

State asset utilization strategy through strategic asset leasing services: a case study of the Makassar office of information and communication technology management and state property

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ABSTRACT

Optimizing the utilization of state assets through strategic asset leasing services is important in the context of effective public resource management. However, to achieve this goal, a systematic and integrated approach is required. Therefore, this study aims to combine the TOWS (threats, opportunities, weaknesses, strengths) method with SWOT (strengths, weaknesses, opportunities, threats) analysis to develop an optimal strategy for state asset utilization. This study aims to analyze internal and external factors affecting the utilization of state assets and identify suitable strategies using the TOWS approach. This study used a qualitative approach with SWOT analysis and TOWS matrix. Data were collected through a literature review and interviews with experts in the field of state asset management. Internal and external factors were analyzed to identify relevant strengths, weaknesses, opportunities, and threats in the context of state asset utilization. Based on SWOT analysis, several internal strengths and weaknesses of solar power development companies in South Sulawesi were identified. In addition, external opportunities and threats affecting the company were also identified. Then, using the TOWS matrix, suitable strategies were developed to optimize the utilization of state assets through strategic asset leasing services in the region. Combining the TOWS method with SWOT analysis provides a comprehensive approach in the development of state asset utilization strategies. This research produced a strategy that can be used as a guide in optimizing the utilization of state assets through strategic asset leasing services in South Sulawesi. This strategy considers internal strengths, weaknesses, opportunities, and external threats, so as to increase effectiveness and efficiency in the management of state assets.

Keywords: State asset optimization; strategic asset leasing services; TOWS; strategy development

INTRODUCTION

Utilization of state assets is important in order to support development and improve public services (Putri & Ardini, 2020). According to (Sri Wahyuni et al., 2020). One strategy that can be used is through strategic asset leasing services, where private parties or other parties can lease state assets for use in certain business activities or projects. In this context, the Office of Information and Communication Technology Management (KPTIK) and State Property (BMN) in Makassar are the focus of research to explore strategies for utilizing state assets through strategic asset leasing services.

At present, state asset leasing services through the e-Sewa application are available, but the results have not been maximized. This can be seen from the low level of service adoption, the low number of lease transactions that occur, or the high rate of asset returns. Therefore, in- depth

research is needed to evaluate and analyze the factors that influence the results of the utilization of BMN rental services through the e-Sewa application in Makassar.

Some of the factors that may affect these results include a lack of user awareness about the service, barriers in the process of using the e-Sewa application, and limited promotion and support provided to users. In addition, there may also be internal factors such as weaknesses in asset leasing management and lack of customization to user needs (Mahawati et al., 2021).

This research will focus on the Office of Information and Communication Technology Management (KPTIK) and State Property (BMN) in Makassar as a case study. KPTIK is responsible for managing information and communication technology assets in the region, while BMN is an institution that manages state assets. By studying the strategy of utilizing state assets through strategic asset leasing services in these two institutions, it is hoped that solutions and recommendations can be found that can improve the effectiveness and efficiency of the overall utilization of state assets (Dikuraisyin, 2020).

In this study, the TOWS (Threats, Opportunities, Weaknesses, Strengths) analysis method will be used to identify internal and external factors that affect the utilization of state assets and formulate appropriate strategies (Suciati et al., 2021). This research refers to previous research conducted by several researchers such as (Fitria & Mubaroq, 2021) & (Hailuddin et al., 2019) & (Basri, 2021) & (Nur et al., 2022). Through this research, it is hoped that an effective strategy can be developed in the utilization of state assets through strategic asset leasing services at KPTIK and BMN in Makassar. This strategy is expected to increase the utilization of state assets, support the development of information and communication technology, and encourage economic growth in the area.

METHOD

This research aims to develop a strategy for utilizing state assets through strategic asset leasing services, with a case study of the Information and Communication Technology Management Office (KPTIK) and State Property (BMN) in Makassar. The research method used is the TOWS (Threats, Opportunities, Weaknesses, Strengths) analysis method, which can help identify internal and external factors that affect the utilization of state assets and formulate appropriate strategies.

First, this research will identify threats faced by KPTIK and BMN in utilizing state assets through strategic asset leasing services. Threats can be in the form of changes in government policy, competition with similar service providers, or legal constraints related to state asset management. The identification of these threats will provide insight into the factors that may hinder the state asset utilization strategy.

Second, this research will identify opportunities that can be utilized in the utilization of state assets through strategic asset leasing services. Opportunities can be in the form of high demand for strategic asset leasing services, partnerships with private companies, or developments in information and communication technology that enable efficiency in the management of state assets. The identification of these opportunities will provide insight into the factors that can support the state asset utilization strategy.

Third, this research will identify internal weaknesses and strengths owned by KPTIK and BMN in utilizing state assets through strategic asset leasing services. Weaknesses may include lack of expertise in asset management, limited human resources, or inability to optimally utilize

information and communication technology. Meanwhile, strengths may include experience in state asset management, adequate infrastructure, or government policy support. The identification of these internal weaknesses and strengths will help formulate strategies that are in accordance with the conditions and capabilities possessed by KPTIK and BMN.

By using the TOWS analysis method, this research is expected to produce a strategy for utilizing state assets through effective and sustainable strategic asset leasing services for KPTIK and BMN in Makassar. This strategy can be in the form of developing partnerships with the private sector, improving asset management capabilities, or using more efficient information and communication technology. Thus, this research is expected to contribute in improving the efficiency and effectiveness of state asset utilization to support the development of information and communication technology in Makassar area.

RESULTS AND DISCUSSION

Asset Lease Service

The theoretical study of Asset Leasing Services involves concepts, principles, and methods related to the provision and utilization of asset leasing services in an organizational or institutional context. This theory discusses the strategies, advantages, and challenges associated with the use of asset leasing services as an alternative in meeting needs and maximizing asset utilization (Restuti et al., 2022).

First, the Asset Leasing Services theory highlights the advantages that can be gained through the use of asset leasing services. According to (Kuhle et al., 2021), this concept involves an organization's ability to lease necessary assets without having to purchase them directly. By using asset leasing services, organizations can reduce initial investment costs, gain flexibility in meeting changing needs, and minimize asset ownership and maintenance risks. In addition, this theory also discusses the strategy of using asset leasing services as an approach that allows organizations to focus on their core competencies, while leveraging the expertise and resources of asset leasing service providers (Enz & Lambert, 2023).

Secondly, the Asset Leasing Services theory also identifies challenges associated with the use of asset leasing services. These include evaluating reliable service providers, negotiating fair contracts, and monitoring service provider performance. In addition, aspects of data security and privacy, operational coordination with service providers, and the need to ensure the availability and quality of leased assets are also important considerations in the use of asset leasing services. In this theory, effective risk management and oversight strategies are essential to ensure the successful utilization of asset leasing services in an organizational context. By understanding and applying the Asset Leasing Services theory, organizations can effectively leverage this approach to meet their asset needs in a way that is more flexible, efficient and responsive to changes in the business environment.

Strategic Assets Management (SAM)

Strategic Assets Management (SAM) theory involves a systematic approach to managing an organization's strategic assets (Diop et al., 2021). SAM theory emphasizes the importance of identifying, managing, and optimizing assets that are considered strategic in achieving organizational goals. In this context, relevant theories include asset valuation, strategic decision-making, risk analysis, and asset lifecycle management.

First, asset value analysis enables organizations to assess and measure the value of strategic assets in financial, operational, and strategic terms. This helps in making decisions regarding resource allocation, investment, and asset development to achieve optimal results. Secondly, strategic decision-making in SAM involves evaluating and selecting asset management strategies that fit the organization's long-term goals. This includes prioritization of assets, selection of asset use options (such as ownership, leasing, or partnership), and setting asset management policies and procedures. In addition, risk analysis helps in identifying, measuring and managing risks associated with strategic assets, as well as developing appropriate mitigation strategies (Radiansyah et al., 2023). Finally, asset lifecycle management involves organizing processes and activities that include planning, procurement, operation, maintenance and asset disposal. This approach ensures that strategic assets are managed efficiently and effectively throughout their lifecycle, so that they can make optimal contributions to organizational goals. By understanding and applying these theories, organizations can optimize the utilization of strategic assets, reduce risks, and improve the performance and long-term sustainability of the organization.

State Asset Utilization Strategy

The theoretical study of State Asset Utilization Strategy involves concepts, principles and methods related to the management of state assets with the aim of maximizing their value and benefits to society and the country as a whole. The theory highlights effective strategies to optimize the utilization of state assets, including strategic assets such as information and communication technology, in achieving development and sustainability goals.

First, the State Asset Utilization Strategy theory emphasizes the importance of identifying and mapping existing state assets and evaluating the potential benefits that can be derived. This concept involves managing the inventory of state assets, assessing the value of assets, and introducing effective policies and procedures in the management of state assets. In addition, this theory also discusses strategies for optimal use of state assets, including through the implementation of strategic asset leasing services, partnerships with the private sector, or the use of information and communication technology to improve the efficiency and effectiveness of state asset utilization.

Secondly, the State Asset Utilization Strategy theory also identifies challenges associated with managing state assets. These include changes in government policy, legal or regulatory constraints, as well as competition with other strategic asset lease service providers (Wardhana & Sudirman, 2022). In this theory, risk mitigation strategies, adjustments to technological developments, and capacity building for state asset management are important aspects in achieving optimal utilization of state assets.

By understanding and applying the State Asset Utilization Strategy theory, the government and related institutions can develop effective strategies to utilize state assets in a more efficient, transparent, and sustainable manner. Thus, state assets can provide maximum benefits for the development and progress of the country and improve the overall welfare of society (Waluyo, 2022).

One of the obstacles

This study aims to analyze and identify factors that cause the results of the utilization of State Property (BMN) rental services through the e-Sewa application to not be optimal. Some of the factors that may affect these results include a lack of user awareness about this service, barriers in the process of using the e-Sewa application, and limited promotion and support provided to users. In addition, there may also be internal factors such as weaknesses in asset leasing management and lack of customization to user needs.

Such suboptimal results may be reflected in the low adoption rate of BMN rental services through the e-Sewa application, the low number of rental transactions that occur, or the high rate of return or user dissatisfaction. In this research, an in-depth analysis of these factors will be conducted, both from the user and service provider sides, to identify barriers and challenges that need to be overcome.

With an in-depth understanding of the factors causing suboptimal results, this research will move to the next stage, which is to formulate strategies that can be used so that the utilization of BMN leases through the e-Sewa application becomes more optimal. The proposed strategies may include increasing awareness and education to users about the benefits of the service, improving the interface and functionality of the e-Sewa application, increasing promotion and marketing, and improving the overall management and management of asset leasing. By overcoming existing barriers and implementing appropriate strategies, it is expected that the results of BMN rental service utilization through the e-Sewa application can reach a more optimal level.

TOWS Analysis

Table 1. TOWS Analysis		
	IFE (Strength)	(Weakness)
EFE	1. Human resources skilled in information and communication technology management and state asset management. 2. Adequate technology infrastructure to support the utilization of state assets through strategic asset leasing services.	1. Lack of experience in managing strategic asset lease services. 2. Limited budget to develop the necessary technology infrastructure.
Opportunities	S-O Strategy	W-O Strategy

1. Government policies that support the use of asset leasing services and effective management of state assets.	Leverage internal strengths (skilled human resources, technological infrastructure) to overcome weaknesses (lack of experience in asset leasing services) and capitalize on opportunities (supportive government policies) to develop competitive strategic asset leasing services.	Overcoming weaknesses (budget limitations) by finding strategic partners or seeking additional funding sources for the development of the necessary technology infrastructure.
2. High demand for strategic asset leasing services in the market.		
Threat	S-T Strategy	W-T Strategy
1. Intense competition from other strategic asset leasing service providers.	Capitalize on market opportunities (high demand) by developing innovative strategic asset lease service packages that meet customer needs.	Anticipate threats (intense competition, changes in government policy) by developing differentiation strategies, increasing competitive advantage, and adapting to policy changes that occur.
2. Changes in government policies that may affect the use of asset leasing services.		

Source: Results of data processing by the researcher (2023)

Discussion

Based on the TOWS matrix in the table above, the combination of strategies from the TOWS matrix (Strengths, Weaknesses, Opportunities, Threats) for the strategy of utilizing state assets through strategic asset leasing services:

1. S-O (Strengths-Opportunities) Strategy: Utilize internal strengths (skilled human resources, technological infrastructure) to capitalize on external opportunities (supportive government policies):
 - Develop a team skilled in strategic asset lease service management that can capitalize on supportive government policies.
 - Enhance promotion and marketing to attract customers who require strategic asset leasing services.
2. W-O (Weaknesses-Opportunities) Strategy: Overcoming internal weaknesses (lack of experience in asset leasing services) by capitalizing on external opportunities (supportive government policies):
 - Develop training and development programs to improve competencies and knowledge in strategic asset lease service management.
 - Establish partnerships with asset leasing service providers that have higher experience

and expertise.

3. S-T (Strengths-Threats) Strategy: Utilize internal strengths (skilled human resources, technological infrastructure) to overcome external threats (intense competition from other strategic asset rental service providers):
 - Build competitive advantage by offering more innovative, quality, or competitively priced strategic asset leasing services.
 - Develop customer loyalty programs and maintain strong relationships with customers.
4. W-T (Weaknesses-Threats) Strategy: Overcoming internal weaknesses (budget limitations, lack of experience in asset leasing services) to deal with external threats (changes in government policies):
 - Seek strategic partners or additional funding sources for the development of the necessary technology infrastructure.
 - Proactively monitor government policy changes and adapt quickly to minimize negative impacts.

The selection of an appropriate strategy should be considered based on an analysis of the organization's situation and objectives. In addition, it is important to examine internal and external factors holistically to identify the best strategy that can optimize the utilization of state assets through strategic asset leasing services. The S-O (Strengths-Opportunities) strategy involving the development of a team skilled in strategic asset lease service management can provide significant benefits in capitalizing on supportive government policies. By developing a team that has knowledge and skills in asset management and the implementation of asset leasing services, the organization can effectively optimize the utilization of state assets. In addition, this strategy also involves increased promotion and marketing to attract customers who require strategic asset leasing services. Through more active promotional efforts and appropriate marketing strategies, the organization can reach and expand its network of potential customers, thereby increasing the demand for strategic asset leasing services and improving optimal results in the utilization of state assets (Rahimah & Hikmah, 2023).

The W-O (Weaknesses-Opportunities) strategy which includes the development of training and development programs to improve competencies and knowledge in the management of strategic asset leasing services can be an effective solution in overcoming internal weaknesses related to lack of experience in asset leasing services (Kertati et al., 2023). By conducting a comprehensive training program, the organization can improve the team's skills and knowledge in managing strategic asset leasing services, thus providing better service to customers. The program also enables the team to continuously develop themselves and stay up-to-date with the latest developments in the asset leasing industry.

In addition, this strategy also involves building partnerships with asset leasing service providers that have higher experience and expertise. By building strong partnership relationships with trusted and experienced service providers, organizations can leverage on the knowledge and resources possessed by such partners. These partnerships can help organizations overcome internal weaknesses in terms of experience and expand networks that can bring benefits to the utilization of state assets through strategic asset leasing services (Novita et al., 2023). Through these partnerships, organizations can enhance their ability to provide customers with more

comprehensive and innovative solutions, thereby increasing competitiveness and expanding market share.

An S-T (Strengths-Threats) strategy that involves building a competitive advantage by offering more innovative, quality, or competitively priced strategic asset leasing services can be an effective approach in the face of competitive threats from other strategic asset leasing service providers. By leveraging internal strengths such as skilled human resources and existing technological infrastructure, organizations can develop asset leasing solutions that provide unique added value and are different from competitors. In this context, according to (Muhajir et al., 2023) innovation can be in the form of developing new technologies, updating service models, or improving operational processes to increase efficiency and customer satisfaction. In addition, organizations can also focus on improving service quality and providing more competitive prices to take over existing market share and attract new customers.

In addition to building competitive advantage, the S-T strategy also involves developing customer loyalty programs and maintaining strong relationships with customers. Threats in the form of competition can make organizations lose existing customers if they do not feel valued or are dissatisfied with the services provided. Therefore, it is important to develop attractive loyalty programs, such as discount or reward programs, that encourage customers to remain loyal. In addition, maintaining strong relationships with customers through regular communication, fulfilling customer needs, and handling complaints quickly and effectively is also very important. By maintaining customer loyalty and building strong relationships, organizations can reduce the risk of losing customers and build a loyal and sustainable customer base with (Rahayu & Harsono, 2023).

A W-T (Weaknesses-Threats) strategy that involves seeking strategic partners or additional funding sources for the development of the required technology infrastructure can help the organization overcome internal weaknesses such as budget limitations or lack of experience in asset leasing services (Fahrurrozi & SE, 2023). By seeking a strategic partner that has the relevant expertise and resources, the organization can strengthen its ability to develop the necessary technology infrastructure to support strategic asset leasing services. These partners can provide additional funding, technical knowledge, or industry connections that can help the organization overcome internal barriers and improve the quality of services offered. In addition, through collaboration with strategic partners, organizations can also expand their reach and access to a wider market.

In addition, the W-T strategy also involves proactive monitoring of government policy changes and rapid adaptation to minimize their negative impact (Al Aidhi et al., 2023). Threats in the form of government policy changes can affect the operational and regulatory environment in the asset leasing service industry. By actively monitoring policy changes, organizations can prepare themselves and respond quickly to changes that occur. They can make adjustments in terms of regulatory compliance, operational processes, or business strategies to minimize any negative impacts that may arise. In addition, organizations can also interact with the government or relevant bodies to influence proposed policies, if deemed necessary. By adopting a proactive and adaptive approach to policy changes, organizations can reduce risks and maintain operational stability in the face of threats from such external factors

Strategies in maximizing the utilization of the e-Rental application

To maximize the utilization of the e-Rental application that has not been maximized, some strategies that can be applied are:

1. **Awareness Raising Campaign:** Organizations need to conduct an effective campaign to raise user awareness about the existence and benefits of the (Nining Wahyuni, 2019), e-Sewa application. This campaign can be conducted through various communication channels, such as social media, websites, brochures, or training sessions and direct socialization to potential users. In this campaign, it is important to highlight the features of the application that can help users in the asset leasing process, such as ease of searching and booking assets, easy payment processes, and high transparency of information.
2. **User Experience (UX) Improvement:** It is important to improve the user experience in using the e-Sewa application. This can be done by conducting a thorough evaluation of the app's layout, navigation, and functionality (Freeman et al., 2019). Optimizing the UX will help reduce user barriers in using the application, thereby increasing overall adoption and usage rates. In addition, providing technical support options that are responsive and responsive to user issues will also provide a more positive experience.
3. **Additional Feature Development:** Organizations can consider developing additional features that can increase the added value of the e-Rental application, this is in line with research conducted by (Kustandi & Darmawan, 2020). For example, rating and review features from previous users, integration with communication platforms such as live chat or phone calls, or real-time asset monitoring and reporting features. These additional features can increase user trust and satisfaction, and make the e-Rental application more comprehensive and valuable to users.
4. **User Training and Education:** Conducting special training and education programs for e-Lease application users can help improve users' understanding and skills in making the most of the application's features. This training can include application usage tutorials, tips and tricks, or even certification programs for users who want to become skilled users in strategic asset lease service management. By providing sufficient knowledge and skills, users will be more capable of utilizing the e-Sewa application effectively.

The implementation of the above strategies is expected to maximize the utilization of the e-Sewa application, increase user adoption, and optimize the overall asset leasing process. It is important to continuously evaluate and adjust strategies based on user feedback, as well as keep abreast of relevant technology and industry trends.

CONCLUSION

In this study, an analysis of state asset utilization strategies through strategic asset leasing services using the TOWS analysis method was conducted. Based on the results of the research, it can be concluded that there are several strategies that can be applied to improve the utilization of state assets through asset leasing services.

The S-O (Strengths-Opportunities) strategy emphasizes the importance of developing a skilled team in strategic asset lease service management. By taking advantage of supportive government policies, this strategy can deliver optimal results in the utilization of state assets. In addition, this strategy also underscores the importance of improving promotion and marketing to attract customers who need strategic asset leasing services. The W-O (Weaknesses-Opportunities) strategy emphasizes the development of training and development programs to improve

competencies and knowledge in strategic asset lease service management. In addition, this strategy also emphasizes the importance of building partnerships with asset lease service providers that have higher experience and expertise. The S-T (Strengths-Threats) strategy involves developing a competitive advantage by offering more innovative, quality, or more competitively priced strategic asset leasing services. In addition, this strategy also involves developing customer loyalty programs and maintaining strong relationships with customers. The W-T (Weaknesses-Threats) strategy involves finding strategic partners or additional funding sources for the development of the necessary technology infrastructure. In addition, this strategy also encourages the organization to proactively monitor government policy changes and adapt quickly to minimize their negative impact.

In conclusion, this study presents various strategies that can be used to improve the utilization of state assets through strategic asset leasing services. The implementation of these strategies can assist organizations in optimizing the utilization of state assets, improving competitiveness, expanding customer reach, and minimizing risks that may arise. However, it is important for organizations to actively implement and manage these strategies by considering existing internal and external conditions.

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