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**STRATEGIC PLANNING OF CONTAINER VILLAGES FOR THE RENTAL COMPANY IN INDONESIA****Hasan Al Mufarrid Drihim, Tanti Yanuar Rahmad, Rhian Indradewa, Muhammad Dhafi Iskandar**

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With industrial development and population growth in Indonesia, the demand for residential facilities such as container villages is increasing. Container village is a housing concept that uses used containers as residential units. This research aims to identify appropriate strategies for container rental companies in Indonesia to develop and utilize container villages. This research uses qualitative research methods. The data collection technique was carried out with a literature review. The data that has been collected is then analyzed through the stages of data reduction, data presentation and conclusion drawing. The results showed that in the formulation situation for strategic planning, the first step that must be done is to make the company's vision and mission first. We have done this in chapter 1 (one). The second step is to determine the objectives. For the purpose of researchers dividing into 3 (three) parts, namely short-term goals, medium-term goals and long-term goals. In the strategic planning process of PT Nahe Unggul Lestari starting from gather inputs, SWOT Analysis, Review Inputs, Strategic Matrix, Define Strategies and Final Reviews.

**Keywords:** *Strategic Planning, Container Village, Rental Company*

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**INTRODUCTION**

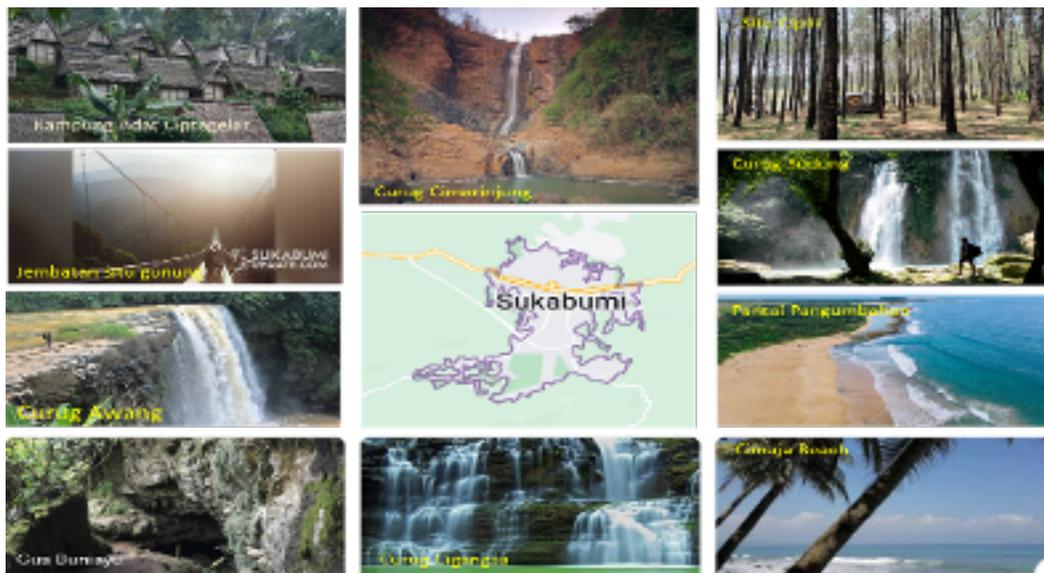
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The natural beauty and tourism of Indonesia has indeed been recognized by the world (Antara & Sumarniasih, 2017). Initially, tourist information could only be disseminated by the public by direct word of mouth (Rumondang et al., 2020). Along with the times and technology, information in society as it is today information is not just a delivery of messages to others but more of an invitation (Salmon, 2013). Persuasion seems to be an inseparable part of human life.

This condition explains that people's lives are currently flooded with persuasion messages and these messages relatively affect all aspects of life, such as in social, political, and economic life (Yanti, 2022). The tourism sector is also affected by advances in information technology which not only disseminate messages, but also invitations. This condition makes many local and

international tourists come and visit Indonesian tourist attractions because of the delivery of information about the natural beauty of Indonesia. Conditions that attract local and international tourists visiting Indonesia because the natural environment of the archipelago is still the core of Indonesia's tourism attraction (Koerner et al., 2023).

Based on data from the Tourism Office of Sukabumi Regency when viewed from the number of tourist visits, every year the tendency has increased, especially domestic tourists (Saputra et al., 2023). In 2018, the flow of domestic tourist visits to tourist attractions increased by 6.93% compared to the previous year (Kadarisman, 2021). Meanwhile, foreign tourist arrivals in 2018 increased by 51.26%. The tourist destinations of Sukabumi are as follows:



**Figure 1. Sukabumi Tourist Destinations**

Based on the article in Kompas.com there are 4 things that become a travel trend among millennial young people, including looking for an instagramable place, looking for an atmosphere that is still quiet and not visited by many tourists, traveling with small groups of people or with family and prefer to travel than shopping. By referring to these 4 things, the Sukabumi mountain area can be an attractive choice. Sukabumi has a geographical location that is quite close to the capital (Fauzi, 2019). Coupled with the Bocimi toll road development program, the Sukabumi area will be easier to access. Along with the needs of people who travel far and need lodging or homestay. In addition, the needs of companies that need a meeting place for their work needs in Sukabumi began to increase.

According to trenasia.com, the Bogor-Ciawi - Sukabumi (Bocimi) Toll Road is one of the national strategy projects (PSN) with a road length of 54 kilometers (km). It consists of four sections, namely section I Ciawi - Cigombong along 15.35 km, section II Cigombong - Cibadak 11.98 km, section III Cibadak - West Sukabumi 13.7 km, and section IV West Sukabumi - East

Sukabumi 13.05 km. With so many tourist destinations in Sukabumi, the tourism sector is growing every year. Based on data from the Parbudpora Office of Sukabumi Regency, the total number of tourists in Sukabumi in 2014 reached a total of 2,917,660 tourists with an average increase of 7% per year. The number of tourists is likely to increase along with the completion of the progress of the Bocimi phase 2 toll road which is planned to be completed in 2023.

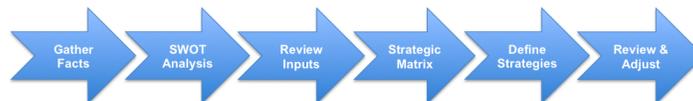
PT Nahe Unggul Lestari launched "*V-CONT Village*" a container villa, which is a villa from containers as a residential unit. This villa provides a memorable vacation experience, can be enjoyed by the community with a rental system at affordable and economical prices for family vacations or other events. The use of online-based application platforms makes it easy for potential customers to find information and make transactions. *V-CONT Village* is located in Sukabumi adjacent to the Bocimi toll road access which is under construction. The location is also close to Mount Gede Pangrango tourism. With a strategic location and close to urban areas, it is hoped that *V-CONT Village* can be a solution for consumers who need tourist sites that are close to urban areas and have easy access. This research aims to identify the right strategy for container rental companies in Indonesia to develop and utilize container villages. This study used qualitative research methods.

## METHOD

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This study used qualitative research methods. Qualitative methods are research methods used to examine natural object conditions, where researchers are the key instrument, data collection techniques are carried out triangulated (combined), data analysis is inductive / qualitative, and qualitative research results emphasize meaning rather than generalization (Sugiyono, 2013). The data collection technique was done by reviewing literature sourced from Google Scholar. Analysis is carried out by analysis of external and internal factors and SWOT Matrix. The data that has been collected is then analyzed through the stages of data reduction, data presentation and conclusions.

## Strategic Plan Process



**Gambar 2. Framework** Strategic Plan Process PT Nahe Unggul Lestari

Sumber : Contemporary Strategy Analysis – (Grant, 2021)

In a formulation situation for strategy planning, the first step that must be done is to create the vision and mission of the company first. We have done this in chapter 1 (one). The second

step is to determine the goal. For the purposes of researchers divide into 3 (three) parts, namely short-term goals, medium-term goals and long-term goals. In the strategic development process of PT Nahe Unggul Lestari described as follows:

1. Gather Inputs

The first step in strategic planning is to gather relevant data and information from a variety of sources. It includes data on organizational performance, industry trends, markets, economic, social, and political environments.

2. SWOT Analysis

Once the data is collected, the organization conducts a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to evaluate its internal strengths and weaknesses, as well as opportunities and threats from the external environment.

3. Review Inputs

In this step, the organization reviews the findings from the SWOT analysis and identifies strategic issues that need to be addressed. These issues will be the foundation for formulating strategies.

4. Strategic Matrix

Based on the results of the analysis and review, the organization draws up a strategic matrix. This matrix helps link strategic issues with appropriate strategies to address those issues.

5. Define Strategies

Once the strategic matrix is formed, the organization formulates specific and detailed strategies. This strategy must be in line with the organization's long-term goals and must be able to optimize its potential and overcome the challenges faced.

6. Final Reviews

The final step is to conduct a final review of the strategic plan that has been formulated. This process involves evaluation and validation from various relevant parties to ensure that this strategic plan can be implemented effectively.

## RESULT AND DISCUSSION

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### Strategy Preparation Stage

In this study, short goals are within 1 (one) to 2 (two) years, then for medium-term goals for 3 (three) years to 4 (four) years and for long-term goals for goals more than 5 (five) years. After determining short-term, medium-term, and long-term goals. Next, we start to do the analysis of 3 (three) stages, namely: input stage, matching stage, and decision stage.

1. Short Term Goals (1-2 years)

Short Term Goals The short-term strategy to be carried out by PT. Nahe Unggul Lestari with a period of 1-2 years (plus in the pre-operation phase of 2 years) is to acquire land by lease to be used as an inn tourist area called V-Cont village covering an area of ??5 ha with a projected phase 1 development of 50 container villas, the land acquisition will certainly be in

accordance with the predetermined blue print, namely land in Cicorn Pasanggrahan Village, Gede Pangrango Village, Kadudampit District, Sukabumi Regency takes care of the legality of business licenses, develops the Nahe Box Village website, and opens offices for marketing activities, preparation of office equipment needed in working on products and administration.

2. Medium Term Goals (3 – 4 years)

The medium-term goals in this medium-term strategy that will be carried out by PT. Nahe Unggul Lestari in a period of 3 – 4 years is to continue branding and focus more on B to C customers by offering online.

In the field of marketing, the web has met the target of 80% visitor quota in accordance with the target set on V-CONT.com website. then a collaboration has been carried out with influencers to introduce the V-CONT village site and also carried out cooperation with related communities. In the field of human resources, the addition of digital marketing workers is carried out to manage the online stay booking web platform and online marketing, the addition of daily employees to strengthen service when there are visitors who Check in & Check out.

Targeted PT. Nahe Unggul Lestari was able to achieve BEP within the fourth year of its operation. BEP stands for break even point which is the point where income equals capital issued, there is no loss or gain. This will only be achieved if V-CONT can achieve predetermined annual revenue.

3. Long-Term Goals (more than 5 years)

Long-term strategy (more than 5 years) PT. Nahe Unggul Lestari will continue to do branding to maintain location branding consistency and maximize service with the ultimate goal of customer satisfaction.

Operations will be maintained to generate profits consistently so as to satisfy investors, we also began exploring expansion to other mountainous tourist areas such as Ciwidey Bandung, Sleman Yogyakarta and Bromo Malang so as to increase profits in an effort to increase company value and maximize the value of shareholders' wealth.

**The Input Stage**

This stage consists of several parts, namely the EFE (External Factor Evaluation), IFE (Internal Factor Evaluation) and CPM (Competitive Profile Matrix) matrix. These points will be outlined as the basis needed by V-CONT Village in making strategies.

a. EFE (External Factor Analysis) Matrix

The following is a matrix of external factor analysis from V-CONT Village, namely:

**Tabel 1. EFE Matrix**

	<b>Key Eksternal Factors</b>	<b>Weight</b>	<b>Rank</b>	<b>Total</b>
<b>Opportunities</b>				
1	Based on Kemenparekraf 09 of 2021, the central government has continued support for regional tourism. (politics)	0.1	4	0,4
2	Based on Sukabumi Regency Regional Regulation number 11 of 2016. The Sukabumi government also encourages tourism activities to improve people's welfare. (politics)	0.07	4	0,28
3	The return of tourism in Indonesia after the pandemic increased by 13.62% (economy)	0.06	2	0,12

4	The growth of the middle class in Indonesia's major cities from 2012 — 2020 was 20% (economy)	0.06	2	0,12
5	The healing phenomenon that has become a trend & culture of the Jabodetabek community, is shown by the increase in searches for the word "healing" on google trend by 50% (social).	0.07	3	0,21
6	Mountain tourist areas became the top 5 main destinations for visitors and experienced a 7% increase in searches (social)	0.2	2	0,24
7	The number of akuf internet users in Indonesia continues to increase by 10 million users from 2021 to 2023 (Technology)	01	2	0,2
8	The increasing number of applications and market places involved in the world of tourism makes it easier for Vicont to promote. There were 23.7 million visitors for the 5 largest apps. (Technology) .	0.08	4	0,32
<b>Threats</b>				
1	Business licenses can be revoked if they pollute the environment and damage nature. (in accordance with Government Regulation in Lieu of Law Number 1 of 2004) (politics)	0.1	2	0,2
2	With elections every 5 years, there is the potential for regulatory changes so it costs money to make adjustments to the new law. (politics)	0.05	1	0,05
3	The global economic crisis related to the Russia-Ukraine war that could affect the Indonesian economy with an interest rate increase of 5.25% (Economy)	0.06	3	0,18
4	Adanya potensi penolakan dari masyarakat sekitar VICONT khususnya masalah AMDAL dan dampaknya bagi masyarakat. (Sosial)	0.05	1	0,05
5	Potensi terjadinya pencurian data pelanggan. Di tahun 2021 ten adi 29.207 insiden dan yang paling besar terjadi pada industry hiburan. Dimana Vicont termasuk di dalamnya. (Teknologi) .	0.08	2	0,16
Total		1		2.53

From the external analysis of matrix analyst factors, PT Nahe Unggul Lestari (V-CONT village) received a **score of 2.53** which shows PT Nahe Unggul Lestari has a fairly strong opportunity and opportunity by prioritizing social and technological aspects that can minimize threats that may arise in the future.

b. IFE (Internal Factor Analysis) Matrix

In this matrix, our group will elaborate a summary and evaluate the internal factors of PT Neha Unggul Lestari. The strengths and weaknesses possessed by the company, namely:

**Tabel 2. Tabel IFE matrix**

No	Internal Key Success Factors	Weight	Rank	Value
<b>Strengths</b>				
1	Provide competitive prices with the best facilities.	0.1	4	0.4
2	Guaranteed transaction security and safe and comfortable facilities.	0.08	4	0.32
3	Lodging area with a good landscape and friendly for all circles.	0.07	4	0.28
4	Always make new innovative products in travel.	0.2	3	0.6
5	Concept check-in that makes it easy for customers.	0.1	3	0.3
6	Different designs (Out of the box)	0.09	4	0.36
7	Unique and creative marketing methods.	0.08	4	0.32
<b>Weaknesses</b>				
1	The location is still difficult to reach if the BOCIMI toll road has not been completed and the local government does not make improvements.	0.03	2	0.06
2	Not yet able to prepare villa facilities according to customer wishes	0.03	2	0.06
3	Not yet able to build a complete vehicle.	0.04	2	0.08
4	Limited owner capital.	0.04	2	0.08
5	It is difficult to recruit skilled human resources.	0.06	2	0.12
6	Not yet able to establish cooperation with tourist attractions because they are considered inexperienced.	0.03	1	0.03
7	Lack of experience makes it difficult to cooperate with government and private agencies.	0.05	1	0.05
<b>Total</b>				3.0
		1.00	6	

Source : Writing Team, 2023

From the Internal Analysis of Matrix Analyst factors, PT Nahe Unggul lestari got a score of 3.06 above the medium value (can run well). means showing that PT Nahe Unggul Lestari can overcome and cover weaknesses with the strengths it already has.

#### c. CPM (Competitive Profile Matrix)

The CPM matrix is used to identify companies with competitors whose business fields are the same, seen from several aspects such as strength, weakness, opportunity and threat (SWOT). CPM has a more complete calculation matrix because it includes elements of internal company factors (strength and weakness), then compares the strength of our company with the competitor companies we choose. The CPM we use uses references from (Rothaermel, 2021) exhibit 3.8 where the division of competitors is based on the strategic group model. In this case we chose Jeep station and bobocabin as competitors with the same strategic group model as the V-cont.

Variables that can be improved from PT. Nahe Unggul Lestari is tourism access in the form of cooperation with various tourism in Sukabumi, the next variable that has the potential to be

improved is the establishment of cooperation with strategic partners as a means of increasing visits to tourism areas, then villa supporting facilities and rides can be improved so as to make visitors more comfortable lingering in container villas. Meanwhile, Bobo Cabin is in the second top position with a score of 2.86 while Jeep Station is in last position with a score of 2.85.

**The Matching Stage**

The matching stage is the identification of a number of alternative strategies and matching information from external and internal factors obtained from the input stage. The framework matching stage has 2 techniques, namely by using SWOT matrix and IE matrix, this tool relies on information obtained from the input stage to match external opportunities and threats with internal strengths and weaknesses (F. R. David, 2011).

a. SWOT Matrix SWOT

The results of the strategy development of PT. Nahe Unggul Lestari can be seen in the following table and is a reference in determining the company's future strategy.

**Table 3 Table SWOT**

	S	W
<p><b>SWOT</b> <b>Strenght-Weakness-Opportunities-Threats</b></p>	<ol style="list-style-type: none"> <li>1. Provide competitive prices with the best facilities.</li> <li>2. Guaranteed transaction security and safe and comfortable facilities.</li> <li>3. Lodging area with a good landscape and friendly for all groups.</li> <li>4. Always make new innovative products in travel.</li> <li>5. Concept check-in that makes it easy for customers.</li> <li>6. Desain yang berbeda (Out of the box)</li> <li>7. Unique and creative marketing methods.</li> </ol>	<ol style="list-style-type: none"> <li>1. The location is still difficult to reach if the BOCIMI toll road has not been completed and the local government does not make improvements.</li> <li>2. Not yet able to prepare villa facilities according to customer wishes</li> <li>3. Not yet able to build a complete ride.</li> <li>4. Limited owner capital.</li> <li>5. It is difficult to recruit skilled human resources.</li> <li>6. Not yet able to establish cooperation with tourist attractions because they are considered inexperienced.</li> <li>7. Lack of experience makes it difficult to cooperate with government and private agencies.</li> </ol>

<b>T</b>	1. Business licenses can be revoked if they pollute the environment and damage nature. (in accordance with Government Regulation in Lieu of Law Number 1 of 2004) (politics)	<b>Strategi ST</b>	<b>Strategi WT</b>
	2. With elections every 5 years, there is the potential for regulatory changes so it costs money to make adjustments to the new law. (politics)	1. Creating lodging that always presents new innovations so that customer goals are not focused on villas and prices alone. (S2, S3, S7, T2, T3, T5, T8, T9)	1. Always make new rides by utilizing the nature around the inn by collaborating with the surrounding community so that it becomes a special attraction. (W2, W3, W4, W5, T2, T3, T5, T6, T7, T8)
	3. The global economic crisis related to the Russia-Ukraine war that could affect the Indonesian economy with an interest rate increase of 5.25% (Economy)	2. Perform good marketing techniques by providing clear and interesting information on all existing facilities so that customers do not hesitate to try. (S3, S4, S7, T3, T7, T9)	2. Improve communication skills to collaborate with surrounding tours and be able to partner with government and private agencies so that they can provide a variety of package choices and make direct bookings to the kanntor. (W5, W6, W7, T3, T5, T8)
	4. There is potential resistance from the community around V-CONT, especially the issue of AMDAL and its impact on the community. (Social)	3. Creating an online system that is user friendly and not easy to error so that it can satisfy customers. (S3, S5, S6, T7, T9)	
	5. The potential for theft of customer data. In 2021, there were 29,207 incidents, the largest of which occurred in the entertainment industry. Where V-Cont is included. (Technology)		

**Source : Writing Team, 2022**

**b. IE Matrix**

Successful organizations can achieve a portfolio of businesses positioned within or around IE Matrix cells. The IE matrix positions the company in view on nine cells that are based on two main dimensions. The External Factors Evaluation (EFE) score from PT Nahe Unggul Lestari is 2.53 while the Internal Factors Evaluation (IFE) score is 2.23. Range 3.0 – 4.0.

Based on the IE matrix, PT. Nahe Unggul Lestari occupies a position in cell IV (Growth and Development). Based on (M. E. David et al., 2017) p. 263 strategies that can be taken from the IV

cell position are forward, backward and horizontal integration, market penetration, market development and product development.

### **The Decision Stage**

Analysis and intuition provide the basis for making strategy formulation decisions (Rahayu & Retnani, 2016). The matching techniques just discussed reveal viable alternative strategies. Any additional strategies resulting from matching analysis can be discussed and added to the list of viable alternative options.

### **QSPM (Quantitative Strategic Planning Matrix)**

QSPM (Quantitative Strategic Planning Matrix) QSPM is a tool that allows strategists to objectively evaluate alternative strategies. QSPM calculation is based on inputs from internal and external matrix weights, as well as alternative strategies at the matching stage.

Based on the overall research results, the total score obtained from each strategy is 1,535 for the first strategy and 1,400 for the second strategy. Based on the results of this score, it means that the first strategy is prioritized to be carried out by PT. Nahe Unggul Lestari because the total value weight is greater than the second strategy, namely the strategy for market penetration for B2C.

### **Porter's Generic Strategy**

Porter's generic strategy provides an explanation or description of how a company pursues and achieves competitive advantage in the chosen scope of segmentation (Julita & Sari, 2015). As a company that wants to achieve business to customer (B2C) customer segment, PT Nahe Unggul Lestari is everyone who wants to do healing and refreshing to mountainous areas, including schools that often hold camping and outbound.

Based on the results of the analysis of Competitive Force, SWOT Matrix and Competitive Advantage owned by PT Nahe Unggul Lestari, the strategy chosen is Differentiation Strategy. The application of Differentiation Strategy requires sufficient market size, there is good growth potential in order to achieve success. by offering innovative container house lodging accompanied by Back To Nature facilities (Container Fish Pond).

### **Lean Canvas Model**

One of the biggest challenges for start-ups is turning their ideas into a plan—lots of ideas, but implementation is the most complicated (Wahjono et al., 2021). Lean canvas is a planning method that helps a new company reach the core of its ideas.

Lean Canvas is a one-page business plan method created by Ash Maurya, adapted from the Business Model Canvas by Alexander Osterwalder. Lean Canvas was created specifically for entrepreneurs to make it easy for them to get a clear and simple idea of what they are doing.

## **CONCLUSION**

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Container villages are an attractive alternative solution to Indonesia's unmet housing problem. With rapid population growth and high urbanization, the demand for affordable and decent housing is becoming increasingly important. Container farming offers the advantage of being a fast, economical, and environmentally friendly solution. However, to develop container farms successfully, there are some challenges that need to be overcome. First, regulatory and licensing issues need to be considered, because there are applicable rules regarding the use of

containers as residential houses. Second, it is necessary to think about supporting infrastructure, such as access to clean water, sanitation, electricity, and other public facilities. Third, it is necessary to ensure that container villages are well integrated in the social and cultural context of the surrounding community. In order to overcome these challenges, the right container village development strategy needs to be implemented. First, it is important to collaborate with relevant governments and agencies to ensure appropriate support and regulation. Second, it is necessary to conduct a careful analysis of the market and demand to ensure that there is sufficient market for the container township. Third, focus on environmentally friendly and sustainable design and construction, and ensure access to adequate public facilities. In addition, effective marketing and community approach will also help increase acceptance and support from the surrounding community. Involving communities in the planning and decision-making process can also minimize resistance and potential conflict.

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