

International Proceeding Community Services

Driving MSME Growth Through Innovation Strategy: Insights from Elok Printing

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ABSTRACT

Keyword:

MSMEs, innovation strategy, digital transformation, artificial intelligence, competitive advantage

Accepted : 30 May 2026

Approved : 3 June 2026

Published : 29 June 2026

Publisher:

Perbanas Institute

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This study examines the innovation strategy of Elok Printing MSME in enhancing its competitive advantage in the digital era. Using a qualitative approach within a community service framework, data were collected through in-depth interviews and discussions with the business owner. The findings indicate that Elok Printing achieves strong market positioning by focusing on a niche segment of organizational identity products and implementing a premium pricing strategy based on design quality and service excellence. Innovation is reflected in three key areas: multi-channel digital marketing through platforms such as TikTok and Instagram, flexible business processes through collaboration with freelance designers, and the adoption of artificial intelligence to improve design efficiency and creativity. The company also demonstrates adaptability by responding to market disruptions through strategic business adjustments. In conclusion, the integration of digital transformation, operational flexibility, and technological innovation plays a critical role in strengthening sustainable competitiveness. These findings provide practical insights for MSMEs in developing effective innovation strategies in a dynamic business environment.

I. INTRODUCTION

The rapid development of the global economy, particularly in the digital era, has significantly influenced the growth and transformation of Micro, Small, and Medium Enterprises (MSMEs). MSMEs play a crucial role in driving economic growth, creating employment opportunities, and fostering innovation, especially in developing countries such as Indonesia. According to various studies, MSMEs contribute substantially to Gross Domestic Product (GDP) and act as a backbone of the national economy. However, despite their important role, many MSMEs still face challenges in sustaining competitiveness, particularly in highly dynamic and competitive markets.

One of the key factors determining the sustainability and competitiveness of MSMEs is their ability to innovate. Innovation is not limited to product development but also encompasses process innovation, marketing innovation, and organizational innovation. In the context of creative industries such as printing services, innovation becomes even more critical due to rapid technological changes and evolving customer preferences. The printing industry, which was traditionally dominated by conventional production methods, has undergone significant transformation with the integration of digital technologies, automation, and artificial intelligence.

Elok Printing, established in 2016 by Yusuf, represents a notable example of an MSME that has demonstrated adaptive and innovative strategies in navigating market challenges. The company specializes in providing organizational identity products, such as t-shirts, ID cards, and lanyards, primarily targeting students and university organizations. This niche market positioning allows the company to focus on specific customer needs and deliver customized solutions. The company initially operated fully online to minimize operational costs, which reflects an early adoption of digital business models even before the widespread digital transformation accelerated by the COVID-19 pandemic.



Figure 1. Elok Printing

The COVID-19 pandemic posed unprecedented challenges to businesses worldwide, including MSMEs. Many businesses experienced declining demand, disrupted supply chains, and operational limitations. However, Elok Printing demonstrated resilience by pivoting its business model to produce and sell face masks online. This strategic shift highlights the importance of flexibility and responsiveness in crisis situations. The ability to quickly adapt to changing market conditions is a critical component of innovation and business sustainability.

One of the distinguishing characteristics of Elok Printing is its emphasis on design quality and service excellence. The founder’s expertise in graphic design serves as a key competitive advantage, enabling the company to deliver high-quality and aesthetically appealing products. In addition, the company implements a customer-oriented approach by focusing on market segmentation, particularly targeting organizational needs among students and communities. This focus on niche markets aligns with strategic marketing principles that emphasize the importance of understanding and serving specific customer segments.

Furthermore, Elok Printing adopts a premium pricing strategy as part of its competitive positioning. Instead of competing in price-sensitive markets, the company chooses to maintain higher prices as a reflection of its superior quality and service. This approach is consistent with the concept of value-based pricing and aligns with the principles of Blue Ocean Strategy, which emphasize creating uncontested market space rather than competing in saturated markets characterized by intense price competition. By offering differentiated value through quality design and service, Elok Printing successfully avoids direct competition in the so-called “red ocean” markets.

In terms of innovation practices, Elok Printing has implemented several strategies to enhance its operational efficiency and market reach. The company utilizes a multi-channel digital marketing approach, leveraging platforms such as Instagram, TikTok, Shopee, and its official website. This strategy enables the company to reach a broader audience and engage with customers more effectively. Digital marketing has become an essential tool for MSMEs to enhance visibility, build brand awareness, and drive sales in the digital economy.

In addition to marketing innovation, Elok Printing has optimized its business processes by collaborating with freelance designers. This approach allows the company to maintain flexibility in resource management while ensuring high-quality design output. Moreover, the adoption of Artificial Intelligence (AI) technologies, such as ChatGPT-4 and Midjourney, represents a significant step toward digital transformation. These tools are utilized to enhance design efficiency, generate creative concepts, and streamline communication processes. The integration of AI in MSMEs is increasingly recognized as a strategic move to improve productivity and innovation capabilities.

Looking ahead, Elok Printing aims to position itself as a one-stop solution provider for organizational needs. This vision includes strategic plans to invest in advanced production equipment, such as UV flatbed printing machines and acrylic cutting machines. These investments are expected to diversify product offerings, improve production speed, and enhance overall service quality. Such strategic expansion reflects the company’s commitment to continuous innovation and long-term growth.

Despite these achievements, there are still opportunities for further innovation, particularly in product diversification and value-added services. For instance, the development of comprehensive event packages tailored for organizational needs could provide additional revenue streams. Additionally, organizing design workshops for students and communities could strengthen customer engagement and position the company as a knowledge-sharing platform in the creative industry.

Based on the background described above, this study aims to analyze the innovation strategies implemented by Elok Printing as part of a community service (PKM) program. Specifically, the study seeks to explore how innovation in marketing, operations, and technology adoption contributes to business sustainability and competitiveness. The findings of this study are expected to provide practical insights for MSMEs in similar industries and contribute to the development of innovation-based strategies in the context of community empowerment.

II. METHODS

This study employs a qualitative approach within the framework of community service (Pengabdian Kepada Masyarakat/PKM) to analyze the innovation strategies implemented by Elok Printing. The qualitative method is considered appropriate as it allows for an in-depth exploration of business practices, experiences, and perspectives of the stakeholders involved. Through this approach, the study aims to capture the complexity of innovation processes in MSMEs and provide a comprehensive understanding of the strategies employed.

The PKM activity was conducted in collaboration with Elok Printing, located at Jl. Supriyanto No.109, Simpang IV Sipin, Telanaipura District, Jambi City, Indonesia. The implementation took place on July 7, 2025. The partner organization, Elok Printing, was selected based on its relevance to the research objectives, particularly its demonstrated ability to innovate and adapt in a competitive business environment.

Data collection was carried out using two primary techniques: in-depth interviews and focused discussions. The main informant in this study was Yusuf, the founder of Elok Printing, who possesses comprehensive knowledge of the company's operations, strategies, and development trajectory. The interview process was designed to explore various aspects of the business, including its history, innovation practices, marketing strategies, operational processes, and future plans.

The in-depth interview technique allows researchers to gather detailed and nuanced information directly from the source. Open-ended questions were used to encourage the informant to share insights and experiences freely. This method is particularly effective in understanding the motivations, challenges, and decision-making processes underlying business innovation. In addition to interviews, discussions were conducted to validate and enrich the data obtained. These discussions also provided opportunities to clarify ambiguities and explore additional perspectives.

The data collected were analyzed using a qualitative descriptive analysis approach. This method involves organizing, categorizing, and interpreting data to identify patterns and themes related to innovation strategies. The analysis process followed several stages, including data reduction, data display, and conclusion drawing. Data reduction involves selecting and simplifying relevant information, while data display refers to the presentation of data in a structured manner to facilitate interpretation. Finally, conclusions are drawn based on the identified patterns and relationships.

To ensure the validity and reliability of the findings, this study applies triangulation techniques. Triangulation involves cross-verifying data from different sources or methods to enhance the credibility of the results. In this study, triangulation was achieved by comparing information obtained from interviews and discussions, as well as by examining consistency across different aspects of the data.

Furthermore, the PKM approach emphasizes not only data collection but also practical intervention and knowledge transfer. During the implementation, researchers provided insights and recommendations to the partner organization regarding potential innovation strategies. These include suggestions for product diversification, digital marketing optimization, and the use of advanced technologies to improve efficiency and competitiveness. This interactive process reflects the dual role of PKM activities as both research and community empowerment initiatives.

Ethical considerations were also taken into account throughout the study. The informant participated voluntarily, and all information was used solely for academic purposes. Confidentiality and data privacy were maintained to ensure the integrity of the research process.

In summary, the methodological approach adopted in this study combines qualitative research techniques with community service principles to provide a comprehensive analysis of innovation

strategies in MSMEs. This approach not only generates valuable academic insights but also contributes directly to the development and empowerment of the partner organization.

III. RESULTS AND DISCUSSION

A. Business History and Entrepreneurial Foundation

The establishment and development of Elok Printing represent a compelling case of entrepreneurship driven by passion, expertise, and adaptive capability. Founded in 2016 by Yusuf, the business emerged as a transformation of personal interest in graphic design into a structured commercial venture. The founder's decision to resign from his previous position in a zakat management institution marked a critical turning point, reflecting a strong entrepreneurial orientation characterized by risk-taking and opportunity recognition.

From an academic perspective, this trajectory aligns with contemporary entrepreneurship literature that emphasizes the importance of passion-driven ventures. Lestari & Santika, (2023) argue that transforming hobbies into successful businesses requires not only technical skills but also resilience, creativity, and a proactive mindset. Yusuf's early engagement in student organizations, participation in design competitions, and continuous learning activities contributed to the accumulation of tacit knowledge, which is widely recognized as a critical intangible asset in innovation processes (Quelju, 2023). Tacit knowledge, embedded in personal experience and practice, enables entrepreneurs to develop unique capabilities that are difficult to replicate by competitors.

The rebranding from “Elok Digital” to “Elok Printing” also reflects a strategic shift in positioning and identity. The name “Elok,” derived from the Malay language meaning “beautiful” or “excellent,” symbolizes the company's commitment to quality and aesthetic value. This rebranding initiative is not merely cosmetic but represents a deeper strategic intent to align the company's identity with its value proposition. In the context of innovation theory, such transformation can be categorized as marketing and organizational innovation, which are essential for sustaining competitive advantage in dynamic markets (Rofaida et al., 2019).

The journey of Elok Printing can be divided into several critical phases that highlight its resilience and adaptability. During the initial phase (2016–2019), the company operated fully online, utilizing shared facilities to minimize operational costs. This lean startup approach demonstrates an efficient resource utilization strategy, which is particularly relevant for MSMEs with limited capital. The subsequent expansion phase marked the transition to a more formal business structure with the establishment of a physical office. However, this growth was soon challenged by the COVID-19 pandemic, which significantly disrupted demand in the event and organizational sectors.

The pandemic served as a stress test for the business model. As traditional demand collapsed, Elok Printing demonstrated agility by pivoting to the production and online sale of face masks. This strategic pivot reflects the concept of dynamic capability, which refers to a firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. Hustia (2021) highlights that such adaptability is a key determinant of business survival during crises. The ability to identify new opportunities and reallocate resources effectively allowed Elok Printing to sustain operations during one of the most challenging periods in recent history.

B. Business Model and Product-Market Fit

One of the most significant findings of this study is the clarity of Elok Printing's business model, particularly its strong alignment with the concept of product-market fit. Unlike conventional printing businesses that cater to a broad range of customer needs, Elok Printing has strategically focused on a specific niche market: organizational identity products for students and youth communities.

This focus enables the company to develop deep insights into customer preferences, behavior, and expectations. According to Nurmalia et al. (2022), achieving product-market fit requires a combination of market-based understanding and resource-based capabilities. Elok Printing successfully integrates these two perspectives by leveraging its internal strengths in design and customer service to meet the specific needs of its target market.

The concept of product-market fit, as introduced by Marc Andreessen (2007), emphasizes the importance of delivering products that effectively satisfy market demand. In this case, Elok Printing’s offerings such as customized t-shirts, ID cards, lanyards, and other organizational attributes serve as a minimum viable product (MVP) that addresses the functional and symbolic needs of its customers. These products are not merely functional items but also represent identity, belonging, and organizational pride.

Despite its niche focus, Elok Printing also serves additional market segments, including corporate (B2B) and government (B2G) clients. However, these segments are treated as supplementary revenue streams rather than primary targets. This strategic prioritization allows the company to maintain focus and avoid dilution of its core competencies.



Figure 2. Examples of Custom ID Cards, T-Shirts, and Blazers Produced by Elok Printing
Source: Elok Printing, retrieved July 8, 2025

Another key aspect of the business model is the emphasis on differentiation through quality rather than price competition. Elok Printing deliberately adopts a premium pricing strategy, positioning itself as a provider of high-quality design and superior service. This approach is consistent with value-based pricing principles and reflects a deliberate strategic choice to avoid competing in price-driven markets.

C. Competitive Strategy: Blue Ocean Approach

The competitive positioning of Elok Printing can be analyzed through the lens of Blue Ocean Strategy (Kim & Mauborgne, 2005). In highly competitive industries such as printing services, many businesses engage in price wars, leading to reduced profit margins and unsustainable competition. This environment, often referred to as the “red ocean,” is characterized by intense rivalry and commoditization.

Elok Printing consciously avoids this competitive trap by creating a differentiated value proposition. Instead of lowering prices, the company enhances value through superior design quality, personalized service, and strong customer relationships. This strategy allows the company to target customers who prioritize quality and reliability over cost.

The differentiation strategy is supported by two main pillars:

1. Design Quality

The founder's expertise in graphic design provides a strong foundation for delivering high-quality products. The company actively collaborates with customers to translate their ideas into visually appealing designs. This approach not only enhances customer satisfaction but also creates a unique brand identity.

From an innovation perspective, this aligns with design-driven innovation, where aesthetic and functional improvements contribute to competitive advantage (Trott, 2021). The ability to consistently deliver creative and high-quality designs differentiates Elok Printing from competitors that rely on standardized templates.

2. Service Quality

Service excellence plays a critical role in building customer loyalty and trust. Elok Printing implements several strategies to enhance service quality, including customer segmentation, personalized communication, and product guarantees.

Customer segmentation is achieved through differentiated communication channels, allowing priority customers to receive faster responses. This approach reflects the application of relationship marketing principles, which emphasize long-term engagement and customer retention.

The provision of product guarantees further strengthens customer trust. By offering refunds or replacements for defective products, the company reduces perceived risk and enhances customer confidence. According to Laksamana et al., (2024), high-quality service combined with digitalization can significantly improve customer satisfaction and operational efficiency.

D. Innovation Practices

The analysis reveals that Elok Printing's success is strongly supported by its continuous innovation across multiple dimensions. These innovations can be categorized into three main areas: marketing innovation, process innovation, and technological innovation.

1. Digital Marketing Innovation

Elok Printing employs a multi-channel digital marketing strategy, utilizing platforms such as Instagram, TikTok, Shopee, and its official website. Among these channels, TikTok has emerged as the most effective platform, with over 19,000 followers and significant customer acquisition.

The effectiveness of TikTok as a marketing tool can be explained by its ability to deliver engaging visual content and reach younger audiences. Research by Annisa et al., (2024) and Ramadhan et al., (2023) indicates that TikTok marketing significantly influences brand awareness, customer engagement, and purchase intention.

The company's ability to create relevant and appealing content demonstrates an understanding of digital consumer behavior. This capability is essential in the digital economy, where customer attention is highly fragmented and competitive.

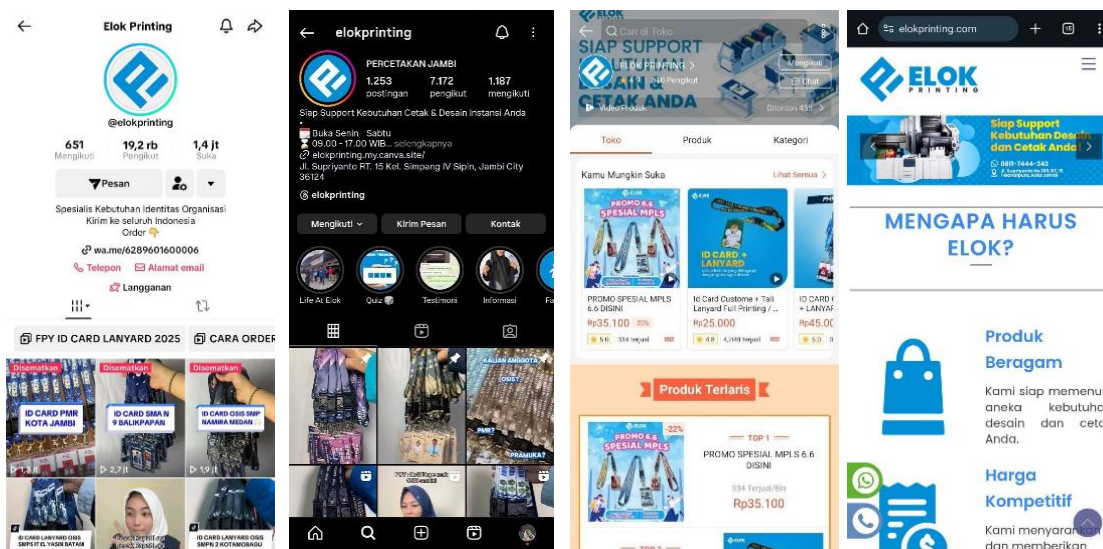


Figure 2. Elok Printing's Multi-Channel Marketing Strategy Across Various Digital Platforms

Source: Screenshots from Elok Printing’s official social media accounts (TikTok, Instagram, Shopee, and website)

2. Business Process Innovation

To address increasing demand and operational complexity, Elok Printing has implemented a flexible workforce model by collaborating with freelance designers. This approach allows the company to scale its operations without incurring high fixed costs.

According to Widiastuti (2021), organizational flexibility is a key requirement for competitiveness in the digital era. By leveraging external talent, Elok Printing enhances its capacity to handle large volumes of work while maintaining quality standards.

This model also reflects the growing trend of the gig economy, where businesses rely on distributed talent networks to optimize efficiency and innovation.

3. Technological Innovation (AI Adoption)

One of the most notable findings is the adoption of Artificial Intelligence (AI) technologies in the design process. Elok Printing utilizes tools such as ChatGPT-4 and Midjourney to enhance creativity and efficiency.

The use of generative AI enables the rapid development of design concepts, reducing the time required for manual design processes. This capability is particularly valuable in meeting complex customer demands, such as customized illustrations and high-resolution visual content.

Hanifa et al., (2023) highlight that AI integration can significantly improve operational efficiency and innovation capabilities. Elok Printing’s investment in AI training further demonstrates its commitment to continuous learning and technological advancement.

E. Future Innovation Strategies

Looking forward, Elok Printing aims to transform into a one-stop solution provider for organizational needs. This strategic vision involves both operational expansion and service diversification.

The planned investment in advanced production equipment, such as UV flatbed printers and acrylic cutting machines, will enable the company to expand its product portfolio. This vertical integration is expected to improve production efficiency, reduce lead time, and enhance product quality.

In addition to internal expansion, several strategic recommendations can be proposed:

1. Product Diversification

Developing comprehensive event packages can create additional value for customers. By offering integrated solutions, the company can increase revenue while strengthening customer relationships.

2. Educational Initiatives

Organizing design workshops for students and communities can enhance brand positioning and create new engagement opportunities. This approach aligns with knowledge-based marketing strategies, where companies establish authority and credibility through education.

IV. CONCLUSION

This study highlights that the success of Elok Printing as a Micro, Small, and Medium Enterprise (MSME) is strongly driven by its ability to integrate entrepreneurial passion, strategic positioning, and continuous innovation in a dynamic business environment. Established in 2016 by Yusuf, Elok Printing demonstrates how a business rooted in personal expertise particularly in graphic design can evolve into a competitive and sustainable enterprise. The transformation of individual skills into a structured business model reflects the importance of human capital and tacit knowledge as foundational elements of innovation and value creation.

One of the key findings of this study is the company’s ability to achieve a strong product-market fit by focusing on a specific niche market, namely organizational identity products for students and youth communities. This strategic focus enables Elok Printing to deeply understand customer needs and deliver highly relevant and customized solutions. Rather than adopting a mass-market approach, the company prioritizes specialization, which allows it to build a strong brand identity and maintain a competitive edge.

Furthermore, Elok Printing’s decision to implement a premium pricing strategy represents a deliberate and well-calculated competitive approach. By emphasizing quality design and superior service, the company successfully avoids price-based competition in saturated markets. This strategy aligns with the principles of Blue Ocean Strategy, where businesses seek to create uncontested market space through differentiation rather than competing directly in price-driven environments. As a result, Elok Printing is able to attract a segment of customers who value quality, reliability, and professional service.

Innovation plays a central role in sustaining the company’s competitiveness. The findings reveal that Elok Printing has successfully implemented innovation across three major dimensions. First, in terms of marketing innovation, the company utilizes a multi-channel digital strategy, leveraging platforms such as Instagram, TikTok, Shopee, and its official website. Among these, TikTok has proven to be the most effective channel for customer acquisition, particularly among younger audiences. Second, in process innovation, the company adopts a flexible operational model by collaborating with freelance designers, enabling it to scale operations efficiently while maintaining high-quality output. Third, in technological innovation, the adoption of Artificial Intelligence (AI) tools such as ChatGPT-4 and Midjourney significantly enhances design efficiency, creativity, and responsiveness to customer demands.

In addition to internal innovation, the study also identifies Elok Printing’s strong adaptability in responding to external challenges, particularly during the COVID-19 pandemic. The company’s ability to pivot its business model toward the production and online sale of face masks demonstrates resilience and dynamic capability. This adaptability is a critical factor for business survival and growth in uncertain environments, highlighting the importance of strategic flexibility for MSMEs.

Looking forward, Elok Printing aims to transform into a one-stop solution provider for organizational needs. This vision is supported by strategic plans to invest in advanced production technologies, such as UV flatbed printing machines and acrylic cutting machines. These investments are expected to expand product offerings, improve production efficiency, and enhance service speed. Such forward-looking strategies indicate a commitment to long-term growth and continuous improvement.

Moreover, this study proposes additional innovation strategies that can further strengthen the company’s position. These include product diversification through the development of integrated event packages and the implementation of design workshops for students and communities. These initiatives not only create new revenue streams but also enhance customer engagement and brand positioning as a creative and educational hub.

In conclusion, the case of Elok Printing provides valuable insights into how MSMEs can achieve sustainable growth through innovation, strategic differentiation, and effective market positioning. The integration of digital marketing, flexible operations, and advanced technology adoption demonstrates a holistic approach to business development. From a broader perspective, this study contributes to the understanding of innovation-driven MSME development within the context of community service programs. The findings offer practical implications for entrepreneurs, practitioners, and policymakers in designing strategies that foster competitiveness, resilience, and sustainability in the MSME sector.

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