

STRENGTHENING BUSINESS UNITS (CATERING, FASHION AND BATIK UNITS) PESANTREN-BASED

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Abstract

This research is a qualitative research and the analysis used is descriptive which aims to optimize the existing business units in Pesantren Al Mumtaz, especially catering, fashion, and batik unit. Data collection techniques in the form of observation and interviews. The management carried out on each business unit is started with preparations and processes carried out so as to produce the expected outputs for each of these business units. Utilization of organizational resources starts from planning, organizing, arranging staff according to their fields of expertise so that they can professional management, controlled directing and supervision, will ensure the proper functioning of managerial processes.

Keywords: Management, Business Units, Pesantren

INTRODUCTION

There are numerous reasons for lower survival rates in small businesses, but stagnation is a major contributor to business failure. Consider an entrepreneur who was successful in starting a business. Their operations and expanding customer base kept them busy in the beginning, but they noticed a plateau around year two. To be among the 50% still in business after five years, the entrepreneur must be committed to continuous improvement efforts (Kim et al., 2009). To avoid an extended plateau, small business owners who get their business started should plan ahead of time. With the right tactics in mind, any entrepreneur can improve their business and deal with periods of slower growth; they just need to know where to start (Anggraeni et al., 2016).

Every entrepreneur wishes to achieve long-term growth. Furthermore, it necessitates a commitment to ongoing research and development. That includes having a good understanding of where they currently stand in order to identify where they need to go, such as knowing cash flow and areas where they could cut spending, being connected to their customer base and the social platforms they're on, understanding their weakest areas and where to seek help. Then, consistent improvement efforts and an openness to trying new things are required for long-term growth. If you feel out of place with this startup-like mindset, quarterly, thorough reviews are a great place to start (Supeno, 2019). The deeper a business owner gets into it, the more cluttered it can become-literally. Owners or managers may have paperwork scattered across the deck, an unorganized Google Drive, and subscription services with outdated payment information (Erdem & Swait, 2004). When more organization and efficiency are implemented, the owner's or manager's goal of improving business becomes easier to achieve.

Reviewing technology and streamlining it with simple digital services is a great place to start (Yusfiarto & Pambekti, 2019). Remove applications that are no longer in use, convert paper files to digital files, and add relevant team members to platforms. Make

taking stock of progress and learning from mistakes a priority. The owner or manager most likely tried a variety of strategies to get the business off the ground, but what got you to Point A may not get you to Point B. Examine previous processes, identify what didn't work, and revise business strategy to avoid making the same mistakes. To improve business, the owner or manager must know financial numbers like the back of their hand. This includes everything from cash flow to the credit score of the company. With 46% of small businesses exiting with irregular cash flows, cash flow is a key indicator of growth or early failure (Lissitsa & Kol, 2016).

That spark has most likely faded over time, and you may have lost contact with customers in order to focus on other aspects of your business. Reconnecting with the community is a necessary and rewarding way to grow your business. In fact, 86% of loyal customers will refer others to a business, thereby expanding the brand community (Faullant et al., 2008). This method can be tapped into by finding new ways to connect with customers, such as virtual meetups with loyal customers, farmer's market tables to attract local consumers, live social media videos sharing tips or fun content, or monthly emails to customers with updates. Building a brand community entails developing relationships with customers (Vogel et al., 2008). When an owner or manager focuses on them as people, it means they are looking for ways to connect in a more personal way.

Employees have a significant impact on the path to business improvement. Creating a positive work environment for the team boosts motivation, productivity, and the generation of new ideas. Employees seek out workplaces where they feel valued and respected, and the owner or manager can put in place strategies to foster intentional conversation and celebration. This can range from an open door policy between the owner or manager and the employees to quarterly team feedback meetings and birthday or holiday greetings (Marlina et al., 2019).

Looking around is a great way to focus on business development. The market is brimming with ideas and insightful data, such as a new niche, a trend, or a competitor. A struggling business may be identified by the owner or manager as a potential opportunity to break into a new clientele. Based on the findings of the research, the owner or manager should aim to diversify product lines (Harianto & Sari, 2021). The social world has made it simple to keep up with trends, particularly on social media. This is an excellent way to keep business relevant and in the public eye.

Today's business has developed in society, not only in urban communities but has penetrated rural areas and even community religious organizations. One of them is Pesantren, namely informal religious schools that are very strong in Indonesia, which is currently starting to develop their business. The goal is clear, namely for Pesantren's economic independence and resilience. Pesantren have tremendous potential in the field of thought and the economy. A boarding school in which a group of people who come from different cultural backgrounds and have different abilities live, a Pesantren requires solid economic management to support its establishment so that it can continue to exist and survive in the long term (Azizah, 2014). To strengthen the economy, an Pesantren can establish an Pesantren business unit with activities to build the economy by involving the Pesantren community, especially the students.

Al-Mumtaz Pesantren is one of the Pesantren that teaches its students to have an entrepreneurial spirit balanced with religious knowledge to develop a spirit of economic

empowerment for students (www.kemenag.go.id, 2020). This is following Law no. 18 of 2019 concerning Pesantren, which have three functions, namely education, empowerment, and missionary functions. The business unit owned is under Preneur Al Mumtaz Inspirational Educational Tourism, owned by Pesantren. Al-Mumtaz Pesantren runs the Pesantren business unit. At the Al-Mumtaz Pesantren, there are various business units, including a culinary business unit, a clothing business unit, and a batik business unit. In maintaining a business unit, Pesantren must have good management or management where management, according to Hirunyawipada & Paswan (2006), is planning, process, directing and supervising a business so that what is expected can be carried out correctly (Ayuni & Hidayat, 2019). This article will describe the Management of the Preneur Al Mumtaz Inspirational Educational Tourism Pesantren Al-Mumtaz Business Unit, which includes the catering business unit, the clothing business unit, and the batik business unit, by focusing on the planning and processes undertaken to manage the business unit.

METHODOLOGY

The type of research will be used as a type of qualitative research with a descriptive approach. The research approach used is descriptive, which seeks to describe existing problem-solving based on data, analysis, and interpretation. Creswell revealed that qualitative research is an approach or search used to explore and understand a central symptom (Raco, 2010). The interview process can know central symptoms through the process of asking questions to informants. Data collection techniques were carried out by interviewing those in charge of each business unit and observing the conditions in each business unit.

RESULTS AND DISCUSSION

Catering Unit

Rotaz is a food product of Al-Mumtaz Pesantren, which is entirely developed in Pesantren and has started to be marketed outside and is focused on Pesantren that are part of Himpunan Ekonomi Bisnis Pesantren (HEBITREN). This is intended to develop the potential of the Pesantren involved in this scope; it is also intended as a souvenir product. In its production, Rotaz produces several products, namely jam-filled bread products, which are branded Rotaz (Roti Al-Mumtaz), then the following product is bakpia called Bakpia Istana. With growing production equipment, Rotaz is marketed and collaborated with several Pesantren, namely PP Assalafiah Mlangi, PP Pandanaran Sleman, PP Wahid Hasyim, PP Al Imdad Bantul, and PP Darul Quran.

Over time, Rotaz has experienced many developments with various menus, namely Chocolate, Melon, Blueberry and Strawberry jam filled bread which is a stuffed bread with bread products that expand perfectly and are wrapped in an attractive plastic; usually, this bread is marketed in a low price. Rp. 2,000 per pack. The second product is bakpia with two fillings: green bean filling and chocolate filling. Various kinds of flavours, of course, also have different selling prices. Fill chocolate for Rp. 28,000 and filled with green beans for Rp. 26,500, with each box containing 20 seeds.

The third product is Rotaz's best seller product, namely Shredded Bread with toppings. Of course, this bread looks very tempting for Rp. 3,000 per piece. The fourth

product is pizza bread, made with mayonnaise and tomato sauce toppings and a sprinkling of sausage on top, priced at Rp. 4,000 per piece. We can already taste delicious and fluffier bread at a reasonably cheap price. The fifth product is dry bread; the crunchiness of the bread mixed with a sprinkling of shredded bread on top makes this bread very tempting to try, with a price of Rp. 3,000 alone, we can buy and enjoy this product. In the oven, with a temperature of 150-180 degrees Celsius, the texture of this bread is even crunchier. The management of the catering unit is as follows.

1. Preparation

The first thing to do is to coordinate with the person in charge of the Rotaz unit at WEIPA. At this time, the person in charge is Ms. Lia, a senior student at the Al-Mumtaz Pesantren. After coordinating the next step, namely making preparations by asking about filing the rotaz recipes themselves. Through sending files and correcting materials and things that need to be changed.

2. Process

The first process carried out in the management of the rotaz unit is requesting soft files in the rotaz unit, then editing images to support the neatness and beauty of the recipe book; the second stage is correcting the recipe by the head of the unit, the third stage is revising, the last is print out the recipe book.

3. Expected Output

The expected output is that the prescriptions in the Rotaz unit are more organized, and people can access them more efficiently. They can be included in the Rotaz field trip packages Preneur Al Mumtaz Inspirational Educational Tourism offers.



Figure 1. Rotaz production process and product results

The next process is to prepare Standard Operating Procedures (SOP) to ensure and

maintain the quality of Rotaz production according to existing standards. The Standard Operating Procedures (SOP) that are used are related to storage of raw materials, additional materials, packaging materials and finished products, employee hygiene, packaging, equipment sanitation, and waste handling. The following is a more detailed explanation of the procedures contained in the Standard Operating Procedures (SOP) of the Rotaz business unit:

1. Storage of Raw Materials, Additional Materials, Packaging Materials and Finished Products

Procedures:

a. Storage of materials and final products

- 1) Materials used in the processing process and the final product must be stored separately in a clean room, guaranteed airflow, appropriate temperature, sufficient lighting and free of pests.
- 2) Storage of raw materials does not touch the floor, against the walls or away from the ceiling.
- 3) Storage of materials must be recorded, which states: the name of the material, date of receipt, the origin of the material, date of issue, amount of expenditure and other necessary information.
- 4) Storage of final/finished products is recorded by mentioning: the product name, production date, production code, date of issue, amount of expenditure and other necessary information.

b. Storage of containers and packaging

- 1) Storage of containers and packaging must be neat.
- 2) The storage area is clean and protected so that it does not contaminate the product when used.
- 3) Storage labels are stored neatly and regularly so that errors do not occur in their use.

2. Employee Hygiene

Procedures:

a. Employee Hygiene Procedures and Work Equipment

- 1) Every employee whose work directly touches the product, surfaces that touch the product, and packaging must apply hygienic principles, which include:
 - a) Wear clean work equipment such as clean clothes, aprons, headgear/hairnet/hijab, plastic gloves and masks.
 - b) Keep clothing and equipment clean from foreign objects that may fall and contaminate products such as threads, hair, and others during work.
 - c) Wash and dry hands properly before starting work, after eating and drinking, after going to the toilet, after every break, and when hands are exposed to dirt or other contaminants.
 - d) Do not use jewellery or other objects that can easily fall off into the product and machine in the production area—for example, watches, earrings, rings, necklaces, pins (pins), brooches and others.
 - e) Smoking, eating, drinking and chewing gum are prohibited in all production areas, warehouses where raw materials and packaging are stored and areas where products are sent or received.

- f) Nails should not be extended and dirty.
 - g) Nail polish, false eyelashes or cosmetics which easily fall off are prohibited from being worn in the production area.
 - h) Spitting is prohibited in production areas, warehouses where raw materials and packaging are stored, and where products are sent or received.
 - i) Do not sneeze, cough, yawn, or blow onto uncovered food or surfaces that directly contain food.
 - j) If a wound is on the hand, cover it with a bright, clean plaster. If you touch food directly, use clean gloves that cover the wound.
- 2) If a discrepancy is found, the employee will be reduced.
 - 3) If an employee is sick, it is better not to work first, considering the possibility that if you are forced to continue working, it will infect other employees, and the product will be contaminated.
 - 4) During production, encourage employees always to wash their hands when handling tools outside of production.
 - 5) Monitoring Employee Hygiene and Sanitation is recorded on the form (ROTAZ-FORM-2)
- b. Hand washing procedures
 - 1) Wet hands with running water
 - 2) Pour liquid soap into hands
 - 3) Rub the soap into the hands evenly, covering; between the fingers, the backs of the hands, the wrists and under the nails
 - 4) Rinse hands with clean, flowing water
 - 5) Dry your hands with a clean cloth/tissue
- 3. Packaging
 - Procedures:
 - a. Packaged and labeled Rotaz/Bakpia products are put in cartons to facilitate the distribution and storage process in the warehouse.
 - b. Rotaz/Bakpia products stored in boxes are glass and bottle packages.
 - c. Product packaging should be away from dust-contaminated places.
 - d. The packaging process must be kept away from places that emit a strong odor.
- 4. Equipment Sanitation
 - Procedures:
 - a. Separate clean equipment and equipment that has been used during the production process.
 - b. Clean all equipment before and after the production process using food grade washing soap, then dry using a clean dry cloth.
 - c. Clean surfaces/tables that are in direct contact with materials/products using food grade washing soap, then dry using a clean, dry cloth.
 - d. Make sure the production admin has filled out the checklist for checking the cleanliness of the equipment every day so that the cleanliness of the tools is monitored every day.
- 5. Waste Handling
 - Procedures:
 - a. Solid waste is immediately disposed of in a closed waste bin in the production

- room and emptied after production.
- b. Garbage is disposed of in a trash can outside the production room after production is finished once every day, and make sure the trash is tightly closed.
 - c. Waste must be immediately disposed of in a special place to prevent it from becoming a gathering place for rodents, insects or other animal pests so that it does not contaminate processed foodstuffs or water sources.
 - d. Waste generated from the production process should not be allowed to accumulate in the factory/production site environment and must be disposed of immediately after production and packaging are completed.
 - e. Containers for hazardous waste, made of solid materials, marked and tightly closed to prevent spillage, which could contaminate the product.

Fashion Unit

The word "fashion" is taken from the Sanskrit word "bhusana". However, in Indonesian there has been a shift in the meaning of "clothing" to "equivalent clothing". The science of fashion is a science that studies how to choose, organize and improve so that clothes that are more harmonious and beautiful are obtained (Ernawati, 2008). The fashion unit owned by Preneur Al Mumtaz Inspirational Educational Tourism was established in 2014, named Mumtaz Taylor, then changed to Mumtaz Collection, which fulfils orders for making clothes, namely in the form of uniforms for male and female students and opens makeover services. The Preneur Al Mumtaz Inspirational Educational Tourism fashion unit then developed again because it was able to produce brooches, belts, tote bags, and masks and even received tolling services (Camelia, 2022).

Patterns are significant when it comes to making clothes. Whether or not the clothing is worn on a person's body is greatly influenced by the correctness of the pattern itself. With a pattern, the results of the clothes are as expected. Quality clothing patterns will produce comfortable clothes, beautiful to look at and of high value, so that satisfaction will be created for the wearer. With a pattern that fits the size, we can easily make the clothes we want (Ernawati, 2008). According to Muliawan (2010), patterns in the sewing field means pieces of cloth or paper used as samples for making clothes. Furthermore, Tamimi (1982) stated that a pattern is a copy of a body shape usually made of paper, which is later used as an example for cutting someone's clothes. This body shape copy is called an archetype. With a pattern for making clothes, it will be appropriately realized. Therefore it is clear that patterns play an essential role in making clothes.

In producing the students' uniforms, the Mumtaz Collection also uses a standard pattern. A standard pattern is a pattern made based on a list of standard sizes or standardized sizes, such as Small (S), Medium (M), Large (L) and Extra Large (XL) sizes. The standard pattern in its use sometimes requires adjustments according to the wearer's size (Ernawati, 2008). Likewise, the white-grey, batik and scout uniforms worn by the students follow the standard pattern that adapts to the size of the students. The management in this fashion unit consists of preparation and process to produce the expected output.

1. Preparation

The first preparation for the fashion business unit was coordination with the person in charge of the fashion unit. Furthermore, observing the fashion unit by collecting

data on the number of movable and immovable assets owned, recording the products produced and re-checking the uniform patterns of male and female students.

2. Process

The process carried out in managing this fashion unit begins with cleaning the room and re-checking sewing materials that are not used and can still be reused. Grouping each type of material based on its group, so that data can be recorded based on movable assets and immovable assets. Before being recorded, the number of assets is calculated manually, and then the data is inputted into Microsoft Excel in spreadsheet format. Examples of movable assets are pencils, thread, cloth, buttons, chalk, zippers, and engine oil. Immovable assets consist of spools, scissors, rulers, machine shoes, sergers, woolsum machines, and high-speed machines. In addition to taking inventory, the next step is making uniform patterns for male and female students ranging from size S to XL using umbrella paper. The umbrella paper is drawn and cut to form a pattern according to the standard size of the uniforms used by the students, namely white and grey uniforms, batik and scouts. The completed pattern is then archived using the display book pocket.

3. Expected Output

The expected output in managing the fashion unit is to make it easier for the managers of the fashion unit to find out the number of assets in real-time, which can be seen in excel spreadsheets. This will make it easier for the administrators assigned to buy sewing materials that have been reduced to be restocked immediately. That way, the equipment and materials in the fashion unit can be appropriately managed. The uniform patterns for male and female students have been neatly filed in the book pocket display. The goal is that when regeneration occurs in the fashion business unit, the new generation can use the uniform patterns that have been archived without the need to make new patterns because the patterns have already been made according to the standard size used by students.



Figure 2. Mumtaz Collection production process and product results

The next process is to prepare Standard Operating Procedures (SOP) to ensure and maintain the quality of Mumtaz Collection production according to existing standards. The Standard Operating Procedures (SOP) that are used are related to Production Equipment Maintenance. The following is a more detailed explanation of the procedures contained in the Standard Operating Procedures (SOP) of the Mumtaz Collection business unit:

Procedures of Production Equipment Maintenance:

1. Clean and tidy up the remaining production materials that have been used.
2. Clean sewing production equipment before and after the production process using a soft dry cloth or the like.
3. Put the tools and materials back in their original places.
4. Cleanliness checks by the person in charge of the equipment must be carried out every day after the production process has been completed.

Batik Unit

Batik in Javanese means writing, while batik is a patterned cloth made using resist techniques using wax or wax as material (Nurainun, 2008). On October 2, 2009, UNESCO recognized batik as an intangible cultural heritage (Siregar, 2020). This has an impact on the development of variations in batik techniques. There are batiks made with writing, stamping, painting, and printing techniques.

Al-Mumtaz pesantren, with its Preneur Al Mumtaz Inspirational Educational Tourism created a batik unit in which there are two batik techniques, namely writing and stamping techniques. The writing technique is a batik process that thickens the fabric pattern with a waxed canting. At the same time, the stamp technique makes batik using a unique tool that has been given a motif previously dipped in liquid wax. From this batik unit, Preneur Al Mumtaz Inspirational Educational Tourism can produce its batik products used as uniforms for the Al-Mumtaz Pesantren (Azza, 2022). Manage the batik unit; several things must be done. At least in the management of batik units, two steps need to be taken, namely:

1. Preparation

The first thing to do is to coordinate with the person in charge of the batik unit at Preneur Al Mumtaz Inspirational Educational Tourism. At this time, the person in charge is Ms. Azza, a senior student at the Al-Mumtaz Pesantren. After coordinating the next step, namely making initial observations regarding the condition of the batik unit. This observation includes observing the location of the batik unit, the goods in the batik unit, and the data in the batik unit.

2. Process

In the process carried out in the management of the batik unit, the first thing to do is to clean the place for the batik unit. The place where the batik unit has not been managed for a long time makes the place dirty, and the inventory items need to be in better condition. Cleaning begins with cleaning the dust and trash contained in the batik unit. After the cleaning process is complete, the following process is to group the items in the batik unit according to their respective groups. For example,

grouping canting and canting in one box, grouping pans with other pans in the same place, and so on. Then after the process of grouping the items have been completed, the next step is to record and calculate what inventories are in the batik unit. After collecting data and calculating inventory, the following process is making inventory labels attached to each item in the batik unit. The last process is making batik unit loan books, inventory data books and visitor books.

3. Expected Output

The expected output from the management of this batik unit is that the batik unit can be redeveloped, the goods in the batik unit can be maintained and reduce the minimum loss of goods can be Batik units. The more visitors in the batik unit, the more the batik unit will develop and be known by many people.

CONCLUSION

The advantage of the Al-Mumtaz Preneurship Inspirational Educational Tourism is that it has tools and machines that have the potential to produce output products in large quantities and of good quality. However, the crew's lack of knowledge in the use and maintenance of these tools and machines sometimes makes them damaged and neglected. Because as we know, the Al-Mumtaz Preneurship Inspirational Education Tourism crew are mostly taken from students who have completed their education at the Al-Mumtaz educational institution and continue with dedication. That way, it is hoped that the Al-Mumtaz Preneurship Inspirational Educational Tourism Institute will be able to bring in experts who understand and master the available tools and machines so that all production tools can be used optimally.

Al-Mumtaz Preneurship Inspirational Educational Tourism Institute also needs to improve the crew's skills so that the products produced can be maximized. Human resource problems are not just problems experienced by Pesantren but are a national problem for the Indonesian nation. The establishment of a pesantren economic business unit, supported by strong management, can improve the skills that must be possessed by the pesantren community so that they can fulfil and be able to engage in the real sector in the economic field. The existence of human resources in the economic field can make pesantren activities more focused and of high quality.

Institutional is one of the urgent matters and requires overall management expertise. In addition to improving the quality of Pesantren, management also positively impacts the institution's ability to reach, use and influence community institutions as a supporter of pesantren-based economic activities. Within the institution, an Integrated Structural category must be arranged; in each field, there is a job description specification. In addition, it is necessary to conduct a comparative study with other producers who are superior in terms of price and product quality so that what needs to be addressed from the Al-Mumtaz Preneurship Inspirational Educational Tourism is known. The hope is that Al-Mumtaz Preneurship Inspirational Educational Tourism (WEIPA) will be able to compete with foreign products that already have names on the market.

For each business unit in the Al-Mumtaz Preneurship Inspirational Educational Tourism, a person in charge is needed who will work closely with management in conducting periodic evaluations and overseeing the progress and needs of each unit. Utilization of resources in an organization needs to be done effectively and efficiently to

optimize the achievement of organizational goals. Utilization of organizational resources starts with planning, good organization, staffing according to their areas of expertise so that they can be professional, controlled direction and supervision, will ensure the functioning of managerial processes. The application of management functions in Pesantren is similar to the functions of institutions in general.

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