

# Shariah Revival Marketing Strategy for Lodging Service Sector During Covid-19 Pandemy

Rusydi Fauzan<sup>1</sup>, Ilham Illahi<sup>2</sup>, Nurkholija Hasibuan<sup>3</sup>

<sup>1,2,3</sup>UIN SMDD Bukittinggi

Email: rusydifauzan@iainbukittinggi.ac.id

No HP/WA: 085263988182, 085263558465, 082277916063

**Abstract:** *The pandemic Covid-19 had caused a multidimensional crisis, which give negative effect to tourism sector, therefore generating a decline in lodging service occupancy and revenues. The lodging service recovery process's must analyze various internal and external environmental factors. This study aims to design an alternative strategy to revive lodging service revenue because of pandemic Covid-19. The method used in this study is a combination of SWOT analysis, Fuzzy Analytic Hierarchy Process (F-AHP), Fuzzy Decision Making Trial and Evaluation Laboratory (DEMATEL), Fuzzy Technique for Order of Preference by Similarity to Ideal Solution (TOPSIS), and Fuzzy VIKOR. SWOT analysis identifies the lodging service's internal and external factors, which can then be grouped into strengths, weaknesses, opportunities, and threats. Subsequently, SWOT factors are used to construct alternative recovery strategies using the SWOTT matrix. Finally, a fuzzy AHP approach is employed to obtain the weight of SWOT factors, and TOPSIS also VIKOR are to choose and to prioritize alternative lodging service revival strategies based on the weighted SWOT factors..*

**Keywords:** *Shariah Revival Marketing Strategy, Lodging Service, Fuzzy Theory, Fuzzy AHP, Fuzzy DEMATEL, Fuzzy VIKOR, and Fuzzy TOPSIS*

**Abstrak:** Pandemi Covid-19 menyebabkan krisis multidimensi, yang memberikan efek negatif kepada sektor pariwisata, salah satunya berkurangnya tingkat hunian dan pendapatan pada industri jasa penginapan. Industri jasa penginapan harus menganalisa baik keadaan internal dan eksternal untuk bisa bangkit lagi dari keadaan pandemi. Penelitian ini bertujuan untuk menentukan alternatif strategi pemasaran untuk menaikkan kembali pendapatan yang terdampak oleh pandemi Covid-19. Metode yang digunakan adalah kombinasi SWOT Analisis, Fuzzy AHP, Fuzzy DEMATEL, Fuzzy TOPSIS, dan Fuzzy VIKOR. SWOT Analisis untuk mengidentifikasi keadaan internal dan eksternal di industri jasa penginapan, yang nantinya akan dikelompokkan menjadi Kekuatan, Kelemahan, Peluang, dan Ancaman. Kemudian setelah itu dirancanglah Matriks SWOT untuk menentukan berbagai alternatif strategi. Terakhir digunakan Fuzzy AHP, Fuzzy TOPSIS, dan Fuzzy VIKOR untuk menentukan dan memprioritaskan strategi pemasaran untuk menaikkan kembali pendapatan yang mengacu kepada bobot SWOT faktor.

**Kata kunci:** Strategi Pemasaran Kebangkitan Syariah, Jasa Penginapan, Teori Fuzzy, Fuzzy AHP, Fuzzy DEMATEL, Fuzzy VIKOR, dan Fuzzy TOPSIS

## Introduction

Worldwide tourism has proceeded to develop over the past few decades. Worldwide visitor entries increment by 5% every year, coming to 1.4 billion entries in 2019. This momentous development has brought tourism division as the third-largest contributing division to worldwide

sends out after the chemical and oil & gas industry (UNWTO 2019). Indonesia has wealthy and assorted common resources whose potential for tourism advancement. In later a long time, Indonesia's tourism sector has extended and features a vital part in supporting the country's financial development. Within the final five a long time, the number of universal traveler entries to Indonesia appeared an expanding slant. At the national level, the number of worldwide visitor entries expanded 1.88 percent to 16.11 million entries in 2019 (Central Bureau of Indonesia Measurement, 2020). The expanding of traveler visits has suggestions to trigger more remote trade profit, increment the nearby income, and grow the the work and commerce openings.

In spite of the reality that tourism is one of the biggest and fastest-growing financial division, tourism remains delicate and powerless to both common or man-made catastrophes (Wickramasinghe and Takano 2009). Later disastrous occasions, the SARS infection episode in 2003 and the worldwide financial emergency in 2009, have adversely changed worldwide tourists' entry. In 2009, the worldwide tourism segment endured a misfortune of 88 billion USD.

The starting of the year 2020, the world was stunned by the Coronavirus (COVID-19) episode. This infection was to begin with distinguished in Wuhan, China and after that spread to about 215 nations, counting Indonesia (World Wellbeing Organization 2020). The COVID-19 case in Indonesia proceeds to show an expanding drift since the conclusion of the year 2020. In reaction to the COVID-19 flare-up, all goals around the world begun to present limitations on travel. Without a question, it affected a decay in visitor entries, encourage influencing hoteliers in Indonesia. The Service of Tourism and Imaginative Economy Republic of Indonesia on Figure 1 states that the room inhabitation rate of star-classified lodgings in Indonesia experienced a sharp decrease in April 2020 compared to the room inhabitation rate in April 2019.

## ***Literature Review***

### ***Strategic Management***

Strategic Management is a process of assessment, arranging, and execution to preserve or fortify company's competitive advantage. The assessment stage bargains with the inner and outside company's environment. Arranging stage includes creating trade models, competitive procedure, corporate heading, and acquisitions & collaborative activity. The execution stage requires authority to construct a appropriate organizational structure, prepare key control, create a administration culture, and direct the organization through corporate administration (Gomes 2010). Vital administration is additionally characterized as a set of administrative choices and decision-making activities to realize long-range destinations. Vital administration incorporates outside & inside environment examination, technique definition, technique execution, and assessment & control (Hunger 2012).

### ***SWOT Analysis***

SWOT stands for Strength, Weakness, Opportunity, and Threats, which are the vital variables for organizations (Hunger 2012). SWOT examination could be a vital administration basic apparatus to assist decision-makers create a full mindfulness about the current state of the organization and define suitable procedures within the future (Mirzakhani et al. 2014). In common, SWOT examination has two primary steps: the recognizable proof of SWOT and detailing of the procedures utilizing SWOT framework (Cayir Ervural et al. 2018). The recognizable proof of

SWOT is developed by posting inside qualities and shortcomings, hence outside openings and dangers. SWOT framework can clearly portray how outside openings and threats of an organization can alter agreeing to its inner qualities and shortcomings. As appeared in Table 1, after distinguishing the qualities, shortcomings, openings, and dangers, the SWOT framework is created based on their combination of four vital sets particularly, SO strategy (Aggressive Strategy), WO Strategy (Conservative Strategy), ST Strategy (Competitive Strategy) and WT Strategy (Defensive Strategy).

Table 1. SWOT Matrix

| SWOT Matrix  | Opportunities   | Threats   |
|--|---|---|
|  | O1. Good Community Support  | T1. Lack of Knowledge of Halal Tourism  |
|  | O2. Government CHSE Program   | T2. Spread of Pandemic Covid-19   |
|  | O3. Good Local Government Support   | T3. Low Travel Motivation   |
| T4. Many Competitors                                     |   |   |
| Strength   | SO1. Encourage and provide halal certification facilities for sharia boarding house (S1.O2.O3)  | ST1. Improve the quality of product and services with worship facilities and infrastructure (S1.T4)                                     |
| S1. Good Product and Services                            |   | ST2. Provide competitive price to increase attention of visitors (S3.T3.T4)   |
| S2. Strategic Location                                   |   |   |
| S3. Competitive Price                                    |   |   |
| Weaknesses   | WO1. Collaborating on promotion with various stakeholders about islamic value and health protocol for Covid 19 protection (W1.O1.O2.O3) | WT1. Conduct training and mentoring of islamic tourism and Covid Protection in accordance with MUI standards for employee (W3.W4.T1.T2) |
| W1. Less Promotion During Covid-19                       |   |   |
| W2. Lack of Facilities & Infrastructure of Shariah Hotel |   |   |
| W3. Unprofessional Shariah Hotel Management              |   |   |
| W4. Unqualified Employee                                 |   |   |

**Methodology**

*Data Collection*

This research used three types of questionnaires. The first questionnaire about the relationship between each criteria was filled out by 99 experts, the second questionnaire about the relationship between each strategies was filled out by 89 experts, and the third questionnaire about the relationship between criteria and strategy was filled out by 76 experts. Expert are young generation from various city and district in west sumatera, north sumatera, jambi, and riau.

*Method*

This research uses Fuzzy Set Theory and Triangular Fuzzy Numbers methods in four ways, which are fuzzy AHP, fuzzy DEMATEL, fuzzy VIKOR, and fuzzy TOPSIS.

### Fuzzy Set Theory

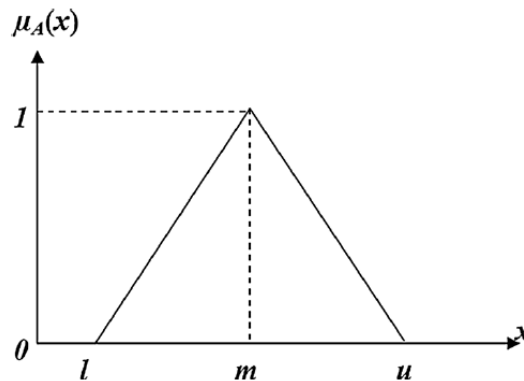
The fuzzy set theory was introduced to help for human judgment under uncertainty. It provides mathematical strengths for resolving out various uncertainties. The required fuzzy set theory definition are presented as equation (1) (Zadeh, 1965; Buckley, 1985; Zimmermann, 1985):

$$\mu_A(x) = \begin{cases} 0 & \text{if } x \leq l \\ \frac{x-l}{m-l} & \text{if } l \leq x \leq m \\ \frac{m-x}{m-u} & \text{if } m \leq x \leq u \\ 0 & \text{if } x \geq u \end{cases}$$

### Triangular Fuzzy Numbers

Zadeh proposed the fuzzy set theory and introduced the concept of membership function (Zadeh, 1965). The fuzzy set theory deals with linguistic variable problems in the real world. A triangular fuzzy number is shown as a triplet (l, m, u) and a membership function is defined as figure 2

Figure 2. Membership functions of the triangular fuzzy number



### Fuzzy AHP

Fuzzy AHP is approach for determining the criteria weights and for the justification of multi-criteria problems using fuzzy set theory.

#### Step in Fuzzy AHP

- Step 1: Establishing fuzzy number
- Step 2: Determining the linguistic variables
- Step 3: Construct pair-wise comparison matrices
- Step 4: Use geometric mean technique

### Fuzzy DEMATEL

Fuzzy DEMATEL is an extended method for building and analyzing a structural model for analyzing the influence relation among complex criteria for decision making in difficult fuzzy environment with complex factors.

#### Step in Fuzzy DEMATEL

- Step 1: Create fuzzy direct relation matrix
- Step 2: Design the fuzzy linguistic variables
- Step 3: Convert the fuzzy linguistic variables into a crisp scores
- Step 4: Normalization of direct relation matrix
- Step 5: Estimation of the total relation matrix
- Step 6: Obtain the sum of rows and columns

#### Fuzzy VIKOR

Fuzzy VIKOR is method for fuzzy multi-criteria optimization problem with conflicting and non-commensurable criteria for compromising ranking order.

#### Step in Fuzzy VIKOR

- Step 1: Compute normalized fuzzy difference
- Step 2: Determine the ideal (max values) and the nadir (min values)
- Step 3: Compute Values of Group Utility ( $S_i$ ) and Indivisible Regret ( $R_j$ )
- Step 4: Compute the values of Vikor Index ( $Q_j$ )

#### Fuzzy TOPSIS

Fuzzy TOPSIS is an approach for an alternative to choose which is far away from the fuzzy negative ideal solution (FNIS) and nearer to the fuzzy positive ideal solution (FPIS). An FPIS indicates the best performance value for each alternative, whereas the FNIS indicates the worst performance values.

#### Step in Fuzzy TOPSIS

- Step 1: Construct normalized decision matrix
- Step 2: Construct weighted normalized decision matrix
- Step 3: Compute the positive ideal solution (FPIS) and fuzzy negative ideal solution (FNIS)
- Step 4: Calculate the separation measures for each alternative
- Step 5: Compute the Closeness Coefficient ( $ci$ ) of each alternative and rank the alternatives

### **Result and Discussion**

Data analysis is divided into four section: (1) Fuzzy AHP, (2) Fuzzy DEMATEL, (3) Fuzzy VIKOR, and (4) Fuzzy TOPSIS.

#### *Result and Finding by Fuzzy AHP Approach*

The purpose of Fuzzy AHP is to determine weight for each social media factors and sub-factors, which is shown in table 1.

Table 1. The result of weighting the factors and sub-factors of Lodging Service

| Factor | Factor Weight | Subfactor   | Local Weight | Global Weight | Rank |
|--------|---------------|-------------|--------------|---------------|------|
| S      | 0.25498       | Product     | 0.34223      | 0.08726       | 1    |
|        |               | Location    | 0.33130      | 0.08447       | 3    |
|        |               | Price       | 0.32647      | 0.08324       | 4    |
| W      | 0.25015       | Promotion   | 0.25326      | 0.06335       | 7    |
|        |               | P/E         | 0.25091      | 0.06276       | 9    |
|        |               | Process     | 0.24902      | 0.06229       | 10   |
|        |               | People      | 0.24680      | 0.06174       | 12   |
| O      | 0.24791       | CS          | 0.34163      | 0.08469       | 2    |
|        |               | SG          | 0.33166      | 0.08222       | 5    |
|        |               | RG          | 0.32671      | 0.08099       | 6    |
| T      | 0.24697       | Knowledge   | 0.25503      | 0.06299       | 8    |
|        |               | Covid       | 0.25055      | 0.06188       | 11   |
|        |               | Motivation  | 0.24756      | 0.06114       | 13   |
|        |               | Competition | 0.24686      | 0.06097       | 14   |

From Table 1, the overall weight for factors and sub-factors of lodging service revival marketing strategy analysis are presented, resulting *strength* has the most significant weight value, with an overall priority value of 0.25498. This result indicates that *strength* is the most important factor of all. The rate of *product*, sub-factor of strength, is in the highest priority with a priority value of 0.08726. Meanwhile, the rate of *competition*, sub-factor of threat, is in the lowest priority with priority value of 0.06097. We can conclude that most of young generation look for high quality product when they choose lodging service.

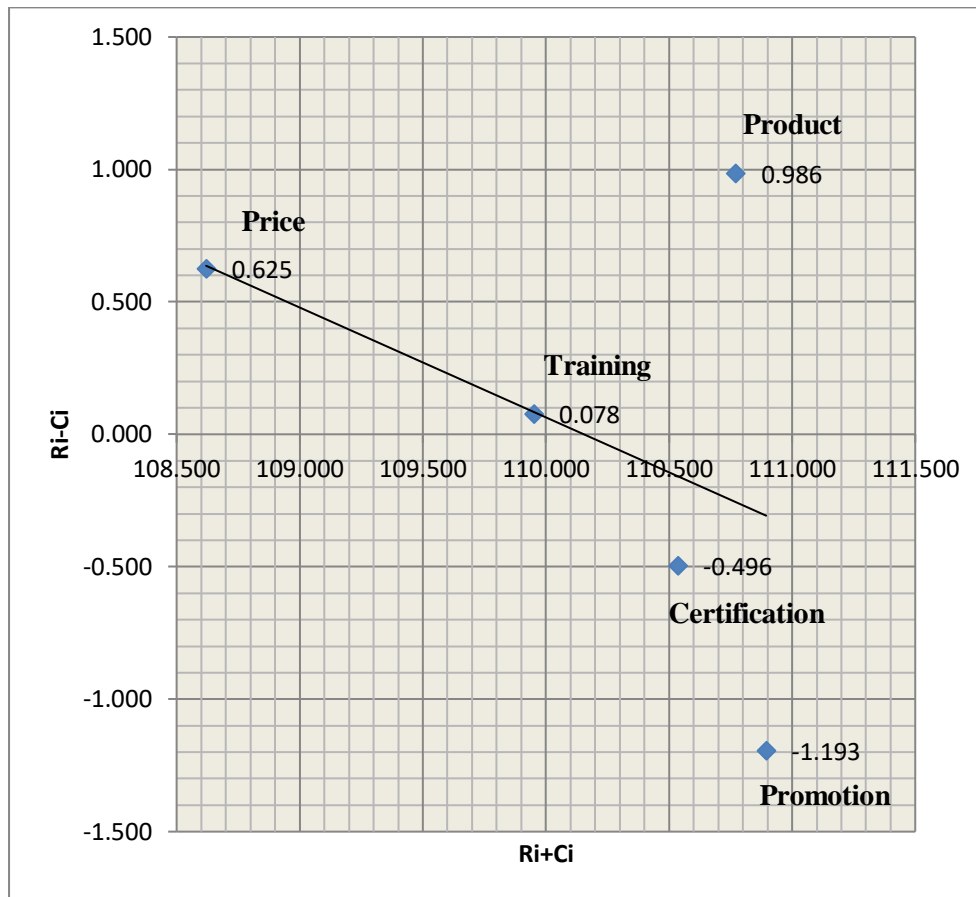
#### *Result and Finding by Fuzzy DEMATEL Approach*

The purposes of Fuzzy DEMATEL is to determine causal relationship criteria between each da'wah communication strategies which is shown in table 2 and Figure 3.

Table 2. The Result of Fuzzy DEMATEL

|                              | Ri     | Ci     | Ri + Ci | Ri - Ci | Identity | Rank |
|------------------------------|--------|--------|---------|---------|----------|------|
| Halal Certification          | 55.019 | 55.516 | 110.535 | -0.496  | Effect   | 3    |
| Collaboration Promotion      | 54.851 | 56.044 | 110.894 | -1.193  | Effect   | 1    |
| High Quality Shariah Product | 55.879 | 54.892 | 110.771 | 0.986   | Causal   | 2    |
| Competitive Price            | 54.623 | 53.997 | 108.620 | 0.625   | Causal   | 5    |
| Shariah HR Training          | 55.014 | 54.936 | 109.950 | 0.078   | Causal   | 4    |

Figure 3. Visual Analysis based Causal and Effect Diagram



From the table 2 we can see that *Collaboration Promotion* is the most important strategy because it has the highest score of  $R_i + C_i$  with value 110.894. Also from table 2 we can see that *High Quality Shariah Product* is the most influencing strategy because it has the positive and the highest score of  $R_i - C_i$  with value 0.986, also from figure 3 we can also see that position of *High Quality Shariah Product* is in upper right graphic, which this strategy give the most impact to other strategies.

### Fuzzy VIKOR

#### Result and Finding by Fuzzy VIKOR Approach

The purposes of Fuzzy VIKOR is to optimize problem with conflicting and non-commensurable criteria for compromising ranking order which is shown in table 3.

Table 3. The Result of Fuzzy VIKOR

|                              | Si      | Rj      | Qi      | Rank |
|------------------------------|---------|---------|---------|------|
| Halal Certification          | 0.21808 | 0.03556 | 0.00000 | 5    |
| Collaboration Promotion      | 0.34926 | 0.04296 | 1.00000 | 1    |
| High Quality Shariah Product | 0.27820 | 0.04160 | 0.63700 | 3    |
| Competitive Price            | 0.32684 | 0.04194 | 0.84545 | 2    |
| Shariah HR Training          | 0.33417 | 0.03819 | 0.61998 | 4    |

From the table 3 we can see that *Collaboration Promotion* is the best strategy because it has the highest score of VIKOR Index (Qi) with value 1.00000. Also *Halal Certification* is the worst strategy because it has the lowest score of VIKOR Index (Qi) with value 0.00000.

*Result and Finding by Fuzzy TOPSIS Approach*

The purposes of Fuzzy TOPSIS is to choose best by far away from the fuzzy negative ideal solution (FNIS) which indicates the worst performance values and nearer to the fuzzy positive ideal solution (FPIS) which indicates the best performance values which is shown in table 4.

Table 4. The Result of Fuzzy TOPSIS

|                              | Si+     | Si -    | Ci      | Rank |
|------------------------------|---------|---------|---------|------|
| Halal Certification          | 0.01165 | 0.00862 | 0.42543 | 2    |
| Collaboration Promotion      | 0.01307 | 0.00512 | 0.28133 | 3    |
| High Quality Shariah Product | 0.01317 | 0.00408 | 0.23643 | 4    |
| Competitive Price            | 0.01012 | 0.01065 | 0.51271 | 1    |
| Shariah HR Training          | 0.01330 | 0.00347 | 0.20692 | 5    |

From the table 4 we can see that *Competitive Price* is the strategy with best performance because it has the the highest score of Closeness Coefficient (Ci) with value 0.51271. Also *Shariah HR Training* is the strategy with worst performance because it has the lowest score of Closeness Coefficient (Ci) with value 0.20692.

*Comparison between Existing Method*

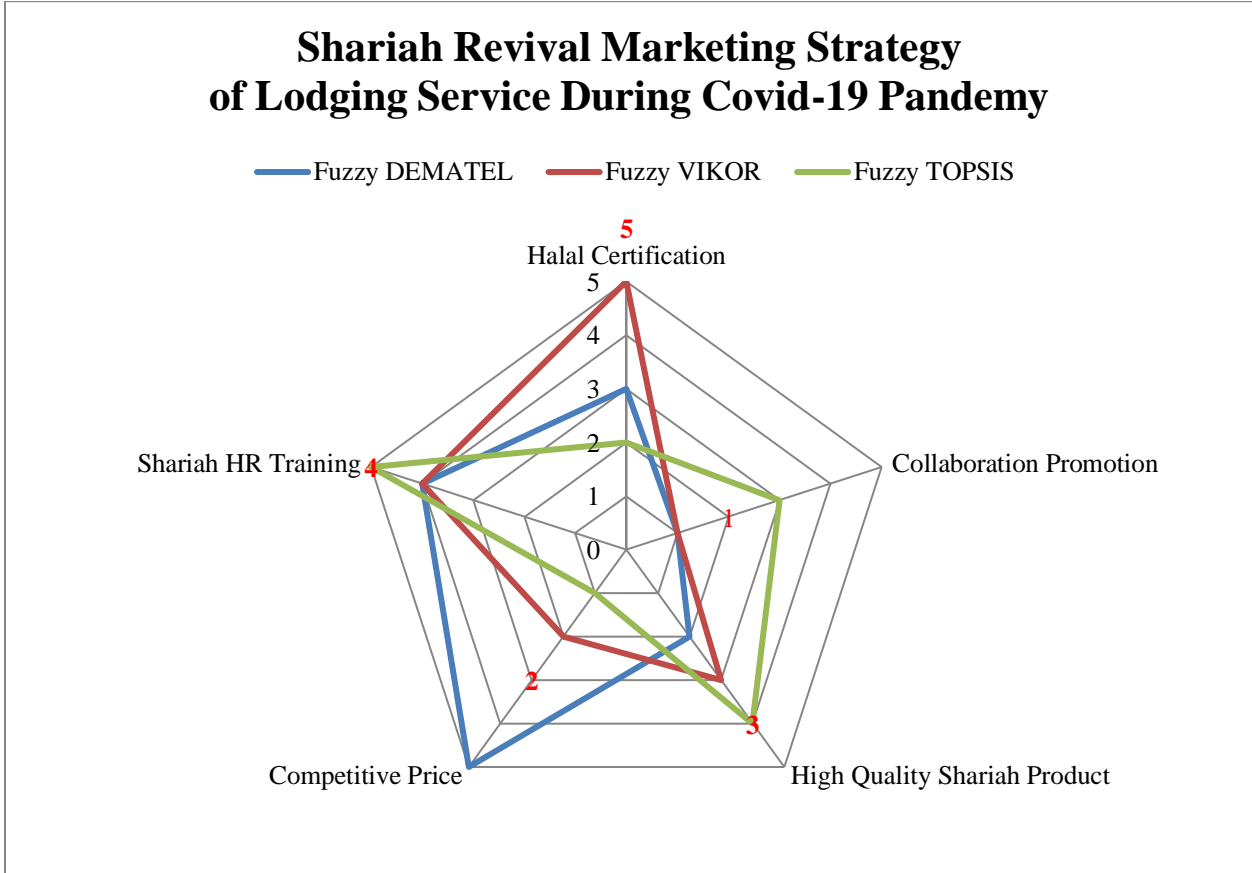
The Purpose of comparison is to find the most suitable strategy by compare each method which is shown in table 5 and figure 4.



Table 5. Priorities of Lodging Service Shariah Revival Marketing Strategy under Fuzzy Methods

| rank | Fuzzy DEMATEL                | Fuzzy VIKOR                  | Fuzzy TOPSIS                 |
|------|------------------------------|------------------------------|------------------------------|
| 1    | Collaboration Promotion      | Collaboration Promotion      | Competitive Price            |
| 2    | High Quality Shariah Product | Competitive Price            | Halal Certification          |
| 3    | Halal Certification          | High Quality Shariah Product | Collaboration Promotion      |
| 4    | Shariah HR Training          | Shariah HR Training          | High Quality Shariah Product |
| 5    | Competitive Price            | Halal Certification          | Shariah HR Training          |

Figure 4. Rank for Each Strategy



From the table 5 and figure 4 we can see that *Collaboration Promotion* become the first priority, because it has the highest rank compare to another shariah revival marketing strategies. It become rank 1 in Fuzzy DEMATEL and Fuzzy VIKOR method and rank 3 in Fuzzy TOPSIS method. *Competitive Price* become the second priority, with become rank 1 in Fuzzy TOPSIS, rank 2 in Fuzzy VIKOR and rank 5 in Fuzzy DEMATEL. High Quality Shariah Product become the third priority, with become rank 2 in Fuzzy DEMATEL, rank 3 in Fuzzy VIKOR and rank 4 in Fuzzy TOPSIS.

## Conclusion

This research use integrated MCDM approaches, fuzzy AHP, fuzzy DEMATEL, fuzzy VIKOR, and fuzzy TOPSIS, to determine the priority of shariah revival marketing strategies for lodging services during pandemic covid-19. Fourteen different criteria is used as indicator for revive the revenue and occupation during Covid-19 Pandemy, followed by four factors: strength, weakness, opportunity, and threat. In terms of the importance of criteria, strength is ranked first, followed by community support and strategic location in ranked second and third. The result show from five strategies that *Collaboration Promotion* is the most revival strategy to boost revenue and occupation, *Competitive Price* are the second, and High Quality Shariah Product are the third. This is consistent with most expert opinion. This research not only show the ability to revival of each strategies, but also provide the reason of selection of MCDM methods by using different weight allocation and data analysis.

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