
Business Strategies for Pest Control Services in Expanding the Retail and Residential Market Segments: A Case Study of PT XYZ

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ABSTRACT

PT XYZ, an Indonesian facility management company, faces a liquidity crisis with its cash ratio below 10% and a declining current ratio (2020–2023). A major client mandates a minimum cash ratio of 10% for tender eligibility; failure would disqualify PT XYZ. This pressure drives the company to expand its pest control unit from B2B (oil and gas, state-owned enterprises) into retail and residential markets, which offer faster accounts receivable turnover. This research aims to map the existing business model using the Business Model Canvas (BMC), analyze internal and external factors, and determine strategic priorities via A'WOT (AHP+SWOT). Data were collected through interviews, observation, and expert questionnaires. The BMC reveals a model heavily reliant on tenders and personal service assistance. A'WOT results show that the top opportunity is Regulation PERMENKES No. 14/2021 (0.274), the key strength is the Termigon brand (0.070), the main threat is lower local prices (0.031), and the primary weakness is a 24-hour response time (0.019). The top strategic priority is Termigon brand differentiation against foreign multinationals and low-priced local competitors (0.170). Managerial implications include strengthening brand positioning, accelerating ERP-based digital reporting, and optimizing response speed.

INTRODUCTION

PT XYZ is an Indonesian company engaged in Integrated Facility Management Services that has been in operation since 2006. PT XYZ has four main business units: pest control, housekeeping (HK), HVAC-ME, and manpower supply (MPS). PT XYZ's primary customers across all business units are divided into two categories: B2B Corporate and Residential Retail (Arianti & Irawan, 2021; Udugoda, 2021). Customers categorized as B2B Corporate are those with projects in the form of packages, and/or large contract values (≥ 1 billion Rupiah), and/or long contract durations, and/or typically exceeding 12 months, and/or projects obtained through a systematic tender process. Furthermore, retail and residential customers are those whose projects consist of individual units, and/or have a contract value of > 1 billion Rupiah, and/or a short contract duration (≤ 12 months), and whose projects are obtained through door-to-door sales (Aspinall & Sukmajati, 2016; Breman, 2021; Tarigan, 2017; Wiralestari & Riski, 2020).

Since 2006, PT XYZ has been heavily reliant on work from tenders held by its B2B Corporation clients; however, the company appears to be stagnating and struggling to grow, as evidenced by its fluctuating profit and loss statements from 2020 to 2023. PT XYZ is also

beginning to face another challenge because one of its major clients includes in its tender requirements minimum standards of a Cash Ratio > 10% and a Current Ratio > 100%. However, in 2023, PT XYZ's Cash Ratio fell below the standard at 6%. Consequently, if PT XYZ cannot improve this situation, it will be unable to participate in that client's tenders. Between 2020 and 2023, there was a downward trend in PT XYZ's current ratio, dropping from 610% to 349%. According to Yuwono (2018), the cash ratio serves as a parameter to measure a company's ability to pay its short-term liabilities in cash. Meanwhile, the current ratio is a commonly used measure to assess a company's ability to settle its short-term liabilities using all its current assets (Marismiati & Marbun, 2022). Based on this definition, the cash ratio serves as a stricter financial health indicator for a company. In addition to needing financial restructuring, PT XYZ should also consider securing business from customer segments with faster accounts receivable turnover and lower working capital requirements (Aizzudin, Indriyani, & Sari, 2024; Rahmawati, 2023; Wiralestari & Riski, 2020).

When considering the potential of PT XYZ's business units, the retail and residential pest control segments have indeed received less attention from PT XYZ's management; on average, the contract values for retail and residential pest control are smaller compared to those of PT XYZ's other business units. However, according to the gross profit margin data, the retail and residential pest control segments show the greatest potential, recording the highest margin at 42%, as shown in Table 1.

Table 1. Summary of PT XYZ's Gross Profit

Department	Gross Profit
Pest control (Oil and Gas Sector)	29%
Pest control (Retail and Residential)	42%
HVAC-ME dan HK	25%
Man Power Supply	4%

Source: PT XYZ internal data

The urban pest control industry in Indonesia continues to grow rapidly. This is supported by data showing that the membership of ASPPHAMI (Indonesian Pest Control Association) in 2024 reached more than 400 companies across Indonesia. Pest control has also become a requirement for nearly all businesses, as mandated by government regulations. Furthermore, the potential of the pest control industry can be seen in the actions of Rentokil Initial (a foreign-invested pest control service provider), which acquired several well-known companies, namely PT Aardwolf Pestkare Indonesia, PT. Agricon Putra Citra Optima (APCO) with its Terminix Indonesia brand, and PT Liberro Indonesia. PT XYZ currently remains focused on the B2B corporate market; therefore, there is no dedicated department within the organizational structure to handle pest control for the retail and residential markets. Meanwhile, customers in the retail and residential market segments expect pest control service providers to be communicative, cooperative, and empathetic, as well as to have a positive image and demonstrate competence (Setiadi & Manafe, 2021).

Despite extensive literature on BMC, SWOT, and AHP, several gaps remain in pest control strategy research in emerging economies like Indonesia (Dey et al., 2024). Existing studies focus on technical rather than strategic aspects; applications of BMC and A'WOT in pest control are scarce; and the challenge of a liquidity crisis arising from tender requirements

has not been explored. This study addresses these gaps by integrating BMC, VRIO, PESTLE, Porter's Five Forces, and A'WOT into a holistic framework for a pest control unit, tackling a real-world liquidity crisis, leveraging regulatory opportunities and brand differentiation (Termigon), and proposing a novel combination of brand-based, process-based, and sustainability-based strategies. The resulting context-specific framework offers a reference for pest control companies in Indonesia and similar emerging markets (Broeksma & Pennink, 2021; Chaldun, Yudoko, & Prasetyo, 2024; Sunindyo & Theodore, 2025; Wijaya, 2025).

The aim of this study is to identify the current business model of PT XYZ's pest control business unit, identify the internal and external factors related to the unit's objective of expanding into the retail and residential market segments, and establish strategic priorities the unit should consider for expanding into these target markets. The expected benefits of this study are as follows: PT XYZ will gain insights into developing a pest control business model tailored to the retail and residential market segments; the researcher will gain a broader understanding of business development strategies for similar pest control businesses; and academics will gain access to additional research literature to support the development of course materials and serve as a reference for future research.

METHOD

This research conducted at the PT XYZ office located in BSD Serpong, South Tangerang, Banten. The study will take place over a period of four months, from November 2024 to June 2025. The data used in this study consists of primary and secondary data. In this study, the primary data to be collected includes the identification of PT XYZ's business model and the analysis of external and internal factors. This data is obtained through direct observation, interviews, and the administration of questionnaires to respondents, including both internal and external stakeholders of the company. The secondary data to be used pertains to the company's general profile and relevant regulatory information affecting PT XYZ's pest control business. This data is sourced from literature reviews via the company's website, company policies, and research journals.

Data Collection Techniques

In this study, the sampling method used was expert sampling, a type of purposive sampling as explained by Etikan et al. (2016), where experts in a specific field are selected as respondents. The experts were drawn from two sources: internal experts from the management of a pest control company (including top executives and operational managers), and external experts from a national pest control association and another pest control service provider.

Data Processing and Analysis Techniques

The data processing stages conducted in this study consist of several steps. First, the researcher collected data to obtain an overview of the company and to examine how the pest control business model currently being implemented by PT XYZ uses the Business Model Canvas (BMC) developed by Osterwalder and Pigneur (2010). The researcher identified internal factors, which were grouped into strengths or weaknesses, and external factors, which were grouped into opportunities or threats. The data used in this stage were obtained from in-depth interviews and questionnaires administered to expert informants. Next, the researcher analyzes internal factors using VRIO and external factors using PESTLE and Porter's Five Forces. Fourth, the researcher weights the identified external factors (opportunities and threats)

and internal factors (weaknesses and strengths) to derive key factors for inclusion in the SWOT-TOWS analysis. Fifth, the researcher formulated corporate development strategies, prioritizing them using a combination of AHP and SWOT (A'WOT) with Expert Choice 11 software. Subsequently, the researcher outlined strategic priorities to be presented to the pest control business unit of PT XYZ, along with their managerial implications.

RESULT AND DISCUSSION

Current Business Model Canvas for PT XYZ's Pest Control Business Unit

The Business Model Canvas approach was chosen for mapping business models in this study because it provides a holistic view of how a company creates value, delivers that value to customers, and captures the resulting value through nine interrelated elements. The BMC elements were populated based on direct observations, in-depth interviews with the CEO of PT XYZ and relevant managers, and a review of the company's internal documents. This aligns with the approach recommended by Fritscher and Pigneur (2015), who suggest that a BMC can be developed based on a deep understanding of the company's operations obtained from various sources of information. The first element is 1. Customer Segments. Based on the results of the discussion, the customer segments that are the primary sales focus of PT XYZ's pest control business unit are initially Public Facilities & Commercial Buildings such as airports (Angkasa Pura), railways (PT KAI, PT KCI, PT LRT Jakarta, PT MRT Jakarta, etc.), state-owned enterprises and government agencies such as Bank Indonesia, and high-requirement industries (Oil & Gas Sector) such as Pertamina, Medco EP, Exxon Mobil Cepu Ltd, and Petrochina. As for large retail groups (retainers), they are indeed current customers of PT XYZ's pest control business unit—such as AW, KFC, and Hokben—but this is not due to strategic sales activities aimed at acquiring those customers. Previously, these brands first invited PT XYZ to conduct a survey and submit a price quote, which ultimately led to the ongoing partnership. The second element is 2. Value Propositions put forward by PT XYZ's pest control business unit. The first is high-level safety standards; this is because the customer segment for PT XYZ's pest control business unit is the oil and gas sector, which has stringent health, safety, and environmental (HSE) requirements, and PT XYZ must comply with these requirements. The second value is Local Pride with Global Service: PT XYZ's pest control business unit offers the uniqueness of a local company but with international service standards; however, this has not yet been optimized as a distinct brand strength by PT XYZ's management. Next, Data-Driven Reporting: PT XYZ's pest control business unit can provide data summaries to help customers conduct their own operational reviews. The processing of monthly pest control activity reports at PT XYZ is still based on manual recording from treatment slips collected by technicians and data processing using MS Excel.

The third element is Channels. PT XYZ's pest control business unit secures contracts through two main channels: tenders—such as those in the oil and gas sector or from state-owned enterprises (SOEs) and regional-owned enterprises (ROEs)—and large government agencies like Bank Indonesia; and cross-selling opportunities from housekeeping contracts, which PT XYZ typically secures first and which often reveal additional pest control needs, as well as through PT XYZ's website. Thus, it is through these three channels that PT XYZ's pest control business unit is currently able to reach its customer segments. The fourth element is

Customer Relationship. In PT XYZ’s pest control business unit, customer relationships are built through personalized assistance provided by staff at various levels, including technical leaders, supervisors, and the Operations Manager. These three levels ensure that information and complaints are effectively communicated and addressed, resulting in customer satisfaction with PT XYZ’s pest control services. The fifth element is the revenue stream for PT XYZ’s pest control business unit, which comes from two main sources: pest control services, termite control, and fumigation. These three services are delivered under two different types of contracts: project contracts, which generate revenue from the placement of permanent technicians at customer sites; and volume (interval) contracts, which generate revenue from numerous small retail locations managed efficiently. The sixth element is Key Activities. In PT XYZ’s pest control business unit, the key activities supporting this unit are operations, tender marketing, and ERP system development.

The seventh element is Key Resources, namely competent human resources such as technicians who have received pest control training from the Ministry of Health, a team of certified entomologists, an HSE team that has completed training from the Ministry of Manpower, and so on. Additionally, PT XYZ’s ERP system, pest control equipment, and legal compliance—which meet government regulations, including a pest control business license from the Health Department and international certifications such as ISO. The eighth element is Key Partnerships in the pest control business unit of PT XYZ. According to an interview with the CEO of PT XYZ, the key partnerships for this business unit are pesticide distributors and pest control equipment suppliers. The ninth element is Cost Structure. Within this business unit, fixed costs consist of Head Office management salaries—which constitute the largest contributor to overhead—and administrative team salaries. Variable costs include field technician wages, chemical purchases, and equipment maintenance. Additionally, there are compliance costs such as regulatory compliance, occupational health and safety (K3LL) compliance, and others. The current business model is heavily focused on B2B corporate clients and relies heavily on tenders; it is not yet optimized for expanding into the retail/residential segment

Identification of Internal and External Factors

Based on the VRIO (internal) and PESTEL and Porter (external) analyses, the five key factors that most influence PT XYZ’s pest control business unit have been identified in Table 2.

Table 2. Internal and external factors of PT XYZ’s pest control business unit

SWOT Group	Group Weight	SWOT Factor	CR	PL	PG
Strengths	0.168	<i>Brand</i> Termigon	0.01	<u>0.416</u>	<u>0.070</u>
Weaknesses	0.069	Responsive (1x24 Hours)	0.002	<u>0.282</u>	<u>0.019</u>
Opportunities	0.672	Regulations in Minister of Health Regulation No. 14 of 2021	0.03	<u>0.408</u>	<u>0.279</u>
Threads	0.091	Higher prices than local competitors	0.02	<u>0.344</u>	<u>0.031</u>

Consistency Ratio (CR) for the SWOT group comparison = 0.01

Source: Results of AHP expert questionnaire and SWOT analysis, 2025

The weighting results show that the external factor—namely, the regulatory opportunity presented by Ministry of Health Regulation No. 14 of 2021—dominates with the highest group weight (0.672) and a global weight of 0.279, confirming that compliance with licensing standards is the primary driver of PT XYZ’s expansion strategy into the retail and residential segments. On the internal side, the strength of the Termigon brand has a group weight of 0.168 with a global weight of 0.070, making it a key differentiating asset. Meanwhile, the threat of lower prices from local competitors (global weight 0.031) and the weakness of 24-hour responsiveness (global weight 0.019) have lower weights, yet remain critical as they represent competitive pressures and industry minimum standards that must be addressed immediately. Overall, strategic priorities should leverage regulatory opportunities and brand strength while improving service responsiveness to address price competition. A Consistency Ratio (CR) of 0.01, which remains below the 0.1 tolerance threshold, confirms that expert assessments have been consistent, making the resulting weights reliable for strategic decision-making.

A’WOT’s Strategic Priorities

Table 3. Strategic Priorities of PT XYZ’s Pest Control Business Unit

Strategy	Alternative Strategies	Weight	Priority
ST 1	Termigon brand as a way to stand out from foreign-owned competitors and the low prices of local competitors	0.170	1
WO 2	Optimizing rapid response and operational efficiency for the retail and residential markets	0.156	2
ST 3	Termigon ERP for Green Reporting	0.155	3

Consistency Ratio (CR) = 0.01

Source: A’WOT analysis using Expert Choice 11, 2025

The strategy priority results indicate that Termigon brand differentiation (ST1) is the top priority with a weight of 0.170, reflecting the urgency of building a defensive strategy against price competition from local rivals and the threat of foreign direct investment (FDI) through brand value. Strategy WO 2 (optimization of rapid response and operational efficiency) ranks second with a weight of 0.156, emphasizing the need for agility and operational efficiency to reach retail and residential segments that are sensitive to service speed and accuracy. Meanwhile, Strategy ST 3 (Termigon ERP for Green Reporting), with a weight of 0.155, is the third priority, indicating that ERP-based eco-friendly reporting can serve as a strategic differentiator that is difficult for low-cost competitors to replicate while addressing the sustainability demands of the modern retail segment. A Consistency Ratio (CR) value of 0.01, which remains below the 0.1 tolerance threshold, confirms that the experts’ assessments have been consistent, making the resulting weights reliable for strategic decision-making. Collectively, these three strategies guide PT XYZ to avoid price competition and instead build a competitive defense through brand, service speed, and a reliable, environmentally friendly system.

Managerial Implications

Based on the results of the strategic alternatives outlined above, the relevant managerial implications for decision-making in line with the strategic development objectives of PT XYZ's pest control business unit to expand its retail and residential market segments are:

1. Termigon brand as a way to stand out from foreign-owned competitors and the low prices of local competitor

The management of PT XYZ must shift from a price war to a brand war by positioning the Termigon brand as a guarantee of safety, regulatory compliance (Ministry of Health Regulation No. 14/2021), and peace of mind for both retail customers (hotels, restaurants, hospitals) and residents. Research on brand equity in service companies in Indonesia confirms that brand equity has a positive impact on customer satisfaction and loyalty, which serves as a defense against low-price pressure from competitors (Widyanto et al., 2024). The company needs to formulate a clear unique value proposition (UVP) and communicate it consistently through business proposals to social media content. Operationally, PT XYZ management must prepare a brand blueprint for Termigon, the organizational structure required to execute brand activation, digital systems that streamline operational execution, technician training aligned with brand values, and standardized digital reports featuring the Termigon logo and certification. A portion of the Corporate B2B marketing budget can be directed toward relevant digital channels (Google My Business, Instagram, and/or TikTok). If this branding is effectively implemented down to the operational level in the field, PT XYZ's pest control business unit will not need to engage in price wars but can instead win over customers who value quality and trust in the brand.

2. Optimizing rapid response and operational efficiency for the retail and residential markets

Process advantages such as agility and operational efficiency are strategic assets that are difficult for competitors to replicate, and are particularly relevant for the retail and residential segments, which are highly sensitive to service speed. This is reinforced by research findings on modern service companies in Indonesia that reached the same conclusion: that organizational agility is one of the key factors driving a company's competitive advantage amid high market dynamics (Chaerunnisa et al., 2025). Management needs to build a responsive scheduling system based on the integration of Termigon ERP and the customer database to optimize routes, scheduling, reporting, and resource allocation in real-time. This step enables the reduction of the complaint resolution cycle from an average of 24 hours to a faster target, especially under critical conditions. By creating high switching barriers, companies can transform process advantages into customer lock-in mechanisms, making customers reluctant to switch even when faced with low-price offers from competitors. (2024) explains that well-managed switching barriers positively influence customer loyalty, primarily due to substantial switching costs and the potential for significant operational disruptions.

3. Termigon ERP for Green Reporting

The third strategic priority—green reporting integrated into the Termigon ERP system—serves as a powerful competitive differentiator in the retail and residential market segments. Kadiyala's research (2025) confirms that integrating sustainability

metrics into an ERP system enables organizations to automate compliance processes, allows for real-time monitoring of environmental impacts, and builds stakeholder trust through verified sustainability information. In practice, for customers in the retail segment—such as hotels, restaurants, and hospitals—the availability of green reporting helps them meet two critical needs simultaneously: compliance with regulations and the growing market demand for environmentally conscious practices. Through a well-documented ERP system, PT XYZ's pest control business unit is not only able to provide proof of compliance but also create a knowledge-based asset that is difficult for competitors—who rely solely on price wars—to replicate.

CONCLUSION

Based on the results of this study, it is evident that the business model of PT XYZ's pest control business unit remains heavily focused on the B2B Corporate customer segment. This is evident from the current business model of PT XYZ's pest control business unit, which was identified using the BMC approach consisting of nine elements. First, regarding the Customer Segment of PT XYZ's business unit: public facilities and commercial buildings such as airports, railways, state-owned enterprises (SOEs), government entities and the Oil & Gas sector. Second, the Value Propositions element includes high-level safety standards, a local company with global operational standards, and data-driven reporting. Third, the Channels element includes procurement through tenders, cross-selling from the housekeeping business unit, and the company's website. Fourth, the Customer Relationship element: personal assistance at the supervisor, team leader, and manager levels. Fifth, the Revenue Streams element: station project contracts, volume-based project contracts (interval-based), pest control services, termite control services, and fumigation. Sixth, under the Key Resources element: competent human resources (HR), PT XYZ's ERP system, pest control equipment, and legal compliance that meets all requirements. Seventh, under the Key Activities element: operations, marketing, tendering, and ERP system development. Eighth, under the Key Partners element: pesticide suppliers and pest control equipment suppliers. Finally, the last element is Cost Structure, which includes fixed costs, variable costs, and compliance costs. The internal and external factors related to the objectives of PT XYZ's pest control business unit in expanding its retail and residential market segments are the regulations in Ministry of Health Regulation No. 14 of 2021 (opportunity with a global weight of 0.274), the Termigon brand (strength with a global weight of 0.070), lower prices compared to local competitors (threat with a global weight of 0.031), and a 24-hour response time in addressing customer complaints (weakness with a global weight of 0.019). The strategic priority derived from the SWOT analysis is to use the Termigon brand as a differentiator against foreign-owned companies and the low prices of local competitors, which has the highest weight of 0.170.

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