
**SWOT ANALYSIS ON THE INDEPENDENT ECONOMIC RESILIENCE
STRATEGY OF PESANTREN PROGRAM PARTICIPANTS "ONE
PESANTREN ONE PRODUCT (OPOP)" WEST JAVA**

**Fauziah, Siti Atieqoh, Asnawati, Suhanah, Retno Kartini Savitaningrum
Imansah**

National Research and Innovation Agency (BRIN)
Gedung BRIN Jl Gatot Subroto No 10, Jakarta, 12710, Indonesia
fauz018@brin.go.id

ABSTRACT

This study aims to determine the strengths, weaknesses, opportunities and threats for pesantren in maintaining and developing the business and independent business of pesantren with the SWOT analysis method. This research is a type of qualitative research involving three Islamic boarding schools that already have independent business products and are members of Islamic boarding schools in the One Pesantren One Product program in the West Java region, namely Pesantren Riyadlul Ulum Wadawah Condong, Tasikmalaya; Pesantren Al-Istiqomah Bandung and Pesantren Al-Ashriyyah Nurul Iman Bogor. The results of this study show that the analysis of the IE SWOT matrix diagram is in the area of Quadrant I, namely Internal Factors (X: 0.46) and External Factors (Y: 0.47). Thus, the strategy that can be carried out by West Java OPOP Participant Pesantren is SO (strengths-opportunities), where business managers and pesantren units can utilize internal strengths in capturing external opportunities, such as increasing product production and sales digitally due to the availability of a free digital market place platform; spacious and accessible.

Keywords: OPOP, SWOT Analysis, Matrix Diagram, Digital Market Place

INTRODUCTION

Pesantren is a traditional Islamic educational institution that is inseparable in the social system of Indonesian Muslim society that has developed and grown since several centuries ago (Hasan 2015; Marlina, 2014). As an education system, pesantren have a different culture from other public schools or madrasah education systems. Pesantren have their own subculture, so that the more years the existence of pesantren in quantity always increases, the Ministry of Religious Affairs records in 2019 pesantren in Indonesia reached the number of 28,194 with around 5 million students residing, this number is predicted to continue to increase (Manan, 2019).

The number of thousands of pesantren spread across Indonesia, is proof that pesantren are a unique subculture that is no longer only understood as a place of education, but also a center for the development of science. Pesantren are also believed to always be able to adapt to social changes. In the position in the community, pesantren will form interactionist-cultural relationships between pesantren and the community that strengthen the existence and role of pesantren in society (Rahayu, 2017). Thus, pesantren are no longer "gading towers" that are not grounded in their environment, but become educational institutions based on grass root people (integrated with community life). Pesantren must always be able to provide solutions to the social and economic problems of the ummah.

Positioning the cursive position of pesantren in social, then in the era of the 2000s pesantren gained an additional function as a center for people's economic development which of course began with the strengthening of the independent economic system of the pesantren itself. Therefore, labeling that does not impose that pesantren as a distribution institution for aid fund proposals will slowly disappear (Maksum & Wajdi, 2018). Furthermore, Islamic boarding schools with the strength of an independent economic system can optimistically develop their educational infrastructure and business development.

Research related to the independent economy of pesantren has been found in several previous studies such as research conducted by Misjaya et al (2019) entitled "The Concept of Economic Bathing Education at the Mukmin Mandiri Islamic Boarding School Sidoarjo - East Java". The research uses qualitative research methods which are a combination of literature studies (library research) and field research (field research). The results of this study explain that although pesantren have combined entrepreneurship education and religious education (diniyah), in practice entrepreneurship education gets a larger portion of religious education with the hope that pesantren alumni can immediately be able to be man envious in the business / business world. This is a strength in the implementation of this concept. However, this research recommends improvements and improvements such as expansion of production forms that not only focus on one, namely coffee bean management, but also several other business sectors, so that more students will be Shopping opportunities and getting to know various business sectors.

While in this article, researchers are more interested in analyzing the survival strategy of pesantren West Java OPOP Participants as an effort to defend the independent economy of the pesantren community, especially during the Covid-19 period through SWOT analysis, namely strengths, weaknesses, opportunities and threats of pesantren in maintaining their independent economy during the covid period which is adjusted to the STP and 4 P marketing digitalization strategies as discussed above. The SWOT analysis that will be carried out in the early stages of the research will focus on extracting data related to the strengths of pesantren in product marketing management; weakness of resources in pesantren; opportunities for pesantren to innovate in the future; and threats from outside that can hinder the economic survival of independent pesantren

LITERATURE REVIEW

The existence of pesantren is very important and not limited to being an educational institution but also as a dynamicator, motivator and innovator of society. The distribution of thousands of pesantren and millions of pesantren students is very potential as well as a people-based economic movement. Pesantren are not only passive consumptive groups but also active in positive production both in the internal economic ecosystem and the surrounding community. Optimizing pesantren in its independent economy can strengthen its internal financial system. The dependence of pesantren on external parties, both political affiliations, bureaucracy and others, can ensure the sustainability of pesantren in the future. Self-sustaining economy pesantren means the process of improvement, strengthening and refinement of the potential of pesantren in the economy (production, distribution and consumption) independently independent of external aspects so as to achieve prosperity, finance and spirituality independently (Misjaya et al, 2019).

The development of the economic work of pesantren usually pays attention to the areas of local potential owned by the environment around the pesantren itself and its community, such as services, trade, agribusiness and animal husbandry. (Jurnal this) The consideration of independent economic development on the potential of local communities is based on the objective reality of the natural resources of the surrounding environment and the human resources of the surrounding community, so that the nearest radius remains the object of the idea of developing common welfare. Thus, the pattern of cooperation between pesantren and the community will synergize. So that benefits are found in strengthening the independent economic base of pesantren and the economic strength of the community widely.

Suwito (2008) recommends the type of economic development that is in accordance with the type and philosophical foundation of pesantren. Among the author's recommendations are:

Types of agribusinesses such as agriculture, fisheries and plantations: This type will develop better if the characteristics of the pesantren are 1) Kiyai as a figure who has high charisma (*social capital*), 2) The style of the pesantren is inclusive so that there is social

interaction with the community, 3) the pesantren has the potential for a student workforce (*salaf*) that can maximize the sustainability of its business. 4) High work ethic and community commitment in business development.

Types of services such as KBIH, printing, Laziz, BMT and Cooperatives. This type will be good if the pesantren has the characteristics: 1) collective leadership, 2) pesantren have high *social trust*, 3) Jama'ah bondage, 4) Pesantren has the potential of alumni and pilgrims who can maximize business sustainability.

Type of Trade (Ratel, shops, realtors). Trading business will be good if run by pesantren with characteristics: 1) kyai and foundations have a business vision, 2) market availability, 3) adequate capital ownership ratios, 4) high *social trust*.

Realizing the potential for national economic movements based on pesantren amounting to 28,000 and 5,000,000 students, it is hoped that positive consumption and production synergies will be established between the pesantren community and the community. The government supports the success of the pesantren-based people's economy with a program of development and strengthening of the independent economy of pesantren called One Pesantren One Product (OPOP). The program was launched in 2019 by the West Java government by Ridwan Kamil and East Java Governor Khofifah Indar Parawansa. This program was formed as government support for the independence of pesantren in the economy and social as well as the development of skills and potential of pesantren in the form of training, mentoring and mentoring quality commodities and competing in the local, national and global markets. This program is expected to reduce the Gini ratio and urban activity between regions. In order to achieve the success rate of this OPOP program, the West Java government also cooperates with partners from a number of universities who can accompany the production process of Islamic boarding schools to excel at the same time building an economic ecosystem of pesantren based on science, innovation, technology and information.

A reliable strategy in managing business and business units of pesantren is needed to improve the business both in terms of production and marketing, one of which is the analysis of organizational strategy through SWOT. SWOT analysis will help business actors, in this case, Islamic boarding schools that are members of the OPOP movement to be able to map digitalization strategies. SWOT analysis leads to two factors, namely; first, internal consisting of S (strengths) and W (weaknesses); second, external features consisting of O (opportunities) and T (threats). Strength is an internal factor that supports MSMEs in achieving their goals. These supporting factors can be; Resources, expertise or other advantages that can be obtained from the image, product excellence in the market and positive relationships between buyers and suppliers. Weakness is an internal factor that hinders MSMEs from achieving their goals. These weak factors can be: incomplete facilities, lack of capital, ability to manage, marketing expertise and image of MSMEs. Opportunity is an external factor that supports MSMEs in achieving goals in the form of policies, changes in competition, and changes in technology. Threat is an external factor that hinders MSMEs from achieving their goals. This can be: the entry of new competitors, slow economic growth, technological and policy changes.

After obtaining data on each SWOT factor to determine the right strategy, further analysis is needed, namely SWOT matrix diagram analysis with looking at the diagonal point between Internal and External factors will be in what quadrant. According to Pearce and Robinson (2004), the quadrant position on a SWOT matrix will affect the choice of strategies to be used in improving the performance and competitiveness of an organization including business and business development. The quadrant position can be illustrated in the figure below:



Figure 1. SWOT Matrix Diagram

According to Rangkuti (2010), the most expected quadrant is diagram I, which is the most desired situation by business people, because in the area of quadrant I explains a number of opportunities that can be utilized because business actors have the strength to seize the opportunity. In more detail, the meaning of the four quadrants in question is as follows:

Quadrant I: Positive - Positive (Strategy S O)

A common strategy that can be used by business people is to leverage power to gain external opportunities

Quadrant II: Positive - Negative (Strategy S T)

Business actors use all their strengths to deal with threats faced externally

Quadrant III: Negative - Positive (Strategy W O)

Companies can suppress internal weaknesses by taking advantage of conditions of opportunities from external parties

Quadrant IV: Negative - Negative (W T Strategy)

Business actors must pay a lot of attention and have prudence in managing their business because they are in a bad condition. The strategy that can be done is a survival strategy, namely controlling internal business performance so that it does not decline and fall so that it can avoid external threats.

Furthermore, Hadion and Widiyanti mentioned that the four components of SWOT can be analyzed in pairs with strategies that can be explained as follows: (1) SO (*strengths-opportunities*) strategy is a strategy that utilizes the strengths that can be obtained in the internal scope in capturing existing opportunities; (2) WO (*weakness-opportunities*) strategy is a strategy that continues to fix its weaknesses by taking opportunities and taking advantage of existing external opportunities; (3) ST (*strengths-threats*) strategy is to utilize the strengths possessed to deal with threats that arise from external factors; (4) WT (*weakness-threats*) strategy is to minimize the weakness of internal factors and avoid the threat of external factors.

Strategy analysis through the SWOT method in decision making is expected to be able to produce comprehensive and effective marketing strategy decisions that are effective in achieving the desired principles. The process of SWOT analysis in taking a decision in more detail is explained as follows: (1) SWOT determination carried out by OPOP is analyzed using both IFE and EFE Matrices, which will later produce criteria; (2) Input from factor weighting of criterion from the four variable criteria SW (Strength and weakness), SO

(Strength and Opportunity), ST (Strength and Threats), WO (Weakness and Opportunity), WT (Weakness and Threats), and OT (Opportunity and Threats) carried out data processing in the form of questionnaires. (3) From the ranking of criteria that are considered ideal, this can be used as input for SWOT. Where the output of SWOT is a marketing strategy and direction that aims to achieve the vision and mission OPOP.

METHODS

This research uses a descriptive survey method with a type of case study analysis. The focus and locus of this research is to explore digitalization strategies carried out by Islamic boarding schools that are members of the OPOP (One Pesantren One Product) program through SWOT analysis. The research involved three Islamic boarding schools that already have independent business products and are members of Islamic boarding school groups in the One Pesantren One Product program in the West Java region.

The three pesantren in question are Pesantren Riyadlul Ulum Wadakhwah Condong, Tasikmalaya; Pesantren Al-Istiqomah Bandung and Pesantren Al-Ashriyyah Nurul Iman Bogor. This research will use SWOT analysis techniques that are carried out in stages. Researchers use SWOT analysis because, this analysis will explain the criteria of the strategy. In this analysis, researchers will utilize the expertise of pesantren business strategists to maximize the role of strength factors and exploit opportunities so as to minimize the internal weaknesses of pesantren and external threats. Second, researchers use weighting analysis through IFE (internal Factor Evaluation) and EFE (External Factor Evaluation) Matrix analysis on SWOT. The use of SWOT analysis through IFE and EFE is expected to be able to find the relationship of criteria with each other. Furthermore, it can be used in complex decision making (Ismail, 2011)

RESULTS

In the first stage, researchers conducted an assessment in the three Islamic boarding schools participating in OPOP West Java (Pesantren Al-Istiqomah Kota Bandung and Pesantren Riyadlul Ulum Wadakhwah Condong, Tasikmalaya) as well as one pesantren model independent economy, namely Pesantren Al-Ashriyyah Nurul Iman Bogor. The analysis of internal factors draws the overall strengths and weaknesses of the businesses and businesses run by the three pesantren. The dimension of strength in question is the advantages possessed by the three pesantren in running a business and pesantren business unit that can make pesantren competitive and acceptable to a wider market. While the dimension of weakness is the limitations and shortcomings of pesantren in aspects of segmentation, targets, products, prices, promotions, cooperation, human resources and natural resources, facilities and infrastructure and support systems. Data processing through interviews that have been conducted through IPD (Data Collection Instruments) can be simplified in the SWOT IFAS (Internal Strategic Factors Analysis Summary) EFAS (External Strategic Factors Analysis Summary) matrix analysis table which can be explained in the following table 1, 2, 3, 4 and Figure 1.

Table 1. IFAS of Strengths

| No | Internal Factors: Strengths | Weight | Rating | Score |
|----|--|--------|--------|-------|
| 1 | Have a specific and clear target market share | 0,10 | 3,38 | 0,32 |
| 2 | Most business products are routine essentials Santri and Pesantren | 0,10 | 3,54 | 0,34 |
| 3 | The type of business developed has minimal losses | 0,09 | 3,15 | 0,27 |
| 4 | Affordable product price | 0,10 | 3,62 | 0,34 |
| 5 | Has a market place and product sales system other digital | 0,09 | 3,38 | 0,29 |
| 6 | Products are easy to find in e-commerce services | 0,09 | 2,92 | 0,25 |
| 7 | Product purchases have been served through digital payment | 0,09 | 3,15 | 0,27 |

| No | Internal Factors: Strengths | Weight | Rating | Score |
|-----------------------|---|----------|--------------|-------------|
| 8 | Utilizing social media and digital media markets for product promotion | 0,09 | 3,62 | 0,31 |
| 9 | Have relations and cooperation with the surrounding community for product development and target market | 0,09 | 3,08 | 0,26 |
| 10 | Have trusted and competent business human resources (business managers from the internal pesantren) | 0,10 | 3,54 | 0,34 |
| 11 | Human resources receive training and development skills on an ongoing basis | 0,10 | 3,31 | 0,35 |
| Total Strength | | 1 | 36,69 | 3,34 |

Source: Processed data

Table 2. IFAS of Weakness

| No | Internal Factors: Weakness | Weight | Rating | Score |
|-----------------------|---|----------|--------------|-------------|
| 1 | Market segments are still limited in pesantren and Surrounding community | 0,11 | 2,92 | 0,33 |
| 2 | Limited product capacity | 0,13 | 2,85 | 0,37 |
| 3 | Product promotion that has not been maximized | 0,11 | 3,00 | 0,34 |
| 4 | There has been no cooperation with certain retail stores for broader product marketing | 0,10 | 2,85 | 0,28 |
| 5 | Constantly changing human resources (limited to service period santri) so that it is difficult to supervise the improvement of the skills of employees and managers | 0,10 | 3,00 | 0,30 |
| 6 | Production facilities and infrastructure are still limited such as; lack of area of production premises | 0,11 | 2,85 | 0,33 |
| 7 | Simple production tools | 0,11 | 2,85 | 0,33 |
| 8 | Business capital and business development that is still Limited and Independent | 0,13 | 2,77 | 0,36 |
| Total Weakness | | 1 | 23,08 | 2,88 |

Source: Processed data

Table 3. IFAS of Opportunity

| No | External Factor: Opportunity | Weight | Rating | Score |
|--------------------------|--|----------|--------------|-------------|
| 1 | Target Development of business units on the type of product that more varied | 0,11 | 3,46 | 3,32 |
| 2 | Product prices are competitive with other competitors | 0,11 | 3,23 | 0,37 |
| 3 | The development of a broad digital market, free and access easy | 0,11 | 3,15 | 0,36 |
| 4 | Increase people's intentions in buying Products online | 0,11 | 3,23 | 0,37 |
| 5 | Availability of social media as a means of promotion | 0,11 | 3,38 | 0,38 |
| 6 | Participate in events for product promotion such as bazaars etc. | 0,10 | 3,08 | 0,31 |
| 7 | The existence of apparatus and companions for development | 0,10 | 3,62 | 0,37 |
| 8 | management skills; Product Development and Digital Marketing Implementation | 0,11 | 3,54 | 0,40 |
| Total Opportunity | | 1 | 26,69 | 3,34 |

Source: Processed data

Table 4. IFAS of Threats

| No | External Factors: Threats | Weight | Rating | Score |
|----------------------|---|----------|--------------|-------------|
| 1 | There is competition in market segments | 0,12 | 3,00 | 0,36 |
| 2 | The existence of products such as from competitors | 0,10 | 2,69 | 0,27 |
| 3 | The higher the consumer standard of quality product | 0,14 | 3,08 | 0,42 |
| 4 | Cheaper price offer than competitors for same product | 0,14 | 2,46 | 0,33 |
| 5 | Decrease in people's purchasing power (price) due to covid 19 | 0,14 | 2,92 | 0,40 |
| 6 | Online product marketing competition from Competitors | 0,12 | 3,08 | 0,37 |
| 7 | The more vigorous product promotion carried out Competitors | 0,12 | 2,85 | 0,34 |
| 8 | The price of the main material of production is up and down | 0,14 | 2,85 | 0,39 |
| Total Threats | | 1 | 22,92 | 2,87 |

Source: Processed data

Figure 2. SWOT Matrix Diagram

| | |
|------------------------|--|
| <i>Strengths</i> | <i>Strengths (S):</i> |
| <i>Opportunity</i> | <ol style="list-style-type: none"> Memiliki target pangsa pasar tertentu dan jelas; Sebagian besar produk bisnis adalah keperluan rutin santri dan pesantren; Jenis usaha yang dikembangkan minim kerugian; Harga produk yang terjangkau; Memiliki market place dan sistem penjualan produk secara digital lainnya; Produk mudah ditemui di layman e-commerce; Pembelian produk sudah dilayani melalui digital payment; Memanfaatkan media sosial dan media market digital untuk promosi produk; Memiliki relasi dan kerjasama dengan masyarakat sekitar untuk pengembangan produk dan target pasar; Memiliki SDM usaha yang terpercaya dan kompeten (pengelola usaha dari kalangan internal pesantren); SDM mendapatkan pelatihan dan pengembangan skill secara berkelanjutan. |
| | Strategi SO |
| <i>Opportunity (O)</i> | <ol style="list-style-type: none"> Meningkatkan kapasitas/kuantitas produk dengan kategori minim kerugian dengan tetap terus mengembangkan variasi produk sesuai kebutuhan segmen pasar yang jelas yakni santri dan pesantren (S1;S2;S3 - O1); Mempertahankan stabilitas harga produk dengan pemanfaatan harga yang bersaing dari kompetitor lainnya (S4 - O2); Meningkatkan produksi dan penjualan produk secara digital karena ketersediannya <i>platform digital market</i> yang gratis; luas dan mudah diakses (S5; S6 - O3) Meningkatkan promosi produk di media sosial karena intensitas masyarakat dalam penggunaan media sosial (S8 ; O5); Meningkatkan pelayanan penjualan produk secara digital dengan pemanfaatan kebiasaan dan intensitas masyarakat membeli produk secara online (S7 - O4); Meningkatkan skill SDM internal pesantren dengan cara mengikutsertakan mereka dalam program pelatihan-pelatihan bisnis seperti pengembangan skill pengelolaan bisnis berbasis digital terutama pada program-program yang diselenggarakan oleh pemerintah (S10; S11 - O8; O9). |

Source: Processed data

Figure 3. SWOT Matrix Diagram



Source: Processed data

DISCUSSION

Based on the two tables above (IFAS and EFAS) it can be known the value of the strength score (3.34); weakness (2.88); opportunity (3.34) and threats (2.87), but keep in mind the score value on the weakness and threats factor is negative so that weakness is -2.88 and opportunity is -2,87. Furthermore, to get the IE diagram, you need to find the number X which is the sum of strengths + weakness ($3.34 + -2.88 = 0.46$) and the number Y which is the sum of opportunities + threats ($3.34 + -2.87 = 0.47$). Based on the IE numbers obtained ($X = 0.46$ and $Y = 0.47$) can be illustrated the diagram of the results of the analysis in the diagram.

Based on the SWOT matrix diagram image above, it can be seen that the diagonal points of Internal Factors ($X: 0.46$) and External Factors ($Y: 0.47$) are on the right (strength / positive) and the top (opportunity / positive) which is in the area of quadrant I. Area quadrant I explains that Islamic boarding schools of OPOP participants have favorable conditions to maintain and develop independent business units of pesantren using aggressive strategies or progressive is to enable pesantren to expand and enlarge the growth and progress of business units owned by pesantren and always utilize the internal strengths of pesantren to get external opportunities outside pesantren.

After getting the number of SWOT matrix diagrams and quadrant areas, the researcher then developed a strategy for sustainability and business development of pesantren businesses by following the strategy pattern for quadrant I, namely Strategy SO (strengths-opportunities) where business managers and pesantren units can take advantage of internal strengths in capturing external opportunities. The analysis of the SO strategy can be simplified in the SWOT matrix figure below:

Based on a number of partial identifications of the four elements of SWOT analysis, namely Strength; Weakness; Opportunity and Threats, researchers can ensure the accuracy of strategies that can be carried out by pesantren in maintaining and developing pesantren business units. The results of the analysis can be recommendations to maintain internal strengths and take advantage of external opportunities to benefit from business development, as well as reduce weaknesses and avoid external threats that can complicate and hinder business continuity (Istiqomah and Andriyanto, 2017).

Based on IFAS (Internal Strategic Factors Analysis) and EFAS (External Strategic Factors Analysis) analysis that has been conducted by researchers as mentioned in table 4.3 and 4.4 It is known that the diagonal point of IE (Internal External) for the four strategy factors, namely Internal (Strength and Weakness) is 0.46 and External (Opportunity and Threats) is 0.47. Where these X and Y numbers show that the quadrant of SWOT analysis in the business development of Islamic boarding schools of West Java OPOP participants is in Quadrant I. According to a number of experts, quadrant I positions describe favorable organizational conditions, prime and positive (Anwar and Utami, 2012; Budisetyorini at al, 2017).

Being in the position of the SWOT Matrix Quadrant I, pesantren have positive internal strengths and can take full advantage of external opportunities, so that according to Primadona and Rafiqi (2019) companies in quadrant I can carry out business development strategies that support aggressive growth policies (growth-oriented strategy). Meanwhile, according to Budisetyorini at al, (2017) in quadrant I, companies are allowed to be able to expand the market, accelerate business growth and get maximum business progress.

Thus, the quadrant I area confirms that the West Java OPOP participating pesantren have conditions that support the defense system and the development of independent business units of the pesantren through aggressive or progressive strategies, namely strategies that enable pesantren to expand and enlarge the growth and progress of business units owned by pesantren and always utilize internal strengths pesantren to get external opportunities outside the pesantren.

Specifically, the strategy that can be carried out by pesantren in the position of Quadrant I is the SO (Strength Opportunity) strategy. According to Istiqomah and Andriyanto (2017), the SO strategy is a strategy set by the organization by utilizing all internal strengths to obtain and utilize as much as possible external opportunities.

CONCLUSION

Overall, Islamic boarding schools participating in the West Java OPOP program have business development opportunities and Islamic boarding school units in a progressive and aggressive direction. The support of the West Java Provincial Government for the sustainability of the economic independence of pesantren must make pesantren able to take advantage of their respective internal strengths in order to take advantage of external opportunities by planning tillersto expand cooperation networks, marketing networks and increase the quantity and quality of production

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