Managerial Decision-Making for Process Optimization in CV Jaya Mandiri Textile Operations

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Abstract.

In today's highly competitive and dynamic business environment, small and medium enterprises (SMEs) must constantly adapt to operational challenges that threaten efficiency and customer satisfaction. CV Jaya Mandiri, an SME based in Malang, engaged in textiles and interior solutions, is currently facing a critical issue of long process times, with customer orders taking up to two weeks from inquiry to final installation. This long waiting period has resulted in customer dissatisfaction, loss of competitiveness, and risks to long-term sustainability. Despite consistent product quality and strong market demand, inefficiencies in the company's internal processes have restricted its ability to deliver convenient service. These challenges highlight the urgent need for process optimization supported by informed managerial decision making. The research aims to address these operational inefficiencies by analyzing the current business processes of CV Jaya Mandiri, identifying root causes of delays, and proposing optimized workflows that reduce process time while aligning with the company's resource capabilities. the research uses a qualitative case study approach. Data is collected through semi-structured interviews with key stakeholders, direct field

Keywords: *Business process management; decision-making and SMART.*

I. INTRODUCTION

In today's business environment, disruptions to operations are an unavoidable risk that all firms must confront. The recent COVID-19 pandemic, for example, paralyzed production and supply chains globally, causing substantial economic losses and forcing many companies to reassess their operational methods [1]. This dynamic and often volatile environment requires businesses, including those in the textile and interior solutions industry, to undergo rapid transformation and adaptation to meet shifting market demands. To navigate this turbulence, organizations must develop unique capabilities that differentiate them from competitors [2]. A company's ability to promptly deliver products and services is fundamentally linked to its internal operational systems and the business processes that define them [3]. When faced with disruptions, these systems often experience immediate and direct negative consequences to their efficiency. This has led to a crucial shift in focus for many organizations, moving from solely generating high profits to building operational resilience, which is the ability to withstand shocks, adapt, and recover quickly [4]. For a small and medium enterprise (SME) like CV Jaya Mandiri, which is engaged in producing and distributing interior products, optimizing its operations to build such resilience is essential for remaining competitive.Business processes are central to an organization's ability to manage work and achieve its strategic targets. For CV Jaya Mandiri, key processes such as order handling, inventory management, production scheduling, and final installation are critical. The overall performance of the company hinges on how well these processes are designed and optimized, as efficient operational activities are the bedrock of a successful enterprise.

As a business grows and transforms, its processes must be continually realigned to meet new demands. SMEs, which are often characterized by limited resources and a lack of specialized expertise, must be particularly diligent in ensuring their processes are efficient. When significant issues arise, such as the two-week process time currently faced by CV Jaya Mandiri, it signals a clear need for a thorough analysis of current business processes. This situation presents an opportunity for evaluation and improvement, often requiring Business Process Re-engineering (BPR) which is the fundamental rethinking and radical redesign

of business processes to achieve dramatic improvements in performance [5]. The success of a company's operational activities is directly impacted by how well it designs and executes its business processes. Today, this is increasingly influenced by digital innovation and the emergence of digital platforms, which have transformed the B2B sales process [6]. To adapt, firms can leverage Business Process Management (BPM), a systematic approach that strategically aligns processes to enhance long-term competitiveness. BPM provides the tools to map and model an organization's processes, clarifying the flow of information, identifying bottlenecks, and integrating disparate systems to create a cohesive and efficient operation. Ultimately, the primary objectives of any business are service quality and customer satisfaction, which are the foundations of customer loyalty.

A positive service experience, enhanced by an aesthetically pleasing and efficient environment, can significantly improve customer satisfaction and re-patronage intentions. For CV Jaya Mandiri, the current long wait times have a direct negative impact on the customer experience, leading to dissatisfaction and creating the risk of losing clients to more responsive competitors.The dynamic evolution of the textile and interiors market, marked by intense competition, urges companies like CV Jaya Mandiri to improve their operational effectiveness. However, addressing deep-seated inefficiencies requires more than just technical adjustments, but it demands strategic change that is consciously initiated and driven by top management [7]. This strategic process involves a careful evaluation of feasibility, resource allocation, and potential trade-offs, such as implementation costs and organizational resistance to change. These managerial decisions are critical to ensuring that improvements are not only implemented but are also sustained in the long term. Therefore, by identifying the root causes of current inefficiencies, this research aims to propose specific process improvements while also analyzing the managerial considerations that influence the decision to implement a redesigned business process [8]. This holistic approach, guided by the principles of BPM, is expected to provide a comprehensive roadmap for CV Jaya Mandiri to enhance its competitiveness and customer satisfaction.

II. METHODS

The proposed research study will used a qualitative data collection strategy designed to explore, understand, and analyze the internal business processes of CV Jaya Mandiri. Data collection focused on gathering complete and detailed information that reflects the actual conditions of the company's operational environment. At this stage, primary and secondary data collection is carried out to provide a solution for the length of the customer order process in CV Jaya Mandiri. Primary data collection is obtained by using interview techniques and field observation, while secondary data collection is obtained through document analysis, which is required in this research.The data analysis method in this study was structured based on the Business Process Management (BPM) approach for data analysis. Business Process Management (BPM) is a discipline that aims to monitor and improve how work is done in an organization [9]. It provides structured methodology to identify inefficiencies, redesign workflow, and continuously improve organizational performance.

After conducting a data analysis using BPM which provides alternative business process redesign strategies that can be implemented, the next step is to apply decision-making analysis. While BPM is useful for identifying inefficiencies and proposing alternative process improvements, it does not provide a structured mechanism for selecting the most appropriate improvements to implement. Therefore, this study uses the simple multi attribute rating technique (SMART) as a primary data analysis tool in decision-making method. The main stage in SMART are identify the decision maker, identify the alternative courses of action, identify the attributes which are relevant to the decision problem, assign value to measure the performance of the alternatives on that attribute, take a weighted average of the values assigned to that alternative, make a provisional decision, perform sensitivity analysis [10].

III. RESULT AND DISCUSSION

SMART Method

1. Identify the decision maker

The analysis begins by identifying the key decision-makers within the organization. At CV Jaya Mandiri, this role is held by the CEO and owner. As a family business with a relatively simple organizational structure, strategic decisions remain centralized despite the presence of distinct functional teams such as sales, operations, and production. While these teams manage their respective day-to-day activities, authority over key business directions, process changes, and strategic initiatives remains with the CEO. This centralized decision-making arrangement reflects the company's size, ownership structure, and reliance on experienced leadership to guide its overall development.

2. Identify the alternative course of action

After determining the decision-makers, the next step is to identify the alternative courses of action available to the company. In this study, these alternatives consist of redesigned business process models developed in the initial phase of the research. These models were formulated through interviews, direct observation, and a systematic analysis of existing workflows, resulting in two redesign options feasible for CV Jaya Mandiri to adopt. The selection of the most appropriate alternative was guided by several criteria, including consideration of costs, expected benefits, and the strategic preferences of the CEO and owner. The following section presents the alternative business process models along with the rationale for why each option offers a meaningful and feasible path to improving operational performance.

- Alternative A: Process Streamlining Model

The reason this strategy is considered suitable is because it focuses on removing redundant and non-essential steps that currently slow down CV Jaya Mandiri’s business process. This approach also makes use of simple and freely available tools, such as Google Calendar and WhatsApp, to support smoother coordination during implementation. By relying on these systems, communication between departments becomes more organized, and scheduling can be handled more accurately, reducing waiting times and avoiding mistakes that often occur when schedules are managed manually. Since most of the workflow remains similar to the current process, employees can adjust to the redesigned model more easily, making the transition much faster. However, because Alternative A only eliminates redundant activities, most of which do not have a major influence on the total process duration, the overall time reduction achieved is still relatively limited even though several steps have been removed.

- Alternative B: Integrated Inventory Management Model

The reason for choosing this strategy is that it eliminates redundant and unnecessary activities that currently slow down CV Jaya Mandiri's business processes. This approach also leverages simple, freely available technologies, such as WhatsApp and Google Calendar, which help improve interdepartmental communication and make scheduling more organized and accurate. By using these tools, interdepartmental wait times can be reduced, and errors caused by manual scheduling can be minimized. A key differentiating factor in this strategy is the use of an inventory management system, which helps prevent product shortages in the warehouse. With real-time stock visibility, customers no longer have to wait for lengthy pre-order processes from suppliers. They also receive immediate confirmation of product availability, avoiding the frustration of later being told that their selected item is out of stock and needs to be replaced. By integrating these systems, the overall business process at CV Jaya Mandiri can be significantly accelerated, resulting in a more effective and efficient workflow. However, implementing this alternative requires a significant investment, as the company will need to purchase and maintain an inventory management system. Furthermore, because the redesigned workflow in Alternative B introduces more substantial changes compared to the As-Is process, the adaptation process will be more challenging for employees than in Alternative A.

3. Identify the attributes which are relevant to the decision problem

The next step in the SMART method is to identify attributes relevant to the decision-making problem. This stage is crucial for conducting a comprehensive evaluation and determining which business strategy best suits the company's needs. In this section, each attribute is grouped according to its respective criteria,

based on qualitative insights gathered from interviews with key decision-makers at CV Jaya Mandiri. The process of analyzing the interview data to formulate these attributes involves thematic analysis. The thematic analysis process includes gaining key insights from the interviews, initial coding, focused coding, thematic analysis, verification and validation, and identification of relevant attributes. This process creates a value tree that clearly maps and organizes the identified variables, making the evaluation process more structured and easier to interpret.

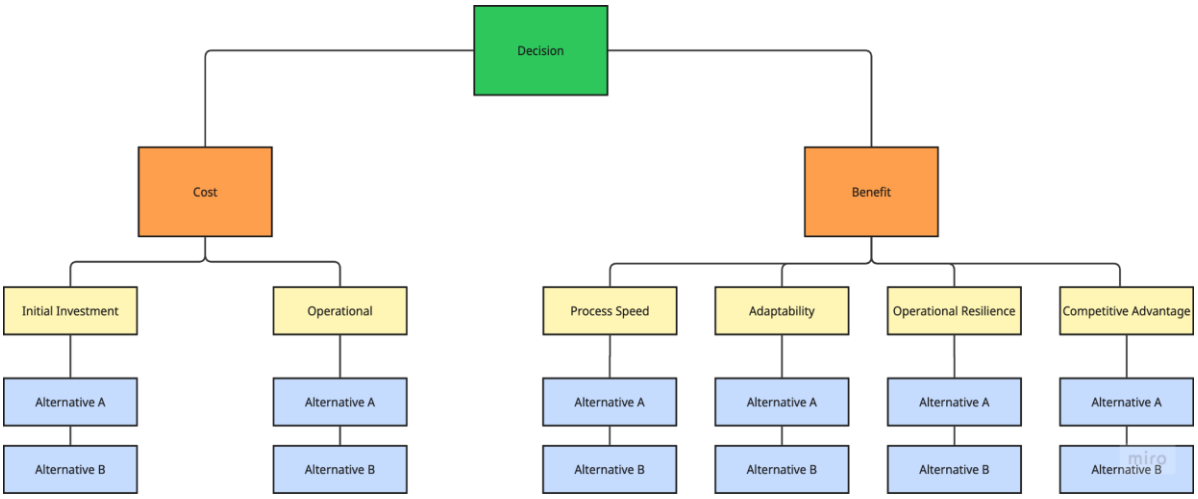

Fig 1. Value Tree

Cost refers to the total expenditures required to support business activities in implementing a new strategy. These costs need to be carefully assessed to ensure the company remains financially sustainable and the chosen strategy does not create unnecessary burdens. In this study, the cost dimension encompasses several key criteria that reflect the financial implications of implementing each alternative. Benefits are the advantages or added value obtained by CV Jaya Mandiri from implementing the chosen strategy. Considering benefits is crucial because the chosen strategy must produce results that exceed the costs incurred, ensuring the company achieves significant improvements in efficiency and performance.

4. Measure the performance of the alternatives on that attribute

At this stage of the SMART approach, a numerical score is assigned to evaluate the performance of each alternative business process strategy. The score, ranging from 0 to 100, represents a structured quantitative assessment of how effectively each option meets predetermined criteria. These scores reflect the decision maker's judgment, informed by practical experience, operational understanding, and analytical interpretation of the company's needs. To maintain rigor and ensure the assessment process is grounded in solid foundations, each score is discussed and validated with the decision maker.

Cost

• Assign Value to Measure Initial Investment Cost

Alternative A get score of 80, and Alternative B get score of 70. Alternative A requires a relatively small initial investment because it relies on freely accessible tools like Google Calendar and WhatsApp, allowing the company to improve coordination without purchasing additional systems. In contrast, Alternative B requires a higher initial investment because it involves adopting an Inventory Management System in the form of an app.

• Assign Value to Measure Operational Cost

Alternative A get score of 60, and Alternative B get score of 80. Alternative A requires higher initial operational costs, even though this strategy relies on free tools and requires minimal employee training. This alternative takes longer to complete a project, resulting in significantly higher employee salary costs. Conversely, Alternative B results in lower operational costs, although it requires more extensive training, system maintenance, and recurring subscription fees to keep the Inventory Management System running smoothly. This alternative requires faster order fulfillment times, significantly reducing employee salary costs.

Benefit

• Assign Value to Measure Process Speed

Alternative A get score of 75, and Alternative B get score of 90. A comparison of the two alternatives highlighted a substantial performance gap. Alternative A required 7,490 minutes, or approximately 124.8 hours, to complete a single customer order, representing only a moderate improvement over the current process. In contrast, Alternative B required 3,040 minutes, or approximately 51 hours, representing a much more substantial reduction in overall cycle time.

• Assign Value to Measure Adaptability

Alternative A get score of 85, and Alternative B get score of 75. Alternative A received a higher score than Alternative B because it introduced fewer changes to existing As-Is business processes. Its workflows remained familiar to employees, reducing organizational effort during implementation. This transition required minimal training, a shorter adjustment period, and fewer behavioral or procedural changes, making it easier for staff to adopt without major disruption. In contrast, Alternative B involved a more substantial transformation, including the introduction of an Inventory Management System, which required higher levels of training, skill adaptation, and process reconfiguration. These additional requirements reduced its adaptability score.

• Assign Value to Measure Operational Resilience

Alternative A get score of 60, and Alternative B get score of 80. Alternative B received a higher score than Alternative A because it provided a significantly stronger level of operational resilience. This strength stems from the integration of an Inventory Management System (IMS), which allows for real-time monitoring of stock levels, material availability, and procurement status. In contrast, Alternative A operates without a dedicated system to support inventory accuracy. As a result, discrepancies between recorded and actual inventory levels frequently occur, increasing the risk of material shortages, delayed installations, and financial losses for the company and its customers.

• Assign Value to Measure Competitive Advantage

Alternative A get score of 70, and Alternative B get score of 90. Alternative B has a higher assign value compared to Alternative A. This is because competitive advantage arises when new workflows deliver superior service quality compared to competitors. Faster and more reliable order fulfillment directly improves customer satisfaction by reducing process times and increasing delivery certainty. Meanwhile, Alternative A, because it has no significant differences from the As-Is business process, does not offer a competitive advantage.

5. Determine a weight for each attribute

After determining the weights for each criterion, the analysis proceeds to the weighting and normalization phase of each attribute. At this stage, each attribute is assigned a specific weight that reflects its relative importance and the decision maker's expressed preferences. Once the raw weights are assigned, normalization is performed to convert the values to a standard scale, allowing for fair and proportional comparisons between attributes of varying magnitude. This study employs a direct ranking method, with a scale of 0–100, to capture decision makers' judgments clearly and consistently. The normalization process then converts these rankings into comparable proportions, ensuring that the aggregate results accurately represent the overall strategic trade-off between Alternatives A and B.

Criteria	Attributes	Original Weight	Normalized Weight
Cost	Initial Investment Cost	70	0.13
	Operational Cost	80	0.15
Benefit	Process Speed	100	0.19
	Adaptability	85	0.16
	Operational Resilience	95	0.18
	Competitive Advantage	90	0.17
Total		520	1.00

Fig. 2. Weight for Each Attribute

The figure above shows management's priorities in assessing attributes. CV Jaya Mandiri's management prioritized benefits over costs when evaluating strategic alternatives. This aligns with interview findings, where the CEO stated that if expenditures remained within the allocated budget, cost was not considered a major constraint. Among all attributes, process speed emerged as the highest priority. Management considered the current workflow too slow, especially in serving customers, and therefore aimed to redesign it to provide a significantly faster end-to-end process. The second-highest priority was operational resilience. This reflected management's expectation of a stable and reliable workflow that could minimize disruptions and prevent recurrence of previously identified issues in the company's operations. Competitive advantage ranked third, as a more differentiated and reliable service offering was expected to improve the company's market position and strengthen its sales potential. Adaptability followed, with management valuing strategies that were easier for employees to learn and integrate into daily operations, thus reducing transition challenges. Next, there are operational costs because management wants to reduce these costs because these are costs that must be incurred continuously by the company. Finally, initial investment received the lowest priority because it was within the company's financial capabilities and therefore was not considered significant barriers to implementation

6. For each alternative, take a weighted average of the values assigned to that alternative

The next step is to calculate a weighted average of the scores assigned to each alternative. This step integrates the performance of both alternatives across all evaluated attributes, while ensuring that attributes with higher importance have a stronger influence on the outcome. The calculation is performed by multiplying the normalized weight of each attribute by the corresponding attribute score assigned to each alternative. The weighted scores obtained from these multiplications are then summed to produce an aggregate score for each alternative. This aggregate score represents the overall effectiveness of each strategy and provides a clear and measurable basis for determining which business process redesign option best aligns with CV Jaya Mandiri's priorities and decision-making criteria.

Criteria	Attributes	Original Weight	Normalized Weight
Cost	Initial Investment Cost	70	0.13
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	Competitive Advantage	90	0.17
Total		520	1.00

Fig 3. Weight Average of the Value

Based on the aggregate weighted scores presented in the table, Alternative A emerged with the highest overall score, at 79.9 points, placing it above Alternative B, which obtained 69.95 points. This result indicates that, when all attributes and their respective levels of importance are considered, Alternative A demonstrates a stronger alignment with the priorities and preferences of decision makers at CV Jaya Mandiri.

7. Make a provisional decision

The next step is to formulate a tentative decision by systematically comparing the costs and benefits associated with each alternative. At this stage, quantitative and qualitative factors are examined to determine which option offers the most favorable balance between required investment and expected operational improvements. This comparison allows decision-makers to tentatively identify the strategy that appears most profitable before conducting further sensitivity testing or validation.

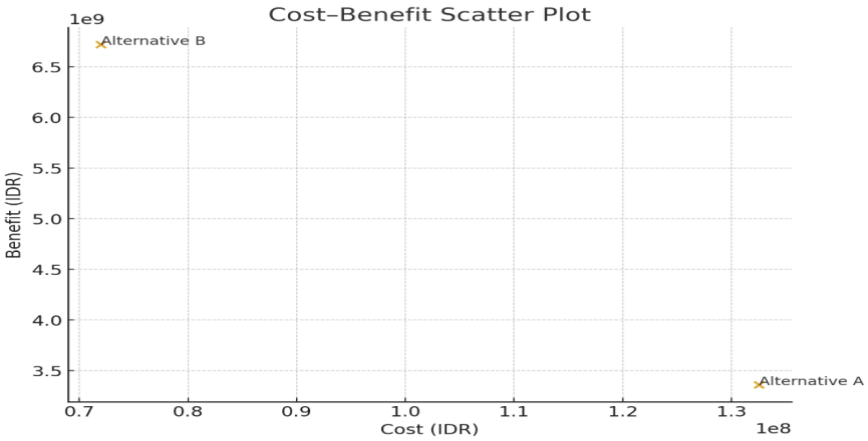

Fig 4. Graphics Cost VS Benefit

From the table above, Alternative B significantly outperforms Alternative A when the comparison is based on total costs and projected annual benefits. The calculations presented reflect a one-year period, where the total cost consists of the initial investment combined with estimated operational costs. Meanwhile, the estimated benefits are obtained from the average number of orders that can be fulfilled each month, which is approximately 35 orders for Alternative A and 70 orders for Alternative B. This difference arises because, with the As-Is business process, the company is only able to accommodate approximately 30 orders per month.

8. Perform sensitivity analysis

Sensitivity analysis is used to evaluate how stable a chosen solution is when the relative importance of evaluation criteria changes. This method helps determine whether a chosen strategy is robust under various conditions, particularly when there is uncertainty or fluctuations in decision-maker preferences. In this study, sensitivity analysis was conducted by systematically adjusting the weights assigned to each criterion to observe how these changes affect the final ranking of alternatives.The first scenario involved reducing all attributes in the cost criterion, which are initial investment costs and operating costs to a weight of 0. This allowed the analysis to focus only on attributes related to benefits and assess whether the chosen strategy remained consistent when cost considerations were completely removed from the decision-making process.

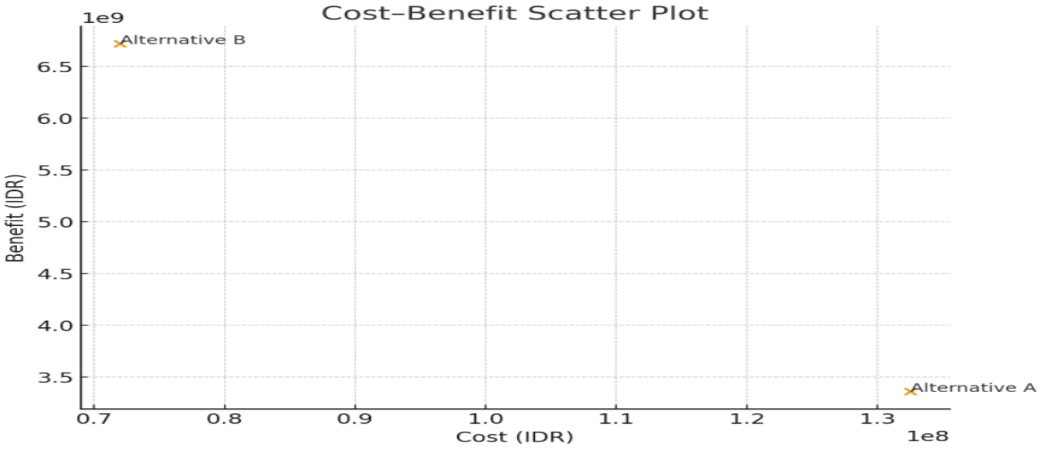

Fig 5. Weight Average of the Value If Value in Cost Criteria is 0

The results in the table show that Alternative B achieved a higher aggregate weighted score of 58.8, even after all cost-related attributes were weighted to 0. This means that when the decision was evaluated solely on benefits such as process speed, operational resilience, competitive advantage, and adaptability, Alternative B delivered a better overall performance. In contrast, Alternative A recorded a lower aggregate score of 50.55 under the same conditions. These results reinforce the finding that Alternative B delivered superior qualitative value and strategic impact when cost considerations were removed from the evaluation, highlighting its strength in delivering long-term operational improvements for CV Jaya Mandiri.The second scenario involved reducing all attributes in the benefit criterion, which are process speed, adaptability,

operational resilience, and competitive advantage to a weight of 0. This allowed the analysis to focus only on attributes related to cost and assess whether the chosen strategy remained consistent when benefit considerations were completely removed from the decision-making process.

Alternative Strategies	COST		BENEFIT				Aggregate Weighted Value
	Initial Investment Cost	Operational Cost	Process Speed	Adaptability	Operational Resilience	Competitive Advantage	
	0.13	0.15	0.19	0.16	0.18	0.17	
Alternative A	80	60	0	0	0	0	19.4
Alternative B	70	80	0	0	0	0	21.1

Fig 6. Weight Average of the Value If Value in Cost Criteria is 0

From the table above, Alternative A has a lower aggregate weighting value compared to Alternative B. Alternative A obtained a score of 19.4 points, while Alternative B obtained 21.1 points. This difference indicates that, when the evaluation focuses only on the selected sensitivity scenario, Alternative B still shows better performance across all relevant criteria. The higher score achieved by Alternative B reflects its ability to deliver greater strategic value and operational benefits under changing weighting conditions, further strengthening the resilience of this alternative in supporting CV Jaya Mandiri's long-term process improvement objectives.

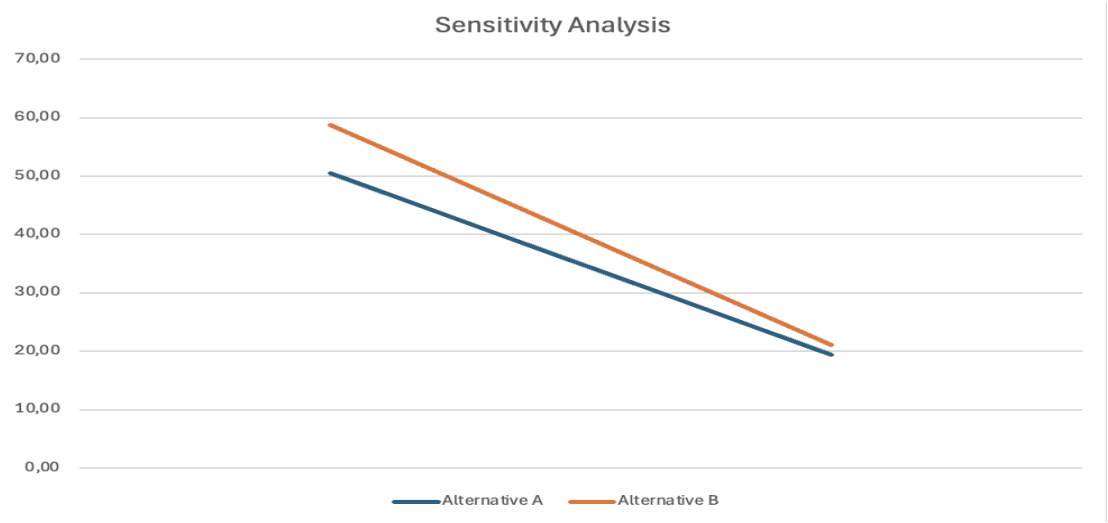

Fig 7. Graphics Sensitivity Analysis

Based on the sensitivity analysis results shown in the graph above, Alternative B consistently outperforms Alternative A across various weighting scenarios. When cost-related attributes are weighted zero, meaning the decision is driven entirely by benefit considerations, Alternative B achieves a higher score. Similarly, when benefit-related attributes are weighted zero, shifting the evaluation entirely toward cost efficiency, Alternative B again performs superiorly. This indicates that Alternative B maintains its superiority regardless of how the decision criteria are weighted, reflecting greater resilience under both high-cost and high-benefit sensitivity conditions. Furthermore, Alternative B's value variation is more stable and less volatile than Alternative A's, indicating that its performance is less sensitive to changes in attribute weights. Overall, these findings reinforce the conclusion that Alternative B is the more resilient and strategically advantageous option.

IV. CONCLUSION

This research focuses on the decision-making process resulting from business process redesign using the Business Process Management framework. This redesign resulted in two alternative business process strategies that could be implemented: Alternative A, which concentrated on process streamlining, and Alternative B, which incorporated an Integrated Inventory Management System (IMS). After conducting process redesign and having two alternative business processes, a decision-making process aimed at determining the most appropriate process redesign alternative was conducted using the Simple Multi-Attribute Rating Technique (SMART) method. In this study, there are two main criteria which are cost and

benefit. The cost criterion has attributes such as initial investment cost and operational cost. Meanwhile, the benefit criterion has main attributes such as process speed, adaptability, operational resilience, and competitive advantage.

The evaluation showed that Alternative B achieved a superior weighted score of 79.9, compared to Alternative A of 69.95 which confirmed it as the best strategic and operational fit for CV Jaya Mandiri. This value was obtained from Alternative B superiority in four types of attributes which are operational cost, process speed, operational resilience, and competitive advantage. Meanwhile, Alternative A only excelled in two attributes which are initial investment cost and adaptability. Alternative B demonstrated clear advantages in these areas by ensuring material availability before order confirmation, thereby reducing exposure to supplier-related risks and enabling faster process completion. The cost–benefit assessment also indicated that Alternative B could double the company's monthly order-handling capacity from approximately 30 to 70 orders while simultaneously lowering operational costs. These improvements position Alternative B as the most suitable and profitable solution for strengthening service performance and enhancing CV Jaya Mandiri's competitive position in the market.

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