



Strategic Management System Framework in Shariah Compliant Hotel in Malaysia

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ABSTRACT

The tourism industry based on the Islamic approach is increasingly accepted by the tourists. The aim of this paper is to present how to develop a Strategic Management System (SMS) in Shariah Compliant hotel organizations in Malaysia that can be used by the hospitality businesses in identifying strategic management system for their businesses. The article is based on the research carried out in Malaysia's hotels with implemented and running the concept of Shariah Compliant in their organization. During the development process of SMS, two (2) main strategy information need to be identified, which is Internal environment and External environment. Strategic and strategy objectives will be produced based on internal and external environment for four (4) main area in business perspectives, which are account and finance area, customer area, internal business process area and learning and growth area in organization. The review of all four areas will be showing the criteria and relationships between all system. Suggested framework will be used by managers of tourism and hospitality businesses in their efforts of building strategic, operation, and performance management systems that work in congruence.

Key words: Strategic Management System, Shariah Compliant Hotel, Strategic Information, Performance Indicator, Balanced Scorecard.

1. INTRODUCTION

Tourism industry in Malaysia has become the top two (2) largest economic income to the country. Malaysia's income increased from RM10.2 million in 2000 to RM24.5 million in 2010 [1]. In 2010, the number of tourists from middle East countries increased about 17% or 147646 tourists as compared to 2009 that contributes to the economic growth [2]. According to records from the Islamic Tourism Center (ITC), 5,384,008 Muslim tourists visited Malaysia for holiday purpose [3]. This is a good indication that Shariah Compliant Hospitality would be a good idea to boost tourism in Malaysia. Encouraging signs for the future of the Shariah

Compliance hotel sector remain uncertain, due to growing competition of challenges from several aspects including strategic management itself, which can be main factor and reason why Shariah Compliance Hotel organization need to improve their strategic management. Changes in the hotel industry from conventional concept to Shariah Compliance concept are leading to new and greater reliance on strategic measurement. Poor strategic management can affect competitiveness and financial performance. Strategic management has been a very critical and important management issues for companies to gain competitive advantages [4]. Existing performance measurement systems of hotels often fail to adopt a holistic approach, and instead focus exclusively on financial reporting and control. However, to date there has been a paucity of academic research to assess the appropriateness of existing hotel performance measure systems in use. Shariah Compliance is becoming one of the latest products in tourism industry. It not only focuses for Muslim travelers but is also applicable for non-Muslim travelers. The global Shariah Compliant industry is one of the fastest growing sectors in the world, which is fueled by increasing number of Muslim travelers. Thus, a requirement for Shariah Compliance Hotel association to develop this niche tourism product in order to cater this dynamic and emerging market [5] [6]. However, its implementation requires careful attention International Journal of Advanced Trends in Computer Science & Engineering and strategic management and adherence to industry requirements. The main purpose of this paper is to review and propose new strategic Management Framework for Shariah Compliance Hotel in Malaysia (SMFSCCH). The proposed framework that will be used by hotel management to manage and implement the best strategic management to conduct the new concept on Shariah compliance requirement. Reviewing previous studies in the development and validation of strategic management for a related field have demonstrated various examples of framework used to enhance and empower the related area such as 'A multidimensional contingency model of hotel performance framework' proposed by Philips (1999) [7]. The study will be the basis in the process of determining the appropriate strategy management system to address the problem of strategy failure in determining the level of Shariah-compliant implementation. This process is

expanded by obtaining information from multiple research studies in validating the use of strategic management concept as implemented in various industries for a better understanding and detailed information. The process involved in this development includes strategic information identification. The process includes both internal and external environment. Based on the information, the analysis process is required to be implemented to produce strategies and objectives of the hotel management. This paper presents the strategic management system framework for Shariah Compliant Hotel in Malaysia. By using this framework, it will facilitate and benefit to the hospitality industry based on Islamic characteristics in strategic management perspective. Thus, hoping in the future, the Islamic based strategic management system is on par as the strategic management system of conventional based hotel. Beside that it will help the Shariah Compliant Hotel's manager to achieve better performance and a competitive advantage for their organization.

2. LITERATURE REVIEW

2.1 Strategic Management System (SMS)

The word, 'strategy', derived from the Greek word "stratēgos", is about plan of action devised to attain one or more organizational goals. It also considered as a plan to achieve 'coherence' between the organization's both internal and the external environment [8]. According to [9], strategy considers planning and strongly emphasizes the importance of fitting the internal and external environment of the company. Depending upon different strategic viewpoints in the strategic management field, there are various understandings of what strategy means. Strategy is perceived as a complex, dynamic, and learning process, where companies can make mistakes and learn from them. Strategy is also seen as a stretch where company's resources and abilities are allocated to specific areas and these resources are forced to match the necessary requirements. To achieve better performance and competitive advantage for the organization, managers will identify and describe strategies that can be implemented using the strategic management approach. The success of strategic management as a field stems from an underlying consensus that allows it to draw multiple perspective while retaining its coherent characteristics [10]. Based on the study by [11], the aim of strategy is to look-forward and may involve looking 'beyond' in a futuristic context where the detailed information strategy is required to examine external and internal environment for the industry. Meanwhile, [12] states in the study that external environment analysis consists of both macro and micro environment, where macro environment contains a range of influences on the whole industry and micro environment comprises of the industry in which the organization competes. Both environments must be scanned to determine development and forecasts of factors that will influence organizational success. In obtaining the strategic objectives and goals of organization, both environments must be analyzed before functional strategies are defined [13]. The formulation of the firm's strategies was dependent on the

effectiveness of the environmental scanning process and the subsequent analysis of the factors in the macro- and micro-environments of the firm [14]. In order to achieve the excellent strategic management system, any organization including tourism and hospitality industry should develop and evaluate its external environment and internal environment properly. It is an important information that is used to provide the basis for its strategic objectives, goals, and the strategies as well. The conclusion derived indicate that strategic management is an ongoing process that analyses and manages the market in which a company is involved; evaluates its competitors and sets goals and strategies to meet all existing and potential competitors; and reassess strategies on a regular basis to determine how they have been implemented and whether they have been successful, or does it need replacement. Strategic management is about defining and explaining the strategies managers should adopt in order to achieve better performance and a competitive advantage for their organization. An organization is said to have competitive advantage if profitability of the organization within the industry is higher than the average profitability. Rapid innovation, emerging technologies and customer expectations are pushing companies to think and make decisions strategically to remain effective and successful.

2.2 Shariah Compliant Hotel Industry

Shariah compliant tourism is a new approach in the tourism industry, hence, there is still a lack of clearly defined criteria to be followed for Shariah compliant hotel. Based on an information by the Ministry of Tourism and Culture Malaysia, under the Licensing Division of the Ministry of Tourism and Culture Strategic Management System Framework for Shariah Compliant Hotel (Hazlin Fardila) Malaysia, a total of 2091 hotels are registered. According to the Malaysian Islamic Tourism Center (ITC), there are approximately 285 Shariah-compliant hotels in Malaysia. These include both fully shariah compliant and partly shariah complaint, however, the number recorded is still considered less. There are mostly three- or four-star hotels in Malaysia that incorporate services and implement shariah compliant facilities for both Muslim and non-Muslim customers and issued with a halal certificate by the Department of Islamic Development Malaysia (JAKIM) specifically for the hotel's kitchen [15]. Hotel operators franchised by franchisors based in the United States of America, Singapore, or United Kingdom, do not have any opportunity or chance to run the business according to Halal and Islamic compliances. Most of Malaysia's four and five-star hotels are not owned by local operators but owned by foreign operators [16]. However, although Malaysia is considered as an Islamic country, a specific Shariah Compliant Act for the recognition of Shariah Compliant Hotel certificated has yet to be adopted in the Shariah Compliant certification. However, agencies such as JAKIM, Islamic Tourism Centre, Department of Standards Malaysia (DSM) and several agencies have collaborated to introduce the Shariah Compliant Act to the hotel industry [17]. Muslim travelers are very concerned with the food and

its preparation as they need to follow the Islamic dietary law in order to become a good Muslim. Besides that, they also expect Shariah compliant hotels will have prayer room for men and women, separate pool, Halal menu, specific facilities for women and good environment for women [18]. The concept of the Shariah-Compliant Manager (SCM) is implemented to control all operations involving Shariah compliant standards. Each department of the hotel must have SCM's approval to carry out all activities to ensure that no non-halal activities are operated in a shariah-compliant hotel. Based on the study by [19], implementation of daily activities comprises all levels including financial management that incorporate Islamic banking system, staff management in terms of uniforms is in accordance to Syariah, procedures and activities as well as the building's architecture has Islamic features. Basic requirements such as surau, Al-Quran, prayer mats, ablution facilities, Qibla directions, Quran guidance classes and Qiamulai for employees and customers are provided and adhered. With the increasing of Muslim travelers, and the awareness, knowledge and desire among Muslim guests for Shariah compliant hotel in Malaysia, hotel management has the possibility of further enhancing its capacity to offer better services in line with the need of this target consumers. The hotel does not only act as a service provider, the whole business process must include strategic management and performance management, which follow all the Shariah compliant standard and requirement. In their day-to-day management of the transition economy, Shariah compliant hotel organizations must adhere to the importance of Strategic Management to create an effective competitive method of survival in a globalized world, as the hotels exist in an environment where industry stakeholders are demanding more from every organization. In search of solutions, they should use strategic management system that meets the requirements to identify the best internal and external environment. Strategic management system has become a very important tool in preparing a business strategy and assists the Shariah compliant hotels to determine their position in the demanding tourism market nowadays. Moreover, competitors from the conventional industry must also be considered. Similar to most businesses today, hospitality organizations are being required to do more. Human resource personnel and other leaders must focus on increasing the performance and productivity of every employee from catering servers, bartenders and other front-line personnel to remain competitive.

2. RESULT

3.

3.1 A Propose New SMS Framework for Shariah Compliant Hotel industry.

The new SMS framework for Shariah compliant hotel industry is deduced based on Strategic Performance Management framework [20] together with some of the strategy information issues regarding internal and external

environment by [21] and [22]. Figure 1 presents the framework for Shariah compliant hotel industry. In general, this framework is divided into five (5) main parts, which are strategic information, SWOT analysis, Strategic Alternative, Balance Scorecard, and output. The purpose of Strategy Implementation can be referring as an execution of the plans and strategies, to the long-term goals of the organization. It converts the opted strategy into the moves and actions of the organization to achieve the objectives. It can be concluded that, strategy implementation is one of the techniques through which the organization develops, utilizes and integrates its structure, culture, resources, people and control system to follow the strategies to have the edge over other competitors in the market. In order to ensure the effectiveness of its implementation, management must ensure that each section and level is implemented properly. All section and level will be described in-detail below.

3.2 Strategic Information

The data of internal and external environment (strategic information) of Shariah compliant hotel were obtained from issues proposed from the current situation that occur in developing Shariah compliant hotel industry. According to [23] the internal environment for organization comprises factors within the company which impact the success and approach of operations, but the external environment, the company has control over these factors. To manage both environments, it is important to organization to recognize potential opportunities and threats outside company operations [24]. The implementation of internal and external environment in strategy information development will be a factors and interrelations help to better corporate strategy formulation [25]. Manager and Strategic Executive should be active in addressing the external and internal environment to meet environmental challenges. Table 1 below show the strategic information for both internal and external environment in Shariah Compliant Hotel industry. It covers all parts in organization.

Table 1: Strategic Information for Shariah Compliant Hotel

Internal Environment	External Environment
<ul style="list-style-type: none"> • Hotel cash flow includes <i>Zakat</i> and alms - MS1900 • Hotel profitability after zakat • The role of hotel room in hotel profitability – Shariah compliant requirement • The role of F&B asset in hotel profitability – Halal food service • The role of Meeting Incentive, Convention & Exhibition (MICE) asset in hotel profitability - Shariah compliant requirement • Empowerment of F&B & MICE asset • Development of hotel facilities – shariah compliant requirement • Hotel service – Shariah compliant requirement • The quick response and hotel service hour - • Procurement creativity of events, such as: Ramadan / Syawal • Technology of the hotel – online reservation etc. • Human resource professionalism in hotel – Shariah compliant requirement (SC executive) / training for staff • Organizational climate of hotel • Hotel location – Prime or favourable location / easily accessible 	<ul style="list-style-type: none"> • Islamic Investor's role toward the hotel • Islamic Banking's role toward the hotel • Government's role toward the hotel <ul style="list-style-type: none"> ○ JAKIM ○ SIRIM ○ HOTEL Association ○ Islamic Tourism Centre (ITC) ○ Department of Standard • The influence of the tariff war between the hotel • Malaysia tourism (Muslim Tourism - ITC) • The arrival of the customer (tourist) – local or international • The development of tourism in Malaysia • The development of Halal tourism in Malaysia • The present of a Muslim Apartment or condominium (SC Self Claim Hospitality) • High demand of varying cuisines/lifestyles.

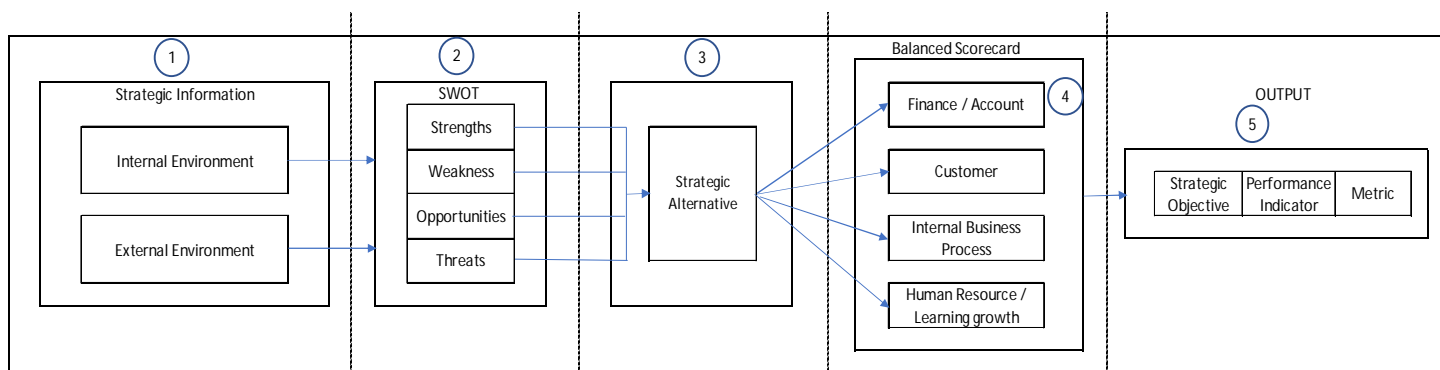


Figure 1: Strategic Management System for Shariah Compliant Hotel (SMSSCH)

3.3 SWOT Analysis

SWOT analysis is one of many tools that can be used in an organization’s strategic planning process. Among the most important tools to facilitate such understanding is the SWOT analysis [26],[27],[28] and [29]. Based on a study by [30] SWOT analysis helps organizations to gain a better insight of their internal and external business environment when making strategic plans and decisions by analyzing and positioning an organization’s resources and environment in four regions:

Strengths, Weaknesses, Opportunities and Threats. Information from strategic information (internal and external environment) are divided into suitable parts in the region area in the SWOT analysis table. Table 2 below show the SWOT analysis for Shariah Compliant Hotel Industry.

Table 2: SWOT Analysis for Shariah Compliant Hotel

INTERNAL EXTERNAL	STRENGTH (S)	WEAKNESS (W)
	1. The role of hotel room in hotel profitability – Shariah Compliant requirement.	1. The role of F&B asset in hotel profitability – Halal food service.
	2. Hotel profitability after zakat.	2. The role of Meeting Incentive, Convention & Exhibition (MICE) asset in hotel profitability - Shariah Compliance requirement.
	3. Human resource professionalism in hotel – Shariah compliant requirement (SC executive) / training for staff .	3. Empowerment of FB & MICE asset.
	4. Organizational climate of hotel.	4. Development of hotel facilities – Shariah Compliant requirement.
	5. Hotel service – Shariah compliant requirement.	5. Hotel cash flow include zakat and sedekah - MS1900.
	6. The quick response and hotel service hour.	
	7. Procurement creativity of events, such as: Ramadan / Syawal.	
8. Developing technologies owned by hotel.		
OPPORTUNITIES (O)	STRATEGIC ALTERNATIVES	
1. Malaysia tourism (Islamic Tourism - ITC)	1. Improving the number and quality of hotel rooms based on standard of SC requirement.	1. Improving asset quality of hotel FB
2. The development of tourism in Malaysia	2. Increasing the quality of hotel services including staff ethic and service provider	2. Improving asset quality of hotel MICE
3. The arrival of customers (tourists) – local or international.	3. Improving the professionalism of hotel human resources by provided the best support for staff training in SC area.	3. Increasing the promotion of FB & MICE asset of the hotel
4. Government’s role toward the hotel <i>JAKIM, SIRIM, HOTEL Association, Islamic Tourism Center (ITC), Department of Standard</i>	4. Enhancing procurement creativity of events	4. Developing hotel facilities
5. Islamic Investor’s role toward the hotel	5. Developing technologies owned by hotels	5. Improving cash flow management systems of the hotel
6. Islamic Banking’s role toward the hotel.	6. Increasing hotel promotion	
THREATS (T)	STRATEGIC ALTERNATIVES	
1. The influence of the tariff war between the hotel	1. Establishing cooperation and communication between the hotels	1. Developing assets variations and other services of the hotel
2. The presence of an apartment or condominium (SC self-claim hospitality)	2. Strengthening the characteristics of the hotel	

3.4 Balanced Scorecard

The Balanced Scorecard (BSC) has become a popular concept for performance measurement. It focuses on the management's performance measures, and bridges different functional areas as the BSC includes both financial and non-financial measures. According to [31], the BSC is one the measurement set for getting a quick and whole view of a business based on the financial aspects that contains the finished programs. This SMSSCH framework follows the statement mentioned by [32] whereby the objectives and measures of the BSC are derived from four perspectives, namely, financial, customer, internal business process, and learning and growth. All the perspectives will be briefly described as:

- I) Financial perspective - timely and accurate financial data continues to be essential.
- II) Customer perspective - how an organization is perceived by its customers.
- III) Internal perspective - issues in which an organization must excel through business process improvements.
- IV) Innovation, learning and growth perspective - supported by knowledge management activities and initiatives, areas in which an organization must improve and add value to its products, services, or operations.

Table 3 below show the Balanced Scorecard Table that developed for Shariah Compliant Hotel Industry.

Table 3: Balanced Scorecard for Shariah Compliant Hotel Industry

Perspective [26]	Strategy	Strategic Objective	Key Performance Indicator
Account / Finance Financial objectives typically relate to profitability.	Improving the number and quality of hotel rooms based on standard of SC requirement.	To increase the profit for hotel income	- Revenue percentage of hotel - Profit percentage of hotel
	Create the seasonal hotel promotion (Ramadhan / Syawal promotion)	To increase the number of hotel guests arriving in the hotel	Percentage of hotel guest arrivals (customer)
	Increasing the promotion of Halal FB & SC MICE asset of the hotel.	To increase number of guests arriving in hotel FB & MICE	- Percentage of customer arrival of hotel FB - Percentage of customer arrival of hotel MICE
	Establishing cooperation and communication between the Shariah Compliance Group of hotels in Malaysia.	To stabilize sales price of hotel rooms	Percentage of hotel room sales stability of sales price of hotel rooms.
	Managing cash flow management systems of hotel follow the SC requirement	To improve cash flow management system of hotel	Cash flow of the hotel.
Customer Customer satisfaction customer retention, new customer acquisition, customer profitability, and market and account share in targeted segments.	Strengthening the SC characteristic of hotel where required to follow the SC standard and requirement.	To strengthen the brand image of the SC hotel to a higher level.	- Market share of SC hotel guest - Amount of new SC hotel guest - Amount of new hotel halal FB customer - Market share of SC hotel MICE customer - Amount of new SC hotel MICE customer
	Developing hotel facilities based on SC requirements	To increase hotel guest's satisfaction toward hotel facilities	Satisfaction level of guest on hotel facilities
	Increasing the quality of SC hotel services including staff ethic and service provider follow the SC standard.	To increase hotel guest's satisfaction toward hotel services that follow SC standard	- Satisfaction level of guest on SC hotel service - Frequency of hotel guest complaint - Excellent service of hotel guest - High number of loyal(repeat) of hotel guest
	Improving asset quality of hotel FB based on SC standard.	To increase customer satisfaction of FB hotel	- Satisfaction level of hotel F&B customer - Frequency of hotel F&B customer's complaint - Service time of hotel F&B customer - Loyalty level of hotel F&B customer
	Improving asset quality of hotel MICE based on SC standard.	To increase customer satisfaction of MICE hotel	- Satisfaction level of hotel MICE customer - Frequency of hotel MICE customer's complaint - Service time of hotel MICE customer
Internal Business Process Enable the business to deliver the value proposition and satisfy shareholder expectations of excellent financial returns	Developing assets variations and other services based on SC of the hotel	To improve services asset variation of hotel	- Amount of new service asset of hotel - Level of hotel facilities development
	Enhancing procurement creativity of events	To increase creativity procurement events	Amount of hotel procurement event
	Developing technologies owned by hotels	To develop hotel new technology	Level of hotel technological development
Learning & Growth Identifies the infrastructure that the organization must build to create long-term improvement.	Improving the professionalism of hotel's human resources by providing the best support for staff training in SC area.	To increase professionalism of hotel human resources	- The absence of hotel's human resources on working - Frequency of human resource fault on working - Frequency of work accident - Amount of hotel human resource with good performance - Frequency of training on hotel human resources - Amount of human resources with an increasing performance after training - Frequency of fault of human resources - Satisfaction level of human resources

4. DISCUSSION

Strategic management system is becoming complicated, and its focus has shifted from strategic to growth in the current business environment. This paper adopts the pragmatic standpoint, that is, despite the complexities and ambiguity in the decision-making regarding strategic management, strategy information (internal and external environment), analysis on the use of identification on four main elements (strength, weakness, opportunities and threats), and to produce the strategic objectives beside taking into account the key performance indicator (KPI) and metric for each strategic objective. Strategic management system is widely used in contemporary organizations. Based on the literature review, the best method and concept to develop the framework for strategic management for Shariah compliance hotel is identified. The literature review will generate a list of Shariah compliance characteristics for Shariah compliant hotel. The characteristics of the Shariah compliance will be based on the standard that provided by Department Standard Malaysia (DSM). The standard is MS 1900:2014 (Shariah-based quality management systems-Requirements with guidance-First revision), MS 2446:2012 (Accommodation premise - Classification - Criteria and requirements for hotels) and MS 2610:2015 (Muslim Friendly hospitality services-Requirement). From that standard, all characteristics will be categorized based on main group. A pilot study will be conducted over current implemented Islamic or shariah compliance hotel through given set of questionnaires to obtain the information and detail experience from the organization's committee members, staff, customers, and relevant authorities. Based on the study by previous researches, the data of internal and external information (strategic information) of Shariah compliance hotel were obtained from current process and running operation of business implemented by Shariah compliance hotel industry. The information needs to be identified based on the overall business process. It includes from the operation daily cost, cash flow until the location of the hotel. According to [12], external environment analysis is divided into macro and micro environment, where macro environment contains a range of influences on the whole industry and micro environment comprises the industry in which the organization competes. Both internal and external environment are scanned to determine development and forecast factors that will influence organizational success. The second (2) step for framework development is a SWOT analysis where it stands for strength, weakness, opportunity, and threat. It is a kind of hotel strategic management development which derived from a long-term planning in creating effective operational activities based on SWOT [33]. In addition, SWOT analysis is also conducted to view at the organization's external and internal environment for several purposes [34], which include:

- i) Choosing vision, mission, goals and objectives.
- ii) Developing better business strategies such as determining organizational value.
- iii) Defining priorities for operational changes.
- iv) Improving organizational performance.

According to [35], with a clearer understanding of the SWOT analysis, the less likely an unworthy chance to be pursued. The results obtained after completing the analysis are strategic alternatives. The balanced scorecard will be used to associate the organization's long-term strategies to short-term or current actions. The KPI will also be the result of this part. Key Performance Indicators (KPI) is a set of measurements that focuses in every critical performance aspect for the success of a company in present and future [36]. According to [37] for tourist, simplistic statistics like stars rating are not enough to make their decisions of choosing their hospitality. Likewise, the management should more interested in reviews to keep their costumers satisfied and to evaluate their products regarding the new needs and trends. By the implementing of Strategic Management framework in the strategy management process, it will help the organization to keep on the better performance in order to achieve their goal and objective.

5. CONCLUSION

This paper proposed new framework for Strategic Management System for Shariah Compliant Hotel (SMSSCH). Through this new proposed framework, the efficiency models in managing and handling the strategies according to the standards for shariah compliant hotel industry in Malaysia are developed. It will be used by hotel managers to organize the overall operation based on four main areas, which are account, customer, internal business process, and learning and growth. Reviewing previous studies in the development and validation of strategic management framework for a related field demonstrated the various example of processes or models used to enhance and empower the related areas. It will be guided in the process of determining the appropriate framework to overcome the inability of strategic management in determining the level of shariah-compliant implementation. Through the development of this SMSSCH Strategic Management System Framework for Shariah Compliant Hotel framework, the difficulty in determining the Shariah compliant hotel strategic, objectives, and key performance indicators can be overcome and analyzed. This is perceived as the appropriate period for Shariah compliant hotel management to administer their organization with proper strategic management based on the proposed framework. This framework can be used throughout the world, which recognizes the shariah compliant standards. The success and effectiveness of the proposed strategic management framework will facilitate and benefit the hospitality industry based on Islamic characteristics. Thus, hoping in the future, the Islamic based strategic management system is on par as the strategic management system of conventional based hotel.

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