadezig	0,38
	Oraql&Co	0,26

### 3.4. Consistency Test

It is used as a parameter to see if the data processing is consistent and accounted for at the consistency test phase.

Table 4 Test the consistency ratio criteria

CR Criteria Calculating	
$\lambda$ maks	8,26
CI	0,04
RI	1,41
CR	<b>0,026</b>

In Table 4 it is found that the results of processing the consistency test data so that the eigenvalue ( $\lambda$  max) is 8.26, the consistency index (CI) is 0.04, The Random Index (RI) value is 1.41 because it has a matrix size of 8, and the consistency ratio (CR) value of the Instagram marketing activity criteria is 0.026. So that in the calculation of the consistency test, it is found that on the weighting of the criteria, the CR value 0.1 can be said that the results of data processing are consistent.

Table 5 Test the consistency of partner ratio benchmark

Criteria	Advertising	Sales promotion	Public relation and publicity	Direct marketing and database	Online marketing and media social	Event and experience	Mobile marketing	Personal selling
$\lambda$ maks	3,01	3,04	3,04	3,02	3,01	3,01	3,04	3,01
CI	0,01	0,02	0,02	0,01	0,00	0,00	0,02	0,01
RI	0,58	0,58	0,58	0,58	0,58	0,58	0,58	0,58
CR	0,01	0,04	0,04	0,02	0,01	0,00	0,03	0,00

It can be seen in Table 5 that the consistency ratio (CR) value of each criterion is 0.1. So it was concluded that the data on each criterion was consistent.

### 3.5. Determination of Partner Benchmark

Table 6 Determination of partners for benchmark each criteria

Criteria communication marketing	Priority Vector	Rank	Reclays.id	Wadezig	Oraqle&Co
Online marketing and media social	0,244	1	0,423	0,353	0,224
Mobile marketing	0,209	2	0,399	0,369	0,232
Sales promotion	0,136	3	0,404	0,399	0,198
Advertising	0,123	4	0,380	0,404	0,215
Direct marketing and database	0,11	5	0,395	0,386	0,219
Public relation and publicity	0,079	6	0,338	0,465	0,198
Event and experience	0,051	7	0,382	0,367	0,25
Personal selling	0,047	8	0,362	0,38	0,258
Total	0,391	0,383	0,227		
Rank	1	2	3		

It can be seen in Table 6 partners benchmark was selected based on the order of the highest-ranking with other benchmark partners namely Reclays.id with a value priority ranking of 0.391.

### 3.6. Marketing Communication Recommendations

Table 7 Priority recommendations for marketing communication mix

Criteria communication marketing	Rank
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Marketing <i>Online</i> and Social media	1
Sales Promotion	2
Direct Marketing and Database	3
Events and Experiences	4
Personal Selling	5
Public Relations and Publicity	6
Advertising	7
Mobile Marketing	8

Can be seen in Table 7 the recommendations obtained from data processing using the method Analytical Hierarchy Process (AHP) based on the priority of the level of importance of the marketing communication by consumers, then consider the results of discussions with marketing experts using the method Nominal Group Technique (NGT) with the approval of the owner Mailo. Ltd according to their capabilities. The recommendations from the NGT were obtained from two sources, namely from the product manager division of Tiket.com and the digital product manager of banking PT Bank Mandiri. Recommendations for marketing communication programs are sorted from the highest priority level to the lowest criteria based on the priority vector value in the sequence, namely online and social media marketing, sales promotion, direct marketing and database, events and experiences, public relations and publicity, advertising, and mobile marketing.

### 3.7 Marketing Communication Recommendations

Table 8 Marketing communication recommendations

Platform	Tool	KPI	Future Performance	Recommendation
Online Marketing	Website	SEO Value	SEO value on Mailo website increased by 25 points over the next six months.	<ol style="list-style-type: none"> <li>Added a news feature that contains a collection of articles about fashion, product design explanations, product reviews from consumers, and activities that have been implemented.</li> <li>Adding page markup can use plug-in add to any share buttons.</li> <li>Improve backlinks system by building link building naturally.</li> </ol>
		Bounce rate	Website Mailo.ltd has a bounce rate of 26-40% within a period of six months.	<ol style="list-style-type: none"> <li>Integrate Mailo.ltd website with google analytics.</li> <li>Increase website speed, use the pagespeed to know the problem with the website speed.</li> <li>Using Balsamiq application as a tool in designing a user- friendly website design.</li> </ol>
	Google ads	Click- through rate	Mailo.ltd implement google ads with a target CTR of 2% earned every month	<ol style="list-style-type: none"> <li>Make ad text short and interesting can use google trends to capture what the public is looking for.</li> <li>Use google keyword planner for potential keyword search.</li> <li>Add a website link as a call to action consumer action.</li> </ol>

Table 9 Marketing Communication Recommendation for Mailo.ltd

Platform	Tool	KPI	Future Performance	Recommendation
Social Media	Instagram	Post frequency	Post frequency The number of posts instagram Mailo.ltd more active by uploading 6-8 posts in a week	<ol style="list-style-type: none"> <li>1. Post 3-8 times a week consistently using the later app in scheduling posts automatically.</li> <li>2. Mailo.ltd add employees in the management of content creator that contains content on instagram at a cost in the range of Rp 3.500.000-5.000.000 according to the package offered.</li> <li>3. Pay attention to the prime time of posts uploaded at 11:00-15:00 and 19:00-21:00.</li> </ol>
		Engagement rate	Instagram's engagement rate increased by 1% over a 4-month period.	<ol style="list-style-type: none"> <li>1. Loading trivia posts, interactive trash issues can use google trends on issues that many people search for.</li> <li>2. Uploading the best-selling sales posts every month/year accompanied by picking ootd in the selection of eye catching Mailo.ltd products by utilizing the reels feature can reach directly potential consumers.</li> </ol>
Sales promotion	Bundling price	The frequency of bundling prices	Mailo.ltd do promotions with bundling prices once a year.	Prepare the number of old stock products and best-selling products to be used as bundling packages.



Table 10 Marketing Communication Recommendation for Mailo.ltd

Platform	Tool	KPI	Future Performance	Recommendation
Sales promotion	Giveaway	The frequency of giveaway	Implement a giveaway once a year to attract the attention of potential customers.	<ol style="list-style-type: none"> <li>1. Provide easy requirements.</li> <li>2. Give exciting gifts in the form of product samples and product shopping vouchers Mailo.ltd.</li> <li>3. Promote the giveaway on your Instagram feed and use relevant hashtags.</li> <li>4. Provide H-1 and H+3 day giveaway reminder content on instagram stories.</li> </ol>
Direct marketing and database	E-mail blast	The number of response rate e-mail blast	Mailo.ltd apply e-mail blast 1 time article in a span of 2 months with a target number of response rate e-mail blast by 1-2%.	<ol style="list-style-type: none"> <li>1. Use Hubspot application for CRM consumer database.</li> <li>2. E-mail delivery is done by personally listing the brand name and greeting the target customer with the recipient's name.</li> <li>3. Fill in the e-mail based on sharp points.</li> <li>4. Use the Mailchimp app for free in blast e-mail deployment.</li> <li>5. Prime time in sending blast e-mail at 10.00-11.00 am.</li> </ol>
Events and experiences	Event organizing	Event coverage	Mailo.ltd host self-managed events with regional-scale targets.	Year-end discount event "Pay day sale with Mailovers" held Palembang area scale coverage in Mailo.ltd store for one week

Table 11 Marketing Communication Recommendation for Mailo.ltd

Platform	Tool	KPI	Future Performance	Recommendation
Events and experiences	Event organizing	Number of visitors	The event organized Mailo.ltd has a target of 300-400 visitors in a span of one time a year	<ol style="list-style-type: none"> <li>1. Spread the event invitation personally using blast e-mail.</li> <li>2. There is an exciting photo spot for visitors to take pictures of ootd products Mailo.ltd in following the giveaway.</li> <li>3. Create H-1 event reminder content via email blast, SMS ads, website, and posts on instagram.</li> <li>4. Conduct online surveys related to the lack of events that take place using on instagram media.</li> </ol>
Personal selling	<i>Offline store</i>	Number of resellers	Mailo.ltd has 3 authorized resellers outside the province of South Sumatra.	<ol style="list-style-type: none"> <li>1. Having an authorized reseller outside Palembang judging by the intensity of product purchases is stable and quite good for a long time.</li> <li>2. Use google trends as a supporting media to see the opportunity to add official resellers Mailo.ltd.</li> </ol>
Public relations and publicity	Chairtable donation campaign	Number of partners	Mailo.ltd makes social and humanitarian donations with partners once a year.	<ol style="list-style-type: none"> <li>1. Social and humanitarian donation campaigns through the purchase of consumers who shop every single product during the month of Ramadan is the same as giving a charitable donation of 10% of the price of the product.</li> <li>2. The results of social and humanitarian donation campaigns are given to Dompot Dhuafa towards the end of ramadan fasting.</li> </ol>

Table 12 Marketing Communication Recommendation for Mailo.ltd

Platform	Tool	KPI	Future Performance	Recommendation
Public relations and publicity	Chairtable donation campaign	The number of hashtags	Mailo.ltd using hashtags with a target of 35-50 posts in social and humanitarian donation campaigns once a year.	5. Creating hashtags that are simple, easy for people to remember, and related to donation campaigns can use hashtagify to recommend using hashtags.
Advertising	Point of purchase display	Number of use point of purchase display	Mailo.ltd use point of purchase display as many as three pop displays.	<ol style="list-style-type: none"> <li>1. Can use pop display creation services.</li> <li>2. Human standee pop design displayed in accordance with the brand identity Mailo.ltd.</li> <li>3. In the use of mannequins can be used half-body in best sellers product and take the placed near the window of the store entrance.</li> <li>4. Rack and cases can be used Mailo.ltd in best-selling sales and the latest product output is placed near the cashier.</li> </ol>
Mobile marketing	Sms advertising	Number of SMS advertising response rates	Mailo.ltd use sms ads with a 6-8% target response rate with spread frequency of spread once a year.	<ol style="list-style-type: none"> <li>1. Use Zenziva SMS online campaign service by choosing a deposit of Rp 130.000 for 1.000 SMS to disseminate information about the "Mailovers pay day sale" event.</li> <li>2. Sms offers are submitted based on the potential consumer purchase history database through Hubspot CRM application.</li> </ol>

Table 13 Marketing communication recommendation for Mailo.ltd

Platform	Tool	KPI	Future Performance	Recommendation
Mobile marketing	Sms advertising	Number of sms advertising response rates	Mailo.ltd use sms ads with a target response rate of 6-8% with the frequency of spread once a year.	<ol style="list-style-type: none"> <li>3. Message clear, short, relevant and exciting content can see SMS ads content templates through Pinterest and avoid spam text.</li> <li>4. Add a website link as a call to action customer action.</li> <li>5. Pay attention to prime time SMS advertising delivery that is around 10.00-11.00 am and 2.00-3.00 pm.</li> </ol>

#### 4. CONCLUSION

The conclusion of this study using the AHP method, the Recommendations for marketing communication programs are sorted from the highest priority level to the lowest criteria based on the priority vector value in sequence with the approval of the owner Mailo. Ltd according to their capabilities, namely online and social media marketing, sales promotion, direct marketing and database, events and experiences, public relations and publicity, advertising, and mobile marketing. In addition, in this study the chosen benchmark partner that can be used as a reference is Reclays.id.

After processing data using AHP, a benchmarking process can be carried out to design marketing communication program recommendations that Mailo.ltd can do in the future recommendations that need to be implemented by Mailo.ltd includes the use of google ads, maximizing website quality through optimizing the SEO value and bounce rate, posting frequency on Instagram, using e-mail blasts, SMS advertising, adding official resellers, conducting campaigns. social and humanitarian donations, organize our own events, hold giveaways, and use point of purchase in stores.

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