



Analysis of Emergent Strategy Business Network Clinic PT. Amalia Jannah Medika During the Covid-19 Pandemic

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ABSTRACT

The Covid-19 pandemic has had an unhealthy impact on the economy, in line with this many companies are updating and adjusting their corporate strategies in order to survive or to continue to grow in these circumstances. The purpose of this study was to analyze the internal and external environmental factors of PT. Amalia Jannah Medika so that she can find out alternative strategies that can be used during the Covid-19 Pandemic. This type of research uses an exploratory descriptive method. Collecting data using direct observation, structured interviews and focus group discussions (FGD). The population and research sample are policy makers and PICs in each clinical branch of PT. Amalia Jannah Medika. Analysis of the data on the strength and weakness factors used the Internal Factor Evaluation (IFE) matrix and the External Factor Evaluation (EFE) matrix, then to look for alternative strategies using the Strength, Weakness, Opportunity, Threat (SWOT) matrix and to determine the most appropriate strategy for implemented using the Quantitative Strategic Planning Matrix (QSPM). The results of the SWOT analysis of PT. Amalia Jannah Medika is in quadrant I with aggressive criteria so that the recommended alternative strategy to be implemented is the strength-opportunities strategy. Furthermore, based on the results of the QSPM analysis, the selected strategy was obtained, namely increasing the marketing of PT. Amalia Jannah Medika through digital marketing by joining various health and tourism marketplaces and platforms.

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1. Introduction

President Joko Widodo has officially designated COVID-19 as a national disaster in Indonesia, through Presidential Decree (Keppres) of the Republic of Indonesia Number 12 of 2020 concerning the Designation of Non-Natural Disasters for the Spread of CORONA VIRUS DISEASE 2019 (COVID-19) as a National Disaster. The presence of the Covid-19 Pandemic has made it difficult for various business sectors to increase their income in 2020 compared to previous years because in addition to business competition in the same sector, the emergence of the Covid-19 Pandemic has resulted in instability in the economic sector due to the enactment of PSBB (social restrictions). large scale).

The impact of the Covid-19 pandemic was also felt in the city of Serang, namely the contraction of the per-capita GRDP of the city of Serang as deep as 1.57 percent in 2020. (3). This decline causes the consumption of Serang city residents to decline, including consumption of health services such as visits to clinics.

PT. Amalia Jannah Medika is a company engaged in health services in Serang City. This health service company has also been affected by the Covid-19 pandemic. It can be seen from the number of

general patient visits that decreased from April to the end of 2020. This decline is shown in the table below.

Table 1. Number of General Patient Visits in Network Clinics
PT Amalia Jannah Medika From 2019-2020

Month	2019			2020		
	KJ 1	KJ 2	KJ 3	KJ 1	KJ 2	KJ 3
January	2874	147	94	2731	135	148
February	3059	142	75	2684	133	131
March	2966	151	101	2564	57	119
April	2743	137	92	1132	55	34
May	2626	143	96	995	38	21
June	2339	139	94	1221	48	30
July	2465	147	82	1349	51	37
August	2555	153	98	1420	56	42
September	2412	148	119	1412	49	40
October	2445	153	178	1470	54	41
November	2484	149	262	1545	56	42
Desember	2419	155	222	1580	57	38
Total	31386	1764	1511	20101	789	722

Description: KJ 1: Klinik Jannah 1
KJ 2: Klinik Jannah 2
KJ 3: Klinik Jannah Medika 3

The table above shows a fairly deep decline in April, May and June in 2020 compared to other months in 2019. This decline occurred after the implementation of the PSBB policy issued by the President on April 10, 2020(4). In addition to general patient visits, the decrease in BPJS capitation obtained by the PT network clinic. Amalia Jannah Medika also declined. The decrease in the capitation of BPJS clinic network PT. Amalia Jannah Medika during the Covid-19 pandemic obtained by a network clinic of PT. Amalia Jannah Medika can be seen from the indicator of the number of participant contact numbers because it is in accordance with BPJS N0 regulations. 7 of 2019 that the amount of capitation payments for FKTP in collaboration with BPJS is influenced by three indicators, namely the number of contacts, the ratio of non-specialist case referrals, and the ratio of controlled prolanis participants. The presence of the Covid-19 pandemic reduced the number of BPJS participants' contact numbers quite sharply due to public fear of Covid-19 transmission when visiting health facilities. Table 2. below presents the Table of Total Contact Numbers of BPJS Clinic Participants Network PT Amalia Jannah Medika in 2020.

Table 2. Number of Contact Numbers for BPJS Clinic Network Participants
PT Amalia Jannah Medika in 2020

Month	BPJS Participant Contact Number		
	KJ 1	KJ 2	KJ 3
January	6028	909	574
February	6337	870	539
March	5838	932	495
April	2758	552	184
May	2362	384	104
June	2979	424	137
July	3237	417	160
August	3373	417	166

September	3357	390	182
Oktober	3553	516	207
November	3672	551	185
Desember	3624	518	170

Decrease in general patient visits and decrease in clinic capitation payments at PT. Amalia Jannah Medika has an impact on the sustainability of the business run by PT. Amalia Jannah Medika. To anticipate this, PT. Amalia Jannah Medika needs to develop her business strategy because she remembers the many changes that have occurred due to the Covid-19 pandemic, so that she can adapt to existing conditions.

The changes that have occurred after the Covid-19 pandemic include the areas of marketing and mechanisms the provision of services to patients carried out by the clinic, where after the presence of the Covid-19 pandemic, many clinics carried out marketing and services to patients online, one example of which was a doctor's examination via video call. According to data from the Banten Province BPS in a book entitled Impact of Covid-19 on Business Actors in Banten Province, it shows that the use of online marketing in Banten province increased by 8.7% which can be seen in the image below:

Figure 1. Company Percentage Who Uses the Internet and IT for Online Marketing in Banten



Starting from this, the purpose of this research is to design an appropriate emergent business strategy for the development of the clinic network business owned by PT. Amalia Jannah Medika in order to be able to adapt to the conditions of the Covid-19 pandemic. This research begins by analyzing the internal and external factors of PT. Amalia Jannah Medika using the Internal Factor Evaluation (IFE) matrix and the Internal Factor Evaluation (EFE) matrix, the results obtained from these two matrices will be used to find alternatives strategy with the help of the Strength, Weakness, Opportunity, Threat (SWOT) matrix and then the results of this SWOT matrix will be analyzed with the Quantitative Strategic Planning Matrix (QSPM) matrix to obtain the most priority alternative strategies that can be used to develop the clinic network business of PT. Amalia Jannah Medika.

2. Methods

This research uses descriptive exploratory method, with the object of research is PT. Amalia Jannah Medika which has 4 network clinics. This research was conducted in April 2021. The research population is the policy makers of PT. Amalia Jannah Medika and the PICs in each network clinic. The sampling method in this research is purposive sampling. This study uses three methods of data collection, namely direct observation in the field, semi-structured interviews, and focus group discussions (FGD). In this study, the researcher used semi-structured interviews so that the implementation is more free when compared to structured interviews.

The purpose of this type of interview is to find problems more openly, where the parties invited to the interview are asked for their opinions, and their ideas about internal factors and external factors of PT. Amalia Jannah Medika. In conducting interviews, researchers need to listen carefully and record what was stated by the informant. The tools used in the interview are interview guides and recorders which are useful for recording all conversations or talks. In this study, the results of interviews were sharpened with FGD which is a way of collecting data by using interactions between participants to obtain more dense depth and richness of data that was not obtained from in-depth interviews. Carey (1994) explains that the information or data obtained through FGDs is richer or more informative than the data obtained by other data collection methods.

3.1 Data Processing Techniques

Data from interviews with all respondents regarding internal and external factors of PT. Amalia Jannah Medika is summarized so as to produce points of strength factor, weakness factor, opportunity factor and threat factor. These points are analyzed using the IFE and EFE matrices so that they can find out the existing position of PT. Amalia Jannah Medika on the SWOT diagram which can then be identified alternative strategies that can be used run in this position. The alternative strategies are selected using the QSPM matrix to determine the priority strategy alternatives which will then be implemented.

3. Results and Discussion

3.1 Result of Observation of Network Clinic of PT. Amalia Jannah Medika

The results of observations made by researchers are the same as the results of the questionnaire on impressions of BPJS patients at the PT. Amalia Jannah where BPJS patients at the PT. Amalia Jannah Medika gave a high score on the point of questioning the discipline of practice hours, the point of friendliness of the officers, namely the officer providing information on BPJS treatment procedures clearly and well, and the point of friendliness of the doctor in conducting examinations and treatment clearly and well, as well as the point of comfort in the waiting room.

3.2 Interview result

This interview stage uses questions with indicators of internal factors, namely management strength, financial strength, service strength, marketing strength, HR strength and information system strength. While the external factor indicator is the state of the environment outside PT. Amalia Jannah Medika, both in the industrial environment in the form of old competitors, new entrants, buyers, suppliers and substitute products, as well as the distant environment, namely politics and law, economics, social and technology. From these indicators a list of open-ended questions is made as a means of collecting data on internal factors in the form of strengths and weaknesses and external factors in the form of opportunities and threats.

3.3 FGD Results

a. IFE and EFE . Matrix

IFE and EFE data

Table 3. IFE data of PT. Amalia Jannah Medika

No.	STRENGTH	WEAKNESS
1.	The location is on the Serang City Main Line	Human resources do not have comprehensive standard knowledge
2.	Own Building	Information system is not fully adequate
3.	Modern infrastructure and according to	Company Regulation Book has not been

	needs	created
4	Have a good team work	Job Description still not clear
5.	Have convenience in licensing	The number of HR is still lacking
6.	Have fertility services	

Table 4. EFE data of PT. Amalia Jannah Medika

No.	OPPORTUNITY	THREAT
1.	The development of technology as a marketing medium is growing rapidly	Increasing number of clinics in Serang City
2	Broad market segmentation	Difficulty finding health workers
3	The need for health services in Serang City is still high	The latest BPJS regulations regarding capitation claims during the Covid-19 pandemic
4	BPJS users in Serang City continue to increase	The high price of land for the development of clinics and parking areas

b. IFE and EFE . Weighting

These internal and external factors are weighted based on the influence of these factors on the clinical industry environment. The weights are given on a scale of 0.0 (not important) to 1.0 (very important). The factors that have a major influence on the development of PT. Amalia Jannah Medika is given a high weight.

Table 5. Weighting IFE PT. Amalia Jannah Medika

INTERNAL FACTORS			WEIGHT
STRENGTH	S1	The location is on the Serang City Main Line	0.11
	S2	Own Building	0.09
	S3	Modern infrastructure and according to needs	0.09
	S4	Have a good team work	0.10
	S5	Have convenience in licensing	0.11
	S6	Have fertility services	0.09
WEAKNESS	W1	Human resources do not have	0.10

		comprehensive standard knowledge	
	W2	Information system is not fully adequate	0.10
	W3	Company Regulation Book has not been created	0.06
	W4	Job Description is still unclear	0.07
	W5	The number of HR is still lacking	0.08
Total			1

Table 6. EFE weighting of PT. Amalia JannahMedika

EXTERNAL FACTORS			WEIGHT
OPPORTUNITY	O1	The development of technology as a marketing medium is growing rapidly	0.15
	O2	Broad market segmentation	0.12
	O3	The need for health services in Serang City is still high	0.14
	O4	BPJS users in Serang City continue to increase	0.15
THREAT	T1	Increasing number of clinics in Serang City	0.14
	T2	Difficulty finding health workers	0.10
	T3	The latest BPJS regulations regarding capitation claims during the Covid-19 pandemic	0.14
	T4	The high price of land for the development of clinics and parking areas	0.06
Total			1

c. IFE and EFE Peringkat Ratings

The ranking is based on the effectiveness of PT. Amalia Jannah Medika which has been applied today in response to these factors. According to Fred R David in his book on strategic management, both threat and opportunity factors can be ranked 1,2,3, or 4, while strength must receive a rating of 3 or 4 with an indication that the value of 3 is a small strength while a value of 4 is the main strength, then the factor Weaknesses must be given a rating of 1 and 2 with an indication that a value of 1 is a major weakness while a value of 2 indicates a minor weakness (5). The final results of this rating can be seen in the table below:

Table 7. Rating of PT. Amalia Jannah Medika's IFE

INTERNAL FACTORS	RANK
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STRENGTH	S1	The location is on the Serang City Main Line	3.75
	S2	Own Building	3.63
	S3	Modern infrastructure and according to needs	3.25
	S4	Have a good team work	3.63
	S5	Have convenience in licensing	3.13
	S6	Have fertility services	3.50
WEAKNESS	W1	Human resources do not have comprehensive standard knowledge	1.75
	W2	Information system is not fully adequate	1.88
	W3	Company Regulation Book has not been created	1.13
	W4	Job Description is still unclear	1.25
	W5	The number of HR is still lacking	1.75

Table 8. EFE Rating of PT. Amalia Jannah Medika

EXTERNAL FACTORS			RANK
OPPORTUNITY	O1	The development of technology as a marketing medium is growing rapidly	3.75
	O2	Broad market segmentation	3.50
	O3	The need for health services in Serang City is still high	3.25
	O4	BPJS users in Serang City continue to increase	3.63
THREAT	T1	Increasing number of clinics in Serang City	3.75
	T2	Difficulty finding health workers	3.50
	T3	The latest BPJS regulations regarding capitation claims during the Covid-19 pandemic	3.00

d. IFE and EFE Matrix Recapitulation

The results of the recapitulation of the IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) Values of PT. Amalia Jannah Medika is set out in the table below, where the weighted score is the product of the weights and ranks.

Table 9. Recapitulation of IFE PT. Amalia Jannah Medika

INTERNAL FACTORS			WEIGHT	RANK	WEIGHTED SCORE
STRENGTH	S1	The location is on the Serang City Main Line	0.13	3.75	0.40
	S2	Own Building	0.12	3.63	0.33
	S3	Modern infrastructure and according to needs	0.11	3.25	0.30
	S4	Have a good team work	0.13	3.63	0.37
	S5	Have convenience in licensing	0.13	3.13	0.34
	S6	Have fertility services	0.11	3.50	0.32
	TOTAL POWER				
WEAKNESS	W1	Human resources do not have comprehensive standard knowledge	0.07	1.75	0.17
	W2	Information system is not fully adequate	0.07	1.75	0.19
	W3	Company Regulation Book has not been created	0.03	1.88	0.06
	W4	Job Description is still unclear	0.06	1.25	0.08
	W5	The number of HR is still lacking	0.04	1.13	0.14
	TOTAL WEAKNESSES				
TOTAL MATRIKS IFE					1.41

Table 10. EFE recapitulation of PT. Amalia Jannah Medika

EXTERNAL FACTORS			WEIGHT	RANK	WEIGHTED SCORE
OPPORTUNITY	01	The development of technology as a marketing medium is growing rapidly	0.15	3.75	0.58
	02	Broad market segmentation	0.12	3.50	0.41
	03	The need for health	0.14	3.25	0.46

		services in Serang City is still high			
	O4	BPJS users in Serang City continue to increase	0.15	3.63	0.56
	TOTAL				2.00
THREAT	T1	Increasing number of clinics in Serang City	0.14	3.75	0.51
	T2	Difficulty finding health workers	0.10	3.50	0.36
	T3	The latest BPJS regulations regarding capitation claims during the Covid-19 pandemic	0.14	3.00	0.41
	T4	The high price of land for the development of clinics and parking areas	0.06	2.13	0.13
	TOTAL				1.40
TOTAL EFE					0.60

3.4 SWOT analysis results

a. Diagram SWOT

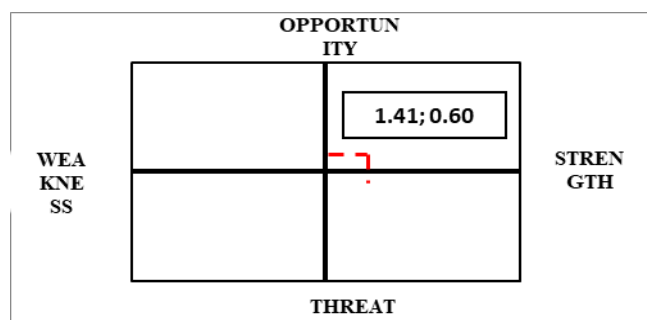
Existing position of PT. Amalia Jannah Medika on the SWOT diagram can be calculated from the total weighted score of each factor, with the calculation as follows:

$$\begin{aligned} \text{Internal Factor Value} &= \text{Strength-Weakness} \\ &= 2.06 - 0.66 \\ &= 1.41 \end{aligned}$$

$$\begin{aligned} \text{External factor value} &= \text{Opportunities} \\ &= 2.00 - 1.40 \\ &= 0.60 \end{aligned}$$

From the results of these calculations, the coordinate position of PT. Amalia Jannah Medika at coordinates (1.41 : 0.60)

Figure 3. SWOT diagram of PT. Amalia Jannah Medika



The results of internal factor analysis of PT. Amalia Jannah Medika scored 1.41, this positive value indicates that the strengths of PT. Amalia Jannah Medika is greater than the weaknesses of PT. Amalia Jannah Medika. While the analysis of external factors PT. Amalia Jannah Medika produces a value of 0.60, this positive value indicates that the probability of PT. Amalia Jannah Medika is bigger than her threat to run a health care business. The value of the analysis of internal factors and external factors of PT. Amalia Jannah Medika is then entered into the SWOT diagram with the coordinates (1.43;0.60) so that the position of PT. Amalia Jannah Medika is currently in quadrant I (figure 2).

Position in quadrant 1, means that PT. Amalia Jannah Medika is in the most favorable situation, because the company still has great strength and there are still opportunities that can be achieved despite the problematic external situation. The strategy used in this condition is an aggressive strategy or growth oriented strategy, by focusing on the SO (Strenght-Opportunity) strategy by taking advantage of existing opportunities and the company's internal strengths. Several choices of aggressive strategies or growth oriented strategies that can be used are market penetration, market development and product development so that the company can grow faster.

SWOT Matrix PT. Amalia Jannah Medika

		STRENGTH (S)	
INTERNAL		S1	The location is on the Serang City Main Line
		S2	Own Building
		S3	Modern infrastructure and according to needs
		S4	Have a good team work
		S5	Have convenience in licensing
		S6	Have fertility services
EKSTERNAL			
OPPORTUNITY (O)		STRATEGY (SO)	
01	The development of technology as a marketing medium is growing rapidly	1. Build the brand image of PT. Amalia Jannah Medika is strong 2. Increase marketing by joining various platforms and marketplaces as well as collaborating with various insurance and industries around the city of Serang in providing health services. 3. Strengthening the IT system of PT. Amalia Jannah Medika to adapt to the digital era. 4. Improving the skills and number of human resources to improve the health services of PT. Amalia Jannah Medika.	
02	Broad market segmentation		
03	The need for health services in Serang City is still high		
04	BPJS users in Serang City continue to increase		

Alternative strategy PT. Amalia Jannah Medika selected through the SWOT matrix are as follows:

1. Alternative strategy 1: Build a brand image of PT. The strong Amalia Jannah Medika. With a strong brand, people are expected to believe in the performance of PT. Amalia Jannah Medika has become the people's choice when they want to seek treatment.
2. Alternative strategy 2: Increase marketing by joining various health and tourism marketplaces and platforms. By actively marketing online, it is hoped that the public can get to know the clinic network of PT. Amalia Jannah Medika and can be remembered by the community so that it becomes an option when going for treatment.
3. Alternative strategy 3: Strengthening the IT system of PT. Amalia Jannah Medika to adapt to the digital era. This is related to the operation of clinical services where after the Covid-19 pandemic there have been many changes, namely prioritizing digitalization.
4. Alternative strategy 4: Improving the skills and number of human resources to improve the health services of PT. Amalia Jannah Medika. This is an internal problem currently being faced by PT. Amalia Jannah Medika, by fixing this problem it is hoped that the performance of the employees of PT. Amalia Jannah Medika will increase even more in the future.

From the four alternatives which are the result of the SWOT matrix analysis, it is necessary to decide which alternative will be prioritized to run first so that PT. Amalia Jannah Medika got continue to develop business in the midst of this Covid-19 Pandemic. The next step is to decide which strategy is prioritized to run using QSPM matrix analysis.

3.5 QSPM Matrix Analysis Results

This analysis is used to evaluate the strategy to be chosen, and determine the priority strategy. QSPM Analysis PT. Amalia Jannah Medika is stated in the table below:

Table 11. QSPM Matrix of PT. Amalia Jannah Medika

Main factor	Weight	Building a brand image of PT. Amalia Jannah Medika is strong		Improving the marketing of PT. Amalia Jannah Medika by joining various platforms and marketplaces as well as collaborating with various insurance and industries around the city of Serang in providing health services.		Strengthening the IT system of PT. Amalia Jannah Medika to adapt to the digital era.		Improving the skills and number of human resources to improve the health services of PT. Amalia Jannah Medika.	
		AS	TAS	AS	TAS	AS	TAS	AS	TAS
		Strength (S)							
The location is on the Serang City Main Line	0.11	3.75	0.40	3.88	0.41	2.13	0.23	2.00	0.21
Own Building	0.09	2.375	0.22	2.00	0.18	3.00	0.28	2.00	0.18
Modern infrastructure and according to needs	0.09	3.25	0.30	3.50	0.32	2.75	0.25	2.13	0.20
Have a good team work	0.10	3.375	0.35	2.00	0.20	2.38	0.24	3.88	0.40
Have convenience in licensing	0.11	2.125	0.23	2.00	0.22	2.00	0.22	2.13	0.23
Have fertility services	0.09	3.5	0.32	3.88	0.36	2.00	0.18	3.50	0.32
Weakness (W)									

Human resources do not have comprehensive standard knowledge	0.10	2.13	0.21	2.00	0.20	2.13	0.21	4.00	0.40
Information system is not fully adequate	0.10	3.75	0.38	4.00	0.41	4.00	0.41	2.13	0.22
Company Regulation Book has not been created	0.06	2.13	0.12	2.00	0.11	2.00	0.11	2.00	0.11
Job Description is still unclear	0.07	2.38	0.16	2.00	0.13	2.75	0.18	3.88	0.26
The number of HR is still lacking	0.08	2.25	0.18	3.75	0.30	3.00	0.24	4.00	0.33
Opportunity (O)									
The development of technology as a marketing medium is growing rapidly	0.15	4.00	0.62	4.00	0.62	4.00	0.62	2.00	0.31
Broad market segmentation	0.12	3.13	0.36	3.75	0.43	3.00	0.35	2.00	0.23
The need for health services in Serang City is still high	0.14	2.88	0.40	3.13	0.44	2.88	0.40	2.88	0.40
BPJS users in Serang City continue to increase	0.15	3.75	0.58	3.88	0.60	3.75	0.58	4.00	0.62
Threat (T)									
Increasing number of clinics in Serang City	0.14	3.88	0.52	3.88	0.52	3.88	0.52	3.88	0.52
Difficulty finding health workers	0.10	2.00	0.20	2.00	0.20	2.00	0.20	3.75	0.38
The latest BPJS regulations regarding capitation claims during the Covid-19 pandemic	0.14	2.00	0.27	2.00	0.27	4.00	0.54	2.00	0.27
The high price of land for the development of clinics and parking areas	0.06	2.00	0.13	2.00	0.13	2.00	0.13	2.00	0.13
TAS Total Value			5.96		6.07		5.90		5.72

Based on the results of the QSPM matrix analysis of PT. Amalia Jannah Medika, the priority strategy chosen is to increase the marketing of PT. Amalia Jannah Medika by joining various platforms and marketplaces as well as collaborating with various insurance and industries around the city of Serang in providing health services with the highest TAS value of 6.07. This alternative was chosen because by increasing marketing it will indirectly increase the brand of the Jannah clinic of PT. Amalia

Jannah Medika, while improvements to the operational system in the form of IT and HR will follow along with increase in revenue to the company.

4. CONCLUSIONS

a. CONCLUSION

PT. Amalia Jannah Medika developed an emergent strategy to be able to develop during the Covid-19 pandemic, with the initial step of analyzing the company's position, where it was found that the company's position was in quadrant 1. The right strategy in this position is an aggressive strategy or growth oriented strategy, focusing on strategy SO (Strength-Opportunity) is a strategy that takes advantage of existing opportunities and internal strength of the company. Furthermore, with a SWOT matrix analysis and sharpened with a QSPM matrix analysis, it is obtained the strategy that will be carried out by PT. Amalia Jannah Medika by increasing the marketing of PT. Amalia Jannah Medika by joining various platforms and marketplaces as well as collaborating with various insurance and industries around the city of Serang in providing health services.

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