



A Business Analytics of a Leading Halal Hotel in Situbondo, Indonesia

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Received 17/02/2022

Revised 18/05/2022

Accepted 06/06/2022

Abstract

The aims of this study were to 1) identify the strengths, weaknesses, opportunities, and threats (SWOT) faced by leading halal hotels in Situbondo, Indonesia, and 2) explore the right management strategy with key business analysis tools: SWOT, IFAS, EFAS analysis to apply to leading halal hotels in Situbondo, Indonesia. In-depth interviews with key informants were the main research tools. Qualitative and documentary research was used as research methods. Data were analyzed using descriptive content analysis. From the results of the study, their strengths included the relatively complete and adequate hotel facilities, competitive price, strategic location, and friendly staff. Weaknesses included bad promotion and marketing, insufficient number of rooms that lessened the opportunity to meet the needs of the guests, the family oriented recruitment system, and continually developed, improved, maintained, and repaired facilities, and ongoing staff training during the services. Opportunities of the hotels were firstly, the hotels catered to both Muslim and foreign travelers and visitors; they had good cooperation with suppliers; and their natural conditions attract tourists to Situbondo. Also, high per capita income of tourists that provides opportunities for tourists to travel longer, resulting in their longer stays in the hotels. Furthermore, there was more prominent market share of hotel occupancy of foreign tourists, and there was a demand for hotel restaurant products from outsiders, who were not inhouse hotel guests. The threats faced by the hotels included many similar halal hotels, rapidly technological development, a number of newcomers entering the hotel industry, and the increasing number of amenities and service quality of competitors. The right strategy for implementation was a growth-oriented strategy. In addition, the strategic establishment of halal procedures in hotel management for business continuity, financial risk management and the development of customer engagement were conducted throughout the businesses in accordance with certified Halal procedures and regulations.

Keyword: Business Analytics, Halal Hotel, Hotel Development

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บทคัดย่อ

การศึกษานี้มีจุดมุ่งหมายเพื่อ 1) กำหนดจุดแข็ง จุดอ่อน โอกาส และภัยคุกคามที่ต้องเผชิญ และ 2) กลยุทธ์ที่เหมาะสมด้วยเครื่องมือวิเคราะห์ธุรกิจหลัก: SWOT, IFAS, การวิเคราะห์ EFAS เพื่อนำไปใช้กับโรงแรมฮาลาลชั้นนำในซีบูอนโด ประเทศอินโดนีเซีย การสัมภาษณ์เชิงลึกกับผู้ให้ข้อมูลหลักเป็นเครื่องมือวิจัยหลัก การวิจัยเชิงคุณภาพและเชิงเอกสารถูกนำมาใช้ในวิธีการวิจัย วิเคราะห์ข้อมูลโดยใช้การวิเคราะห์เชิงพรรณนา จากผลการศึกษานี้ จุดแข็งที่มีอยู่ ได้แก่ สิ่งอำนวยความสะดวกในโรงแรมที่ค่อนข้างสมบูรณ์และเพียงพอ ราคาที่แข่งขันได้ ทำเลที่ตั้งค่อนข้างดี พนักงานที่เป็นมิตร จุดอ่อน ได้แก่ การส่งเสริมการขายและการตลาด จำนวนห้องที่ตอบสนองความต้องการของแขกได้น้อย ระบบการสรรหาบุคลากรยังเป็นแบบครอบครัว และพัฒนาปรับปรุงบำรุงรักษาและซ่อมแซมโรงแรมอย่างต่อเนื่อง จัดการฝึกอบรมพนักงานอย่างต่อเนื่อง โอกาส โรงแรมรองรับนักท่องเที่ยวและผู้มาเยือนได้ทั้งชาวมุสลิมและชาวต่างชาติ มีความร่วมมือที่ดีกับคู่ค้าและพันธมิตรทางการค้า, สภาพธรรมชาติที่ดึงดูดนักท่องเที่ยวให้มาที่ ซีบูอนโด อินโดนีเซีย รายได้ต่อหัวของนักท่องเที่ยวสูงจึงเป็นโอกาสสำหรับนักท่องเที่ยวที่จะเดินทางมากขึ้น ดังนั้นระยะเวลาพักในโรงแรมก็มากขึ้นด้วย ส่วนแบ่งการตลาดที่โดดเด่นกว่าของการเข้าพักในโรงแรมที่มาจากนักท่องเที่ยวต่างชาติ และมีความต้องการผลิตภัณฑ์ร้านอาหารของโรงแรมจากบุคคลภายนอกที่ไม่ใช่แขกผู้เข้าพัก ภัยคุกคามที่เผชิญ ได้แก่ โรงแรมที่คล้ายกันหลายแห่ง การพัฒนาทางเทคโนโลยีอย่างรวดเร็ว จำนวนผู้มาใหม่ที่เข้ามาในอุตสาหกรรมที่พักประเภทโรงแรม และจำนวนสิ่งอำนวยความสะดวกและคุณภาพการบริการที่เพิ่มขึ้นของโรงแรมคู่แข่ง และกลยุทธ์ที่เหมาะสมในการดำเนินการคือกลยุทธ์ที่มุ่งเน้นการเติบโต นอกจากนี้ การกำหนดกลยุทธ์สำหรับขั้นตอนฮาลาลในการจัดการโรงแรมเพื่อความต่อเนื่องทางธุรกิจ การบริหารความเสี่ยงทางการเงิน และการพัฒนาความผูกพันกับลูกค้าได้ดำเนินการตลอดธุรกิจตามขั้นตอนและระเบียบการฮาลาลที่ผ่านการรับรอง

คำสำคัญ: การวิเคราะห์ธุรกิจ โรงแรมฮาลาล การพัฒนาโรงแรม

Introduction

Competition in the hospitality industry is getting tougher. This is not regardless of the number of players or companies both large and small working in the industry. The role of the hospitality industry is particularly important for Indonesia's economic growth measured. Gross Domestic Product (GDP). The hospitality and services sector is a sector that contributes to GDP largest after the manufacturing sector in Indonesia national hotel and restaurant industry which was predicted to grow about 5% in 2017. Secretary-General Indonesian Hotel and Restaurant Association (PHRI), Kosman Pudjiadi said, hotel business growth is driven by the tourist demand, especially, number of foreign tourists and domestic use hotel services and restaurants as a complement their journey (Mustami, 2016; Global Business Indonesia Guide, 2017)

The Strategic Tool for Business Analytic's SWOT is one of the effective tools. (Slideuplift, 2019) According to SWOT is an analysis of the four elements. The first elements are strength which is internal positive characteristics that can be exploited by organizations to achieve strategic performance goals. The second elements are weakness which is internal characteristics that could hinder or weaken the performance of an organization. The third element is opportunities are a characteristic of the external environment that has the potential to help the organization reach or exceed strategic goals. And lastly, threats are characteristics of the external environment that can prevent the organization from achieving strategic goals that have been set.

The concept of halal hotel, starting from the hotel design itself, dining room and everything must reflect the Islamic value.

Even though they have Islamic procedures, the halal hotel still allows and don't prohibit guests or tourists from other religion. Guests or tourists can still feel the comfort and service of a halal hotel with Muslim friendly, even though they are not Muslim. In one sample hotel will ask for additional documents, one of which is a marriage certificate. It's not only that one sample hotel, but the visitors can also go directly to cafes and restaurants that are in one location and can enjoy a variety of ready-to-eat both local halal and international food and beverage dishes. For the menu itself, Seafood and Arabian food are not kinds of preparations. Then, the visitors can also shop for various needs at the minimarket that has been provided. So., Strategies halal hotel management was necessary to running business sustainability.

Objectives to Study

1. To find out the principal business analytics: SWOT, IFAS, and EFAS of a leading halal hotel business in Situbondo, Indonesia
2. To discover the strategic management with halal procedures and protocol of the hotel as a leading halal hotel business in Situbondo, Indonesia

Methodology to Study

This article was used qualitative and documentary research with descriptive content analysis method. The purpose of this paper is to describe a phenomenon and its characteristics of strategic business analytics: SWOT, IFAS, and EFAS Analysis. According to Research Design (Creswell, 2014) This research was determined the sampling by using purposive sampling. The In-depth interviews with 10 samples which was the representatives from each department of one sample of the leading halal hotels in Situbondo Indonesia. The research was collected data during November 2021 to January 2022 and documentary research with secondary data from books, magazines, newspapers, and the internet was retrieved in several steps for research.

Literature Reviews:

1. Business Analytics

Business analytics is the process of using figures to derive meaning from data to make informed business decisions. There are four primary methods of business analysis: 1) Descriptive: The interpretation of historical data to identify trends and patterns 2) Diagnostic: The interpretation of historical data to determine why something has happened 3) Predictive: The use of statistics to forecast future outcomes and 4) Prescriptive: The application of testing and other techniques to determine which outcome will yield the best result in a given scenario. So, SWOT Analysis, it is the most important technique used in business analysis. (Gavin, 2019; Kumawat, 2021)

2. SWOT Analysis Factors (IFAS and EFAS)

To build a business, how to know what a SWOT analysis is? In general, the concept of **SWOT analysis** is a planning method by evaluating four components: **S- Strengths, W - Weakness, O - Opportunities and T - Threats** (Populix, 2021; Prihanto, 2019) Basically, the four components can be used as a reference in executing mission strategies to achieve business goals. There are two main **SWOT analysis factors** also known as the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) namely, **1) Internal Factor Analysis Summary (IFAS)** of SWOT are strengths and weaknesses obtained from the internal company or business. These factors are generally related to available resources and experience, such as *a) Physical resources* (facilities, locations, and equipment) *b) Human resources* (employees, volunteers, or target market) *c) Financial resources* (funding, income sources to investment opportunities) *d) Access to natural resources* (trademarks, patents, or copyrights) and *e) Current process* (employee program, departmental hierarchy, or software system) (Riadi, 2020) **2) External Factor Analysis Summary (EFAS)** of SWOT are opportunities and threats which are generally



obtained from external parties. To find out the following external factors, you can conduct a survey by distributing questionnaires to consumers. By understanding these external factors, you can find out what steps are needed to deal with opportunities and threats. external factors are also usually things beyond control such as *a) Demographics*. *b) Economic trends*, ranging from local, national, or international financial trends. *c) Market trends*, such as new products, technological advances, and shifting consumer needs. *d) Funding*, such as donations, legislative, and other sources. *e) Relations between distributors and partners* and *f) Political, environmental, and economic regulations*.

3. Halal Hotel Business in Situbondo, Indonesia

Nowadays, halal is the lifestyle of global consumers. Halal is not only for food products but also for non-food products such as cosmetics, pharmaceuticals, leather crafts, and fragrances. It is included services such as banking, entertainment, tourism, and logistics. Tourism is widely influenced by religious beliefs which generate the appearance of halal tourism. The rapid growth of the halal tourism industry is determined by the awareness of Muslims on halal tourism as well as the rise of the Muslim population. CresnetRating.com finds that Muslim tourists contribute 12.3% to the world's total tourist expenses. The criteria for halal-based hotels by the Ministry of Tourism are divided into two categories. Category 1 is a sharia hotel that still has leniency in sharia rules. For example, in this hotel, every food and restaurant are guaranteed halal. This means that the restaurant or kitchen already has halal certification from MUI (The Indonesian Council of Ulama), there is a convenience for washing and worshipping so there must be a toilet shower, not just tissue, halal food, but no guest selection, the kitchen is halal certified, but drinks can still have types of alcohol such as wine. Meanwhile, in criteria 2 hotels, everything that is not allowed in sharia rules have indeed been implemented in this sharia hotel.

Indonesia is a country with a high number of Muslims. So, there are many hotels that fulfill the requirement of Halal business practices, Facilities that serve customers including rules and practices of good Muslims as Halal procedures and protocol (Wahab, 2004; Sandela, Bintang, Mansur, 2019) as same as the attractive destination in Situbondo Indonesia, there are reputation five halal hotels. namely 1) Utama Raya Hotel 2) Karisma Hotel 3) Ramayana Hotel 4) Lotus Hotel and 5) Rosali Hotel.

While **Halal procedures & protocol** in the halal hotel exactly in Situbondo, Indonesia shown the important components in the leading halal hotel business through the three hotels mentioned (Team, 2021; Aditya, 2020, Teguh, 2018) Namely,

1. Human Resources: uniforms or dress codes of hotel staff and female staff are wearing hijab, long dress, and trousers. The rest time is according to prayer time. So, all employees must break when prayer time. The day off time was also according to Muslim days such as Ramadhan, Muslim new year Eid Mubarak, and Eid Adha.

2. Private Rooms (bedrooms and bathrooms): both have Mosque for praying or a special space with mukenah and sajadah. separate rooms for women and men, Qibla direction, prayer equipment, and the Koran, rooms, and toilets do not face the direction Qibla.

3. Dining and Banqueting Facilities: halal-certified food, no pork, and alcohol, has a separate dining room between women and families, plus the provision of public areas, there are no statues or decorations that show human or animal forms, there is no music whose content is controversial and seductive.

4. Other Public Facilities: there are no casinos or gambling machines, separate entertainment facilities (including swimming pools and spas) for both women and men, separate prayer rooms for women and men equipped with the Koran, facilities where ablution is located outside the worship room, toilets must not face the Qibla direction, and there are no art items in the form of humans or animals.

5. Business Operation: ethics in marketing and promotion, CSR strategies (related to Islamic values), and philanthropic donations, transactions, and investments in accordance with principles and practices related to calculations and institutions in accordance with Islamic principles, where the hotel

must contribute a proportion of his income for charitable acts (known as “zakat”). This “Zakat” emphasizes the importance of sharing the benefits equally and helping others, especially those in need.

THE FINDINGS

1. Personal Profile of 10 samples of one halal hotel in Situbondo, Indonesia

There were 10 samples who were the key informants of this research. They were representative of their department. 60% of the key informants were Male and 40% were Female. The range of age of 10 Key informants was between 29 to 45 years old. This data can be identified that the range of age of 10 Key informants was between 29 to 45 years old. This data can be identified that 80% of key informants were generation Y, who was born in 1997-1980 AD. and was aged between 25 to 42 years old. while 20% of key informants were generation X, who was born in 1965-1979 AD. and was aged between 43 to 57 years old. 80% of Key informants were Muslim with respect to the Islamic religion. 20% of them have not identified their religion. For education, the educational background of samples showed that 40% of key informants completed bachelor's degrees, 30% of key informants got diploma degrees and 30% of key informants achieved master's degrees. For the period of working in the hotel (number of working years) There was 50% of them was spent working time with the halal hotel for 7 to 9 years, and 40% of them worked with the hotel for 4 to 6 years while 10% of key informants worked with a hotel for 1 to 3 years. AS showing on Table 1

Table 1: Personal Profile of 10 sample sizes of one halal hotel in Situbondo, Indonesia

Sample	Department	Sex	Age	Religious	Education	Working Year
Sample 1	Executive	Male	45	Islamic	Bachelor's degree	9 Years
Sample 2	Engineering	Male	36	Islamic	Bachelor's degree	9 Years
Sample 3	Food & Beverage Services	Male	40	Islamic	Bachelor's degree	5 Years
Sample 4	Kitchen & Food Production	Male	43	Islamic	Diploma	5 Years
Sample 5	Front Office Service	Female	30	Islamic	Bachelor's degree	3 Years
Sample 6	Housekeeping	Female	35	Islamic	Diploma	6 Years
Sample 7	Accounting and Finance	Female	34	No Identify	Master's degree	9 Years
Sample 8	Security & Safety	Male	29	No Identify	Diploma	8 Years
Sample 9	Human Resource & Training	Male	37	Islamic	Master's degree	9 Years
Sample 10	Sales & Marketing	Female	33	Islamic	Master's degree	4 Years

2. Internal Factors Analysis Summary (IFAS) of Strength and Weakness

The IFAS Matrix Analysis method aims to determine the major influence of internal factors in the hotel. Once the internal strategy factor is identified, it is necessary to evaluate the Internal Factor Analysis Summary (IFAS) by specifying the total value and rating (score) of each indicator to achieve the value of the total weight and the rank of the IFAS as in Table 2.

**Table 2:** Internal Factors Analysis Summary (IFAS) of Strength and Weakness

No.	IFAS of Strength	Weights	Rating	Score
1.	Complete hotel facilities	0,15	4	0,60
2.	Competitive price	0,13	4	0,52
3.	Strategic location	0,12	4	0,48
4.	Clean and comfortable	0,05	2	0,10
5.	Friendly employees	0,15	4	0,60
	Total	0,60		2,30

No.	IFAS of Weakness	Weights	Rating	Score
1.	Bad Promotion either online or offline	0,10	3	0,30
2.	Less of rooms	0,10	3	0,30
3.	Inconsistency hotel Service	0,10	2	0,20
4.	A new hotel appearance	0,10	2	0,20
	Total	0,40		1,00
Grand Total Weight & Internal Factors Score		1,00		3,30

Based on the IFAS matrix above, it has seen that Physical resources and Human resources is the greatest strength for running the leading halal hotel business, with a weight of 0.15. While the high level of attractiveness was found in the complete hotel facilities (0.60) and friendly employees (0.60). So that based on the results of the IFAS matrix is 3.30. Thus, developing and improving hotel facilities to keep them in perfect condition can draw the attention of hotel customers. including recruiting personnel to work in hotels. It is important to consider a friendly personality and helpful who is always available services to the customers.

3.External Factors Analysis Summary (EFAS) Opportunities & Threat

The next analysis is to determine the total weight value and rating value (score) of each indicator to get the total weight and the rating of the EFAS value as in Table 3

Table 3: External Factors Analysis Summary (EFAS) Opportunities & Threat

No.	EFAS of Opportunities	Weight	Rating	Score
1.	Having loyalty customers	0,15	4	0,60
2.	Good cooperation with each supplier	0,15	3	0,45
3.	The view that becomes visitor's attraction	0,10	4	0,40
4.	High tourist income per capita will be an opportunity for tourists to travel longer and stay longer at hotel	0,05	3	0,15
5.	Market shares that is more dominant staying at the hotel are foreign tourist	0,05	3	0,15
6.	A request for hotel restaurant products from outsiders	0,15	4	0,60
	Total	0,65		2,35

Table 3 (continue)

No.	EFAS of Threat	Weight	Rating	Score
1.	Similar hotel located in Situbondo	0,13	3	0,39
2.	The development of technology rapidly	0,12	2	0,24
3.	New competitive hotel	0,05	4	0,20
4.	The increasing number of facilities and service quality of competing hotels	0,05	2	0,10
	Total	0,35		0,93
Grand Total Weight & External Factors Score		1,00		3,28

On external factors, the greatest weight was given to conditions that are conducive and have high interest in customers loyalty, good cooperation with each supplier and a request for hotel restaurant products from outsiders with a weight of 0.15. Based on these calculations, the EFAS value is 3.28.

This means that changes in internal factors have a prominent level of attractiveness to the business development of halal hotel in Situbondo, Indonesia. When compared with the IFAS value, where the EFAS value is smaller than the IFAS value a little bit, it indicates that the business of halal hotel in Situbondo, Indonesia. has a strong ability to deal with internal changes in average.

4.Strategy Formulation

To find out the priorities and the interrelationships between strategies based on the SWOT weighting, the interaction between the external internal strategy is conducted, which can be explained as follows: The formulation of SO, ST, WO and WT strategies was arranged based on internal factors S and W; and external O and T factors into the IFAS-EFAS SWOT interaction matrix as in Tables 2 and 3. Then based on the SWOT interaction matrix weighting of the assessment is done to determine the priority scale. The composition of alternative strategies based on priorities shown in Table 4.

Table 4: SWOT Business Development Matrix for a halal hotel in Situbondo, Indonesia

Strength (S)	Score	Weakness (W)	Score
S1 Complete hotel facilities	2,30	W1 Bad promotion either online	1,00
S2 Competitive price		or offline	
S3 Strategic location		W2 Less of rooms	
S4 Clean and comfortable		W3 Inconsistency hotel Service	
S5 Friendly employees		W4 A new hotel appearance	
Opportunities (O)	Score	Threat (T)	Score
O1 Having loyalty customers	2,35	T1 Similar hotel located in	0,93
O2 Good cooperation with each supplier		Situbondo	
O3 The view becomes visitor's Attraction		T2 The development of	
O4 High tourist income per capita will be		technology rapidly	
an opportunity for tourists to travel		T3 New competitive hotel	
longer and stay longer at hotel			



Table 4 (continue)

Opportunities (O)	Score	Threat (T)	Score
O5 Market shares that is more dominant staying at the hotel are foreign tourist		T4 The increasing number of facilities and service quality of competing hotels	
O6 A request for hotel restaurant products from outsiders			
Strength - Opportunities (SO)			Score
SO1 Efficient management and keeping facilities perfect and available at all times can build customer trust and brand loyalty to hotels.			4,65
SO2 Staff with good personality and friendly manner. Ready to help, it is a charm that attracts customers to always come back to use the hotel service.			
SO3 The external customers are customers with high potential for revenue generation for hotels where the hotel amenities and quality of staff service are attractive. customers to use the hotel service such as restaurants, bar and so on.			
Weakness - Opportunities (WO)			
WO1 Develop a state-of-the-art online and offline booking system to keep up with customer demands quickly. especially regular customers and royalty guests of the hotel.			3,35
WO2 Develop and improve frequently booked room types to meet the guests needs.			
WO3 Offer loyalty program of membership cards with exclusive rewards and privilege benefits for regular and special customers of the hotel.			
WO4 Organize promotional and marketing activities with commercial partners and create service packages for hotel guests and external customers using the hotel's restaurants and other services to enhance the potential of the hotel business.			
Strength - Threat (ST)			
ST1 Situbondo is a destination with high potential as a halal hotel leader because of its seaside location that attracts both international and domestic travelers, businessmen and tourists alike. Therefore, creating a uniqueness and charm of the hotel to impress customers to think about and come back to use the service is necessary.			3,23
ST2 Having a similar hotel in the same area at Situbondo could pose a threat, making it easy for employees with excellent quality and service to move to a competing hotel. If competing hotels offer better benefits to employees			
ST3 The development of hotel amenities requires the creation of memorable and unique selling points (USP).			

Table 4 (continue)

Strength - Threat (ST)	
ST4 Using technology to help develop and manage hotels. may cause staff reductions but it has the benefit of making some tasks even more efficient and accurate.	3,23
ST5 Using technology to help develop and manage hotels. It can also help with staff training.	
Weakness – Threat (WT)	
WT1 If not to improve the online and offline booking system to be effective. Customers will turn to using the services of competitor hotels.	1,93
WT2 Adjust the number of rooms and types of rooms that customers need to use the service and to meet the needs of customers in order to maintain the existing customer base.	
WT3 Regularly train hotel staff on excellence customer services. Impressing customers and maintaining excellent and efficient service quality standards.	
WT4 Use technology to solve problems at work. as well as using technology to create an image and modernization for the organization to prevent the threat of competitors	

Based on the weighting of the interview form findings, the strategy priority is based on a combination of strategies that have the highest value to the lowest, as shown in the following table 5.

Table 5: Alternative Sequences of SWOT Strategies

Priorities	Strategies	Weight
Quadrant I	Strength - Opportunities (SO)	4,65
Quadrant II	Weakness - Opportunities (WO)	3,35
Quadrant III	Strength - Threat (ST)	3,23
Quadrant IV	Weakness – Threat (WT)	1,93

The priority order of the results of the IFAS-EFAS interaction in Table 5 shows that the one that produces the alternative strategy with the highest weight is the Strength - Opportunities (SO) strategy, this can be interpreted as a strategy that Able to create a competitive advantage through the strengths and opportunities of the business that are the top supporting factors for business achievement.

The Strength - Opportunities (SO) strategy based on the IFAS and EFAS SWOT interaction matrix in table 5 has the following policy strategies:

1. Running business administration, maintenance and building facilities efficiently and has modernized innovation technology that is always ready to use can build trust with customers more importantly, it can build brand loyalty for hotel customers in the long run.

2. Recruitment of friendly and courteous staff who are willing to help customers with sincerity and meticulous hospitality and keep promise a high-quality service standard are the charms that keep customers coming back to the hotel.

3. Engagement with external customers, local and foreign customers with customer experience management program as the customer with high potential to generate income for hotels when they use hotel facilities such as restaurants, bars etc. These are great strengths and opportunities to develop leadership strategies of hotel market share.

In sum up of strategy used according to the quadrant: In quadrant I (Strength-Opportunities Strategy), the general strategy that companies can do is to use to force companies to take every opportunity that exists. In quadrant II (Weakness- Opportunities Strategy), companies can take advantage of opportunities as a reference to focus their activities avoiding weaknesses. In quadrant III (Weakness-Threat Strategy), minimize all weaknesses to face every threat. In quadrant IV (Strength-Threat Strategy), make every strength to face every threat by creating diversification to create opportunities.

Based on the SWOT matrix, the formulation of an alternative strategy that is appropriate is to be applied by one simple halal hotel in Situbondo, Indonesia. The alternative strategies include alternative SO (Strength-Opportunities) strategies such as maintaining and improving service quality, maintaining customers owned, retaining good cooperation with suppliers, conducting promotions, budgeting funds to carry out renovations to hotel buildings; alternative WO (Weakness-Opportunities) strategies include improving technology to improve performance, providing supporting facilities, utilizing facilities properly, responding quickly to all kinds of suggestions and complaints from guests who stay; ST (Strength-Threat) strategy alternatives include promoting, following technological developments to improve performance, strengthening the company's image in the eyes of consumers; The alternative strategy for WT (Weakness Threat) is updating hotel facilities, increasing technology-based facilities, increasing supporting facilities for the convenience of consumers, utilizing facilities properly and conducting, As showing on SWOT posture plane with four quadrants in figure 1

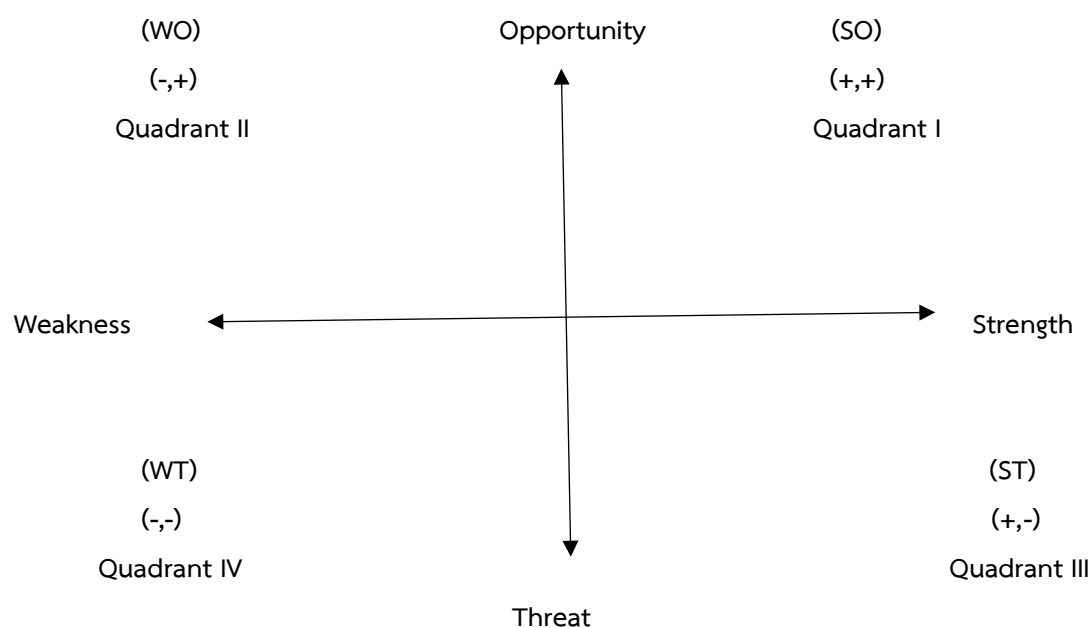


Figure 1: SWOT posture plane with four quadrants

5.Relationship among SWOT Analysis Factors (IFAS and EFA) and Strategic Management for one leading Halal hotel in Situbondo, Indonesia

This table shown about relationship among SWOT analysis, Halal Procedure and Strategic Management

Table 6: Relationship among SWOT analysis, Halal Procedure and Strategic Management

Sample	Department	SWOT Analysis				Halal Procedures	Strategic Management
		S	W	O	T		
Sample 1	Executive	√	√	√	√	√	Halal Certificates
Sample 2	Engineering	√	√	√	√	√	Halal equipment
Sample 3	Food & Beverage Services	√	√	√	√	√	Halal Food & Drinks
Sample 4	Kitchen & Food Production	√	√	√	√	√	Authentic Halal Food
Sample 5	Front Office Service	√	√	√	√	√	Muslim friendly
Sample 6	Housekeeping	√	√	√	√	√	Halal equipment
Sample 7	Accounting and Finance	√	√	√	√	√	Financial risk mgt
Sample 8	Security & Safety	√	√	√	√	√	Muslim environment
Sample 9	Human Resource & Training	√	√	√	√	√	Muslim Protocol
Sample 10	Sales & Marketing	√	√	√	√	√	Increase marketing channel

Strengths owned by one sample halal Hotel in Situbondo, Indonesia are the complete halal hotel facilities, competitive price, strategic location, clean and comfortable, friendly employees, and Muslim friendly environments for customers.

Then, **weaknesses**. one sample halal hotel has some weaknesses which are quite bad promotions either online or offline, the less of rooms that cannot fulfill visitors' requests promptly, and inconsistency services because this hotel is included in the new hotel, so it still has a lack of hotel service in the same standard in the customers expectation.

Opportunities owned by one sample halal hotel are having loyalty customers, good cooperation with suppliers, the view of beach and mountain becomes visitors' attraction, high tourist income per capita will be an opportunity for tourists to travel longer so that the length of stay at the hotel is also longer, the market share that is more dominant staying at the hotel are foreign tourists, and there is a demand for hotel restaurant products from outsiders who are not hotel guests.



IFAS and EFAS Analysis and Strategic Management in one sample of halal hotel

The **threat** owned by one sample halal hotel are many comparable hotels in the Situbondo area, the development of technology is rapid. many new arrivals. to the hotel-type lodging industry (homestays, guest houses, hostels, inns, and so on), and the increasing number of facilities and service quality of competing hotels.

From the results of data collection conducted at the one sample halal hotel, the data obtained were entered and processed into a table form of internal strategic factor analysis (IFAS) and external strategic factor analysis (EFAS) to obtain a total score on each factor, namely strengths, weaknesses, opportunities, and threats.

In addition, planning to manage both financial and investment risks and adjust business plans quickly and promptly in times of crisis to maintain business continuity including adaptation to develop marketing strategies. Emphasis is placed on reaching and responding to local halal customers and foreign visitors in a Halal procedures and Muslim-friendly process. It is the essence strategic management of being a leader in Halal Hotels.

Conclusion

Based on data analysis that has been shown, then it can be taken the conclusion that the power possessed one sample Hotel in Situbondo, Indonesia includes facilities the hotel is quite complete and adequate, the price competitive, strategic location, cleanliness and comfort awake, friendly employees, and the presence of a play area for children; Weaknesses of one sample Hotel includes promotions that have not been effective and sustainable, total rooms that are a little less able to meet guest requests, and one sample Hotel is new hotel and mostly staff high turnover so sometimes the service is still lack; Opportunities one sample Hotel includes having regular customer, good cooperation with the supplier, the natural conditions become an attraction for tourists to come to Situbondo, income per high tourist capital will Becomes opportunity sightseeing for take longer trips so long stay at the hotel too longer, more market share dominant stay at the hotel comes from foreign tourists, and the request to products hotel restaurant from outsiders who are not visitor; threats facing one sample Hotel includes: many similar hotels in the area Situbondo, technological developments that rapidly, the number of newcomers who enter the lodging industry hotels (home stays, guest houses, hostels, inn, and so), and increasing number of facilities and quality services offered by competing hotels; based on strengths and opportunities owned and weaknesses and threats existing and from strategic factor analysis internal and external, known position hotel is in quadrant I, then strategies that must be applied in condition this is support aggressive growth policy (growth-oriented strategy). The alternative strategy recommended is to maintain and Upgrade quality service, maintain customers owned, existence budgeting funds to do renovation to building the hotel, maintain good cooperation with suppliers, and do promotions. In addition, set the strategies for halal hotel management for business continuity, financial risk management, and developing customer engagement were done throughout business running as certified Halal procedures and protocol.

Recommendation:

This article examines one example from the perspectives of top executives and middle management of a Halal hotel. A Case Study of leading Halal Hotels in Situbondo Indonesia. Quantitative research through insight customer behavior surveys should be added for the potential strategic halal hotel business and leading halal hotels across all regions of Indonesia for developing new strategic business model.

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