ANALYZING INDONESIAN NATIONAL QUALITY AWARD PROMOTION MEDIA SNI AWARD THROUGH SIX THINKING HATSS, VALUE FOCUS THINKING, AND ANALYTIC HIERARCHY PROCESS METHODS

Celly Silviana[1], Santi Novani[2], Tintin PriHatsiningrum[3]
Master of Business Administration Program, Institut Teknologi Bandung, Indonesia
cellysilviana@gmail.com, snovani@sbm-itb.ac.id, tintin@bsn.go.id

Abstract

This study uses the Six Thinking Hats Method, Value Focus Thinking, and Analytic Hierarchy Process, which aims to determine the most appropriate promotional media and can provide maximum benefits in achieving the target interest of SNI Award participants. The study results show tHats five criteria influence the selection of promotional media for the SNI Award: audience reach, ease of use, content, cost, and budget, as well as the reputation of a promotional media. While the best alternative promotional media is Offline socialization in collaboration with local governments, LPK, and Associations, with a weight value of 0.208, offline socialization activities play an essential role in creating deeper bonds and being able to convey the completeness of information on the benefits of the SNI Award which is more communicative. BSN can design a massive series of offline socialization through several events such as seminars, training, and others to significantly capture the interest of new participants and maintain the loyalty of old participants. BSN can also carry out institutional cooperation by signing MOUs with associations and other government agencies. BSN can also make a well-known figure to become an icon of the SNI Award, where the figure contributes to standardization and is known to a broad audience, primarily by SNI application organizations.

Keywords: analytic hierarchy process; six thinking hats; SNI award; value focus thinking.

Introduction

The rapid expansion of international trade has resulted in the globalization of the industrial sphere, including product and service standards under World Trade Organization (WTO) agreements (Lévy, 2007). In safeguarding national interests and welcoming the era of globalization tHats demands high competitiveness, the Government of Indonesia enforces the Indonesian National Standard (SNI) by enacting Law No. 20 of 2014 (Tambunan & NAKATO, 2014). The Government of Indonesia, through BSN, held the SNI Award, which since 2005 has become the highest award of the government of the Republic of Indonesia on a national scale for organizations tHats apply SNI (Indonesian National Standards) consistently and perform superiorly and sustainably (Sari, 2015). Through this award, it is hoped tHats both producers, consumers, and the general public will increasingly appreciate the quality aspects of using SNI as a provision for market demand. However, in the 17 (seventeen) years of the SNI Award, the interest of SNI implementation organizations to participate in this event is still low, where the percentage of the number of participants reaches less than

2% when compared to the number of SNI implementation organizations throughout Indonesia. This number is relatively minimal compared to all business units, both MSMEs and large businesses, which reached 66.75 million businesses. This also indicates tHats the purpose of organizing the SNI Award has not been entirely successful.

There are many methods of analysis, one of which is by using a fishbone diagram called a causal diagram tHats resembles a fishbone tHats can show the cause and effect of a problem (Loredana, 2017). The following Fishbone diagram used in this chapter shows several causes of the decrease in the percentage of SNI Award participation rate, obtained from interviews with representatives of SNI Award participants (external) and also through Focused Group Discussions with the Director of PPSPK, PPSPK Coordinator, Promotion Sub-Coordinator, SNI Award Jury and SNI Award Lead Evaluator. From the fishbone diagram, it can be concluded tHats the decrease in the percentage of SNI Award participants is inseparable from the role of marketing communication tools in disseminating Information about the SNI Award. On the other hand, the impact of the Covid pandemic tHats occurred in the past year has made every organization, especially government agencies, make various budget savings through refocusing programs, which also has an impact on limited promotional activities at this SNI Award event so tHats the scope of this study aims to find out marketing communication tools to be able to increase the percentage of SNI Award registration participants.

Based on the explanations of the business issues, some questions need to be answered by this research: Criteria tHats influence the selection of marketing communication tools and Determining marketing communication tools in the SNI Award.

Theoretical Foundation

1. Promosi (Promotion)

According to (Kotler & Amstrong, 2018), promotion is an activity to convey the product's benefits and persuade customers to buy the product offered. Promotion is one of the determining factors regarding the success of a marketing program.

a. Promotional Media

Promotional media is a tool used in promoting. Various promotional media are used today, both conventional and modern. Some examples of promotional media include brochures, leaflets, flyers, plaques, billboards, promotions in newspapers, tv, stickers, and many more (Ardhi, 2013). Promotional media is divided into several categories, including conventional print media, print media advertising, outdoor media, online media, and electronic media.

(Mehmet CVELEK: 2021) states that advertising verbal exchange equipment are divided into 2 (two) conventional and technology-primarily based totally advertising equipment. Regarding conventional advertising verbal exchange equipment, they consist of offline advertising communications, offline promotion, and marketing and marketing sports thru conventional media channels,

inclusive of television, radio, print media, newspapers (Ramasobana, Fatoki, & Oni, 2017), pamphlets, enterprise card posters (Kallier, 2017), magazines, posters, brochures and billboards (Benson & Powers, 2011), different channels inclusive of income promotion, non-public income, public relations, sponsorship (Ramasobana et al., 2017), exhibitions, alternate indicates and direct advertising (Amirkhanpour, Vrontis, & Thrassou, 2014).

Regarding the breakdown of technology-enabled advertising verbal exchange equipment, the platform lets in its customers to carry out on line cell advertising (SMS, MMS, etc.) (Kallier, 2017); (Amirkhanpour et al., 2014), social media (Facebook, Instagram, etc.), content material advertising (Taiminen & Karjaluoto, 2015), viral advertising and phrase of mouth (WOM) (Ramasobana et al., 2017). For example, smartphones, tablets, and private computer systems permit agencies to perform on line advertising sports due to the fact organizations can ship an email, SMS, MMS, and voice messages with the ones vehicles (Amirkhanpour et al., 2014). In addition, organizations can perform advertising sports thru their websites (Kallier, 2017), different blogs, forums, social media accounts (Facebook, Twitter, Instagram, Reddit, Linkedin, Pinterest, etc.) (Taiminen & Karjaluoto, 2015), cell apps, and brief reaction codes (QR) (Amirkhanpour et al., 2014).

b. Six Thinking Hats

The Six Hats Strategy is considered one of the most important ways to develop creativity and improve creative thinking. The thought process requires more time and effort than human thinking because it combines creative thinking with mental processing of thoughts and what is happening. Note that de Bono (Voehl, 2016) states that Six Thinking Hats is a technically distinct and organized way for each hat to represent thought:

1. White hat: Be goal and impartial, and awareness on goal statistics and figures.
2. Red Hat: Red symbolizes anger (blush) and anger and emotions, whilst crimson hats constitute emotional issues (intuition, feelings, emotions).
3. Black hat: Black color portends sadness and damage. Highlight black hats and negatives, weaknesses and flaws, and negative phrases to show why your ideas fail.
4. Yellow Hat: Yellow is bright and optimistic. Yellow hat, symbol of optimism, hope and positive change. they represent the sunrise.
5. Green Hat: Green suggests grass quantity, increase and fertility. A inexperienced hat symbolizes innovation, creativity and new ideas.
6. Manipulate minds and controls, think about team management and decision-making, act as regulators to control thought processes, use other hats and fallons. And most importantly, a wonderful sky blue.

c. Value-Focused Thinking

The concept of value-based thinking (VFT) was introduced by Keaney (1992) as a solution to most decision-making problems. Four methods are included in the VFT to help you build your target.

1. Identifying goals
2. Setting goals
3. Creating alternatives
4. Opportunities for results

d. Process Analytics Hierarchy (AHP)

The Analytical Hierarchy Process (AHP) is a well-known Multi-Criteria Decision Making (MCDM) method for analyzing qualitative data problems. Specifically, AHP uses the pairwise comparison principle to compare whether one factor is more important than another. The determination procedure in AHP is as follows:

1. Step 1: Define your problem, outline your goals, increase your version in a dependent hierarchy, and outline your standards and alternatives.

2. Step 2: Define your problem, outline your goals, increase your version in a dependent hierarchy, and outline your standards and alternatives.

3. Step 3:Synthetic results to determine the best alternative.

4. Step 4:Review and weigh decisions

e. Expert Choice

Expert choice software is an application tHats can be used in collaborative decision-making for research insights (Vaidya & Kumar, 2006). The application has a graph-based structure and can apply assessments to the objectives and finally achieve the final goal. The decision maker then makes a judgment in pairs. The application can calculate each respondent's geometric mean, and the merger result will be calculated consistency ratio (CR).

Methods

A. Conceptual framework

The Conceptual Framework describes the degrees of studies of of entirety as studies suggestions to assist researchers whole their research in the best order. A conceptual framework is a structure that researchers believe can explain the natural variation of the phenomenon under study (Camp, 2001).
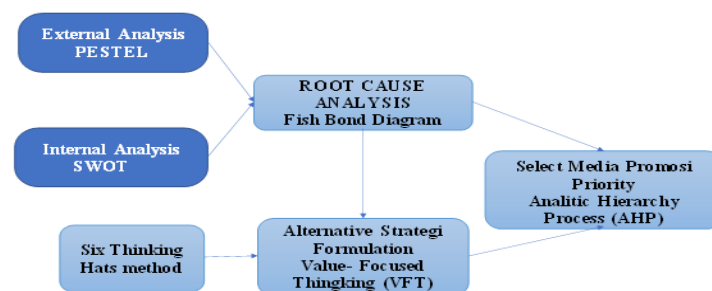

Figure 1. Conceptual Framework (Source: Author)

Figure 1 shows a conceptual framework for problem-solving, which begins with exploring business problems to identify and define the problem, then performs internal and external analysis to find the root cause using a fishbone diagram—followed by a combination of Value Focused Thinking (VFT) and Analytic Hierarchy Process (AHP) which is used for decision making. The VFT method will gain insights from stakeholders, in this case, the Director of PPSPK, Coordinator, PPSPK Sub-Coordinator, Jury, and Lead Evaluator, regarding the objectives and develop alternatives to determine marketing communication tools to increase the participation rate of the SNI Award. VFT also gains insight by using six thinking caps. Then, the best alternative strategy is chosen using AHP. The AHP approach is carried out by breaking down complex problems and organizing them in a hierarchy. Then the hierarchy assessment is carried out by people who are considered experts—conclusions and strategies for implementing solutions to be developed based on the best alternatives tHats have been selected.

2. Data Collection Methods

Interview (External Stakeholders-Participants of SNI Award SNI Implementing Organization) Focus Group Discussion (Internal Stakeholders)

3. Process Analysis

The analysis process in this study consists of 5 stages, as follows:

a. Stage 1: To identify thoughts about six thinking Hatss, in FGD activities with stakeholders, the Six Thinking Hats method will be used, which will enrich the best alternative solutions and become input for Value Focus Thinking and AHP.

b. Stage 2: Identifying Alternatives: Value-Focused Thinking (VFT), a decision-framing concept presented by (Keeney, 1992), suggests thats values are used for evaluation and should reflect the decision maker's goals. VFT is intended to focus decision-makers on important activities before solving decision problems. There are underlying means and ends tHats drive values.

c. Stage 3: Selection of alternative Analytical Hierarchy Process (AHP), Stages in the AHP method begin with the process of defining the problem, creating a hierarchical structure starting with general objectives, followed by criteria and choices, Creating a pairwise comparison matrix, Normalizing data, Calculating vector eigenvalues and test its consistency, calculate the eigenvector of each pairwise comparison matrix, test the consistency of the hierarchy. If it does not meet the CR <0.100, then the assessment must be repeated again

d. Stage 4: Do the final calculations. In this study, decision-making was carried out in group discussion forums, where the number of decision-makers was more than one person focused on decision-makers and stakeholders. The author uses a particular application for a hierarchical analytical process called Expert Choice to generate, process, and determine the weight of the specified criteria. Six respondents' discussion results were processed into a combined weight calculation for each criterion and a combined weight calculation using the geometric mean of the respondents' questionnaire answers.

e. Stage 5: Sensitivity analysis is a technique for determining the stability of alternatives when the priority of specific criteria is changed. AHP sensitivity analysis was evaluated in this study by identifying the most critical criteria. Dynamic sensitivity shows how the priority of all alternatives changes when the priority of specific criteria changes. The most critical criterion, indicated by the smallest change in weight from the current criterion, changes the ranking among the alternatives (Saaty, Vargas, Saaty, & Vargas, 2013). In determining the most critical criteria, the authors use the Expert Choice application by simulating the weights for each criterion from 0-1.

Results and Discussion

Stage 1

Identification of thoughts The Six thinking Hats technique can be seen in the following table:

Table 1 Six Thinking Hats

Six Thinking Hats	Topics to be discussed: Determining the right promotional media to increase the Interest Rate of SNI Award Registrants
WHITE HAT - Factual Hat What issues are currently known in the topic? By displaying the latest data and evidence	The fact that 1. The SNI Award is the government's highest award to a sustainable SNI implementation organization. This shows that the target market of the SNI Award is clear, namely the SNI Implementing Organization. 2. There are more than 60,000 SNI implementing organizations that have not been well informed about the SNI Award 3. BSN has used several promotional media including: Print Media / Magazine / SNI Valuation / Local or National Newspapers, Face-to-face socialization in collaboration with local governments, LPK, Associations, Ministries and others offline (Seminars, workshops, training and others face-to-face, Information through WA / Wa Group, Website BSN / ministries and or institutions / that cooperate in recreation, Instagram, Tiktok, and Youtube
RED HAT - Emotional Hat How do you feel about issues	The use of social media is advantageous because social media has a very wide reach and has time flexibility. In addition, social media has a relatively low cost compared to other types of promotional media. Social media can definitely be the right promotional media to increase the rate of SNI Award registrants in the future.

BLACK HAT- Critical Hat A What can go wrong if the problem is not addressed	Social media does have many advantages but organizations also need to consider the security of data from their users. Social media also needs to be evaluated whether each of these social media already has a target as expected by the SNI Award. We also have a limited budget to do massive promotions.
YELLOW HAT- Optimis Hat What positive actions are being taken or proposed to address the issue?	In the issue of information data security, BSN has referred to SNI ISO 27001 concerning network information security. This can alleviate concerns about user data leaks. For some promotional media, it does not cost money, therefore we can allocate costs to paid promotional media but have reach and have a good image such as television, advertising through social media and others. Other promotional media also need to be considered
GREEN HAT- Optimis Hat What other initiatives can you propose to address the problem being identified? Why they matter	1. Promotional media that has a wide reach and can attract all organizational participants at all levels of the industrial sector that have implemented SNI 2. However, organizations must also consider the target market of the SNI Award which is clear, namely the SNI application organization. The right promotional media for the target market of business people may be suitable to use social media such as linkind which has nearly 720 million business accounts that can create ambience in business situations as well 3. Organizations need to consider the target target, namely SNI implementation organizations which require closer bounding to convince them to be able to participate in the SNI Award, so that offline and online socialization is also worthy of consideration
BLUE HAT- Conclusive Hat What conclusions can you draw after exploring the issue	In this FGD, it can be concluded that several things can be input for the process of determining the value of a promotional media in increasing the interest rate of SNI Award registrants. Organizations need to weigh every value needed by a media communication tool in increasing the interest rate of SNI application organizations in participating in the SNI Award 1. Reach, needs to be analyzed from various media 2. Ease of use is also important 3. Optimal Cost Budget 4. Interesting content according to the market 5. The image of a media is important in attracting the confidence of the target participants

Stage 2

Based on the results of the Forum Group Discussion, which collected feedback from each FGD participant, the authors defined the decision-making criteria and sub-criteria to be used in AHP for the selection process shown in table 4.3 below.

Table 2 Criteria and Sub-Criteria Decision Making

Criteria/Subcriteria	Description
Range	The ability of promotional media to reach a broader range of prospective SNI Award participants
Number of users	Number of active users/followers/accounts on a medium
Target users	The ability of a media to segment its users, in this case, the target market is an SNI application organization which is a form of business organization
Ease	It is a benchmark of the belief tHats the use of media will be free from mental and physical effort
Aksesbility for audience	How easily can information be received, understood, and acted upon by audiences of all types of users and various capabilities
Access Flexibility for user	Ease of use, licensing, process, and production
Security	Able to protect data privacy from users and users
Content	The information available through promotional media is to be adequately conveyed to prospective SNI Award participants
Informative	The ability of promotional media to provide complete and comprehensive information so tHats the target audience can capture messages
Interactive	Ability to communicate both ways between audience and user
Cost and Budget	The budget allocated to increase the interest rate of SNI-implementing organizations to participate in the SNI Award through the selection of promotional media
Reputation	A positive image of a specific media tHats can attract the interest of potential SNI Award participants

The VFT, which was developed during the Focus Group Discussion between the National Standardization Body, resulted in seven alternative categories of promotion media which can be prioritized to address the following problems:

1. Print Media: It is a static medium and prioritizes visual messages. The medium consists of sheets with several words, images, or photographs in color layout and white pages. In organizing the SNI Award, until now, it still uses print media in the form of brochures, SNI Valuation, Newspaper, Newsletter SNI Award, etc.). Print media has a reach of around 8% when compared to other promotional media.

2. Broadcast Media: It is a medium tHats conveys and disseminates messages and information in the form of broadcasts; communication media included in the broadcast media are radio and television. These two media are also still used by BSN as one promotional media where television has a television user base in Indonesia with as many as 96 million audiences and can increase brands by 30.6% of the population. At the same time, radio has 22.7 million listeners in Indonesia.

3. Social Media Networking: It is an internet-based media tHats has many users who can interact with each other. Social media networking used today by BSN is in the form of WhatsApp, business email, Facebook, Twitter, Linkedin, etc.). WhatsApp users in Indonesia are 88.7% of the total population of social media platform users

with 68.8 million users. Meanwhile, Facebook has a potential audience tHats can be reached by 129.9 million people, with a reach of 46.8% of the total population, with 16,784 BSN followers. BSN also needs to consider the use of Linked in promotion because Linked in is business-oriented, mainly used for professional networks of 29.4% with a reach of 20 million people and reaching 7.2% of the total population.

4. Media Sharing Networking (Instagram, youtube, TikTok, etc.): Is it the social media platform most focused on showing the visual side The media sharing networking currently used in the SNI award promotion is Instagram which has an Instagram reach of 99 million users with a reach of 35.7%, with several BSN followers as many as 118,603 accounts. Youtube has a reach of 139 million people, 50% of the total population, and a number of BSN followers as many as 9,820 accounts. Tiktok with 3,745 BSN followers.

5. Offline socialization in collaboration with local governments, LPK, Associations, Ministries, and others: Interpersonal interaction and communication are carried out physically and have a limited range. According to a Forbes survey of 760 business executives, 84% prefer face-to-face communication. 85% said their reasons for building more substantial and meaningful business relationships. Respondents also said tHats face-to-face meetings are best for persuasion (91%), leadership (87%), and engagement (86%) and avoid misunderstandings. Seminars, workshops, and training are media tHats BSN has used.

6. Online socialization in collaboration with local governments, LPK, Associations, Ministries, and others: Interpersonal interaction and communication are carried out virtually, with a wide range tHats can facilitate communication anywhere and anytime. Become one of the choices for communicating when the Covid-19 pandemic occurs. Media used by BSN include webinars, zoom meetings, gatherings, other live events, etc.

7. Website of BSN or ministry and or institution tHats cooperates in renewal: Based on data obtained from digital 2022 Indonesia, as many as 31.5% of the population agree tHats websites are a platform tHats is widely used to increase brand knowledge and become a source of brand discovery, as much as 21.3%, which is ranked 14th.

Stage 3

Then, make an alternative selection: Analytical Hierarchy Process (AHP), through a hierarchical tree developed to describe the relationship between alternatives and criteria based on the definitions above. The top hierarchy is the decision context or purpose. Figure 4.3 is a hierarchical tree for decision analysis regarding the selection of marketing communication tools to increase the interest rate of SNI Award applicants.

Stage 4

The results of the stakeholder perspective to increase the interest rate of the SNI application organization show tHats audience reach is a critical criterion with a weight value of 0.350. Followed by the ease of use ranked second with a weight value of 0.223. Costs and budgets are also considered with a weight of 0.189, followed by the reputation of a promotional media of 0.189, and content being the last consideration

with a weight of 0.106. Meanwhile, seven alternatives from promotional media will be used based on the priority weights shown. Offline socialization in collaboration with local governments, LPK, Associations, and Ministries (Seminars, workshops, training, and others) is the priority with a weight of 0.208, followed by Social Media Networking (Wa, business email, Facebook, Twitter, Linkedin, etc.) with a weight of 0.207. Media Sharing Networking (Instagram, youtube, TikTok, etc) and Online socialization in collaboration with local governments, LPK, Associations, Ministries, and others (Webinars, zoom meetings, gatherings, other live events, etc.) have an equally important weight with a weight value of 0.169.   BSN Website/Ministry website is preferred with 0.129 compared to Broadcast Media (Television and Radio) with a weight of 0.07, and in the last position is the use of Print Media (brochure/SNI Evaluation/Newspaper, etc.) in the SNI Award promotion of 0.048.

Stage 5

The results showed tHats the most critical criteria were at reach, changing ranking from the most critical criteria. Alternative as the criterion's weight changes priority with a sensitivity value of 0.02. When the sensitivity value is at 0.02, a change occurs where the alternative ranking changes to Social Media Networking (Wa, business email, Facebook, twitter, Linkedin, etc).

Conclusion

The main findings of the analysis can be summarized to answer the initial research questions as follows: Five criteria or factors influence the selection of promotional media, especially in promoting the SNI Award award event, which has a transparent target market, namely organizations or businesses entities tHats have implemented SNI. The five criteria are audience reach, ease of use, content, cost and budget, and the reputation of promotional media. Alternative SNI Award promotional media are selected based on the value of the weight of importance using the AHP process. The fundamental hierarchy of objectives in AHP is structured using qualitative parameters or criteria and data objectives from VFT results. The best alternative promotional media is Offline socialization in collaboration with local governments, LPK, Associations, and Ministries (Seminars, workshops, training, and others) with a weight value of 0.208. Offline socialization activities through digital institutions, workshops, training, and others can create deeper bonds and convey completeness of information to the benefit of more SNI Award Communicative. It is expected to increase the interest of SNI implementation organizations to participate in the SNI Award.

From the results of the FGD and the analysis in the previous chapter, the author suggests several recommendations as a solution to increase the interest rate of SNI Award registrants. Organizations can design a series of socialization programs offline through several events such as seminars, training, and others. Offline socialization is still considered to have a significant effect in capturing the interest of new participants and maintaining the loyalty of old participants. In utilizing offline socialization media, BSN can collaborate with institutions by signing MOUs with conformity assessment institutions with data sources for SNI application organizations, various ASSOCIATIONS in various business categories, and other ministries and government agencies. In implementing mass socialization, BSN can also make a well-known figure

become an icon of the SNI Award, where the figure contributes to standardization and is known to a broad audience, primarily by SNI application organizations. Although research shows offline socialization has a higher weight value, promotional activities through other media are still used to attract more participants and interests. One of them is in terms of utilizing media networking; organizations can take advantage of the dissemination of information through the Linked application, which is one of the networking platforms with 720 million active business accounts.

BIBLIOGRAPHY

Amirkhanpour, Monaliz, Vrontis, Demetris, & Thrassou, Alkis. (2014). Mobile marketing: a contemporary strategic perspective. *International Journal of Technology Marketing 5,* *9*(3), 252–269. https://doi.org/10.1504/IJTMKT.2014.063855

Ardhi, Yudha. (2013). Merancang media promosi unik dan menarik. *Yogyakarta: TAKA Publisher.*

Benson, Rodney, & Powers, Matthew. (2011). Public media and political independence. *Lessons for the Future of Journalism from Around the World. New York: New York University.*

Camp, William. (2001). Formulating and evaluating theoretical frameworks for career and technical education research. *Journal of Vocational Education Research*, *26*(1), 4–25. https://doi.org/10.5328/JVER26.1.4

Kallier, Safura Mohamed. (2017). The focus of marketing communication efforts of smes within south Africa. *Management & Marketing. Challenges for the Knowledge Society*, *12*(1), 140–154. https://doi.org/10.1515/mmcks-2017-0009

Keeney, R. L. (1992). *Value-Focused Thinking: A Path to Creative Decisionmaking (Cambridge, MA: Harvard University).*

Kotler, Philip, & Amstrong, Gary. (2018). *Principles of Marketing. Edisi 15 Global Edition*. Pearson.

Lévy, Brigitte. (2007). The interface between globalization, trade and development: Theoretical issues for international business studies. *International Business Review*, *16*(5), 594–612. https://doi.org/10.1016/j.ibusrev.2007.06.004

Loredana, Ecobici Mihaela. (2017). The analysis of causes and effects of a phenomenon by means of the "fishbone" diagram. *Ann Econ Ser*, *5*, 97–103.

Ramasobana, Morongwa, Fatoki, Olawale, & Oni, Olabanji. (2017). Entrepreneurs' characteristics and marketing communication practices of SMEs in South Africa. *Gender and Behaviour*, *15*(3), 9350–9371. https://hdl.handle.net/10520/EJC-c382b18b1

Saaty, Thomas L., Vargas, Luis G., Saaty, Thomas L., & Vargas, Luis G. (2013). Sensitivity analysis in the analytic hierarchy process. *Decision Making with the Analytic Network Process: Economic, Political, Social and Technological Applications with Benefits, Opportunities, Costs and Risks*, 345–360. https://doi.org/10.1007/978-1-4614-7279-7_15

Sari, Irna. (2015). *Understanding the capability of Indonesian shrimp producers to participate in Iucrative export markets; using the integrated sustainable*

livelihoods approach (SLA) and global value chain (GVC) analyses.

Taiminen, Heini Maarit, & Karjaluoto, Heikki. (2015). The usage of digital marketing channels in SMEs. *Journal of Small Business and Enterprise Development*, *22*(4), 633–651. https://doi.org/10.1108/JSBED-05-2013-0073

Tambunan, Erichson Hamdika, & NAKATO, SACHIO. (2014). *Why Does the Implementation of AC-FTA Give Negative Impacts to Textile and Textile Product Industrial Development in Indonesia?* Universitas Brawijaya.

Vaidya, Omkarprasad S., & Kumar, Sushil. (2006). Analytic hierarchy process: An overview of applications. *European Journal of Operational Research*, *169*(1), 1–29. https://doi.org/10.1016/j.ejor.2004.04.02

Voehl, Frank. (2016). Six Thinking Hats. In *The Innovation Tools Handbook, Volume 2* (pp. 261–274). Productivity Press.