
DEVELOPMENT OF BUSINESSES SCALE: EMPIRICAL EVIDENCE FROM BUSINESS CENTER



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Abstract

Responses and strategies for enrichment of product marketing problems in business units at UINSA Surabaya need to be done. This is reasonable to prepare considering that the COVID-19 pandemic has had a systemic impact on all sectors, including the economic and business sectors. Business units in universities as one of the sub-fields that need to be developed as incubation centers, and sources of income for universities are important to maintain stable performance. The purpose of this study was to determine the identification of internal and external conditions. Method the research used is qualitative, with a descriptive strategy and SWOT analysis as an analytical tool. Informants from this study came from internal and external institutions, such as the daily board (BPH), employees, and customers. Validation of data using in-depth interviews, in order to obtain the accuracy and validity of data and information. The results of this study indicate that the internal and external SWOT analysis is located in quadrant 1, (0.026; 0.063), which shows the results that these coordinates place the company in a position that supports an aggressive strategy. A strategy prioritizes sales focus and strengthens internal management. Then from an institutional managerial point of view, PUSBIS in its current condition also has a fairly solid team work, protecting all members of the extended family by carrying out reading routines, daily financial evaluations, self-development training, and compensation for improving performance. Research suggestions that are in accordance with the results of the study are increasing sales skills, utilizing social media, marketplaces, and involving websites to launch and sell products. This is considered important and necessary in the midst of a pandemic that is still not over, to capture the normal potential of buyers from outside the campus.

Keywords: Development, Business Scale, SWOT, Aggressive Strategy

INTRODUCTION

The outbreak of the COVID-19 pandemic in Indonesia, which was accompanied by the rapid spread of new clusters in various regions, had a direct and indirect impact on all sectors (Yudha et al., 2021). Starting from mandatory activities such as work (Asprila et al., 2021), Attending school, worshipping to hobbies and recreation-oriented activities such as sports (Zibbri et al., 2021), education (Sukoco et al., 2020), and tourism, there are also restrictions on activities in it (Hiscott et al., 2020). Thus, the restrictive policies applied also create impacts with the general scope of the economy and the sectors within it (Yudha & Kafabih, 2021). The following table shows the rate of economic growth (Dewi et al., 2021), and inflation in Indonesia as argumentative data on Indonesia's economic *downturn*:

Table 1
Indonesia's Economic Growth and Inflation Rate

Indicator	Year 2020	Year 2021
Indonesian Economic Growth (Bank Indonesia Data)	4,2 – 4,6	5,2 – 5,6
Indonesian Economic Growth (IMF Data)	0,5	8,2
Indonesian Economic Growth (Asian Development Bank Data)	2,5	5,0
Indonesia Economic Growth (BPS Q1 Data)	2,97	-0,74
Inflation (Bank Indonesia Data)	3,0 (+/-)1,0	3,0 (+/-)1,0
Inflation (IMF Data)	3,1	3,0
Inflation (Asian Development Bank Data)	3,0	2,8
Inflation (BPS Q1 Data)	0,39	0,26

Source: Bank Indonesia, IMF, ADB and BPS

The decline in Indonesia's economy was also strengthened by the decline in one of the indicators of economic growth. (Alfarisyi & Fauzi, 2020). One of the indicators or factors affecting economic growth (Stoller, 2021), namely Indonesia's Gross Domestic Product (GDP), also experienced a decline. GDP can be an indicator of Indonesia's economic growth by looking at the value of GDP at constant prices from year to year. Meanwhile, the level of economic growth can be seen from the real GDP, one of them is from the micro sector, especially micro, small and medium enterprises (SME's).

Starting from the data on the decline in the MSME sector, there are at least 39.9% MSMEs that shrink the production of goods and around 16.1% choose to minimize the number of employees. Especially in the case of a causal relationship, the trend of declining business in the MSME sector, namely the policy of employee layoffs creates a decrease in the income of employees who are victims of termination of employment (PHK). So indirectly, this decrease in income will make people's purchasing power decrease as well (Yalina et al., 2020).

In addition, the urgency of business as a sector that needs to be considered in an effort to improve the economy of various sectors affected by the pandemic (Yudha & Kafabih, 2021), can be empirically proven from several comparisons of literature and research (Fatmawati et al., 2020). Also included in the urgency of business is the role of business which is indispensable in literacy (Marginingsih, 2019), and education especially (Fitriani et al., 2020).

In accordance with the object of research, research methods and problem identification, the appropriate analytical tool is SWOT analysis, the purpose of which is to construct models and develop business strategies. The business strategy obtained from the field will be studied and analyzed quantitatively and qualitatively exploratory. The development strategy was prepared to determine and strengthen the position of cooperatives and business institutions to be competitive and able to face the era of the industrial revolution 4.0. SWOT analysis will maximize the opportunities and strengths of cooperatives and business units. In addition, the SWOT analysis will also play a role in planning the formulation of strategies based on the factors that are maintained according to the results of the SWOT analysis (Phadermrod et al., 2019). The next analysis that needs to be done in addition to the SWOT analysis in formulating policies is to use maqashid sharia values in the descriptive analysis process. So that the purpose of this research are first, knowing, reviewing and identifying business strategies in business units within the scope of the State Islamic University of Sunan Ampel Surabaya with a SWOT analysis approach and a maqashid sharia perspective; second, generate alternatives or business strategy proposals that aim to increase the market value of business unit products.

LITERATURE REVIEW

The review described in chapter 2 is divided into two, namely the relevant theory and previous research. Theoretical studies are successively about the general description of the research, relevant theories and supporting research, as well as empirical studies or previous research that have characteristics and discussions that are intersected with the theme of the research conducted.

The theoretical review relevant to this research consists of several sub-theories, which are reviewed in more detail as follows:

Strategy

The definition of strategy is quite familiar as expressed by Rangkuti, namely the main planning that complements each other, so as to be able to explain how business institutions achieve all the goals that have long been planned based on the mission of the business institution. (Zustika & Yudha, 2020). Chandler explains that strategy is the long-term goal of a company, and the use and distribution of all the resources necessary to achieve these goals (Azmi, 2020).

SWOT Analysis

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

According to Hartono, SWOT analysis serves to measure the strengths and weaknesses of the company's resources and external opportunities and obstacles faced (Chrismastianto, 2017).

SWOT analysis is a method and analysis by identifying the factors to produce a strategy proposal. This analysis is based on four factors: the strength, opportunities, weaknesses and threats. The advantage of SWOT analysis is that it is a simple but effective method in identifying the business plans and strategies of a company or business unit (Ghazinoory et al., 2011).

The classification of strategic factors according to Siagian consists of the following:
a) Strength Factor: The strength factor in question means the special advantages possessed by the organization which have an impact on having a comparative advantage to compete in the market; b) Weakness Factor: The weakness factor in question is the

lack of resources, skills, and abilities that hinder the performance of the organization's performance; c) Opportunity factor: The simple definition of opportunity is the probability for a company to optimize it in order to achieve its goals; d) Threat factors: Understanding threats are causes from the environment that do not bring benefits to a company if not addressed, threats can pose long-term and current dangers for the company.

Market Development

Business undergoes a dynamic phase that continues to change, including the way and even the goals that humans do in doing business. Today, businesses are required to follow the modernization created through the latest technology. This includes the industrial revolution 4.0, which is accompanied by technological support, which can cause the main goal of a business, which was originally only to get results from doing business, to become the goal of getting the most out of a business activity. Thus, it can be interpreted that the more maximum 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).

RESEARCH METHOD

Research Approach

In accordance with the technical review compiled previously, the research method used is a mixed method, namely a method that involves SWOT analysis both qualitatively and quantitatively. Even though using a mixed method, this study tends to be in accordance with case studies (Amadi et al., 2020). The focus of the research being carried out is on social phenomena in business whose solutions are assessed according to a SWOT analysis approach (Colicchia, 2019). So that it is hoped that a technical description can be obtained as a basis for determining the strategy used by the institution for business development of the UINSA Pusbis Surabaya.

Data Type

The data used in this study consisted of two types, namely primary data and secondary data. The following are related explanations used in this study, namely, First, primary data. The primary data in this study was data obtained from interviews conducted

together with the Pusbis Management and Management within the UINSA Surabaya area, which in the process of data maturation was carried out using the Forum Group Discussion (FGD) method. Second, secondary data. Secondary data is data obtained other than the main source, in the form of literary sources such as literature books, scientific journals, and official websites that have close links with the research topic being conducted. The literature sources in question are literacy related to marketing and SWOT analysis.

In determining informants to obtain qualitative data sources, there is no minimum limit on the number of informants, but the determination of the number of informants is based on the adequacy of information in a study (Heryana, 2018). The quality of the data is strongly influenced by the data source, so that in selecting informants in a study there are several criteria, including have broad insight from both theoretical contexts and social contexts which can be in the form of values, beliefs, culture, laws, and customs, as well as practices related to the research topic being conducted. The following is a complete description of the identity of the informants in this study.

Table 2
Research Informants

No	Infromant Status	Part	Method of Collecting Data	Informant's Initials	Educational Qualification	Years of Service (Year)
1	Internal Institution	Chairman	Short Interview	MZA	S2	>10
2		Staff	Questionnaire and indept interview	SR	S1	2
3		Staff	Questionnaire and indept interview	CM	S1	2
4	External	Consumer	Short Interview	SE	S2	>1

Based on table 2 which contains research informants, informants are divided into two types, namely internal and external informants. Internal informants in this study consisted of one head of the institution, 2 management staff and a customer. From internal informants, information, data, insights, and views related to the business of the institution being managed will be extracted. The next group is external informants who come from outside the institution, namely loyal customers of the pusbis. The data to be extracted from external informants is the same as the data extracted from internal informants. The material

in the form of data information sourced from two groups of informants is the basis for formulating strategies for developing the business scale of the UINSA Surabaya Business Center.

SWOT Analysis Method

SWOT analysis is carried out to explore the data that has been obtained from the previous process, so that formulas can be found as the basis for formulating appropriate and effective strategies (Rangkuti, 2017). The SWOT analysis method covers four internal aspects of the institution, namely Strengths, Weaknesses, Opportunities, and Threats. Several stages are carried out in conducting a SWOT analysis, including: a) Identify strengths, weaknesses, opportunities, and threats; b) Analysis of strengths, weaknesses, opportunities, and threats; c) Preparation and formulation of SWOT matrix

The SWOT analysis method is useful in determining the steps to be taken in dealing with the weaknesses and threats of the institution's business. By knowing the strategies taken from the weaknesses and threats that are owned, it is expected to be able to encourage the growth of the institution's business and increase competence in competing (Kanat S., Abbasi S.A. Peerzada, M.H. and Atilgan, 2018).

The following are the steps taken in compiling a SWOT analysis:

Identification of Internal and External Conditions

The identification process on the internal and external conditions of the institution includes the operational division consisting of financial analysis, organizational analysis, marketing analysis, operational analysis, and analysis on other divisions. Internal and external divisions are then classified as follows: a) **Internal Factor Analysis**. In order to conduct an analysis of an institution, the two elements of SWOT used are strengths and weaknesses. So that at the time of data collection some indicators used can be reputation and service quality, financial condition, marketing methods used; b) **External Factor Analysis**. The scope of external factors is opportunities and threats, where opportunities and threats can be competitors or competitors, consumer purchasing power, the country's economic condition, and the emergence of new competitors.

Strategy Implementation

The existence of a strategy formula from the results of the identification of internal and external conditions will be followed by the strategy implementation stage, which at this stage is further divided into three phases, namely strategy implementation, budgeting, and preparation of procedures.

Conclusion Drawing

The final stage carried out is making conclusions from the initial stage, namely internal and external identification, strategy formulation, and strategy implementation, so that strategy implementation can be completed at this stage.

RESULTS AND DISCUSSION

SWOT Analysis of the Business Development Center of Sunan Ampel State Islamic University

This research produces findings based on the background, problem formulation, research objectives, theoretical basis, and research methodology. The findings have a SWOT analysis research approach, both in quantitative analysis techniques and qualitative analysis. From the distributed questionnaires obtained the following Strength-Weakness-Opportunity-Threat factors:. The following is a review of 4 things in a SWOT analysis. This review is given as research data obtained through online FGDs, google form questionnaires and confirmations.

Strength:

The factors that become the strength of Pusbis products in sales are as follows:

Competitive product prices

The prices offered for GreenSA rental products or room rates are quite competitive with market prices. When viewed from the Marketing Mix strategy, the term 5P is known, namely product, price, people, place, and promotion which describes the key to effective marketing. In this context, Pusbis products have met competitive product qualifications through the application of competitive prices with other competing products. So that this element becomes a distinct advantage for Pusbis in market competition.

The competence of the sales force is above average

The quality of HR sales at the Business Center helps increase the sales volume of Pusbis products. This thing can be seen in their skills in selling products. they not only sell by direct selling, but also by taking advantage of various marketplace features. It is proven to be able to increase the volume of product sales on a daily basis at PUSBIS.

Good principal support

With the support provided by the university leadership, it is able to provide encouragement to the Pusbis sales team to always provide goods and services in various fields and maintain customer satisfaction.

There is a back up unit in the event of a missed maintenance

The existence of a back up unit is one of the factors that influence product purchase decisions at both the mart and GreenSA.

Support from the management in increasing sales

The Business Center Management always provides maximum support to sales in increasing sales..

Weakness:

The factors that become the weakness of Pusbis products in sales are as follows:

After market service that is less than optimal

In the implementation of service sometimes there are some unexpected circumstances that lead to less than optimal service after sales. The cause of the company's lack of speed in dealing with problems is due to the various backgrounds of employees.

The quality of the product is not good

The quality of the Pusbis product itself from the producer's point of view is still considered not to be an idol in the market when compared to similar products that previously became the market leader. The quality of products that are less competitive eventually creates a weakness in the marketing of these products.

Brand equity not yet strong

As a market challenger product, extra efforts are definitely needed to increase brand awareness among customers. This condition is caused because the brand equity of the product is still inferior to the market leader's product.

Lack of marketplace or social media services so that they are not familiar.

As technology develops, people's consumption habits continue to change. The current digital situation requires a business to be more adaptive in reaching the consumer market, such as through the marketplace or social media. If Pusbis does not try to be more adaptive in reaching customers through the use of marketplaces or social media, it will result in a lack of consumers in reaching information on Pusbis products.

Opportunity:

External factors that become opportunities for selling Pusbis products are as follows: a) The market size opportunity for GreenSA and marts product around the campus area is quite large; b) Rectorate regulations related to the business development of pusbis and its business lines; c) The needs of consumers and the community for fast and appropriate products and services.

Threat:

Worth to mouth is not good for the brand

Negative word to mouth impact of poor service and product quality, especially for product quality that is not in accordance with market demand, brings vulnerability to market perception. Especially if the product is a market challenger that has superior competitors, it can be a threat to the product itself.

Competitors' aggressiveness

The speed and aggressiveness of competitors in responding to market demands often become a separate threat to similar products if they are not aligned with continuous innovation and Research and Development.

Quantitative SWOT Analysis Weighting

Based on the results of a SWOT scoring questionnaire survey with informants who are employees at the business development center that is the object of research, the strengths, weaknesses, opportunities, and threats factors have been analyzed in the previous

sub, where the factors the instrument is the result of the SWOT analysis of the research object. Then in this sub-chapter and after, the analysis process is continued starting from the internal factor classification (IFAS) and external analysis (EFAS) stages, the analysis is a more detailed stage using a SWOT approach and assessment through a SWOT matrix.

The company's position and strategy to be carried out is also largely based on the results of the analysis and preparation of the SWOT matrix using quantitative analysis. SWOT analysis using a quantitative approach requires the determination of weights and ratings. The weighting of each variable has a total value of 1, then the weight of each variable is distributed to indicators that are adjusted to the results of the FGD and interviews, with the total value equal to 1. 1 to 4 explains that the value of 1 is very small, while the value of 4 is very large. Then the SWOT assessment is seen from the side of internal analysis and external analysis.

Based on the results of the analysis of the company's internal strategic factors, it was found that the main strength in Pusbis was the quality of sales skills possessed by HR which helped increase sales, and the score was 0.026. While the main weakness of PUSBIS is the position of brand equity that is not yet strong, with a score of 0.013. The final result of the internal factors in the IFE matrix obtained a weighted value of 0.026. The total score on the internal factor analysis obtained a value of 0.103, this number has a smaller value of the accumulated value of the IFAS matrix, which is 2.5, so it can be concluded that PUSBIS has internal weaknesses. Internal elements have a below average ability to use strengths and prevent internal weaknesses.

Analisis of External Strategic Factor Summary (EFAS)

External Strategic Factor Summary (EFAS) is an analysis tool of the company's external factors to determine the opportunities and threats owned by the company. External factors can include competition, market demand, government regulations, and consumer tastes. External factors in the SWOT matrix include opportunities and threats.

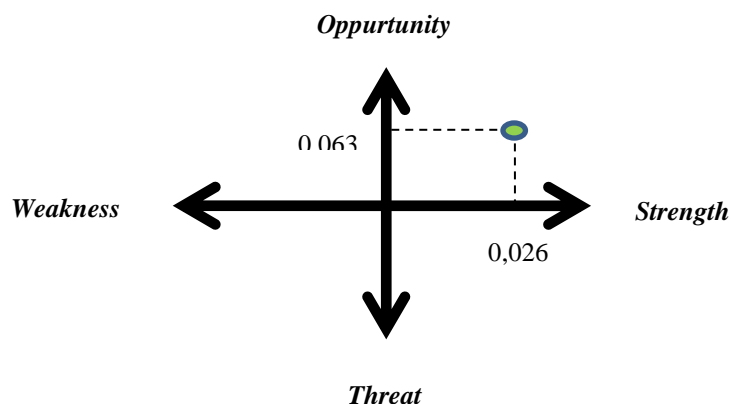
Based on the results of the EFAS calculation, information is obtained that the total value of the weight calculation with the average rating, the opportunity factor gets a value of 0.132 and the threat gets a value of 0.068. If the two factors are calculated, the difference in value is 0.063. This number means that the external factor has a positive value and is in the first quadrant position with the coordinates of 0.63. The details of the calculations in

question, both in quantitative analysis and qualitative analysis, which are described as described previously, can be observed in detail as in the next review below.

Based on the table on External Strategic Factor Analysis above, it is shown that the needs of consumers and the community for fast and appropriate products and services are the highest opportunity for Pusbis, and this is indicated by a score of 0.041. While the biggest threat faced is negative worth to mouth, this is a threat to the identity of the business unit and the aggressiveness of competitors, with a score of 0.034. The results of the analysis of external factors obtained a total score of 0.201 where the value is less than 2.5, which means that the ability of Pusbis to take advantage of opportunities and prevent threats is below average.

Based on the calculation of weights and ratings from the results of IFAS data processing which includes strength and weakness factors and EFAS which includes opportunities and threats, a factor value is generated, where the IFAS factor value shows 0.026 and the EFAS factor value shows 0.063. Based on this factor value, conclusions can be drawn. related to the position of the UINSA Pusbis through the SWOT analysis coordinate axes. So the position of the UINSA Pusbis according to SWOT is as follows:

Figure 1
Company Strategic Position Chart according to SWOT



The data obtained in this study are presented in the form of table 4 which shows that the company's position is in quadrant 1. Based on the theory presented in the theoretical study chapter, relating to the quadrant in the SWOT matrix, it can be concluded that the UINSA Pusbis is in a situation that supports an aggressive strategy. The position of the UINSA Pusbis quadrant determines the right strategy to be applied is an aggressive

strategy. The strategies that tend to be appropriate for business institutions that have this position are as follows: first, PUSBIS continues to carry out marketing and sales even though there are no visitors. This is feasible because PUSBIS has no competitors for similar brands. Even though there are similar business fields around the campus, the academic community in particular and students certainly still have a preference for the products sold at PUSBIS. Second, because PUSBIS business institutions have opportunities and strengths, PUSBIS should have a growth oriented strategy, namely by taking advantage of existing opportunities as well as strengthening good relations with PUSBIS internals.

Alternative Corporate Business Strategy

The results of research conducted using research instruments and data sources obtained, through questionnaires and FGDs so that the following data are obtained.

Based on the results of the mapping in the tabulation above as well as identification of existing factors and assessed based on the SWOT variable through the questionnaire method and FGD to the internal UINSA Pusbis, then a SWOT matrix can be drawn up to formulate alternative strategies which are then applied as a new policy for the UINSA Public Health Center in the hope that it can increasing the business scale of UINSA's Pusbis business.

There are four alternative strategies that can be applied to business activities analyzed using SWOT, namely the SO strategy (Strength-Opportunity), WO (Weakness-Opportunity), ST (Strength-Threat), and WT (Weakness-Threat). The following is a more complete description of each strategy:

SO (Strength-Opportunity) Strategy :

The combination of quality and quantity between Strength (S) and Opportunity (O):

Improve the quantity and quality of sales force calls

The UINSA Pusbis business institution has the opportunity to continue to grow and the vision of the UINSA Pusbis is to develop business scale in order to achieve the goal of developing business scale. Therefore, as one of the right steps to develop business scale, various strategies and alternatives can be carried out, such as increasing the quality and quantity of calls from sales forces with the main aim of attracting consumer interest and attention, so that it is expected to increase revenue

with an increase in income which can have a positive effect. on efforts to increase or develop the business scale of UINSA's Pusbis business.

Promote marketing

Promoting marketing is one of the right alternatives for various types of businesses, in this case several types of businesses run by the UINSA Pusbis are also included. Marketing of products and services owned is the key for businesses to be widely known by the public and of course marketing has a great influence on great success in business. Not infrequently companies, both large and pioneering, venture out to conduct marketing on a large scale with the aim that their products and services can be known and it is hoped that the community will accept and welcome the products and services provided. In connection with the UINSA Pusbis by looking at the results of the analysis based on the data obtained in the study, it can be concluded that if the UINSA Pusbis has very supportive opportunities and strengths as well as threats and weaknesses that are not so large, this can be used as an opportunity to achieve the goal of developing business scale.

WO (Weakness-Opportunity):

The combination of strategies between W and O variables are:

Improving the competence of after market employees

Improving the competence of after market employees so that service is faster and more satisfying. Increasing the competence of after market employees can have a positive impact on the output of products and services provided to consumers for the better. Improving the competence of after market employees is closely related to the ability and competence of after market employees which is one of the elements of strength in terms of marketing the products owned and services offered by the UINSA Pusbis. Another advantage that will be obtained by Pusbis UINSA by paying attention to employees and improving the competence of after market employees can develop employee capabilities and can indirectly increase the value of better business institutions, especially UINSA Pusbis has the opportunity to develop business scale and is currently trying to develop business scale.

Improve the quality of product sales

For example on the channel Improvements in product and service quality can be started in distribution channels that prioritize the needs of students in the business field within the UINSA. The main objective of efforts to improve the quality of products or services as well as on distribution channels as well as matters relating to the implementation of this business activity is to improve the quality of services and products offered to consumers, so that consumers are satisfied with the products and services obtained from Pusbis UINSA. The improvement of business services both in products, services, and distribution channels run by Pusbis is expected to have a positive impact on business activities at UINSA Pusbis and can expand the business scale of UINSA Pusbis. Indirectly, this quality improvement is carried out based on the results of data processing which shows a combination of weaknesses and opportunities owned by the UINSA Pusbis.

ST (Strength-Threat) :

Alternatives that can be obtained from the Strength (S) – Threat (T) variable based on the results of the FGD in this study, are as follows:

Improve service and provide more benefits to key customers (key customers)

Key customers are one of the things that play an important role in business activities, including the UINSA Pusbis. In order to provide satisfaction for the products and services provided primarily to key customers, providing improved services and providing more benefits to key customers. Key customers or key consumers can be used to strengthen the efforts and strategies that the UINSA Pusbis can do to develop business scale. Key customers are considered to be an important element in carrying out business activities because with a key customer, they can encourage employees and all managers of the UINSA Pusbis to provide the best quality and service from the best that can create consumer loyalty to the products and services at the UINSA Pusbis.

WT (Weakness-Theart):

The combination of strategies between Weakness (W) and Threat (T) variables are as follows:

Focus on service to existing customers

Based on the table of FGD results, the combination of weakness and threat variables is obtained an overview of strategies that can be done by UINSA Pusbis. One of the things that the UINSA Pusbis can do is to focus on services to existing customers or it can be more directed to efforts to maintain existing consumer services and maintain products offered to consumers or customers. From the focus efforts in service to existing customers, it is expected to be able to attract consumers to be loyal to the products and services offered by the UINSA Pusbis so that it can also be one of the supporting factors for the UINSA Pusbis to optimize the potential and opportunities in expanding business wings or developing business scale.

Conducting re-training to employees or the daily management body (BPH).

One of the important factors in carrying out business activities are employees or business managers, besides that other factors that are no less important in carrying out business activities are customer loyalty to products and services that have good quality and competitive prices, also important in maintaining and improving quality and loyalty of employees and management so that in carrying out each responsibility they can provide satisfactory service. So that one of the strategies that can be chosen by the UINSA Pusbis based on the table of FGD results, namely a combination of weakness and threat variables, is to conduct re-training to employees or the daily management body (BPH), which aims to improve the competence and ability of employees and management or UINSA Pusbis manager.

CONCLUSION

As the formulation of the problem regarding business identification and alternative business development strategies UIN Sunan Ampel's Business Development has potential and obstacles that is known that the product has strengths in terms of a) Competitive price; b) Competence of sales force above average; c) Good institutional leadership support; d) There is a back up unit that affects the purchase; e) Pusbis support for sales. And has weaknesses in terms of a) less than optimal after market services; b) Poor product quality; c) Support management that is less focused on providing direction for brand marketing strategies; d) Brand equity that is not yet strong; e) There is no marketplace service, so it is

not familiar; Meanwhile, from an external perspective, there are opportunities to have a side, a) There are opportunities in the form of a market size of GreenSA and mart products around the campus area which are quite large; b) Rectorate regulations related to PUSBIS business development and other business lines; c) The needs of consumers and the community for fast and appropriate products and services. Based on the threat points, it has several assessments of: a) worth to mouth pooron the identity of business units and brands; b) High competitor aggressiveness.

The results of strategy enrichment using the SWOT analysis approach, especially the analysis that uses quantitative are in quadrant 1 with the coordinates of the IFAS and EFAS analysis results (0.026; 0.063), which shows the results that these coordinates place the company in a position that supports an aggressive strategy. That is a strategy that focuses on utilizing all the advantages it has. The strategies that tend to be appropriate for business institutions that have this position are as follows: first, PUSBIS continues to carry out marketing and sales even though there are no visitors. This is feasible because PUSBIS has no competitors for similar brands. Even though there are similar business fields around the campus, the academic community in particular and students certainly still have a preference for the products sold at PUSBIS. Second, because PUSBIS business institutions have opportunities and strengths, PUSBIS should have a growth oriented strategy, namely by taking advantage of existing opportunities as well as strengthening good relations with PUSBIS internals.

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