



IMPLEMENTATION OF MANAGEMENT INFORMATION SYSTEMS IN THE DECISION-MAKING PROCESS AT CHATIME

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ABSTRACT

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Management Information Systems (MIS) are strategic components used by companies to process data and generate information as a basis for decision making. In the ready-to-drink beverage industry, the implementation of MIS plays a role in ensuring operational effectiveness, consistency in quality standards, and accuracy in marketing strategies. This study aims to analyze the implementation of MIS in supporting decision making at the Chatime Setiabudhi outlet. The research uses a descriptive qualitative method through in-depth interviews with outlet employees. The results show that MIS is implemented in an integrated cashier system, inventory management, SOP-based employee training system, and customer data-based marketing strategies. MIS has improved operational efficiency, accelerated communication between outlets and headquarters, and strengthened decision-making related to sales, inventory, and customer service. The obstacles found include supply delays and system malfunctions, but these can be overcome through headquarters support and backup procedures. This study concludes that the effectiveness of MIS is influenced by system integration, human resource competence, and consistency in implementing SOPs.

Keywords: *Management Information System, Decision Making, Chatime, Store Operations, Inventory Management.*

INTRODUCTION

Management Information Systems (SIMs) have become one of the essential elements in modern business management, especially in industries that require speed of service, data accuracy, and operational efficiency such as the food and beverage sector. Increasingly fierce business competition encourages companies to utilize information technology as the main tool in managing information flows, improving service quality, and strengthening their competitive position in the market. In a beverage industry like Chatime, the ability to process data quickly and accurately is essential, given the high dynamics of customer demand and the need to maintain product quality. The role of SIM is to provide relevant information so that management can plan strategies, control operational processes, and make decisions based on actual data, not just estimates (Naldi et al., 2025).

Laudon and Laudon (2022) define a driver's license as a computer-based system that provides accurate, timely, and relevant information to support planning, control, evaluation, and decision-making activities. This definition emphasizes that SIM does not only focus on technological aspects, but also involves work procedures and humans as information managers. An effective information system must be able to integrate hardware, software, databases, and operational procedures with competent human resources. Stair and Reynolds (2020) also added that each component in a SIM has interrelated functions, ranging from processing transaction data, storing structured information, to submitting reports that managers can use to conduct operational analysis. Thus, the success of the SIM is highly dependent on how all of these components work in an integrated manner in supporting the organization's goals .

In the operational context of Chatime Setia budi, the implementation of SIM has a strategic role in ensuring that service activities run efficiently, starting from recording transactions through the Point of Sales (POS) system, managing raw material stocks, to monitoring daily sales performance. The beverage industry like Chatime needs a system that is able to provide real-time information, considering that fluctuations in customer demand and the need for fast service are the main factors in maintaining customer satisfaction. SIM helps outlet management understand customer consumption patterns, identify stock replenishment needs, and coordinate operational activities more systematically. Through this study, the researcher aims to examine how SIM is applied in supporting the decision-making process and daily operations at Chatime Setia budi, as well as identify factors that affect its effectiveness in facing operational challenges in the field.

LITERATURE REVIEW

The Decision Support System (DSS) is one of the important components in the development of modern information systems designed to help the data-driven decision-making process. DSS works by combining historical data, analytical techniques, and mathematical models to produce scientifically accountable alternative decisions. According to Turban, Sharda, and Delen (2018), DSS is very relevant to be used in semi-structured situations, namely conditions when humans still need to provide intuition and subjective considerations, but still need the support of objective system analysis. In the beverage industry such as Chatime, DSS plays a major role in developing operational management strategies, such as projecting raw material needs, identifying seasonal sales patterns, estimating peak hours, and determining the optimal amount of stock to avoid excess or shortage of inventory. Through the use of DSS, companies can reduce the risk of miscalculations that usually arise when decisions are based solely on intuition.

In addition to DSS, the concept of Customer Relationship Management (CRM) is one of the important topics in modern management literature, especially in the field of marketing and customer service. Payne (2017) defines CRM as an integrated management approach that focuses on building, maintaining, and improving long-term relationships with customers

through the use of preference data and transaction history. CRM allows companies to understand customer consumption behavior more deeply, so that marketing strategies can be created in a more personalized and relevant way. In the food and beverage industry, such as Chatime, CRM is realized through an application-based membership system, the provision of reward points for each transaction, to the provision of exclusive promos based on customer purchase patterns. With CRM, the customer experience becomes more targeted and consistent, increasing the chances of repeat purchases.

The literature also shows that CRM has a strategic role in the long-term sustainability of the business. Kotler and Keller (2021) emphasized that retaining old customers is much more efficient than having to keep looking for new customers, because loyal customers tend to make a more stable contribution and have the potential to become natural promoters for the company. In the context of Chatime, the implementation of CRM through a digital system makes it easier for companies to identify customer menu preferences, the most frequent visit times, and the most popular types of promos. This data not only helps in developing more targeted marketing strategies, but also becomes the foundation in creating a more personalized customer experience. Thus, CRM not only improves customer retention, but also creates a stronger emotional connection between customers and brands (Gusty & Darniyus, 2025).

The integration between DSS and CRM is also widely highlighted in the academic literature as a strategic combination that provides significant added value for companies. When operational data generated through DSS is combined with customer preference data from the CRM, companies can produce more comprehensive, holistic, and responsive decisions. In the beverage industry like Chatime, this integration allows companies to predict customer demand based on historical trends while adjusting offerings based on their consumption habits. For example, DSS data shows an increase in purchases on weekends, while CRM data indicates certain menus are more in demand by loyal customers. The combination of these two systems helps companies establish more effective promotional strategies, determine the ideal production portion, and manage stock availability more precisely.

Overall, the literature shows that the implementation of DSS and CRM provides an important foundation for companies to improve operational efficiency, strengthen marketing strategies, and build long-term relationships oriented towards customer satisfaction. DSS provides analytical support to improve the quality of decision-making, while CRM helps companies understand customer behavior more deeply. The integration of these two systems allows companies like Chatime to not only streamline operational processes, but also increase competitiveness amid increasingly fierce competition in the beverage industry. With the right use of information technology, companies can develop strategies that are adaptive, accurate, and sustainable, so that they are able to maintain their competitive position in the long term.

RESEARCH METHODS

This study uses a qualitative research method with a descriptive approach, because the research aims to understand in depth the application of Management Information System (SIM) in the decision-making process at Chatime Setiabudhi. The qualitative approach is considered relevant because it provides space for researchers to explore the meaning, experiences, and subjective views of employees involved in daily operations. According to Bogdan and Taylor in Moleong (2019), qualitative research focuses on efforts to understand social realities and the dynamics of human behavior through direct observation of natural situations. Thus, this approach allows researchers to gain a richer understanding of how driver's licenses are used, interpreted, and affect work processes in the field without the manipulation of variables as in quantitative research.

The location of the research was conducted at the Chatime Setiabudhi outlet which was selected purposively. The selection of this location is based on the consideration that the outlet has an active operational flow, a stable number of customers every day, and the use of a Point of Sales (POS)-based information system that is directly integrated with Chatime's head office. In addition, these outlets represent Chatime's general operational patterns so they are considered representative to illustrate how driver's licenses are actually used in real work activities. The research was carried out in a span of one month, which provided an opportunity for researchers to witness service patterns, operational dynamics, and habits in decision-making involving information systems.

Data collection techniques are carried out through three main methods: in-depth interviews, direct observation, and documentation. Interviews are conducted in a semi-structured manner so that researchers can dig up information more freely but still focus on the research objectives. According to Creswell (2018), semi-structured interviews allow for flexible interactions so that informants can express their experiences naturally. Direct observation is carried out by observing the beverage service process, the use of POS during transactions, stock checking mechanisms, and employee interaction in implementing the company's SOPs. Meanwhile, documentation was obtained from photos of activities, operational records, company SOPs, transaction data, and interview transcripts. The combination of these three techniques helps researchers obtain robust, complete, and complementary data.

All data obtained were then analyzed using the analysis model of Miles, Huberman, and Saldaña (2014) which consisted of data reduction, data presentation, and conclusion drawn. At the data reduction stage, the researcher sorts out important information from interviews and observations to focus on according to the needs of the research. The data presentation stage is carried out by compiling findings in the form of descriptive descriptions so that the patterns of relationships between findings become easier to understand. Then, the conclusion stage is carried out by interpreting all the data that has been compiled to answer the problem formulation thoroughly. This process is carried out repeatedly to ensure that the findings are completely consistent and in accordance with field conditions.

To maintain the validity of the data, the researcher applied source triangulation techniques and method triangulation. Source triangulation is carried out by comparing information from various informants who have different positions, such as cashiers, supervisors, and production staff. Meanwhile, the triangulation method was carried out by matching the results of the interview with observation and documentation. This technique aims to ensure that the data used is factual information and can be accounted for. In addition, the researcher also recorded periodic field reflections as part of the trail audit to maintain the credibility of the data. With these steps, this research method produces strong, systematic findings, and reflects the real conditions of the implementation of SIM in Chatime Setiabudhi's operations.

In addition, during the research process, the researcher also conducted *prolonged engagement* or long field involvement to ensure a deep understanding of the operational context at Chatime Setiabudhi. By being present at various operational hours—from opening hours, peak hours, to closing hours—researchers can observe different work dynamics in each period. This approach provides a more accurate picture of how information systems are used in real-world situations, including how employees overcome technical constraints, adapt to the increasing volume of customers, and ensure smooth service flows. In addition, more intense field involvement allows researchers to build good relationships with informants so that the interview process is more open and informative. This effort is in line with the recommendations of Creswell (2018) who emphasized that the depth of interaction between researchers and the research environment greatly affects the quality of qualitative data.

Furthermore, to increase the reliability and objectivity of the research results, the researcher also used *peer debriefing* and *peer review techniques*. This process is carried out by discussing provisional findings, ambiguous findings, and initial interpretations with other parties who are not directly involved in the research but have a basic understanding of qualitative methods. The goal of this technique is to provide an alternative point of view and prevent subjective biases of researchers in interpreting the data. In addition, the researcher also conducted systematic recording through *field notes* which included descriptive notes, reflective notes, and small findings that emerged during observation. The notes are then reused at the analysis stage to reinforce the conclusion and ensure that the entire finding is based on verifiable data. Thus, the research methodology used is not only comprehensive but also meets the standards of credibility and dependability in qualitative research.

RESULT AND DISCUSSION

The results of the study show that operational activities at Chatime Setiabudi run through a highly structured work system but remain flexible to adapt to field needs. The outlet operates with a morning and night shift system, where each shift has a different but complementary work focus. The morning shift plays a role in production preparation such as brewing tea, making toppings, checking equipment, and arranging the work area so that it is ready to be used for customer service. Meanwhile, the night shift focuses more on customer service, monitoring the availability of materials during peak hours, as well as closing outlets such as cash reconciliation, cleaning of work areas, and recording daily reports. These findings show that outlet operations are able to run smoothly due to a clear division of duties, good coordination between employees, and consistent implementation of SOPs. In addition, employees implement a multi-role work pattern, where almost any position can be performed by the entire team member. This ensures that operations do not depend on one individual. This condition illustrates that adaptation skills, employee readiness, and team collaboration are important aspects in maintaining the stability of outlet operational performance.

Furthermore, the study found that the implementation of the Management Information System (SIM) in this outlet is mainly realized through the use of a Point of Sales (POS) system that is integrated with the center. The POS system not only functions as a means of payment, but also as a support system for processing transaction data in real time. Every incoming transaction is automatically recorded and instantly synchronized with the central server, so that the data is always up-to-date and can be analyzed at any time. The data then becomes the basis for management to analyze sales trends, determine inventory needs, and evaluate the performance of outlets in certain periods (Gusty et al., 2025). The integration of POS with digital payment methods such as QRIS also allows the transaction process to be faster, more accurate, and with fewer recording errors. This supports the theory of Laudon and Laudon (2022) that SIM functions as a data processing tool as well as a support for managerial control. Thus, the use of the POS system at Chatime Setiabudi contributes greatly to improving operational efficiency and strengthening the relevant data-driven decision-making process.

In terms of service strategy and customer experience improvement, the results of the study show that Chatime Setiabudhi implements uniform employee training SOPs nationwide. The training includes mastery of standard recipes, customer service techniques, device operation, and hygiene standards that must be met. Structured training ensures that every employee has the same ability to provide services, so that product quality and service quality remain consistent despite role rotations. In addition to internal benefits, the SIM applied also provides external benefits, especially in speeding up the service process and improving order accuracy. Observations show that services can be carried out quickly, systematically, and responsively, especially during peak hours. Employees can switch positions as needed without

waiting for formal instructions because they have understood the entire workflow. These findings are in accordance with operational management principles that emphasize that the effectiveness of services is influenced by team coordination, adaptability, workflow clarity, and optimal use of technology (Heizer, Render, & Munson, 2020).

In terms of marketing strategy, the research found that Chatime Setiabudhi utilizes customer data to run the Customer Relationship Management (CRM) program effectively. Outlets use social media such as Instagram and TikTok as the main means of conveying visual promotions, new menu introductions, seasonal campaigns, and various other marketing activities relevant to target consumers. Membership systems that provide reward points are also an important factor in increasing customer loyalty, as customers are encouraged to make repeat purchases in order to obtain additional benefits such as discounts or point redemptions. Purchase history data stored in the system allows outlets to provide personalized promotions, according to the drink preferences or visit patterns of each customer. These findings support Payne's (2017) theory that CRM helps companies deeply understand customer behavior to create more relevant experiences. In the context of Chatime Setiabudhi, the implementation of a driver's license-based CRM has proven to be effective in strengthening long-term relationships, increasing customer satisfaction, and maintaining the competitiveness of outlets in the midst of a highly competitive ready-to-eat beverage industry.

In addition to the findings regarding the effectiveness of the systems and the strategies implemented, the study also identified various challenges that arise during operational activities. Some of the obstacles that often occur include delays in the supply of raw materials from the center, limited stock during peak hours, and technical problems in the cashier system such as errors in POS devices or unstable internet connections. In certain periods, high customer volumes also have the potential to lead to long queues that require employees to work at a faster pace. However, all of these obstacles can be handled because of the SIM support that helps monitor operational conditions in real time. Coordination between outlets and central management is also going well, especially in terms of submitting raw material replenishment, handling technical glitches by company technicians, and adjusting workflows when there is a surge in customers. These findings confirm that SIM functions not only as a data recording tool, but also as an important element that supports smooth operations when outlets face dynamics and obstacles in the field.

In addition, the research also found that the role of internal communication has a great contribution in maintaining smooth operations at Chatime Setiabudi. Each shift change is carried out through a *handover* process or information handover, where previous shift employees convey the latest operational conditions, availability of raw materials, temporary sales reports, and technical obstacles that may occur during working hours. With this structured communication, information differences can be minimized so that there is no miscommunication that has the potential to disrupt the flow of services. Communication media such as internal WhatsApp groups and work management applications provided by the company also make it easier to deliver important announcements, share schedules, and coordinate related to new promotions. In addition, the central management routinely updates SOPs based on national evaluations, and the information is immediately disseminated to all outlets, including Chatime Setiabudhi. This ensures that employees are always up to date with the latest work standards and understand the changes that need to be implemented. These findings prove that effective internal communication, supported by an integrated information system, plays an important role in maintaining consistency in service quality, preventing operational errors, and increasing employee readiness to face changes and operational challenges in the field.

The results of the study also show that the implementation of SIM at Chatime Setiabudi has a positive impact on the quality control of products produced every day. Through an integrated system, employees can monitor beverage manufacturing standards more accurately, starting from the amount of ingredients, brewing time, to topping storage procedures that have been set by central management. Any changes to recipes or operational standards set by the center can also be directly updated through the system and applied thoroughly without causing differences in quality between shifts. This system helps prevent the inconsistencies in taste and product quality that may occur if relying solely on manual record-keeping. In addition, the SIM supports the internal audit process because all production, transaction, and stock movement data is recorded automatically, making it easier for management to ensure that all procedures have been carried out according to the guidelines. Thus, the implementation of SIM not only improves data efficiency and accuracy, but is also an important factor in maintaining product quality to remain consistent and in accordance with Chatime brand standards nationwide.

CONCLUSIONS

Based on the results of research on the application of Management Information Systems (SIM) in the decision-making process at Chatime Setiabudi, it can be concluded that SIM plays a very important role in improving operational effectiveness, accuracy of data recording, and quality of service to customers. The use of an integrated Point of Sales (POS) system allows all transactions to be recorded in real time, minimizing recording errors and speeding up the reporting process. The support of digital payment systems such as QRIS also strengthens transaction efficiency, making the payment process faster, easier, and more accurate. These findings are in line with the theory of Laudon & Laudon (2022) which explains that driver's licenses function to provide relevant and reliable information to help the process of planning, coordinating, and controlling operational activities.

Furthermore, the data generated by the POS system makes a great contribution in supporting decision-making, especially related to inventory management. By monitoring daily sales and demand trends, Chatime Setiabudi is able to manage stock more effectively so that the risk of raw material shortages can be minimized. Operational data also helps in determining topping production time, supporting material needs, and rescheduling the brewing process. However, strategic decisions such as pricing, new menu launches, and promotional policies remain under the authority of the head office. This shows a mixed decision-making pattern, where operational decisions are delegated to outlets (decentralization), while strategic decisions are determined centrally (centralization) based on national-scale data analysis.

In terms of marketing and customer relationship management, the study found that the Customer Relationship Management (CRM) program has been effectively implemented through a membership system, awarding reward points, and promotions tailored to customer preferences. The use of social media such as Instagram and TikTok also strengthens the proximity of outlets to consumers, especially young customers who are responsive to visual content and promo information. This CRM strategy shows that the implementation of SIM is not only focused on internal operational aspects, but also supports customer retention efforts and increases the number of visits. Thus, driver's licenses contribute directly to sales growth and strengthen brand image.

Although the implementation of information systems has gone well, the research also found several obstacles that still often arise in operational activities. These obstacles include delays in the supply of raw materials from the center, technical problems in the cashier system, restrictions on data access at the outlet level, and increasing customer volumes during peak hours that have the potential to cause queue buildup. However, this obstacle can be overcome through coordination between outlets and centers, the provision of company technicians for system improvement, and a more flexible and efficient division of tasks between employees.

Employee readiness to work in a multi-role manner is an important factor that helps outlets continue to operate smoothly despite technical obstacles or customer surges.

Overall, this study concludes that the success of the implementation of SIM at Chatime Setiabudhi is influenced by three main factors, namely adequate technology integration, the implementation of standard work procedures, and the competence of human resources in running the system consistently. The combination of these three factors allows outlets to maintain operational stability, improve decision-making accuracy, and strengthen relationships with customers. These findings show that SIM is not just a technological tool, but also a system that integrates with the work structure and culture of the organization. With optimal use of driver's licenses, Chatime Setiabudhi is able to maintain service quality and increase competitiveness in the fast-food beverage industry that continues to grow.

Emphasized that the implementation of SIM at Chatime Setiabudi is a real example of how information technology can increase efficiency and productivity in the food and beverage industry. With computerized system support, manual work that could potentially cause errors such as stock recording, cash calculations, or shift reporting can be minimized. In addition, the driver's license supports work transparency between employees because all activities are recorded and can be accounted for. Technology also improves customer convenience through ordering speed, digital payment options, and more responsive services. In the long term, the use of this SIM has the potential to increase the competitiveness of outlets in dealing with competitors who also depend on technology. This shows that the use of SIM is no longer just an operational need, but an important strategy in building a competitive advantage based on technology, service quality, and customer experience.

Furthermore, this study provides an overview that the implementation of SIM at Chatime Setiabudi is able to create added value for the company in the long term. With accurate sales data, customer preference trends, and digitally documented records of operational performance, management has a solid foundation to formulate future development strategies. The SIM allows companies to estimate seasonal demand patterns, identify the most in-demand products, and assess the effectiveness of promotional programs that have been implemented. This information can be used to improve menu innovation, expand the target market, and strengthen Chatime's position in the tea-based beverage industry. In other words, SIM not only functions as a daily operational tool, but also as a strategic instrument that drives sustainable business growth and competitiveness.

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