

Sharia Hotel Business Development Strategy in North Sumatera Province

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Abstract

This research aims to determine the obstacles faced by the Istana IV Syariah Hotel in developing its business and find appropriate solutions and strategies to overcome these obstacles. This research uses the Analytic Network Process (ANP) method with assistance from Super Decisions Software. The research results show that: Internal problems are a priority problem in the sharia hotel business development strategy in North Sumatra Province, then accompanied by external problems. The most priority internal problem based on an expert perspective is HR problems, based on the perspective of sharia hotel practitioners the most priority internal problem is sharia hotel management problems. Based on the expert's perspective, the most priority external problem is the problem of time, while based on the perspective of sharia hotel practitioners, the priority is the MUI policy problem. The priority solution is an internal solution followed by an external solution based on the perspective of sharia hotel experts and practitioners. The internal solution that is a priority according to experts is HR solutions, the same as the external solution that is a priority based on the perspective of sharia hotel practitioners, namely HR solutions. The priority strategy based on the perspective of sharia hotel experts and practitioners is the strategy of not carrying out price wars, followed by the strategy of finding a market niche that suits the hotel, next the strategy of providing services to guests, next the strategy of offering unique experiences to potential guests, then the strategy of collaborating with a travel aggregator, next is an active strategy on social media, next is a strategy to use the power of email marketing, next is a retargeting strategy, next is a strategy for asking for advice and finally a strategy for creating a sharia hotel blog.

I. Introduction

The tourism sector contributes to Indonesia's economic growth through hotels, tourist attractions/recreational tourism, travel firms, and culinary tourism, among others. The tourism industry plays an important role in increasing a country's foreign exchange, gross domestic product, and local revenue (PAD) in every province of Indonesia, so the Indonesian government is constantly improving the quality and facilities of infrastructure owned by tourist attractions, such as hotel tourism, recreation, and culinary tourism, with the goal of increasing the number of tourists. The tourist industry's contribution to Indonesia's economic growth is shown in the Ministry of tourist and Creative Economy/Bapekraf performance objective table for 2020-2024, which is as follows:

Table 1 Kemenparekraf/Baparekraf Performance Targets for 2020 – 2024

No	Strategic Target	Unit	2020	2021	2022	2023	2024
	Strategic Plan Performance Indicator						
Increasing the Contribution of Tourism and the Creative Economy to Economic Resilience							
1	Tourism Foreign Exchange Value	Billion USD	3,3 - 4,9	4,8 - 8,5	10,6 - 11,31	16,9 - 18,9	21,5 - 22,9
2	Tourism GDP Contribution	%	4,0	4,2	4,3	4,4	4,5
3	Export Value of Creative Economy Products	Billion USD	16,9	17,45	18,08	18,63	19,26
Increasing the Quality and Number of Tourists							
4	Number of Foreign Tourists (Tourists)	Million People	2,8 - 4,0	4,0 - 7,0	8,5 - 10,5	13,0 - 14,5	16,0 - 17,0
5	Number of Foreign Tourist Spending	USD	1166, 67 - 1213, 87	1210	1250	1303	1345
6	Number of Indonesian Tourist Movements	Million Move	120 - 140	180 - 220	260 - 280	300 - 315	320 - 335

Source : Renstra Kemenparekraf 2020 – 2024

The facts above demonstrate that the tourist industry generates the majority of the country's foreign exchange, and the table illustrates that the value of tourism foreign exchange is expected to rise each year. However, beginning in 2020 - 2021, Indonesia was hit by the Covid-19 pandemic, making it difficult to meet the country's foreign exchange targets due to a decline in foreign exchange receipts from tourist travel and a sharp decline in passenger transportation services (*travel Kompas.com*). As a result, the number of hotel visitors who will stay overnight or for an extended period of time in

Indonesia has decreased significantly. This is a problem that must be addressed and corrected soon, beginning in 2021 - 2022.

On the other hand, the table above explains the realization of Gross Domestic Product Income derived from the tourism sector, where GDP is targeted at 4.0% in 2020 and 4.2% in 2021, but this is extremely difficult to achieve because Indonesia experienced a significant impact due to the global Covid pandemic that year. Meanwhile, from 2022 to 2024, Indonesia is reorganizing its tourist sector with the aim that it would contribute to GDP, which is expected to reach 4.4% - 4.5% billion by 2024. The hotel industry is one of the industrial business areas of tourism that adds to the country's GDP and foreign exchange revenues.

Based on 2022 BPS data, the number of conventional hotel growth in Indonesia always increases every year; starting in 2018, the number of hotels in Indonesia was 28,230 hotels, increasing in 2019 to 29,243 hotels, and again experiencing an increase in the number of hotels in 2020 to 30,823 hotels, but in 2021 saw a decrease in hotel growth by 27,607 hotels; this was due to a decrease in the number of foreign tourists coming to Indonesia and had an impact on other suppliers. It is difficult to develop plans to ensure that managed hotels do not close between 2019 and 2021 because to the Covid-19 epidemic.

Along with the growth and development of conventional hotels in Indonesia, there are quite a few deviant practices carried out by conventional hotels, including the observation that the hotel industry always receives a negative spotlight from the public, where hotel management practices always deviate and are not in accordance with what is expected, such as allowing hotel visitors who are not husband and wife to stay at the hotel, renting out hotel rooms for a short

With the prevalence of terrible management practices in conventional hotels, the Indonesian people have expressed a desire for the development of sharia hotels. Whereas the sharia hotel in question is one that offers Islamic services and has an Islamic flavor. Sharia hotels are part of Indonesia's halal industrial sector growth strategy, as outlined in the Sharia Economic Master Plan. As a result, the establishment of sharia hotels is critical in strengthening the presence of sharia tourism in many supporting sectors. Similarly, the construction of sharia hotels is projected to be able to accommodate Muslim travelers, and it will contribute to the growth of halal tourism(Jatmiko & Sandy, 2020);(Martiasari & Hendratmi, 2022).

Based on the 2019 GMTI data and the Global Islamic Economy Report, it is concluded that the sharia tourism industry has great potential to be developed in Indonesia because sharia tourism is a very strategic tourism sector, and this is also included in the Ministry of Tourism and Creative Economy's Halal Tourism Strategy Plan 2019-2024. Pay attention to various aspects, including the provision of halal cuisine, the availability of worship facilities such as prayer rooms and ablution areas, and other Muslim-friendly services, particularly at Sharia hotels(Suwitho et al., 2024);(Julianti et al., 2022);(Julaeha, 2023);(Andari et al., 2020).

In accordance with the provisions of the MUI DSN Fatwa No. 108 / DSN-MUI / immorality, pornography, and/or immoral acts, food and drinks provided by sharia hotels must have a halal certificate from the MUI, providing adequate facilities, equipment, and facilities for the implementation of worship, including purification

facilities, hotel managers and employees must wear appropriate clothing with sharia, and sharia hotels are required to have guidelines and/or guidance regarding (Hatane & Kurniawan, 2022).

Based on the data above related to the development of sharia tourism in the context of sharia hotels, problems were found, which were quoted from the economic daily *Republika*, which stated that sharia hotels in Indonesia that have implemented the DSN-MUI Fatwa are sharia hotels Solo, Hotel Sofyan Betawi Menteng, Hotel Sofyan Tebet, and two sharia hotels in Aceh, where the five hotels already have halal certification permits for hotel food and drinks, what about other sharia. Meanwhile, the growth of sharia hotels in Indonesia is fast, with one located in North Sumatra Province. The table below shows the growth of sharia hotels in North Sumatra Province.

Table 2. Number of Sharia Hotels in North Sumatra Province

No	Hotel Name	Address
1	Hotel Syariah Aceh House	Hotel bintang 2 Jl. Ampera Timur No.33, Tj. Rejo, Kec. Medan Sunggal, Kota Medan, Sumatera Utara 20122•(021) 29707601
2	Hotel Transit Syariah	Hotel bintang 3 Jl. Gajah Mada No.42, Sei Sikambing D, Kec. Medan Petisah, Kota Medan, Sumatera Utara 20114•(061) 4146384
3	Wisma Syariah UINSU Medan RedPartner	Jl. IAIN Jl. Gaharu No.1, Gaharu, Kec. Medan Tim., Kota Medan, Sumatera Utara 20235•0852-0665-5630
4	Hotel Syariah Grand Jamee	Hotel bintang 1 Jl. Arteri Ring Road Jl. Gagak Hitam No.92, Sei Sikambing B, Kec. Medan Sunggal, Kota Medan, Sumatera Utara 20122•(061) 8440788
5	Hotel Syariah Cn Darussalam	Jl. Imam Bonjol No.47 KEL, Ps. Baru, Sibolga Kota, Kota Sibolga, Sumatera Utara 22522•0812-6036-1924
6	Kamani Homestay Syariah	Jl. Perjuangan No.77, Tj. Rejo, Kec. Medan Sunggal, Kota Medan, Sumatera Utara 20122•(021) 29707601
7	Hotel Syariah Al Jayri	Hotel bintang 1 Jl. K.H. Wahid Hasyim No.102, Sei Sikambing D, Kec. Medan Petisah, Kota Medan, Sumatera Utara 20114•(021) 80629666
8	AHZA SYARIAH guest house	Jl. Syukur, Kartini, Kec. Rantau Utara, Kab. Labuhanbatu, Sumatera Utara 21411•0821-6917-7040
9	OYO 238 Hotel Grand Darussalam Syariah	Hotel bintang 3 Jl. Darussalam No.32A, Sei Sikambing D, Kec. Medan Petisah, Kota Medan, Sumatera Utara 20112•(021) 29707601
10	Home Stay Kembar	Jl. Soekarno Hatta No.493, Tunggurono, Kec. Binjai

	Syariah RedPartner	Tim., Kota Binjai, Sumatera Utara 20351•0852-6009-9288
11	Wisma Pandowo Syariah	Jalan lintas sumatera utara km 98 Simpang kuala tanjung Seberang tugu inalum, Sei Suka/Deras, Kec. Sei Suka, Kabupaten Batu Bara, Sumatera Utara 21257•0822-5510-0105
12	Oyo 293 Mutiara Hijau Suites Syariah	Hotel bintang 2 Gg. Pertahanan No.16, Sei Sikambing D, Kec. Medan Petisah, Kota Medan, Sumatera Utara 20119•(021) 29707601
13	OYO 456 Aljadid Guest House Syariah	Jl. Puri No.56, Kotamatsum III, Kec. Medan Area, Kota Medan, Sumatera Utara 20212•(021) 29707601
14	OYO 2044 Star Hill Inn Syariah	Jl. Deblod Sundoro No.111, Bagelen, Kec. Padang Hilir, Kota Tebing Tinggi, Sumatera Utara 20631•(021) 29707601
15	OYO 90980 Al Karim Syariah	Jl. Pusara No. 17 Tanjung Balai Selatan, Kota Tanjung Balai, Tanjungbalai Selatan, Karimun, Sumatera Utara 21311•(021) 29707601
16	RedDoorz Syariah Dinda Residence	Hotel bintang 2 Jl. Panci No.58, Sei Putih Tengah, Kec. Medan Petisah, Kota Medan, Sumatera Utara 20113•0812-6040-902
17	OYO 91874 Kisaran Residence Syariah	Pengadilan Negeri, Kisaran, Jl. Lintas Sumatra No.42, Kabupaten Asahan, Sumatera Utara 21211•(021) 29707601
18	RedDoorz Syariah near Stadion Teladan Medan	Jl. Pon III No.22, Ps. Merah Bar., Kec. Medan Kota, Kota Medan, Sumatera Utara 20216•(021) 80629666
19	OYO 2069 Wisma Syariah Kampung Baru	Kartini, Jl. Kp. Baru No.18, Rantauprapat, Kec. Rantau Utara, Kab. Labuhanbatu, Sumatera Utara 21411•(021) 29707601
20	Oyo 291 Medan City Syariah	Jl. Dr. Mansyur No.81, Padang Bulan Selayang I, Kec. Medan Selayang, Kota Medan, Sumatera Utara 20131•(061) 42082660
21	RedDoorz Syariah @ Jalan Setiabudi Medan 3	Jl. Setia Budi No.150, Tj. Sari, Kec. Medan Selayang, Kota Medan, Sumatera Utara 20132•(021) 80629666
22	OYO 3389 Sonya Homestay Syariah	3, Jl. Gn. Papandayan Kel No.III, Tj. Marulak, Kec. Rambutan, Kota Tebing Tinggi, Sumatera Utara 20616•(021) 29707601
23	RedDoorz Syariah near Stasiun Kereta Api Kisaran	l. Malik Ibrahim No.1, Kisaran Kota, Kec. Kota Kisaran Barat, Kabupaten Asahan, Sumatera Utara 21211•(021) 80629666
24	OYO 90773 Shine Guest House Syariah	20606, Karya Jaya, Kota Tebing Tinggi, Sumatera Utara 20606•(021) 29707601

25	OYO 294 Andrea Residence Syariah	Hotel bintang 2 Jl. Tj. No.15, Sekip, Kec. Medan Petisah, Kota Medan, Sumatera Utara 20234•(021) 29707601
26	OYO 90979 Ryfana Residence Syariah	3RXQ+G2F, Kartini, Bakaran Batu, Rantauprapat, North Sumatra 21411•0804 104 0040
27	Bunga Raya Kost	Jl. Karya Cilincing No.62, Karang Berombak, Kec. Medan Bar., Kota Medan, Sumatera Utara 20117•0852-9605-7031
28	RedDoorz Syariah @ Jalan Dr Mansyur Medan	Jl. DR. Mansyur III No.4, Padang Bulan Selayang I, Kec. Medan Selayang, Kota Medan, Sumatera Utara 20154•(021) 80629666
29	OYO 456 Aljadid Guest House Syariah	Jl. Puri No.56, Kotamatum III, Kec. Medan Area, Kota Medan, Sumatera Utara 20212•(021) 29707601
30	Airy Eco Syariah Medan Sunggal Kantil 6	Jl. Karyawan No.6, Tj. Rejo, Kec. Medan Sunggal, Kota Medan, Sumatera Utara 20154•0804 111 2479
31	OYO 91286 Batser Homestay Syariah	Plaza Medan Fair, Rumah Sakit Umum Bunda Thamrin, 152 Petisah, Medan Petisah, Kota Medan, Sumatera Utara, 20154 Indonesia Ayam Pecak Joko Moro, Ayam Bakar Wong Solo, Ucock Durian Medan, Kota Medan, Sumatera Utara 20114•(021) 29707601
32	OYO 91959 La Khansa Homestay Syariah	19, Tanjung Rejo, Medan Sunggal, Kota Medan Sumatera Utara, 20133, Kota Medan, Sumatera Utara 20122•(021) 29707601
33	OYO 90821 Gajah Mada Guest House Syariah	Near Barbershop Darussalam, Jl. Darussalam, Sei Sikambing D, Kec. Medan Petisah, Kota Medan, Sumatera Utara 20112•(021) 29707601
34	SPOT ON 91977 Kost Ketapang Syariah	Sumatera, Jl. Ketapang No.8, Petisah Tengah, Kec. Medan Petisah, Kota Medan, Sumatera Utara 20113•(021) 29707601
35	KoolKost Syariah @ Jalan Pasar Baru Medan	Jl. Ps. Baru No.19, Titi Rantai, Kec. Medan Baru, Kota Medan, Sumatera Utara 20157•(021) 80629666
36	Oyo 293 Mutiara Hijau Suites Syariah	Gg. Pertahanan No.16, Sei Sikambing D, Kec. Medan Petisah, Kota Medan, Sumatera Utara 20119•(021) 29707601
37	Hotel Istana IV Syariah	Jl. Kihajar Dewantara, Bangun Raya, Kec. Barumun, Kabupaten Padang Lawas, Sumatera Utara 22763
38	Hotel Indah Syariah (HIS)	Jl. Sultan Hasanuddin No.7, Psr Sibuhuan, Kec. Barumun, Kabupaten Padang Lawas, Sumatera Utara 22763
39	Restu Ibu Kost Syariah	2QW3+85W, Bangun Raya, Barumun, Padang Lawas Regency, North Sumatra 22763

Source: Results processed by researchers. 2023

According to the statistics in table 2 above, North Sumatra Province has around

39 sharia hotels, which include OYO, lodging, and boarding homes. However, given that just 5 (five) hotels have recently been registered with the MUI, none of which are sharia hotels in North Sumatra Province, this is a problem that must be addressed promptly, including one of the Istana IV Syariah Hotels in Sibuhuan City, Padang District. Old. This hotel has the potential to be built and maintained successfully because it is located near a tourist destination, which is enough to entice travelers to visit this region.

According to interviews with residents of Padang Lawas Regency and Sibuhuan City, the surrounding community desires a sharia hotel that is truly managed and developed in accordance with sharia principles and the provisions stipulated by the Al-Qur'an and Hadith, in this case in accordance with the MUI DSN Fatwa. Residents also hope for the development of sharia hotel facilities, sharia hotel management, and other regulations based on the provisions of the Al-Qur'an and Hadith, so that they can be confident that a business managed and developed in accordance with the principles of the Al-Qur'an and Hadith.

In addition, interviews were held with the management of the Istana IV Syariah hotel, who showed that they had a great desire to expand their hotel but were limited by internal and external issues. These internal issues include human resource issues, sharia hotel management issues, sharia hotel facilities, and sharia concept knowledge. According to research (Paludi, 2022) sharia hotels in Rantau Prapat do not meet the sharia hotel concept due to differences in syiar and appearance, facilities that do not meet sharia standards, and lack of worship and da'wah values.

Meanwhile, the external problem element includes MUI policy issues connected to halal certification, timing and execution issues, distance issues, and a lack of grasp of sharia ideas. These two issues, both internal and external, are substantially confirmed by the findings of sharia hotel difficulties in the study (Siregar et al., 2022);(Agustini et al., 2020);(Rachmiatie et al., 2022);(Sencal & Asutay, 2021);(Al-Ansi et al., 2023);(Afifi et al., 2021);(Sulaiman et al., 2022);(Yafiz et al., 2020);(Suryani et al., 2021) In his research, it was claimed that the administration of sharia hotels is still not ideal, thus it is important to carry out a sharia hotel growth plan.

Aside from the challenges of building Sharia hotels, particularly at the Istana IV Syariah hotel, hotel managers can apply two types of solutions: internal and external. Internal solutions include human resource solutions, Sharia hotel management solutions, Sharia hotel facility solutions, and Sharia concept knowledge solutions. In addition to internal solutions, there are external solutions, such as MUI policy solutions, time solutions, distance solutions, and Sharia concept knowledge solutions.

Starting from the solution to the problem of developing the Syariah Palace IV Sibuhuan hotel, there is a strategy in developing sharia hotels that includes a priority strategy based on the perspective of sharia hotel experts and practitioners, namely the strategy of not carrying out price wars, followed by the strategy of finding a hotel market niche, next is the strategy of providing service, next is the strategy of offering unique experiences to potential guests,

What distinguishes this study is the use of a tourism theory approach, as well as halal tourism theory and sharia hotel theory, both of which are deemed very relevant and qualified for the topics discussed in terms of internal problems such as HR issues, hotel management, sharia hotel facilities, and knowledge. Sharia is in addition to external

challenges such as MUI policy concerns, time, distance, and awareness of sharia ideas. Similarly, researchers handle this problem utilizing the ANP technique, which is thought to be capable of assessing impacts using an assumption-based approach. ANP can also provide a systematic explanation for the dependency factor model and its feedback. The ANP program makes decisions based on empirical experience that is considered and validated using Super Decisions software.

2. Research Method

The study employed qualitative research methods, specifically the Analytical Network Process (ANP), which involves making decisions based on multiple criteria or Multi Criteria Decision Making (MCDM). This method was developed by Thomas L Saaty, a scientist (Abdillah et al. 2018). The ANP method is an extension of the AHP (analytical hierarchy process) approach. Implementing the ANP (analytical network process) method requires stages The stages in implementing this method are as described above that is :

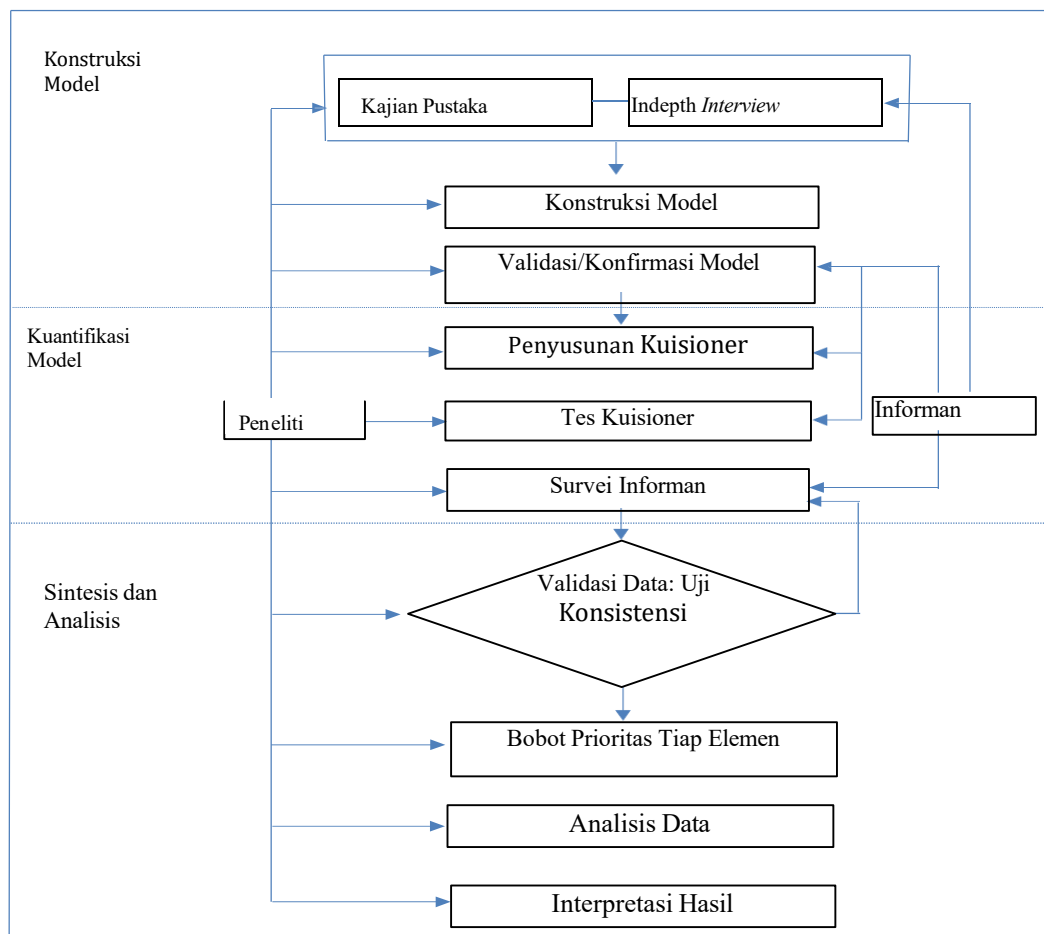


Figure 1. Research Stages

Model Contruction Stages

Indepth Interview

In-depth interviews researchers conducted with expert experts Those who have knowledge about Sharia Hotels include the following:

Table. 3. In-depth Expert Interview

No	Responden	Position	Information
1	Mardan Siregar,SH.,M.H	Ketua 1 Baznas Palas	Expert
2	Hamdan,S.Pd	Ketua IPNU Palas	Expert
3	H. Ismail, Lc.,M.TH	Ketua MUI Palas & Ketua STAI Barumun Raya	Expert
4	Ahmad Ripai Rangkuty, S.Pd.,M.Hum	Wakil ketua Pengurus Daerah Alwashliyah Kab. Padang Lawas	Expert
5	H.Syafruddin.,M.A	Ketua Tanfidziyah PCNU Kab. Padang Lawas	Expert

Distribution of questionnaires

In distributing the questionnaire, the respondents used in this research were the Expert group. and the authority in the ANP model is the Expert respondent group. This can be seen in the following table:

Table 4. Distribution of Expert Questionnaires

No	Responden	Position	Information
1	Ahmad Husein Hasibuan, SE	Staff Prodi Perbankan Syariah	Expert
2	Harkan Siregar	Divisi Ruqyah Pengurus Wilayah Sumatera Utara	Expert
3	Ahmad Partaonan	Praktisi Perbankan	Expert
4	ALI SADIKIN HARAHAP	Kabid. Seni dan Budaya IPNU PALAS	Expert
5	Ahmad Syukur Hasibuan	Bendahara IPNU kab. Padang lawas	Expert
6	Irham Habibi Harahap	Ketua Knpi Palas/Sekretaris Al Washliyah Palas	Expert
7	Hotlan Lestari Pardede, S.pd	Ketua Kopri Cabang Padang Lawas	Expert
8	Rolin Fadilah Hasibuan, S. Pd	Ketua kopri pkc pmii sumatera utara	Expert
9	Desmi Yanti Matondang, S.E	Ketua IPPNU Padang Lawas	Expert
10	Rizki Hamdan Saputra	Wakil Ketua bidang Keungan dan Kepegawaian	Expert

Synthesis and Analysis Stage

The calculation to determine the priority choices of respondents is called the geometric mean. Meanwhile, to determine the level of conformity, rater agreement will be calculated by calculating Kendall's coefficient of concordance. After the synthesis is carried out, the next step is to

3. Results and Discussion

According to experts, the problem component that is a priority in the Sharia hotel business growth plan is that internal factors are prioritized, followed by external aspects, as shown in the table below:

Table 5. GMean and Rater Agreement Results for ANP Problem Aspects

Aspect	<u>Expert</u>		<u>Total</u>	
	NR	R	NR	R
Internal	0,204100	1	0,204100	1
Eksternal	0,144723	2	0,144723	2
Kendall's Concordance	0,45		0,348823	

From table 5, the calculation of the synthesis of internal and external problems above shows that the NR value (geometric mean value) in the synthesis of internal problems from the expert group shows a value of 0.204100 with an R value of 1, so that the total calculation results between the expert and practitioner groups are obtained with a value NR is 0.204100.

Meanwhile, the Kendall's Concordance value for the Expert group was obtained at 0.45, which means that the level of conformity between the informants and the expert group is still very far related to internal and external problems in sharia hotel management, this can also be seen in Figure 2 below:

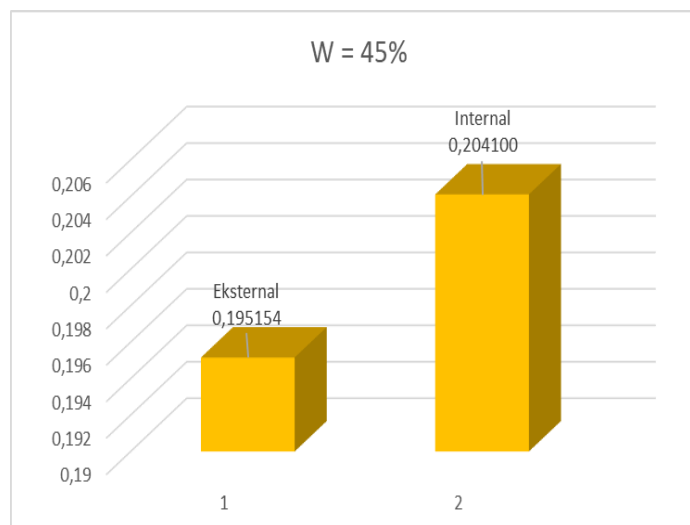


Figure 2. Synthesis Results of Problem Priorities Based on Average Values

The image above is based on the opinion of a combination of Islamic Economic Experts explaining that the most priority problem in the Palace IV Syariah Hotel Business Development Strategy in Sibuhuan City is Internal Problems with a percentage value of 20%, and then there are External problems with a percentage of 19%. The results obtained from the rater agreement of all respondents with a percentage value of 45%. This means that the level of agreement of respondents regarding the priority order of problems in the form of internal and external problems is 45%.

Table 6. GMean and Rater Agreement Results for ANP Solution Aspects

Aspect	<u>Expert</u>		<u>Total</u>	
	NR	R	NR	R
Internal	0.000000	1	0.000000	1
Eksternal	0.000000	1	0.000000	1
Kendall's Concordance	0.00		0.000000	

From table 6 of the synthesis calculations for internal and external solutions above, it is clear that the expert group states that for both solutions, both internal and external solutions, there is no more priority solution.

Meanwhile, to see the level of conformity between the informant and the expert group, it can be seen from the Kendall's Concordance value where the Kendall's Concordance value for the expert group has the same value, namely 0.00, meaning that the level of conformity between the informant and the expert group is still very small regarding internal solutions and external solutions.

Table 7. GMean and Rater Agreement Results for ANP Strategy Aspects

Aspect	<u>Expert</u>		<u>Total</u>	
	NR	R	NR	R
Offer a unique experience to potential guests	0,150107	6	0,150107	6
No price wars	1.000000	1	1.000000	1
Active on Social Media	0.264773	5	0.264773	5
Collaborate with Travel Aggregators	0.574220	4	0.574220	4
Find a market niche that suits your hotel	0.586448	3	0.586448	3
Use the Power of Email Marketing	0.143601	7	0.143601	7
Providing Services to Guests	0.616815	2	0.616815	2
Retarget	0.058511	8	0.058511	8
Ask for Advice	0.000000	9	0.000000	9
Create a blog	0.000000	10	0.000000	10
Kendall's Concordance	2.00		3,394475	

From table 7, the calculation of the synthesis of strategies above is based on the expert group, which is the priority strategy, namely Not carrying out price wars, where the strategy of not carrying out price wars shows an NR value (geometric mean value) of 1.000000 with an R value of 1, then followed by the strategy of providing service to guests with an NR value (geometric mean value) of 0.616815 and an R value set equal to 2 (two). The next strategy is to find a market niche that is suitable for hotels with an NR value (geometric mean value) of 0.586448 and an R value equal to 3 (three), next is a strategy to collaborate with tourist travel aggregators with an NR value (geometric mean value) of 0.574220 and a value of R equals 4, next is an active strategy on Social Media with an NR value (geometric mean value) of 0.264773 and an R value equal to 5, then a strategy of offering unique experiences to potential guests with an NR value (geometric mean value) of 0.150107 and an R value equals 6, then the strategy uses the power of email marketing with an NR value (geometric mean value) of 0.143601 and an R value equal to 7, next is a Retarget strategy with an NR value (geometric mean value) of 0.058511 and an R value equal to 8, next a strategy for asking for advice with an NR value (geometric mean value) of 0.000000 and an R value equal to 9, and finally a strategy for creating a blog with an NR value (geometric mean value) of 0.000000 and an R value equal to 10.

Meanwhile, to see the level of conformity between informants and the two groups, it can be seen from the Kendall's Concordance value. The Kendall's Concordance value for the expert group and the practitioner group is 2.00 above the informant suitability standard, namely 1.00, meaning that the level of conformity between the informant and the expert group is very strong in relation to marketing strategies in increasing sharia hotel occupancy. This can also be seen in the following picture:

Based on the results of data processing, problem priorities were obtained according to the opinions of all respondents as seen in the image below:

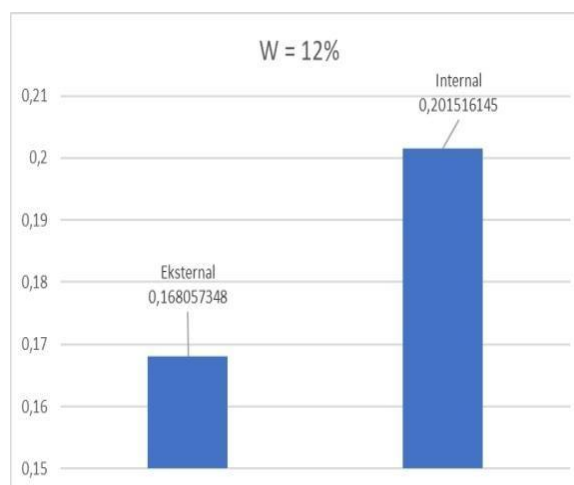


Figure 3. Synthesis Results of Problem Priorities Based on Average Values

The image above is based on the opinion of a combination of Islamic Economic Experts explaining that the most priority problem in the Palace IV Syariah Hotel Business

Development Strategy in Sibuhuan City is Internal Problems with a percentage value of 20%, and then there are External problems with a percentage of 17%. The results obtained from the rater agreement of all respondents with a percentage value of 12%. This means that the level of agreement of respondents regarding the priority order of problems in the form of internal and external problems is 12%.

DISCUSSION

Problem Prioritization

Based on the ANP results on the problem aspect, the expert group's view states that the priority problem is an internal problem where the problem gets an NR (geometric mean value) of 0.204100 with an R (rank) value of 1, and is then accompanied by external problems which get an NR value. (geometric mean value) is 0.144723 with an R value of 2. Meanwhile, from the level of conformity between informants and expert and practitioner groups, the one with the highest ranking is the expert group with a Kendall's Concordance value of 0.45

For this reason, sharia hotel actors or practitioners must focus more on the internal problems that exist within sharia hotels because sharia hotels are an accommodation service that operates and adheres to the principles and demands of Islamic teachings. These internal problems can be in the form of inadequate hotel facilities, guest service problems, marketing problems, food and drink serving problems, decoration and ornamentation problems, operational problems (Hana, 2018).

This is also in line with research conducted by (Muharram and Astuty, 2019) which states that the majority of hotels classify themselves as halal-friendly hotels by providing information in the form of Islamic identity, disclosure regarding the facilities provided by the sharia hotel, serving food and drinks. halal, alcohol-free policy, etc.

Next are the ANP calculation results, based on a group of experts on aspects of internal problems that are a priority for internal problems, namely HR (Human Resources) problems with an NR (geometric mean value) of 0.586448 with an R value of 1. This is followed by sharia hotel management problems with The NR value (geometric mean value) is 0.257777 with an R value of 2. Then there is the problem of knowledge of sharia concepts with an NR value (geometric mean value) of 0.143601 with an R value of 3 and finally the problem of sharia hotel facilities with an NR value (geometric mean value) of 0.058511 with an R value of 4.

Human Resources (HR) problems are a priority problem for internal problems because placing HR must be in accordance with the field of work and the competencies or soft skills they have because good HR management can improve service delivery to consumers (Hana, 2018). In human resource management there are also several things related to improving quality, including ethics, knowledge and competence (skills).

Apart from HR problems, there are also sharia hotel management problems. In (Hana, 2018) states that the operational part of sharia hotels must include: policies, personnel management, finance, structure, services and facilities. Apart from the problem of sharia hotel management, there is also the problem of knowledge of sharia concepts. One interesting offer to improve the moral quality and noble character of Indonesian society

is the maqashid sharia values which are practiced in sharia hotels in order to benefit society and prevent immoral acts Sabri (2010) in (Sholeh and Kurniasih. 2021).

Furthermore, there is also the issue of sharia hotel facilities. Where this is in accordance with the word of Allah SWT in QS. Al-Jasiah 18:

لَمْ جَعَلْنَاكَ عَلَىٰ شَرِيعَةٍ ۖ اِمِّنْ الْمَرْفَاتُهَا وَلُ تَتَّبِعْ اَهْوَاءَ النَّيِّنِ لُ يَعْلَمُونَ

Which means: Then, We made you (Prophet Muhammad) follow the Shari'a of that (religious) matter. So, follow it (the Shari'a) and do not follow the desires of those who do not know.

Solution Priority

Based on the ANP results on the synthesis of internal and external solutions, the expert group is of the view that there are no internal or external solutions that are a priority in the sharia hotel business development strategy in North Sumatra Province.

This is not very relevant to the level of conformity between the informant and the two groups regarding internal and external solutions where the Kendall's Concordance value obtained is 0.00, which means there is no conformity between the informant and the expert group regarding internal and external solutions in sharia hotel business development strategies. in North Sumatra Province.

Furthermore, from the ANP calculation results, the expert group believes that the priority in internal solutions is HR solutions, where HR solutions obtain an NR (geometric mean value) of 0.616815 with an R value of 1, followed by sharia hotel management solutions with an NR (value geometric mean) obtained is 0.264773 with an R value of 2, next is the solution for knowledge of sharia concepts with an NR value (geometric mean value) obtained at 0.118119 with an R value of 3, next is the solution for sharia hotel facilities with the value (geometric mean value) obtained amounting to 0.049602 with an R value of 4.

The four aspects of internal solutions that are prioritized first are HR solutions, researchers consider that Human Resource Solutions have a very important role in running an organization, where if Human Resources in an organization can be controlled and managed in accordance with agreed provisions, then in running the organization will be easier and more organized. Just like if human resources are not organized, how can an organization run well. In accordance with the standards and criteria for sharia hotels which include the operational part of sharia hotels, there is a personnel management section which states that human resource management is also related to improving quality, which includes 3 (three) things, namely ethics, knowledge and competence (Hana., 2018).

Apart from that, it was also reported on the Ciputra University Website, where on the website an opinion about Human Resource Management was expressed, including the following: Human Resource Management is the ability to manage or administer human resources related to the world of hospitality, enabling students to invest in available human resources. in tasks, according to their work skills and interests. For example, it is impossible to place talent in the food department of the cleaning industry unless it is

supported by talent or expertise. This is because good HR management can improve service delivery to consumers. Likewise, in developing tourism it is necessary to pay attention to factors that can influence the success of tourism, one of which is the Human Resources Aspect (Kemenparekraf, 2019).

Meanwhile, sharia hotel management solutions are very important to improve in accordance with hotel management provisions quoted from the Ciputra University website which states that there are 8 elements that need to be considered in managing a hotel, including Human Resource Management, Financial Management, Communication or Public Relations, Sanitation and K3, Foreign Language Program, Laundry Program, Management Training, and finally Food and Beverage Management.

In carrying out activities or hospitality activities, especially sharia hotels, sharia hotel management must base all forms of activities in accordance with the provisions of the Al-Qur'an and Hadith, such as the Qur'an Al-Ankabut verse 20 which contains the meaning of Although there is a lot of evidence of Allah's power and the inevitability of the last day that was put forward, Allah commanded the prophet Muhammad, say O apostle, to those who deny the resurrection after death, 'walk on the face of the earth wherever your feet walk, then watch immediately how Allah begins the creation of various creatures, Then Allah brings about the final event by resurrecting humans after death in the afterlife. Indeed, Allah is omnipotent over everything He wills. 21. He punishes very justly whom He wishes for all the sins he commits during life, and gives mercy to whom He wishes, namely those who repent and do good deeds, and only to Him after death will you be returned for reckoning and retaliation (Concise Interpretation of the Ministry of Religion of the Republic of Indonesia).

Strategy Priority

Based on the ANP results on the Geometric Mean and Rater Agreement Results from Expert Perspective, the strategy that is a priority in the sharia hotel business development strategy in North Sumatra Province is the strategy of not carrying out price wars with a geometric mean value of 0.779314 and a W (rater agreement) value of 0.77 (77 %), next is the strategy to find a market niche that suits the hotel with a geometric mean value of 0.608703 and a W (rate agreement) value of 0.68 (68%), then a strategy to provide services to guests with a geometric mean value of 0.601632 and a W (rater agreement) value) of 0.67 (67%), then the strategy of offering a unique experience to potential guests with a geometric mean value of 0.575053 and a W (rater agreement) value of 0.65 (65%), then a strategy of collaborating with travel aggregators with a geometric mean value of 0.574220 and a W (rater agreement) value of 0.63 (63%), then an active strategy on social media with a geometric mean value of 0.261275 and a W (rater agreement) value of 0.43 (43%), then a strategy to use the power of email marketing with a geometric mean value of 0.146854 and a W (rater agreement) value of 0.35 (35%), then a retarget strategy with a geometric mean value of 0.101056 and a W (rater agreement) value of 0.25 (25%), then a strategy of asking for advice with a geometric mean value of 0.000000 and The W (rater agreement) value is 0.00 (0%), and finally the strategy for creating a blog with a geometric mean value of 0.000000 and a W (rater agreement) value of 0.00 (0%).

4. Conclusion

The most priority solution based on the expert's perspective is that there is no solution, namely the most priority is either an internal solution or an external solution because according to the expert the solution implemented is not yet relevant to the sharia hotel business development strategy in North Sumatra Province. Based on the ANP results and opinions from both groups, both sharia hotel experts and practitioners, stated that the most priority strategy is the strategy of not carrying out price wars, followed by the strategy of finding a market niche that suits the hotel, next is the strategy of providing services to guests, next is the strategy of offering experiences unique to potential guests, next is a strategy for collaborating with travel aggregators, next is an active strategy on social media, next is a strategy to use the power of email marketing, next is a retargeting strategy, next is a strategy for asking for advice and finally a strategy for creating a sharia hotel blog.

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