

Implementation of BPI Framework Towards Business Process Analysis of TMint Creative Studio Malang Using Critical Success Factors

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Abstract.

The rapid development of the digital creative industry requires companies to adopt efficient, adaptive business processes. TMint Creative Studio Malang, as a digital design service provider, faces challenges in optimizing workflows that impact team performance and service quality. This study aims to analyze and improve the company's business processes by applying the Business Process Improvement (BPI) framework using the Critical Success Factors (CSF) approach. The method used is a qualitative case study, with data collected through observation, interviews, and documentation. The analysis is based on the three main stages of BPI: organizing for improvement, understanding the process, and streamlining. The research results identified six main business processes, with two critical processes, website design production and social media management, selected through CSF analysis. The As-is modeling revealed inefficiencies in the workflow, which were then improved through the design of the To-be model using BPMN. Simulations showed increased time efficiency and reduced workload after the improvements were implemented. This study contributes to the development of more effective and efficient business processes in the digital creative industry.

Keywords: Business Process Management, Business Process Development, BPMN, Critical Success Factors, Digital Creative Industry

1 Introduction

As the business world rapidly evolves, businesspeople must adapt to current conditions. With a shift in the technological paradigm, conventional businesses can transform into digital or online activities (Widnyani et al., 2021). Indonesia is one of the developing countries that is currently implementing digitalization across several sectors (Afif & Prasetyo, 2021). The creative industry sector plays an important role in efforts to improve quality and showcase Indonesia's presence on the global stage through digitization (Afif & Prasetyo, 2021). One company that carries the concept of digital business is TMint Creative Studio Malang. TMint Creative Studio is a business engaged in the sale of digital assets, including Web Design, Template Design, Font Design, and related services.

Based on the results of observations, the findings show that PT. TMint Creative Studio does not yet have modeling of business processes that have been carried out. With a clear business process, the company will be better able to evaluate and improve processes when obstacles arise in running the business (Alghanii, 2021). Business process is an important element that a company must own to support its business activities and achieve its goals, vision, and mission (Izzaty et al., 2023).

Based on this description, this research was conducted to analyze and model business processes at TMint Creative Studio. This research will use Business Process Improvement

(BPI) as a framework for business process development. BPI is a systematic framework comprising several stages that improve business processes by enhancing performance through efficiency and effectiveness (Maqin & Susyanti, 2024). In implementing BPI, several factors support the decision-making process, including the notation process using BPMN (Business Process Modeling Notation) and the identification of Critical Success Factors (CSF). BPMN is a modeling notation often used to model business processes (Rosalina et al., 2024). CSF is a set of analyses of processes that can determine a business's success (Rinaldy, 2022). Based on the results of the priority business identification, evaluation, and development of business processes will be carried out using the BPI framework. It is expected that the research on the Implementation of BPI Framework on business process analysis of Tmint Creative Studio Malang Using CSF will be able to help provide technical benefits for TMint Creative Studio in determining the right and efficient business processes to support the business activities carried out, and can minimize any obstacles or obstacles in the business process. In addition, implementing BPI and CSF within business processes in the creative industry is expected to benefit the development of science on business process management.

2 Method

This research uses a qualitative case study approach to examine business processes at TMint Creative Studio Malang. Data were collected through interviews, observations, and documentation. The development process spanned three of the five phases of the Business Process Improvement (BPI) framework: Organizing for Improvement, Understanding the Process, and Streamlining. The research stages consist of:

- a. Case Selection and Initial Design. The researcher determines the focus and scope of the research as part of BPI Phase 1, including team formation, goal setting, resources, data sources, and research schedule.
- b. Data Collection. Conducted by conducting interviews, observations, and documentation. Data was processed using transcription, selective coding, and source triangulation for data validation.
- c. Data Analysis. Researchers identified key processes and selected priority business processes using the CSF approach. Selected processes were modeled in BPMN (As-is) and process simulation to analyze deficiencies in the current business process (As-is).
- d. Improvement Analysis. Improvement analysis is carried out as part of the implementation of BPI Phase 3 (Strimlining). At this stage, the To-be model is designed, and a process simulation using Bizagi Modeler compares the efficiency of the As-is and To-be models.
- e. Final Report. This stage includes recapping the results and drawing conclusions from each process: identification, modeling, process simulation, and result comparison.

3 Result and Discussion

The results and discussion chapter will review the field data collected through observation, interviews, and documentation at TMint Creative Studio. The collected data will be presented and interpreted, and the discussion results will serve as a basis for drawing conclusions.

3.1 Company Business Identification

Identification of the company's business includes a complete description of the company profile, organizational structure, and duties and responsibilities of each position. TMint Creative Studio is a digital creative studio founded in 2013 in Malang City, East Java. With a vision to be a leading creative studio that inspires through design, technology, and creativity, TMint is committed to delivering innovative, functional design solutions. Tmint Creative Studio has the following organizational structure:

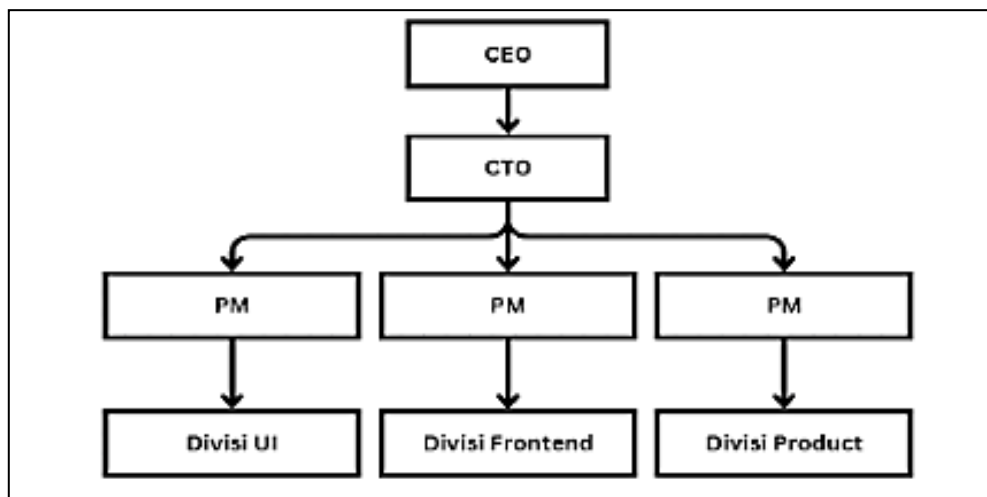


Figure 1. Tmint Creative Studio Organizational Structure Chart

TMint Creative Studio's organizational structure centers on the CEO as the company's primary leader, with the CTO overseeing technical aspects and digital product development. Under the CTO are three Project Managers who each lead a strategic division: the UI Division, which is responsible for user interface design; the Frontend Division, which handles the development of the user side of the digital product; and the Product Division, which manages the entire product development process. Based on the existing position structure at Tmint Creative Studio, two people were selected for the BPI team to help develop business processes. In this case, the CEO and CTO were chosen as part of the BPI team with the researcher. This selection was made by mutual agreement with the CEO.

3.2 Business Process Identification

Based on data collection conducted by researchers, several business processes in TMint Creative Studio were identified. The results of data processing for business process identification are presented in the following table:

Table 1. Business Process Identification Tmint Creative Studio

Business Process	Process Code
Digital Asset Production	PB-01
Website Design Production	PB-02
Custom Design Production	PB-03
Human Resource Management	PB-04
Social Media Management	PB-05
Asset Management	PB-06

Based on the collected data, TMint Creative Studio has identified six main business processes. These processes include Digital Asset Production (PB-01), Website Design Production (PB-02), Custom Design Production (PB-03), Human Resource Management (PB-04), Social Media Management (PB-05), and Asset Management (PB-06).

3.3 CSF Identification

After identifying the existing business processes at TMint Creative Studio, determine which will proceed to the advanced analysis stage. This determination uses Critical Success Factor (CSF). The results of the identification are presented in the following table:

Table 2. Identification of Tmint Creative Studio CFS

CSF		
Success Factors	Weight Value	CSF Code
Creativity	3	SF01
Adaptation Trend	2	SF02
Product Quality	3	SF03
Teamwork	1	SF04
Consistency	3	SF05

Table 2 presents the results of the identification of success factors at TMint Creative Studio. The weights are rated on a scale of 1 (moderately important), 2 (important), and 3 (very important). Creativity, product quality, and consistency were given the highest weight because they are the main pillars of the digital industry that determine a company's uniqueness, competitiveness, and sustainability. Adaptation to trends was given significant weight because, although relevant, TMint focuses more on establishing a strong identity than simply following the market. Teamwork is considered quite important because, in a creative context, efficiency is sometimes higher when individuals work independently. Meanwhile, consistency is rated as very important because consistency is a crucial factor in the digital industry.

3.4 CSF Selection

After successfully identifying and giving weight values to each success factor. The next stage is to conduct CSF testing using the CSF matrix to determine the crucial business processes at Tmint Creative Studio. In the CSF matrix, the determined CSF weight will be multiplied by each business process's impact value to obtain each process's crucial value (Waluyo, 2018). In this study, a range of values from 1 to 4 was used. Processes that have no influence are given a value of 1, moderately influential are given a value of 2, influential are given a value of 3, and very influential have a value of 4. Business processes with the highest total value are those that will be analyzed and improved at a later stage. The CSF testing matrix table can be seen in Table 3 below:

Table 3. CSF Testing Table

No.	Business Process	CSF					Total	
		SF01	SF02	SF03	SF04	SF05		
1	PB-01	Impact	4	3	4	2	4	44
		Crucial Value	12	6	12	2	12	
2	PB-02	Impact	4	4	4	4	4	48
		Crucial Value	12	8	12	4	12	
3	PB-03	Impact	4	2	4	2	4	42
		Crucial Value	12	4	12	2	12	
4	PB-04	Impact	2	2	2	4	2	26
		Crucial Value	6	4	6	4	6	
5	PB-05	Impact	4	4	4	3	4	47

No.	Business Process	CSF					Total
		SF01	SF02	SF03	SF04	SF05	
6	Crucial Value	12	8	12	3	12	27
	Impact	1	1	4	1	3	
	Crucial Value	3	2	12	1	9	

Table 3 shows the results of the CSF matrix testing by the BPI team. Creativity is considered very important in creating design assets, websites, and custom designs because it plays a big role in attracting attention. However, in asset management, creativity is not really needed. Adaptation to trends is very important, especially in website design and social media, as trends change rapidly. Meanwhile, the influence on assets and custom design is lower as designers or clients often have their own style and taste. Product quality is a major factor in all production processes as it directly affects customer satisfaction. It also plays a role in team management, social media, and choosing the right tools or data storage. Teamwork is important in some areas, especially in website production and resource management, but not so much in asset management, which can be done by one person. Consistency is essential in maintaining quality, customer trust, and building brand image, especially in social media and design production. From the test results, process PB-02 scored the highest (48), followed by PB-05 (47). Therefore, PB-02 and PB-05 were selected for further analysis as they had the highest scores and were considered important by the BPI team.

3.5 Crucial Business Process Analysis (As-Is)

The next stage is the analysis of the crucial business process, which consists of business process simulation and improvement analysis. Business process simulation can be used to test the model at 3 levels: Process Validation to assess the process's validity, Time Analysis to estimate time, and Resource Analysis to analyze resource use (Koniyo et al., 2024). The identified business processes are modeled using BPMN notation. In this process, each step, task, actor, and workflow of the business process is systematically modeled to provide a clear, structured visual picture. For business process modeling using Bizagi Modeller software. The results of the identified business process modeling are as follows:

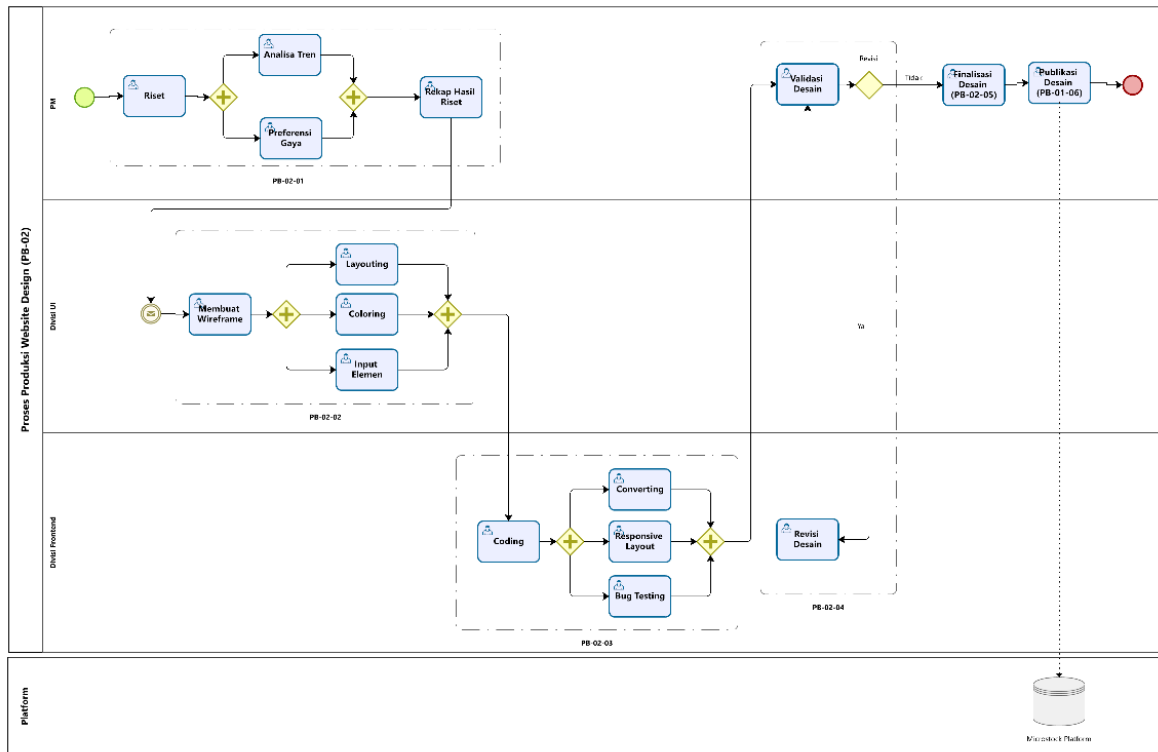


Figure 2. PB-02 Business Process Modeling (As-is)

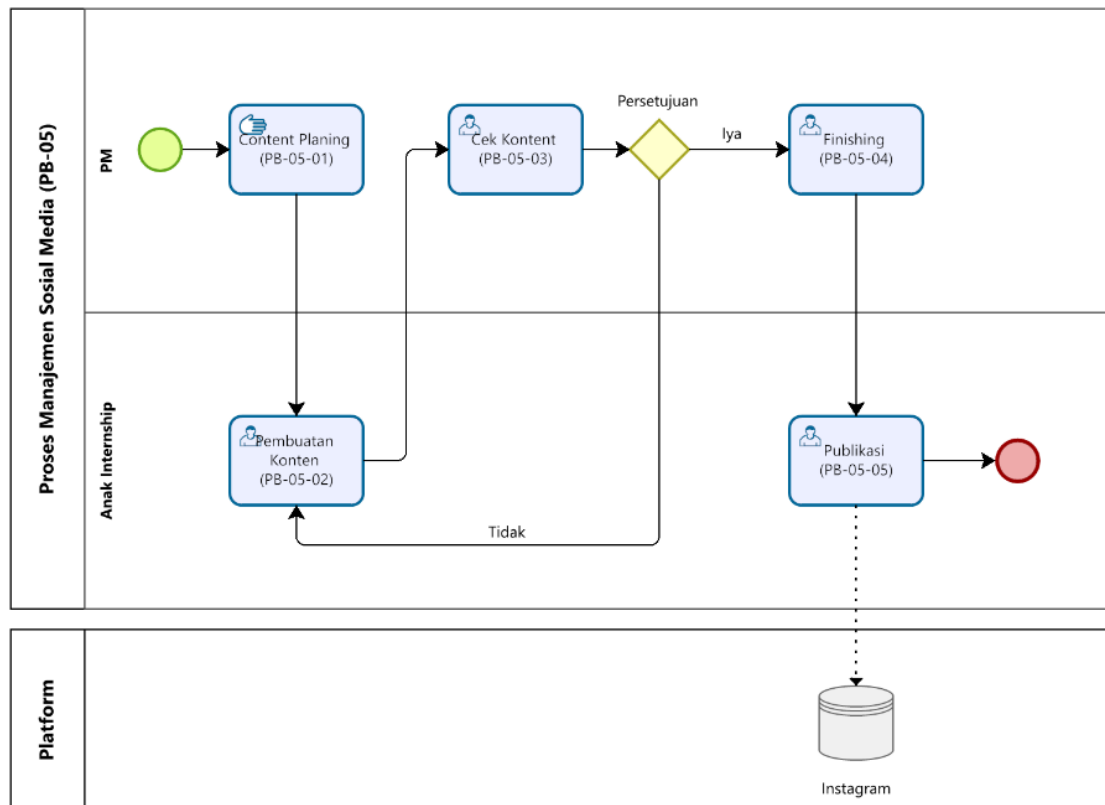


Figure 3. PB-05 Business Process Modeling (As-is)

The next step is to simulate the model created in Bizagi Modeller. The results of the As-is simulation are presented in the following table:

Table 4. Process Validation Simulation Results

Business Process	Process	Start Event	End Event	Status
PB-02 (As-is)	2	2	2	Valid
PB-05 (As-is)	2	2	2	Valid

Table 4 shows the results of the process validation simulation. The table above shows that both PB-02 and PB-05 have the same start event and end event values. A business process is valid if the value at the end event equals that at the start event (Koniyo et al., 2024).

Table 5. Time Analyst Simulation Results

Business Process	Min. time (m)	Max. time (m)	Avg. time (m)
PB-02 (As-is)	7320	7320	7320
PB-05 (As-is)	2880	2880	2880

Table 5 shows the results: the average completion time for PB-02 is 7320 minutes, or, converted to a working day, 15 days and 2 hours. PB-05 has an average completion time of 2880 minutes, or 6 working days.

Table 6. Resources Analyst Simulation Results

Business Process	Resources	Utilization
PB-02 (As-is)	PM	29.51%
	UI Division	48.09%
	Frontend Division	52.46%
PB-05 (As-is)	PM	88.89%
	Internship Child	44.44%

Table 6 presents the results of the resource analyst simulation for the modeled business processes. In PB-02, PM has a role percentage of 29.51%, UI Division is 48.09% and Frontend Division has the largest percentage of 52.46%. As for PB-05, PM has a role percentage of 88.89%, and Internship Children has a role percentage of 44.44%.

3.6 Deficiency Analysis

After simulating the crucial business process (As-is), the next stage is the deficiency analysis. This stage involves analyzing business processes to identify deficiencies, based on risk analysis or problems (Maulana, 2023).

Table 7. Crucial Business Process Deficiency Analysis (As-is)

No.	Process Code	Problems	Problem Code
1.	PB-02	The ideation/research process takes quite a long time because it is assigned to PMs who generally still have other duties.	KM-01
		The process of converting visual design to frontend design took a long time because it was done by 1 frontend designer.	KM-02
2.	PB-05	Charging the content creation process to internals is less efficient because it is a non-permanent resource, and it cannot be ensured that the task is carried out by experts in their fields.	KM-03
		Process dependency on PMs who should have other, more important duties.	KM-04

Table 7 reveals two major challenges in PB-02: the lengthy ideation and research process, burdened by the PM who should have other responsibilities (KM-01), and the slow conversion of visual design into front-end design, handled by only one front-end designer (KM-02). Meanwhile, in PB-05, the problem that emerged was inefficiency in content creation,

exacerbated by interns who are temporary workers and may not have the appropriate skills (KM-03). Furthermore, there is an over-reliance on the PM in the process, while the PM should be focused on more important strategic tasks (KM-04).

3.7 Streamlining BPI

At the Strimlining stage, efforts will be made to make an improvement plan based on the results of analyzing the problems in the previous stage. This stage aims to describe and implement business process improvements (Pratomo, 2021). In this research, improvements were made by involving the BPI team. There are 12 Strimlining tools that can be used to carry out an improvement plan, including Bureaucracy, Duplication elimination, Value-added assessment, Simplification, Cycle-time reduction, Error proofing, Upgrading, Simple Language, Standardization, Supplier Partnership, Bic Picture improvement, and Automation (Razin et al., 2023). An explanation of the 12 strimming tools is presented in Table 8, as follows:

Table 8. BPI Streaming Tools

No	Streaming Tools	Description
1.	Bureaucracy	Eliminate existing bureaucratic processes, such as administrative stages.
2.	Duplication	Eliminate activities that are similar but occur in different processes
3.	Value-added assessment	Evaluate activities that occur in business processes to provide added value to consumers.
4.	Simplification	Simplify activities in business processes.
5.	Cycle-time reduction	Determine the means used to reduce cycle time for business processes and costs.
6.	Error proofing	Reduce errors in business processes.
7.	Upgrading	Increase effectiveness to improve business process performance.
8.	Simple Language	Simplify writing and communication.
9.	Standardization	Create a process that serves as a reference or a reference point for implementation.
10.	Supplier Partnership	Improve supplier input quality to enhance business process performance.
11.	Bic Picture improvement	Completely change a company's business process when the previous ten tools do not provide the desired results.
12.	Automation	Utilization of applications and technology to replace human resources.

3.8 Improvement Plan

The results of the deficiency analysis carried out in the previous stage will then enter the improvement plan stage to follow up on the identified problems and implement solutions.

Table 9. Crucial Business Process Improvement Plan

No.	Process Code	Problem Code	Streaming Tools	Improvement Plan	Repair Code
1.	PB-02	KM-01	Upgrading, Value-Added Assessment.	Establish a new division specialized in ideation to conduct research in design creation, so that the workload of the Project Manager (PM) can be reduced.	KP-01
		KM-02	Upgrading, Cycle-Time Reduction.	Add resources for frontend designers to speed up the process of converting visual design to frontend design.	KP-02
2.	PB-05	KM-03	Upgrading, Big Picture Improvement, Value-Added Assessment	Establish a specialized social media division responsible for the creation and management of social media content to be more professional and efficient.	KP-03

No.	Process Code	Problem Code	Streaming Tools	Improvement Plan	Repair Code
		KM-04	Big Picture Improvement	Transfer the responsibility for social media content management from PM to the social media division, so PM can focus more on their strategic tasks.	KP-04

5.6 Recommended Business Process (To-Be)

After validating and mapping the improvement plan with the BPI team using the BPI Strimlining tool. The next stage is implementing improvements to the proposed business process model (To-be). The proposed business process (To-be) is a model developed using BPI strimming tools (Yusmar et al., 2023). Based on problem mapping and improvement plans, researchers re-modeled the crucial business processes into recommended business process modeling. The recommended business process modeling is presented in the figure below:

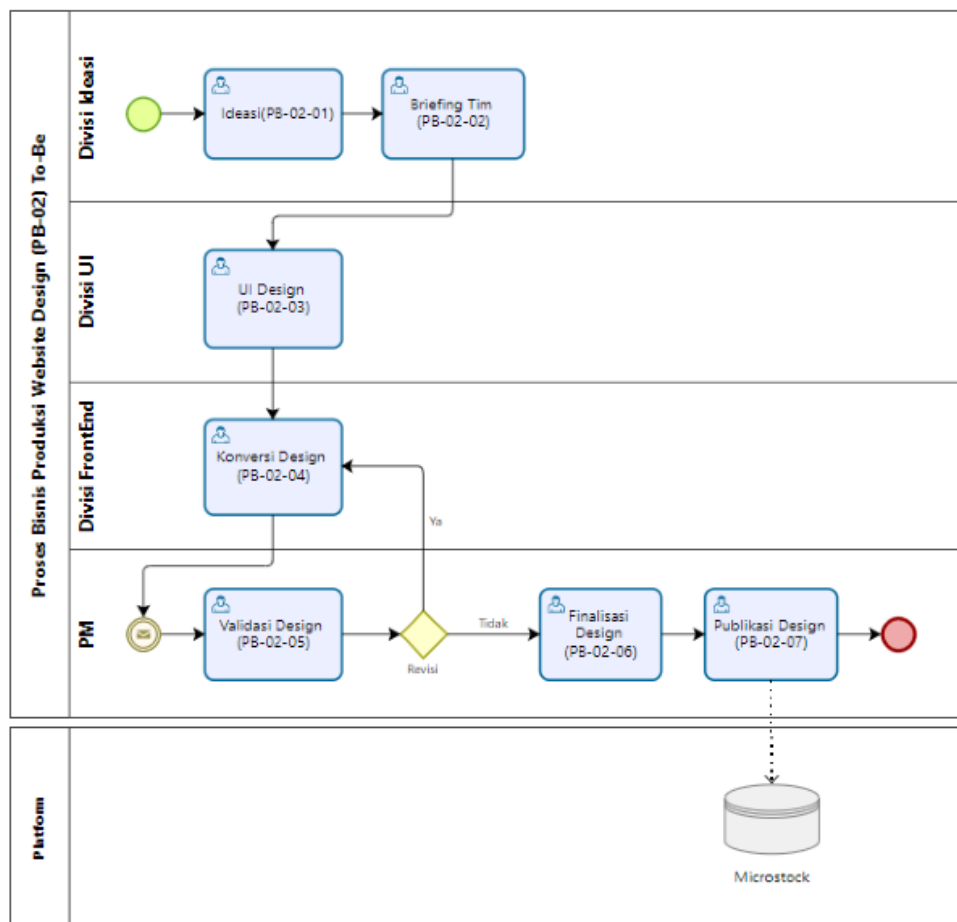


Figure 4. PB-02 Business Process Modeling (To-be)

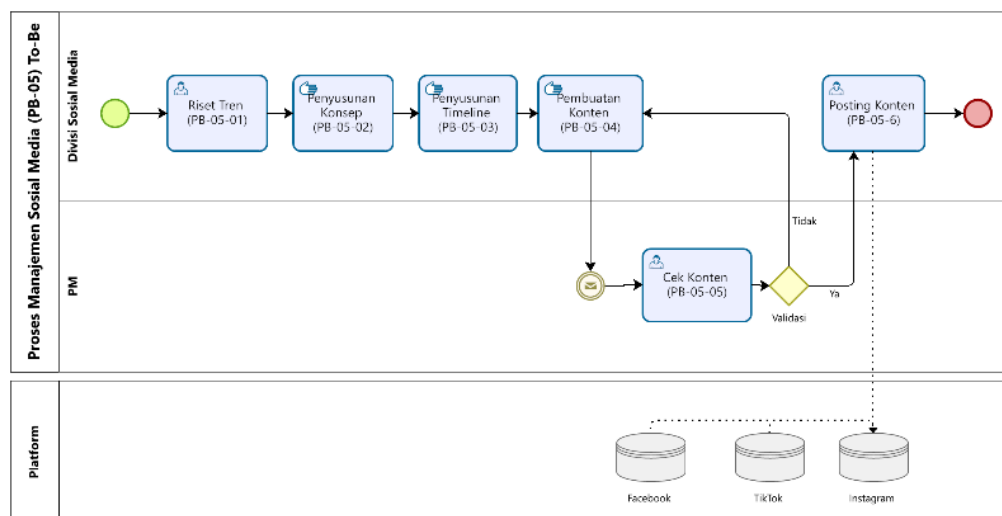


Figure 5. PB-05 Business Process Modeling (To-be)

After modeling the To-Be business process, the next step is to simulate it, as with the As-Is process. The results of the To-Be business process simulation are presented in the table below:

Table 10. Process Validation Results (To-be)

Business Process	Process	Start Event	End Event	Status
PB-02 (To-be)	2	2	2	Valid
PB-05 (To-be)	3	3	3	Valid

Table 10. shows the results of the process validation simulation of the recommended business process (To-be). The simulation results show that the PB-02 and PB-05 business processes have the same start and end event values. A business process can be declared valid if it has the same start and end event values (Koniyo et al., 2024).

Table 11. Time Analyst Results (To-be)

Business Process	Min. time (m)	Max. time (m)	Avg. time (m)
PB-02 (To-be)	4560	4560	4560
PB-05 (To-be)	2880	2880	2880

Table 11 shows the results of the completion time analysis for the recommended business process (To-be). From these results, PB-02 has an average process completion time of 4650 minutes, or if converted in 8 hours for a working day is 9 days and 4 hours. As for PB-05 there is no difference in the average duration of process completion of 2880 minutes, or if converted is 6 working days.

Table 12. Resources Analyst Results (To-be)

Business Process	Resources	Utilization
PB-02 (As-is)	PM	22.57%
	Ideation Division	21.43%
	UI Division	50.00%
	FrontEnd Division	50.00%
PB-05 (As-is)	Social Media Division	97.37%
	PM	10.53%

Table 12. Shows the Resources Analyst simulation results for the recommended business process (To-be). In PB-02, PM has an involvement rate of 22.57%, while the Ideation Division

contributes 21.43%, and the UI Division and Frontend Division have the highest utilization rate at 50.00% each. In PB-05, the Social Media Division has the highest percentage at 97.37%. PM's contribution is modest at only 10.53%.

5.7 Comparison of Business Process Simulation Results

A comparison between the simulated business processes (As-is) and (To-be) is performed to obtain results from business process development. These results will show whether the new business process can improve efficiency over the previous one (Dwi Saputri et al., 2024). The comparison results are as in the following table :

Table 13. PB-02 Business Process Comparison Results

No.	Simulation	Indicator	As-is	To-be	Description
1.	Time Analyst	Min. Time	7320	4560	Reduction of process turnaround time.
		Max. Time	7320	4560	
		Avg. Time	7320	4560	
2.	Resources Analyst	PM	29.51%	22.57%	The allocation of task responsibilities is more equitable and appropriate
		Ideation Division	-	21.43%	
		UI Division	48.09%	50.00%	
		Frontend Division	52.46%	50.00%	

Table 13 is the result of the comparison of PB-02 As-is and To-be. The table shows that completing the PB-02 process resulted in a significant decrease in duration from 7320 seconds to 4560 seconds. In addition, the PM workload is reduced from 29.51% to 22.57% due to the Ideation Division taking over 21.43% of the responsibility. The UI and Frontend Divisions each have a load of about 50%, creating a better work-life balance and supporting team effectiveness.

Table 14. PB-05 Business Process Comparison Results

No.	Simulation	Indicator	As-is	To-be	Description
1.	Time Analyst	Min. Time	2880	2880	Reduction of process turnaround time.
		Max. Time	2880	2880	
		Avg. Time	2880	2880	
2.	Resources Analyst	PM	88.89%	10.53%	The allocation of task responsibilities is more equitable and appropriate
		Internship Child	44.44%	-	
		Social Media Division	-	97.37%	

Table 14. shows that improvements to the PB-05 business process successfully optimized the PM's workload from 88.89% to 10.53%, and tasks previously assigned to interns (44.44%) are now fully transferred to the Social Media Division, with a responsibility of 97.37%. This reflects increased professionalism, specialization of work, and a more effective distribution of responsibilities.

4 Conclusion

Based on the results of this study, the implementation of the Business Process Improvement (BPI) Framework in TMint Creative Studio identified six business processes. Of these, two (PB-02 and PB-05) were selected for improvement using CSF. PB-02 faced constraints in the ideation process and a lack of resources in the Frontend Division, while PB-05 experienced inefficiencies due to the absence of a specialized social media division. Improvements were made by forming a dedicated ideation and social media division and adding frontend designers. Based on the results of the improvement, PB-02 achieved a time efficiency of 37.7%, while PB-05 demonstrated workload equalization and the potential to increase brand awareness, as social media content management is now handled by experts in their fields.

Based on the results of this study, the researcher suggests that the company establish an Ideation Division and a Social Media Division to support the recommended business process improvements (To-be) and conduct regular evaluations. For future research, it is recommended to explore the application of other frameworks for managing digital creative industry projects to assess their impact on efficiency and effectiveness. These improvements are expected to encourage TMint Creative Studio to become a more innovative and highly competitive digital creative company.

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