
ADAPTIVE BUSINESS MODEL IN THE POST-PANDEMIC ERA OF COVID-19: EVIDENCE IN GREENSA INN

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Abstract

The aims of this study are to examine and obtain an adaptive business model for the GreenSA Inn hotel business in the form of meetings, intensive, conferences, and exhibitions (MICE). The research method used is a mixed method, namely by using SWOT analysis as a representation of the analytical tool in the quantitative approach, followed by observation and in-depth interviews as a representation of the qualitative approach. There were 7 selected informants who held positions at the level of directors or coordinators and technical implementers. The results obtained by the strategy model are aggressive strategies, namely with a business expansion strategy that focuses on efforts to 'pick up the ball' utilizing all advantages possessed. First, the uniqueness of this study is that it identifies one business area and business unit, namely MICE, so the review is quite detailed but cannot be generalized. Recommendations that are consistent with the study results are promoting marketing channels through social media, and collaborating with religious institutions at the Sidoarjo and Surabaya district levels to offer external meeting activities at GreenSA. Then to be able to obtain a more effective adaptive strategy, a ghost shopper can be carried out at hotels in other districts or other campuses to get information and references for the adaptive strategies they are working on.

Keywords: Adaptive, Business Model, Post-Pandemic Era

INTRODUCTION

Indonesia's economic conditions following the pandemic since March 2020, of course, still have an impact on many aspects. It is widely known that the existence of a pandemic certainly causes a decrease in the economic level which is a consequence of both social distancing and physical distancing (Yudha & Kafabih, 2021). Seeing these conditions, at least it can be divided into several phases. This phase is the phase before, the current phase, and the last is the phase after the pandemic (Yudha, Awwaliah, et al., 2021).

During the pre-pandemic phase, namely at the end of 2019, the visible indicators were first, the low level of productivity of Indonesian workers at the ASEAN level (Firmansah et al., 2023); second, production capital in Indonesia is still high, as well as regulatory uncertainty regarding the economic recovery program issued by the government (Yalina et al., 2020). Regarding the complete data at the start of the pandemic and the conditions under which the research was conducted, it can be observed as a summary of the data tabulation below.

Table 1
Indonesia's Economic Growth and Inflation Rate from Multiple Data Sources

Indicator	Year 2020	Year 2021	Year 2022
Indonesian economic growth (Indonesian bank data)	4.2 – 4.6	5.2 – 5.6	5.1 – 5.2
Indonesian economic growth (IMF data)	0.5	8,2	5,3
Indonesian economic growth (Data from the Asian Development Bank)	2,5	5.0	5,2
Indonesian economic growth (Q1 BPS data)	2.97	-0.74	5.01
Inflation (Indonesian bank data)	3.0 (+/-)1.0	3.0 (+/-)1.0	2.18 (+/-)1.0
Inflation (IMF data)	3,1	3.0	3.97
Inflation (Data from the Asian Development Bank)	3.0	2,8	4
Inflation (Q1 BPS data)	0.39	0.26	2,18

Sources: Bank Indonesia, IMF, ADB and BPS

As the summary data in Table 1, shows that in the last 2 years during the pandemic era, Indonesia's economic condition on average was still experiencing growth of 5 percent, even though Indonesia experienced an economic contraction of -2.07 percent at the start of the pandemic (Faith et al., 2020). This should be appreciated, but it is also necessary to pay attention to other indicators that show economic instability such as low public purchasing power, increasing local inflation trends (Yudha, Indrawan, et al., 2021), and consumption levels that remain constant or even increase. This at least shows that the COVID-19 pandemic has become one of the disruptors of the economy in Indonesia (Atho'Illah & Yudha, 2022).

But above all, after the peak of the 2021 pandemic, economic trends have started to improve. This can be seen in the trend of a sustainable and integrated green economy. A healthy lifestyle, using public space only for exercise and social interaction, and promoting a non-cash transaction system has become an example of a green economy in the post-pandemic era (Yustika et al., 2023). This bodes well for general economic recovery, although it will be gradual. So, all economic sectors affected by the economic downturn and the impact of the pandemic need an adaptive strategy to survive and run amidst the current economic contraction (Shaikh et al., 2023).

The trend of economic recovery has begun to be felt and enjoyed by some elements of society (Izzuddin et al., 2022). In fact, this increasing trend continues to be seen despite the increase in the omicron outbreak and the instability of world geopolitical phenomena after the outbreak of the Russia-Ukraine war. The Indonesian economy continues to grow stronger with the Gross Domestic Product (GDP) in the first quarter of 2022 growing 5.01 percent. This cannot be separated from the fact that at that time there were concerns that there would be an increase in daily cases of COVID 19 which reached 64,000 cases in February 2022. However, on the other hand, there are also encouraging things, such as increasing the effectiveness of distribution and accelerating vaccination aimed at reducing the impact of the spread (Asprila et al., 2021).

It is clear that the increasing trend of the economy is also accompanied by an increase in the confidence of producers or business actors (Zustika & Yudha, 2020), and increasing activity climate and investment intensity in Indonesia (Asprila et al., 2021). For example, in infrastructure projects, there was an increase in cement consumption, which reached 4.07 percent during the first quarter of 2022. The volume of tourism activities and other supporting

instruments such as restaurants and hotels were not spared from the increasing trend. The trend of tourism growth is also increasingly positive and significant. Supporting sectors such as transportation services, provision of accommodation, food and drink (restaurants), and lodging (hotels, cottages, apartments, and the like) also showed improvement (Firmansah et al., 2023). The business world's visible optimism was able to drive domestic investment growth of 4.09 percent in the same quarter (*Tren Baru Perhotelan Saat Pandemi, Dari Kapsul Hingga Glamping*, 2022).

The lodging sub-sector continues to experience increasing trends, including one of which is hospitality. Efforts to adjust the hospitality business both in terms of business scope, direction of segmentation, and marketing strategy are just a few parts that need adjustment efforts (adaptation) in business development (Dewi et al., 2021). Hospitality as a tourism support sector is also part of the development of creative industries in Indonesia (Tita Nawangsari et al., 2022). Even hotels from a conventional point of view to capsule-shaped hotels and glamping or camping seem to be experiencing a 'revenge' phase during the post-pandemic phase (Yudha, Awwaliah, et al., 2021). This can be seen in a number of areas such as Puncak, Bali, Malang, Labuan Bajo, and a number of other areas which have experienced a significant increase in the number of post-pandemic visitors. Of course, these conditions also have a positive impact on the hospitality sector (Nursafitri & Yudha, 2020).

Hotel GreenSa Inn UINSA Surabaya is one of the hotels located in the Sidoarjo area, East Java. Its strategic location, such as being close to the airport and terminal access in the city of Surabaya, has an access road that has four lanes and is only 3 km from the city of Surabaya. This can make GreenSa Inn an alternative place to stay that is strategic and comfortable to visit. The trend of increasing economy and tourism, as discussed in the previous section, is certainly the right momentum for the hospitality industry, especially GreenSa Inn, to invite visitors and increase company revenue. The implementation of this strategy is of course still implementing a good and strict health protocol system. Furthermore, if this strategy is optimized, it is not impossible that GreenSa Inn can fully support the aspirations of tertiary institutions to become a Legal Entity State University (PTN-BH) within the next 5 years. It is hoped that Greensa Inn can become a source of business units that are able to generate business income for the UIN Sunan Ampel Surabaya campus business.

The GreenSa Inn hotel business sector as owned by UINSA certainly needs to carry out a number of strategies to keep running, operating, and obtaining sustainable cash inflow. This needs to be maintained in order to maintain business continuity and support the university's aspirations to be more independent in managing its budget, which is included in the goal of realizing a university with the level of Legal Entity State University (PTN-BH). Such efforts and strategies need to be identified by examining the potential strengths, weaknesses, opportunities, and threats, with SWOT tools, which in the end are obtained adaptive strategies, as reviewed in the previous section and derived with a research approach in the research methods section.

Therefore, based on the description in the background sub-chapter of this section, it is necessary to conduct studies and research. This research examines business models that are adaptive after the COVID-19 pandemic, which hopes to improve the performance of the GreenSa Inn hotel business, which in turn can contribute to increasing campus business income, which is in line with the aspirations of Sunan Ampel State Islamic University as a tertiary institution. Higher Education Institutions with State Legal Entities (PTN-BH).

REVIEW OF LITERATURE

The theory presented in the sub-chapter mentions elements of theory that are relevant to the research study. The successive theoretical studies are about the general description of research, relevant theories, and support for research, as well as empirical studies or previous research which have characteristics and discussions that have intersections with the themes of the research being conducted.

Strategy

The definition of strategy is quite familiar as stated by Rangkuti, namely the main planning that complements one another (Dewi et al., 2021), so as to be able to explain how business institutions achieve all the goals that have been planned in advance based on the mission of business institutions (Toha et al., 2021). Chandler explained that strategy is the long-term goal of a company, as well as the utilization and distribution of all important resources to achieve these goals.

Learned, Christensen, Andrews, and Guth stated that strategy is a means to achieve competitive advantage. Therefore, one of the strategic focuses is to determine the existence

of the business. From a number of expert opinions, it can be concluded that strategy is a long-term plan to utilize and distribute resources to achieve common goals.

According to Jim Downey in his book *Strategic Analysis Tools*, strategy analysis is generally related to: 1) Identification and evaluation of data relevant to strategy formulation; 2) Understanding the external and internal environment to be analyzed; 3) Various analytical methods that can be used in the analysis

Examples of analytical methods used in strategy analysis include: a) SWOT analysis, b) PEST analysis; c) Porter's Five Forces analysis; d) Four-corner analysis; e) Value chain analysis; e) Early warning scans; f) War games

In terms of the usefulness of the strategy that is relevant to the business, there are several levels of usefulness of the strategy that can generally be used by managers in determining their steps in operating a company led by clear boundaries.

SWOT analysis

Fajar Nur'aini Dwi Fatimah in his book explains that SWOT analysis is one of the identifiers of various components arranged systematically which serves to explain the company's strategy (Fatima, 2020).

According to Hartono, SWOT analysis serves to measure strengths and weaknesses (Rangkuti, 2017), from the resources owned by the company and external opportunities and obstacles faced (Chrismastianto, 2017).

SWOT analysis is a method and analysis, namely by identifying factors to produce strategic proposals. This analysis is based on four factors, namely strengths, opportunities, weaknesses, and threats. The advantage of SWOT analysis is that it is a simple yet effective method of identifying business plans and strategies for a company or business unit (Ghazinoory et al., 2011). SWOT analysis can also be carried out by considering the results of an assessment of the internal and external conditions of an institution, organization, or even a company. Internal factor analysis must find the strengths and weaknesses of the company. Meanwhile, an analysis of external conditions must produce information on open opportunities or opportunities and see potential threats to the company. After identifying the strengths, weaknesses, opportunities, and potential threats, the company's strategy and objectives can be formulated. There is also a probability that a strategy based on a SWOT analysis will occur, which will result in a wrong decision because of the assessment results.

Market Development

Business is experiencing a dynamic phase that continues to change, including the ways and even the goals that humans have in doing business. Today, businesses are required to follow the modernization that is created through the latest technology. This includes the industrial revolution 4.0 which is accompanied by technological support that can cause the main business goal, which was originally only to get results from doing business, to become the goal to get maximum results from a business activity. Thus, this can be interpreted that the more optimal the results obtained, the more successful the business will be. Therefore, modern types of businesses have developed that carry the use of advanced technology and appropriate strategies (Febrianty et al., 2020).

Furthermore, in business development, this is known as theories that aim to improve business. Meanwhile, in terms, self-development is a form of business that has the aim of optimizing the conceptual, theoretical, technical, and moral abilities of a person or individual based on work needs or positions through education and training. Business development is one of the ways or actions of business actors so that the business they own can compete in the market. One way to develop a business is to develop a marketing mix (Mastarida et al., 2020).

Business

According to Sudaryono in H. Fakhry Zamzam and Havis Aravik is an activity carried out by individuals or groups to supply goods and services with the aim of making a profit. Skinner argues that business is an exchange of goods, services, or money that is profitable and useful.

Conceptual Framework

The framework for this study begins with the process of identifying the economy and business in general.

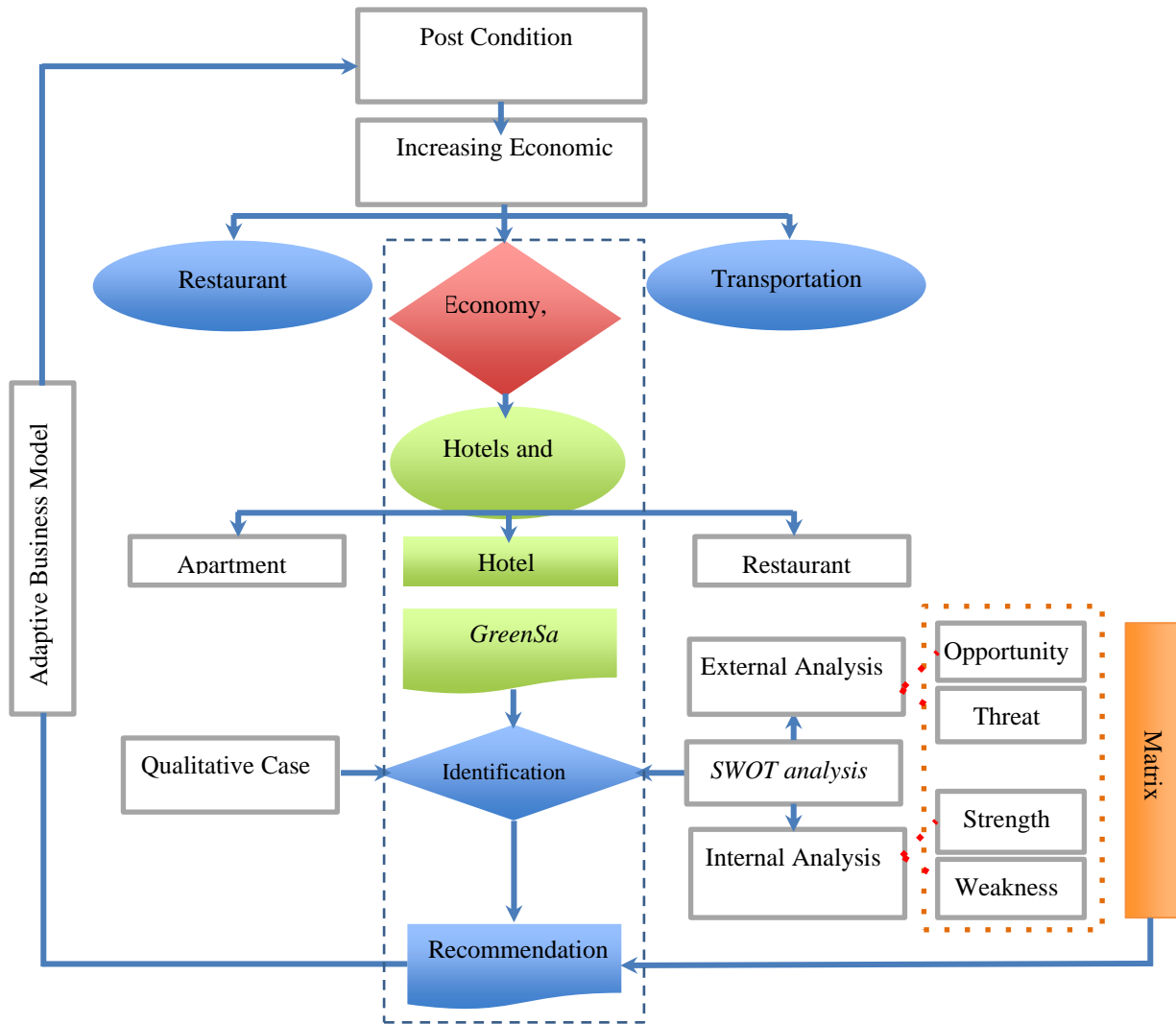


Figure 1
Conceptual Framework

Specifically, the purpose of this research is to identify the strengths and opportunities as well as the weaknesses and threats of the GreenSa Inn UINSA Surabaya hotel. So, it is hoped that a technical description of the business model can be obtained as a basis for determining the strategy used by the institution for business development at GreenSa Inn UINSA Surabaya.

The selected business condition is the hotel business, the object of which has been specifically selected, namely the GreenSa Inn Hotel. The status of the institution as stated in the regulation is the building used for meetings, incentives, conferences, and exhibitions

(MICE) activities. So that the framework prepared aims to provide an overview of the excavation method for data analysis.

In order to actualize the previous review, it is necessary to provide a visualization like the frame of mind in Figure 1 above. The framework as shown in Figure 1 above, explains in a simple way the problem identification pattern to obtain an adaptive business model in running the hotel business, or specifically the GreenSa Inn UINSA hotel business in Sidoarjo, East Java. The use of SWOT as a research tool plays a major role in determining the direction of business strategy. Identification by categorizing strengths (Rangkuti, 2015), weaknesses (Rangkuti, 2017), opportunities, and threats also needs to be done by validating data through the process of triangulation activities.

One of the ways or methods used in the process of determining business strategy in profit and non-profit institutions such as the object of study being studied this time is SWOT analysis (Rangkuti, 2009). These tools are considered appropriate because SWOT has a unique approach that is considered capable of answering problems and has a level of processing and analysis that is not too complicated (Valentin, 2005), as well as being able to solve the components of social problems in the business sector (Hovardas, 2015). Strength-Weakness-Opportunity-Threat (SWOT) analysis is a relatively easy and constructive form of analysis in developing a business development strategy for an institution. SWOT is also an analysis strategy that identifies the internal and external sides of an institution (Yudha, 2015), so it is hoped that an alternative program and an effective strategy design can be obtained (Samejima et al., 2006). The use of SWOT analysis is considered appropriate in developing business development strategies. So, there are two analytical techniques to review and analyze the problem object being studied. The processing and analysis results obtained will later produce effective alternative strategies in the context of developing the business scale of hospitality business institutions, namely at GreenSa Inn UINSA Surabaya.

RESEARCH METHOD

In accordance with the background previously prepared, the research approach used is a mixed-method approach. This method begins with a quantitative approach using a SWOT analysis, which is then followed by in-depth interviews which are representative of the instrument in a qualitative approach using a case study strategy. This mixed method approach

is a planned, systematic, structured, and measurable effort using two research methods, namely quantitative and qualitative, together in such a way as to highlight the advantages of each method and minimize its weaknesses.

The approach is considered feasible because the availability of data allows it to be obtained by an open questionnaire process, which is then carried out through in-depth interviews. The research data is dominated by primary data, namely as many as 10-15 informants. The position of objectivity in qualitative research does not lie in the number of informants, who are considered to be representative at a certain number as in the quantitative approach. The measure of objectivity in this study is the level of understanding of information and knowledge in answering questions and researchers' questions.

This approach begins with primary data collection, either by interview or observation. Then carry out quantitative testing and data processing using SWOT as the tools. Then processed, interpreted, and included in the discussion section. After that is the process of confirmation and validation, namely with case studies. This is considered relevant considering that the post-pandemic COVID-19 phenomenon occurs tentatively or not every time it occurs. As well as the economic recovery coupled with the recovery of the tourism and hospitality sector, it is necessary to study and examine the form of an adaptive business model. So, the case study approach as part of the flow of this research method is considered relevant and supportive.

The completion of this study used several tools such as SWOT analysis, appreciative interviews and observations, as well as triangulation. The focus of the research being carried out is social phenomena in business whose solutions are suitable with the SWOT analysis approach and case studies.

RESULTS AND DISCUSSION

This study obtained demographic data from 10 informants. In the first part, based on male gender, there were 8 people and the remaining 2 people were women. Then the employment status of the informants, respectively, is 1 general chairman, 3 main coordinators, and 1 GreenSa Inn Hotel supervisor, while the rest are 3 cashiers and 3 frontliners. Apart from cashiers and front liners, all of them are teachers at UIN Sunan Ampel Surabaya.

Based on the research test tool used, namely SWOT. There are two test patterns, namely EFAS and IFAS analysis. For IFAS analysis, the GreenSa Inn strength value was 0.081. GreenSa Inn's strategic factors in terms of strength are product prices or rental rates which are quite competitive and the quality of sales and marketing that is able to increase sales. Meanwhile, the GreenSa Inn's weakness value is 0.007 with a weakness factor that has the same value, which lies in the lack of support management and weak brand equity. When accumulated, the value of the difference between strength and weakness is 0.074. This figure shows that the IFAS analysis has a tendency for the value of the strength factor to be greater than the value of the weakness.

The results of the EFAS analysis show that an opportunity value of 0.132 is obtained with the strategic opportunity factor of GreenSa Inn, namely in terms of meeting the needs of customers and the community for GreenSa Inn products and services which can be responded to quickly and accurately. Meanwhile, the EFAS calculation of possible threats to GreenSa Inn's business is 0.008. Threat factors that can affect business performance come from poor word-of-mouth regarding the brand and condition of GreenSa Inn. When accumulated, the value obtained from the difference between opportunity and threat is 0.124. This figure shows that the EFAS analysis shows that the opportunity for GreenSa Inn to develop its business is still greater than the threat factors that can affect the business.

So, based on the calculation of internal factors which include strengths and weaknesses, a value of 0.074 is obtained. Whereas for external factors consisting of opportunities and threats, a value of 0.124 is obtained. IFAS and EFAS analysis values can be presented in the form of a SWOT diagram to determine GreenSa Inn's position with similar businesses.

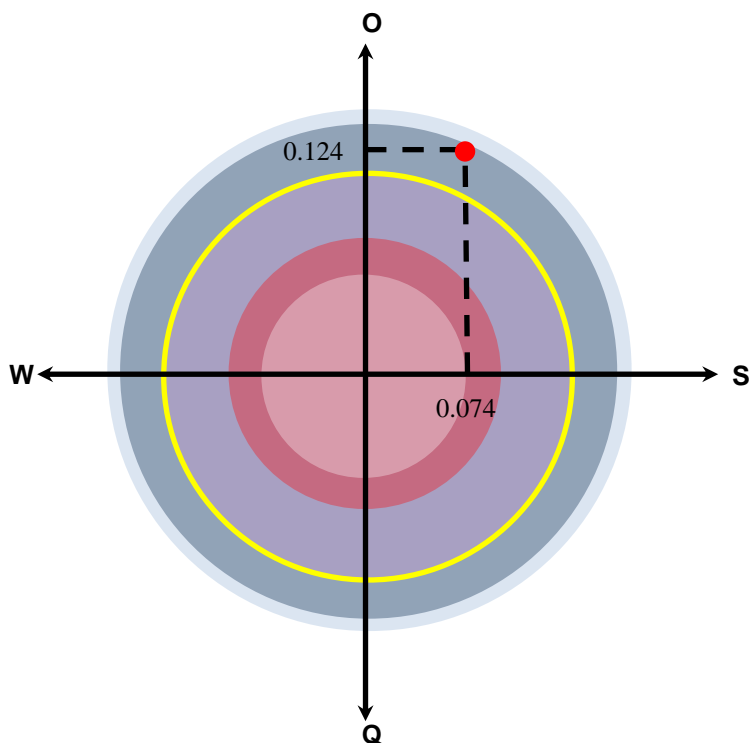


Figure 2
GreenSA Inn Business SWOT Position

Based on Figure 2, shows that GreenSa Inn's position is in Quadrant I. This position proves that GreenSa Inn is a strong and promising business, which shows that the business is in very good and stable condition and allows it to continue to grow, progress, and develop maximally.

GreenSa Inn has rental rates that are no less competitive than other companies and has good principal support. These advantages can be utilized to target a more specific target market. GreenSa Inn can carry out market segmentation by marketing products to consumer groups that have the same characteristics that are quite specific to what is offered by the company. The next step is deciding to enter one or more market segments and developing segment attractiveness. Then the company can begin to determine the market position and build and communicate product uniqueness in the market.

Establishing business partners with other companies or other agencies is one of the business strategies for developing a business. With a business partner, the two companies can collaborate on various types of expertise and knowledge, expand business reach, and

obtain additional capital. Through business partners, it is possible for companies to strengthen each other's business because each business must have its own advantages which, if utilized, will produce optimal results. For example, by sharing knowledge and skills, and utilizing technology and capital to increase production effectiveness and efficiency. From collaboration between companies, every resource owned can be used to offer and improve services.

One of the strengths of GreenSa Inn is rental rates that are no less competitive and have good principal support as well as the support of the sales and marketing team. If these two things can be used properly to reduce the new market size, the company needs to carry out vigorous promotional activities. Companies can use old customers to be invited to work together to carry out promotions through word of mouth such as giving and disseminating information through face-to-face or promotional emails. Promotions that aim to get new customers can be done with social media marketing, giving promos to new customers, and affiliating with influencers.

Talking about influencers, nowadays the use of marketplaces and social media has become a trend as a means to increase the efficiency and effectiveness of a business process through the use of information technology, so the role of an influencer is important. The existence of a marketplace and social media offers convenience for consumers to carry out buying and selling transactions and obtain information. Through the marketplace and social media, GreenSa Inn can take advantage of these two technologies to carry out promotions to consumers at a low cost but can reach a wide market. In addition, companies can also easily interact with consumers in real-time to find out what consumers complain about and evaluate their deficiencies.

To be able to survive among competing companies, GreenSa Inn needs to have unique selling points compared to competing products. A unique selling point commonly called a unique selling proposition (USP) is a distinctive feature of the product which can be used as a marketing strategy. Simply put, USP is the face of a brand with three basic components including differentiation, quantity, and linkage with brand value. USP besides coming from the product itself can also be in product design, features, services, location, distribution facilities, and others.

USP as a branding strategy is a product differentiation strategy that allows companies to be competitive in the market. If the company does not have a differentiation system, big capital companies will dominate the market thereby weakening the position of small companies. In addition to providing benefits for companies to strengthen their position in the market, USP can also assist companies in increasing product sales potential because consumers will more easily remember and recognize these products, sales representatives will find it easier to persuade in conveying product value, as well as the potential to attract loyal customers.

Besides that, to build sustainable business continuity, a well-managed management ecosystem is needed that is always adaptive, innovative, and responsive to changes to achieve more focused, effective, and efficient corporate goals. In forming a good management ecosystem, several components are needed, including 1) a clear business description that everyone can understand; 2) Conducting research on competing companies; 3) Planning a marketing strategy; 4) Planning a budget in detail and making honest and transparent financial reports; and 5) Always maintaining the quality of products and services to increase consumer loyalty and loyalty.

Because business management is related to almost everything, managers or owners must think globally because management is related to the life and death of a business. A good management system, not only makes it easy to manage a business but also maximizes profits. At least several management systems must be managed properly by the company such as financial management, HR management, risk management, marketing management, production management, development management, and recovery management.

CONCLUSION

The results of the enrichment of strategies using the SWOT analysis approach, especially those using quantitative analysis, are in quadrant 1 with the coordinates of the results of IFAS and EFAS analysis (0.074; 0.124), which shows that these coordinates place GreenSA in a position that supports the aggressive strategy model. That is a strategy that focuses on exploiting all the advantages it has. The strategy that tends to be appropriate for business institutions that have this position is as follows: GreenSA continues to carry out marketing and sales even though it is quiet, secondly, because GreenSA has opportunities

and strengths, GreenSA should have a growth-oriented strategy, namely by taking advantage of existing opportunities as well strengthening good relations with internal PUSBIS and campuses.

GreenSA Inn is one of the service units developed by the UINSA Business Development Center (PUSBIS) as a Higher Education with the status of a Public Service Agency (BLU) by the Ministry of Finance as stated in RI Minister of Finance Regulation No. 511/KMK.05/2009. Through data mining that has been carried out using qualitative methods with group discussion forums (FGD) between researchers and informants, the relevant informant gave a statement that the business form of GreenSA Inn and Training Center is not a form of hospitality business. The informant gave the following explanation, “the establishment permit for the GreenSA Inn and Training Center business is not a hotel but a Meeting Incentive Conference Exhibition (MICE)”. MICE itself is one part of the business sector in the tourism sector which is quite diverse.

Based on this analysis, it can be explained that the product has strengths in terms of competitive price, above-average sales force competency, good principal support, backup unit in case of missed maintenance, and support from management in efforts to increase sales. And has weaknesses in terms of after-market services that are less than optimal, product quality and complementary products that are less competitive, support management from universities that are less focused on providing marketing strategy directions for the business unit concerned, brand equity that is not yet strong, no service marketplace so it's not familiar.

On the external side, the opportunities that GreenSA Inn has included opportunities in the form of GreenSA's market size around the area along Jalan Juanda in particular and Sidoarjo Raya which are quite large, campus regulations related to the development of the Pusbis and GreenSA businesses and their business lines exist and are proven to support business development, the needs of customers and the community for GreenSA products and services can be responded to quickly and accurately, GreenSA has good prospects as one of the hotels that customers are interested in because of location factors and competitive price rates. Meanwhile, threats include an assessment of poor word-of-mouth towards the brand and condition of GreenSA Inn, the aggressiveness of competitors (hotel business) in offering high product (service) variants, and the threat of lowering prices from competitors.

As for the conclusions, we need to convey some suggestions. Suggestions are implications from the beginning of the background research process to the end of the study, namely the results of the discussion. Suggestions or input submitted by researchers are practical suggestions and are addressed to parties related to research objects as well and theoretical suggestions will be given for further research. These suggestions include: a) The first suggestion is given to internal research objects, in this case, namely employees and the ranks of the UIN Sunan Ampel Surabaya Business Development Center to optimize service and product quality and continue to make marketing efforts in order to increase visitor interest, especially at GreenSa Inn; b) Suggestions and input to principles, to be able to support a growth-oriented strategy by issuing policies and support both real and material from internal PUSBIS that can optimize strategy; c) For PUSBIS, it is hoped that it can continue to conduct product socialization or product launches on the main website, and marketplace, and be promoted more for online transactions through the system. This is in order to optimize the increase in sales while still taking advantage of opportunities owned by PUSBIS and its business network.

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