

REFERENCES

- Abdel-Maksoud, A., Kamel, H., & Elbanna, S. (2016). Investigating relationships between stakeholders' pressure, eco-control systems and hotel performance. *International Journal of Hospitality Management*, 59, 95-104.
- Aladag, O. F., Köseoglu, M. A., King, B., & Mehraliyev, F. (2020). Strategy implementation research in hospitality and tourism: Current status and future potential. *International Journal of Hospitality Management*, 88, 102556.
- Ali, M. R. M. (2019). Balanced scorecard development over the last 26 years. *IOSR Journal of Business and Management*, 21(1), 13-16.
- Anthony, R., Govindarajan, V., Hartmann, F., Kraus, K., & Nilsson, G. (2013). EBOOK: Management Control Systems: European Edition. McGraw Hill.
- Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M. (2011). Management accounting: Information for decision-making and strategy execution, California: Pearson Higher Education .
- Atkinson, H. C., & Brander-Brown, J. (2001). Rethinking performance measures: assessing progress in UK hotels. *International Journal of Contemporary Hospitality Management*, 13(3), 128-135.
- Belanger, E., & Rodríguez, C. (2008). More than the sum of its parts? A qualitative research synthesis on multi-disciplinary primary care teams. *Journal of Interprofessional Care*, 22(6), 587-597.
- Bobe, B. J., Mihret, D. G., & Obo, D. D. (2017). Public-sector reforms and balanced scorecard adoption: an Ethiopian case study. *Accounting, Auditing & Accountability Journal*, 30(6), 1230-1256.
- Bowen, J. T., & Chen, S. L. (2001). The relationship between customer loyalty and customer satisfaction. *International Journal of Contemporary Hospitality Management*, 13(5), 213-217.
- Chan, W. W., & Lam, J. C. (2000). The lodging industry's contribution to Hong Kong's gross domestic product. *International Journal of Contemporary Hospitality Management*, 12(2), 86-98.
- Chen, F. H., Hsu, T. S., & Tzeng, G. H. (2011). A balanced scorecard approach to establish a performance evaluation and relationship model for hot spring hotels based on a hybrid MCDM model combining DEMATEL and ANP. *International Journal of Hospitality Management*, 30(4), 908-932.
- Chetty, S. (1996). The case study method for research in small-and medium-sized firms. *International Small Business Journal*, 15(1), 73-85.
- Cobbold, I., & Lawrie, G. (2002). The development of the balanced scorecard as a strategic management tool. *Performance measurement association*, 35(1), 37-56.
- Corbin, J. & Strauss, A. (2008). Strategies for qualitative data analysis. In *Basics of qualitative research (3rd ed.): Techniques and procedures for developing grounded theory*, 65-86. SAGE Publications, Inc.
- Creswell, J. W., Hanson, W. E., Clark Plano, V. L., & Morales, A. (2007). Qualitative research designs: Selection and implementation. *The Counseling Psychologist*, 35(2), 236-264.

- Daerah, B. P. d. P. (2021). Jumlah Wisatawan Daerah Istimewa Yogyakarta. Retrieved 19 January from http://bappeda.jogjaprov.go.id/dataku/data_dasar/index/211pariwisata
- David, Paul A. and Foray, Dominique (2001). An Introduction to the Economy of the Knowledge Society. UNU-MERIT Research Memoranda.
- Dedahanov, A. T., Rhee, C., & Yoon, J. (2017). Organizational structure and innovation performance: is employee innovative behavior a missing link?. *Career Development International*, 22(4), 334-350.
- Distanont, A., & Khongmalai, O. (2020). The role of innovation in creating a competitive advantage. *Kasetsart Journal of Social Sciences*, 41(1), 15-21.
- Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: what are they?. *Strategic Management Journal*, 21(10-11), 1105-1121.
- Elbanna, S., Eid, R., & Kamel, H. (2015). Measuring hotel performance using the balanced scorecard: A theoretical construct development and its empirical validation. *International Journal of Hospitality Management*, 51, 105-114.
- Engidaw, A. E. (2021). Exploring internal business factors and their impact on firm performance: small business perspective in Ethiopia. *Journal of Innovation and Entrepreneurship*, 10(1), 1-17.
- Fatima, T., & Elbanna, S. (2020). Balanced scorecard in the hospitality and tourism industry: Past, present and future. *International Journal of Hospitality Management*, 91, 102656.
- Francioli, F., & Cinquini, L. (2014). Exploring the blurred nature of strategic linkages across the BSC: The relevance of "loose" causal relationships. *Journal of Accounting & Organizational Change*, 10(4), 486-515.
- Frigo, M. L., & Krumwiede, K. R. (2000). The balanced scorecard. *Strategic Finance*, 81(7), 50-50.
- Gagné, M. (2018). From strategy to action: transforming organizational goals into organizational behavior. *International Journal of Management Reviews*, 20, S83-S104.
- Gumussoy, C. A., & Koseoglu, B. (2016). The effects of service quality, perceived value and price fairness on hotel customers' satisfaction and loyalty. *Journal of Economics, Business and Management*, 4(9), 523-527.
- Hamel, G., Prahalad, C. K., & Cohen, L. T. (1995). *La conquête du futur: stratégies audacieuses pour prendre en main le devenir de votre secteur et créer les marchés de demain*. InterEditions.
- Healey, M., Flint, A., & Harrington, K. (2014). Engagement through partnership: Students as partners in learning and teaching in higher education, *Higher Education Academy*, 20- 21.
- Salkind, N. J. (2010). Triangulation. In *Encyclopedia of research design* 1, 1538-1540, SAGE Publications, Inc.
- Hatum, A., & Pettigrew, A. M. (2006). Determinants of organizational flexibility: a study in an emerging economy. *British Journal of Management*, 17(2), 115-137.
- Herzallah, A., Gutierrez-Gutierrez, L. J., & Rosas, J. F. M. (2017). Quality ambidexterity, competitive strategies, and financial performance: An empirical study in industrial

- firms. *International Journal of Operations & Production Management*, 37(10), 1496- 1519.
- Huang, H. C., Chu, W., & Wang, W. K. (2007). Strategic performance measurement and value drivers: Evidence from international tourist hotels in an emerging economy. *The Service Industries Journal*, 27(8), 1111-1128.
- Iranzadeh, S., Nojehdeh, S. H., & Emami, N. N. (2017). The impact of the implication of balanced scorecard model (BSC) in performance of the Post Company. *Problems and Perspectives in Management*, (15, Iss. 4), 188-196.
- Isoraite, M. (2008). The balanced scorecard method: From theory to practice. *Intelektine ekonomika*, 1(3), 18–28.
- Jick, T. D. (1979). Mixing qualitative and quantitative methods: Triangulation in action. *Administrative science quarterly*, 24(4), 602-611.
- Jogiyanto, H. (2014). *Metode Penelitian Bisnis*. Edisi Ke-6. Universitas Gadjah Mada. Yogyakarta.
- Kaplan, R. S., & McMillan, D. (2020). Updating the balanced scorecard for triple bottom line strategies. Harvard Business School Accounting & Management Unit Working Paper, (21-028).
- Kaplan, R. S., & Norton, D. P. (2005). The balanced scorecard: measures that drive performance. *Harvard Business Review*, 83(7), 172.
- Kaplan, R. S., & Norton, D. P. (1996). Linking the balanced scorecard to strategy. *California Management Review*, 39(1), 53-79.
- Kaplan, R. S., Norton, D. P., & Barrows, E. A. (2008). Developing the strategy: Vision, value gaps, and analysis. *Balanced Scorecard Review*, 10(1), 1-5.
- Kartalis, N., Velentzas, J., & Broni, G. (2013). Balance scorecard and performance measurement in a Greek industry. *Procedia Economics and Finance*, 5, 413-422.
- Kelliher, C., & Perrett, G. (2001). Business strategy and approaches to HRM-A case study of new developments in the United Kingdom restaurant industry. *Personnel Review*, 30(4), 421-437.
- Klein, P. G., Mahoney, J. T., McGahan, A. M., & Pitelis, C. N. (2019). Organizational governance adaptation: Who is in, who is out, and who gets what. *Academy of Management Review*, 44(1), 6-27.
- Lawrie, G., Kalff, D. C., & Andersen, H. V. (2006). Balanced scorecard and results-based management: Convergent performance management systems. *Performance Measurement and Management Control: Improving Organizations and Society*, 355.
- Lawrie, G., & Cobbold, I. (2004). Third-generation balanced scorecard: evolution of an effective strategic control tool. *International Journal of Productivity and Performance Management*, 53(7), 611-623.
- Li, Y., & Singal, M. (2019). Capital structure in the hospitality industry: The role of the asset- light and fee-oriented strategy. *Tourism Management*, 70, 124-133.
- Mariani, M., & Borghi, M. (2021). Customers' evaluation of mechanical artificial intelligence in hospitality services: a study using online reviews analytics. *International Journal of Contemporary Hospitality Management*, 33(11), 3956-3976.

- Mark, T., Lemon, K. N., Vandenbosch, M., Bulla, J., & Maruotti, A. (2013). Capturing the evolution of customer–firm relationships: How customers become more (or less) valuable over time. *Journal of Retailing*, 89(3), 231-245.
- McPhail, R., Herington, C., & Guilding, C. (2008). Human resource managers' perceptions of the applications and merit of the balanced scorecard in hotels. *International Journal of Hospitality Management*, 27(4), 623-631.
- Meneguel, d. A. C. R., Mundet, L., & Aulet, S. (2019). The role of a high-quality restaurant in stimulating the creation and development of gastronomy tourism. *International Journal of Hospitality Management*, 83, 220-228.
- Mruck, K., & Mey, G. (2007). Grounded theory and reflexivity. *The Sage handbook of Grounded Theory*, 515-538.
- Niven, P. R. (2008). *Balanced scorecard: Step-by-step for government and nonprofit agencies*. John Wiley & Sons.
- Oghojafor, B. E. A., Olayemi, O. O., Okonji, P. S., & Okolie, J. U. (2011). Enhancing Organization's Performance Through Effective Vision and Mission. *Chinese Business Review*, 10(11).
- Oliver-Hoyo, M., & Allen, D. (2006). The Use of Triangulation Methods in Qualitative Educational Research. *Journal of College Science Teaching*, 35(4).
- Olve, N. G., Roy, J., & Wetter, M. (2000). Implantando y gestionando el cuadro de mando integral: Performance drivers. *Gestion 2000*.
- Pearce, J. A., Robinson, R. B., & Subramanian, R. (2000). *Strategic management: Formulation, implementation, and control*. Columbus, OH: Irwin/McGraw-Hill.
- Phillips, P., & Louvieris, P. (2005). Performance measurement systems in tourism, hospitality, and leisure small medium-sized enterprises: a balanced scorecard perspective. *Journal of Travel Research*, 44(2), 201-211.
- Polit, D. F., & Beck, C. T. (2009). *Essentials of nursing research: Appraising evidence for nursing practice*. Lippincott Williams & Wilkins.
- Quesado, P. R., Aibar Guzmán, B., & Lima Rodrigues, L. (2018). Advantages and contributions in the balanced scorecard implementation. *Intangible capital*, 14(1), 186- 201.
- Ravanavar, G. M., & Charantimath, P. M. (2012). Strategic formulation using tows matrix– A Case Study. *International Journal of Research and Development*, 1(1), 87-90.
- Ray, G., Barney, J. B., & Muhanna, W. A. (2004). Capabilities, business processes, and competitive advantage: choosing the dependent variable in empirical tests of the resource-based view. *Strategic Management Journal*, 25(1), 23-37.
- Ribeiro, M. L., Vasconcelos, M. L., & Rocha, F. (2019). Monitoring performance indicators in the Portuguese hospitality sector. *International Journal of Contemporary Hospitality Management*, 31(2), 790-811.
- Sainaghi, R., Phillips, P., & d'Angella, F. (2019). The balanced scorecard of a new destination product: Implications for lodging and skiing firms. *International Journal of Hospitality Management*, 76, 216-230.
- Schermerhorn Jr, J. R. (1999). Learning by going? The management educator as expatriate. *Journal of Management Inquiry*, 8(3), 246-256.

- Schloetzer, J. D. (2012). Process integration and information sharing in supply chains. *The Accounting Review*, 87(3), 1005-1032.
- Sekaran, U., & Bougie, R. (2016). Research methods for business: A skill building approach. John Wiley & Sons.
- Sheng, T., & Liu, C. (2010). An empirical study on the effect of e-service quality on online customer satisfaction and loyalty. *Nankai Business Review International*, 1(3), 273-283.
- Singal, M. (2015). How is the hospitality and tourism industry different? An empirical test of some structural characteristics. *International Journal of Hospitality Management*, 47, 116-119.
- Speziale, H. S., Streubert, H. J., & Carpenter, D. R. (2011). Qualitative research in nursing: Advancing the humanistic imperative. Lippincott Williams & Wilkins.
- Tapera, J. (2014). The Importance of Strategic Management to Business Organisations. *Research Journal of Social Science & Management*, 3, 122-131.
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-533.
- Thompson, A., Peteraf, M., Gamble, J., Strickland III, A. J., & Jain, A. K. (2013). Crafting & executing strategy 19/e: The quest for competitive advantage: Concepts and cases. McGraw-Hill Education.
- Tomlinson, R. C. (1976). OR, organisational design and adaptivity. *Omega*, 4(5), 527-537.
- Volberda, H. W. (1999). Building the flexible firm: How to remain competitive. Oxford University Press.
- Walker, D., & Myrick, F. (2006). Grounded theory: An exploration of process and procedure. *Qualitative Health Research*, 16(4), 547-559.
- Wu, S. I., & Lu, C. L. (2012). The relationship between CRM, RM, and business performance: A study of the hotel industry in Taiwan. *International Journal of Hospitality Management*, 31(1), 276-285.
- Wu, Z., Wu, J., Hou, Q., Jiang, H., & Chen, F. (2021). The strategy of international brand expansion of it enterprises: a case study based on Huawei. *Procedia Computer Science*, 183, 733-744.
- Yin, R. K. (2009). Case study research: Design and methods. Thousand Oaks, California: Sage Publications.
- Yu, C., Bailey, J., Montefusco, J., Zhang, R., & Zhong, J. (2010). Enhancing the B+-tree by dynamic node popularity caching. *Information Processing Letters*, 110(7), 268-273.
- Zollo, M., & Winter, S. G. (2002). Deliberate learning and the evolution of dynamic capabilities. *Organization Science*, 13(3), 339-351.

APPENDIX

Appendix 1. Interview Transcript

Interview Date: 02/12/2021

Participant: AM (Chief Executive Officer)

Code: CEO

Interview Duration: 30:12

Aspect	Transcript		Coding & Key Words
	Researcher	Participant	
History of HeHa	<ol style="list-style-type: none"> 1. What was the background of Heha Sky View's stand? 2. Why chooses this location? 3. Has the establishment of the organization involved elements of the surrounding community? 	<ol style="list-style-type: none"> 1. HeHa Sky View is a tourist destination that offers the best views of the city of Yogyakarta and its surroundings, of course with a unique experience. It should be noted that the name "HeHa" was taken from the first names of the 2 founders, namely Herry Zudianto and Handoyo Mawardi. The dream of these two founders is that they want to build the best and biggest tourist spot in Indonesia. For that dream, HeHa Sky View has come true. 2. Of course, the choice of this place as the location for HeHa Sky View to be built is because this place is the most strategic place to see the city of Yogyakarta as a whole with a very beautiful view. On that basis, HeHa SkyView provides instagrammable photo spots and restaurants with modern concepts with delicious menus and various food stalls. This place is a 	<p>CEO-1 (Background of HeHa Sky View)</p> <p>CEO-2 (Why chooses this location?)</p>

		<p>restaurant with three floors that carries the concept of selfies with natural landscapes and gardens and various other supporting facilities.</p> <p>3. Of course, starting from the local government to the surrounding community. In addition, we also recruit local people to become our employees. Apart from helping to create jobs, we also need human resources who really understand the location of the place of business that we have established.</p>	<p>CEO-3 (Has the establishment of the organization involved elements of the surrounding community?)</p>
Financial	<p>1. Is there a strategy adjustment if the financial target is not met in the current year?</p> <p>2. What opportunities does Heha Sky View's CEO capture from today's changing business environment from a financial perspective?</p> <p>3. How does Heha Skyview perform financial-based performance measurement?</p>	<p>1. We not only make adjustments every year if our financial targets are not achieved, but we also make regular adjustments to our strategy, namely every month through the evaluation system we have developed.</p> <p>2. From a financial perspective, my team and I understand that by following trends and studying customer behavior, we can always see potential opportunities as the next potential income. No need to go far, the business line in the form of photo spots that we form and continue to develop is the result of our observations of consumer behavior, especially when</p>	<p>CEO-4 (strategy)</p> <p>CEO-5 (opportunities)</p>

		<p>traveling. They always look for places to take pictures and publish them on their social media.</p> <p>3. For the financial reporting section, of course, it has been connected to all of our business lines. So, I can immediately evaluate the financial reports regularly with the team and immediately carry out further policies if needed.</p>	CEO-6 (financial performance)
Customer perspective	<p>1. Is the consumer's perspective considered in the formulation of the company's strategy?</p> <p>2. Is there a way for consumers to contribute to the development of Heha Skyview's services in the future?</p> <p>3. Has the organization provided maximum service to customers? What has been done?</p>	<p>1. Customers or consumers who come to HeHa Skyview are our priority. That's for sure, number one is the customer. And furthermore, customers are the reason we are in the first place. We are committed to providing the best experience to our attending customers so we always consider their perspective in formulating HeHa Skyview's strategy.</p> <p>2&3. Currently, customers are directly and indirectly contributing to the development of HeHa Skyview products and services. First, customers participate through surveys or polls. This survey's aim is to understand customers deeply in the hope of providing maximum satisfaction. We hope that we can capture every customer's criticism and suggestions that become an</p>	<p>CEO-7 (customer opinion)</p> <p>CEO-8 (customer contribution)</p>

		<p>improvement material for management. After that, we review and formulate future strategies based on the results of the survey or poll. Our orientation is one, namely customer satisfaction. Then secondly, we also carry out evaluations, starting from evaluating our business lines based on the lowest 2 benchmarks which are then analyzed to immediately decide whether to renovate or completely replace them with customer-oriented innovation to our internal management evaluation, such as the development of infrastructure and facilities innovation, employee competency development and training.</p>	
Internal	<ol style="list-style-type: none"> 1. What opportunities does Heha Skyview's CEO capture from today's changing business environment? 2. Can Heha Skyview's take this opportunity in the near future? 3. Can the main force last (unendurable) for a long time? 4. How does Heha Skyview's CEO react to the threat? 	<p>1&2Of course, the predicate of Yogyakarta as a student city and tourist city creates an additional opportunity so that we can maximize business in the tourism sector with several new innovations. As a CEO, my main key in developing my business is to keep up with the times or trends. Customers or consumers who come to HeHa Skyview are our priority. That's for sure, number one is the</p>	CEO-9 (opportunities)

		<p>customer. And furthermore, customers are the reason we are in the first place. We are committed to providing the best experience to our attending customers so we always consider their perspective. I catch that the current trend is that people nowadays like to upload their daily activities on their social media accounts. Thus, Heha skyview focuses on utilizing this phenomenon to provide beautiful places and photo spots that support tourist satisfaction. On the other hand, HeHa Skyview's strategic location to see the overall view of Jogja makes HeHa Skyview a special icon for visitors. In fact, every tourist who comes to Jogja has added it as the main list of tourism visits in Jogja, as evidenced by every tour and tour package to Jogja, HeHa has become one of the tourist destinations. So, in a short time, Heha Skyview was able to take advantage of this phenomenon by providing beauty; instagrammable photo spots; and supported by a food court through collaboration with MSMEs and restaurants in tourist</p>	<p>CEO-10 (strategy resilience)</p>
--	--	---	---

		<p>areas to meet the needs of various groups of tourists.</p> <p>3. We cannot guarantee that the strategy currently used by HeHa Skyview will last in the long term. Thus, both evaluations with direct and indirect measurements based on customer-oriented requirements must continue to be carried out so that HeHa can continue to develop in accordance with customer and market trends and demands.</p> <p>4. The threat in my opinion here is when we are not able to follow trends and meet customer demands. So, my team and I continue to evaluate on an ongoing basis and are fully customer-oriented. We realize that the main capital is View. Management focuses on developing Super panorama, strategic location, creative minds, solid team, up-to-date attractions, professional work ethic. People prefer outdoor spaces more than indoor. People are so stressed out by the pandemic that they are longing for a proper vacation. Our outdoor site excellently caters to these demands. We are accelerating the addition of outdoor photo spots. Of course, my team and I always formulate business development strategies by continuously innovating.</p>	<p>CEO-11 (threat)</p>
--	--	---	----------------------------

		<p>However, we continue to show our distinctiveness while continuing to focus on our main mission which is to be the best and largest tourism destination in Indonesia.</p>	
Learning and Growth	<ol style="list-style-type: none"> 1. What is Heha Skyview's strategy in developing the ability of the current workforce? 2. What are the main strengths of Heha Skyview's that are becoming a competitive advantage in the hospitality and tourism business today? 3. Can Heha Skyview's take this opportunity in the near future? 4. What is the biggest threat facing Heha Skyview's in today's business competition? 	<ol style="list-style-type: none"> 1. For now, our strategy in developing our capabilities in the midst of a pandemic is to continue to evaluate and innovate so that our business lines can run optimally, of course, based on customer-oriented. 2&3 Customers are the reason we are in the first place. We are committed to providing the best experience to our attending customers so we always consider their perspective. Thus, I catch that the current trend is that people nowadays like to upload their daily activities on their social media accounts. Thus, HeHa Skyview focuses on utilizing this phenomenon to provide beautiful places and photo spots that support tourist satisfaction that is adaptive in following trends. It is our main advantage to keep abreast of trends and customer demands. 4. The threat in my opinion here is when we are not able to follow trends and meet customer demands. So, my team and I continue to 	<p>CEO-12 (Business strategy)</p> <p>CEO-13 (Main strength)</p>

		evaluate on an ongoing basis and are fully customer-oriented.	
Formulation Strategic	<ol style="list-style-type: none"> 1. How important is strategy formulation to Heha Skyview's? 2. Was last year's performance used as the basis for formulating Heha Skyview's future strategy? 3. Is Heha Skyview's current performance in line with the company's vision and mission? 4. What does Heha Skyview's consider in formulating the company's sustainable strategy? 	<ol style="list-style-type: none"> 1. Strategy formulation is something that we must continue to hone if likened to a knife. My team and I always hold official monthly meetings and discussions via social media and discuss any trends and innovations that can be further developed on HeHa Skyview at any time. 2. In evaluating performance, of course, not only last year, but even monthly, we evaluate the performance of each line of business which we then reformulate the strategy based on customer demand and current trends. 3. In business, of course, expectations and reality are always different. However, with our main strategy which is always adaptive and customer-oriented, we are able to minimize the widening of differences in the vision and mission that we believe in with the performance produced by HeHa as a whole. 4. Our strategy formulation is always oriented to HeHa Skyview's vision and mission, especially our main mission to be the best and biggest tourist destination in Indonesia. Our principle in formulating the HeHa strategy is to follow the trend, customer is number one, always out of the box. 	<p>CEO-14 (strategy formulation)</p> <p>CEO-15 (performance evaluation)</p> <p>CEO-16 (Is Heha Skyview's current performance in line with the company's vision and mission)</p> <p>CEO-17 (What does Heha Skyview's consider in formulating the company's</p>

			sustainable strategy)
Organizational Vision and Mission	<ol style="list-style-type: none"> 1. How does the company ensure that the vision and mission can be achieved properly? 2. Does the organization always monitor the implementation of the vision and mission at the lower level? 3. Can the existing mission help the organization achieve the organization's vision? 	<ol style="list-style-type: none"> 1. In my opinion, when our focus is only on maximizing customer satisfaction, then HeHa Skyview's vision and mission can be achieved automatically. why? because the vision and mission established in HeHa Skyview is customer-oriented. That perspective that we always hold and run until now 2. As a manifestation of the implementation of HeHa Skyview's vision and mission, we always hold monthly meetings in each unit, division, and organization to always establish relationships and cooperation as a team and every employee is required to submit their ideas or innovations in order to take part in developing HeHa Skyview in their field 3. Our principle in formulating the HeHa strategy is to follow the trend, customer is number one, always out of the box. Not only that, these three main principles are our greatest strength to continue to develop our business. I, as CEO, of course strongly adhere to the vision and mission of the organization that has been created 	<p>CEO-18 (How does the company ensure that the vision and mission can be achieved properly)</p> <p>CEO-19 (implementation of vision and mission)</p> <p>CEO-20 (vision achievement)</p>

Interview Date: 16/02/2022

Participant: AM (Chief Executive Officer)

Code: CEO

Interview Duration: 21:09

Aspect	Transcript		Coding & Key Words
	Researcher	Participant	
Covid-19 Strategy	1. How is Heha Skyview's financial management during the Covid-19 pandemic? 2. What strategies are applied?	1&2 The point is, when the pandemic hit Indonesia, my team and I moved quickly to formulate policies related to what strategies could be used while still adjusting policies based on the results of coordination with the local government. Even though, in terms of turnover at the beginning of 2020, we experienced a very significant decline, we were finally able to score again and exceed the turnover at the beginning of HeHa's grand opening and continue to be stable and increase until now. The secret, of course, is the business strategy that we design and implement with a continuous evaluation system. For the finance division, I only direct the manager to do a thorough refocusing and reallocation of the budget on the basis of the business strategy that has been formed. There were several times when HeHa SkyView was closed during yesterday's lockdown, my team and I took	CEO-21 (financial management during the Covid-19 pandemic)

		<p>full advantage of that moment to hold an online meeting to immediately formulate a business strategy by adding elements of covid-19 for consideration. improve infrastructure that is lacking and renovate infrastructure facilities from HeHa Skyview both on a covid-19 basis and business lines. So, if specified, there are 4 considerations in the preparation of HeHa Skyview's business strategy, namely following the trend, customer is number one, always out of the box, while still taking these three elements into the perspective of covid-19. I consider this covid-19 is something serious and dangerous, because we are dealing with disease. However, I believe when the rules for handling COVID-19 are in place, they can be minimized in the context of HeHa's line of business. Although it adds to the operational costs of HeHa Skyview, we believe that when the health protocols have been implemented as seen today, these costs will be covered by the turnover generated by staying focused on customer needs and as long as the government does not carry out a prolonged lockdown on business places.</p>	
--	--	--	--

Interview Date: 02/12/2021

Participant: RP (Finance Manager)

Code: FM

Interview Duration: 40:10

Aspect	Transcript		Coding & Key Words
	Researcher	Participant	
Financial	<ol style="list-style-type: none"> 1. Is there a strategy adjustment if the financial target is not met in the current year? 2. What opportunities does Heha Skyview's CEO capture from today's changing business environment from a financial perspective? 3. How does Heha Skyview perform financial-based performance measurement? 	<ol style="list-style-type: none"> 1. Of course, not only every year, even every month we always evaluate. Including when the COVID-19 pandemic emerged causing business turbulence that had an impact on HeHa's financial performance. In my opinion, HeHa's unique business model has significantly improved our financial position even though we experienced a decline in turnover at the beginning of the pandemic. The increase was due to the CEO and team continuing to analyze and evaluate each line of business on an ongoing basis against any existing trends. In addition, the systemized business lines make it easier for us to report HeHa's financial condition timely and comprehensively so that it can be immediately analyzed and further evaluated by the CEO and team. 2. Because our team continues to evaluate and update on trends and customer demands that continue to develop so that they have an impact on policies and innovations made by the CEO and team, coordination is a major strength because new 	<p>FM-1 (strategy adjustment)</p> <p>FM-2 (opportunities)</p>

		<p>innovations that are continuously formulated by the CEO and team must also be in line with the financial system. Thus, we continue to innovate to develop a financial system that is connected to the HeHa business line</p> <p>3. Of course, every HeHa business line has been systemized in accordance with one of HeHa Skyview's missions, namely "Following and applying technological developments in all aspects of the business". For example, each photo spot is equipped with a payment system that is connected to HeHa's main financial system. Thus, we can easily obtain real-time financial information and can immediately be used by HeHa internals for further evaluation. In addition, we also have a preventive control system, namely the implementation of a business line evaluation system based on the bottom 2 benchmarks, such as from 10 photo spots spread throughout HeHa Skyview, there are 2 bottom spots based on monthly turnover. These indicators are then evaluated further by the CEO and the team and produce policies for renovations or turning the photo spots into new photo spots by following existing trends. The treatment of these indicators applies equally to all other business lines</p>	<p>FM-3 (financial performance)</p>
--	--	---	---

Interview Date: 15/02/2022

Participant: RP (Finance Manager)

Code: FM

Interview Duration: 15:04

Aspect	Transcript		Coding & Key Words
	Researcher	Participant	
Covid-19 Strategy	1. How is Heha Skyview's financial management during the Covid-19 pandemic?	1. Even though, financially, HeHa Skyview was still relatively stable at that time, I re-allocated the budget to each division and refocused CAPEX and OPEX according to the strategy formulation directed by the CEO regarding the Covid-19 strategy formulation at that time. In addition, during the lockdown period, we reallocated unused monthly OPEX to be allocated to CAPEX, especially for the construction of the latest photo spots and renovating several viewing angles from HeHa Skyview. We also took full advantage of yesterday's lockdown by participating in a thorough analysis of HeHa's business strategy formulation in relation to the financial division. Of course, while still considering the 3 main elements of the HeHa strategy formulation. And one more point, we also identify assets, to see which assets are important and profitable, and which ones can be liquidated to guarantee cash flow from our business.	FM-4 (financial management)
	2. What strategies are applied?	2. After the lockdown is over, with the terms and conditions for the reopening of business premises issued by the local government, in the finance division, there are several adjustments, especially	FM-5 (strategy)

		in the company's budget allocation, such as the construction of several automatic hand washing units, infrared thermometers and in OPEX, spraying of disinfectants, hand sanitizers, as well as other covid handling units.	
--	--	---	--

Interview Date: 02/12/2021

Participant: AB (Human Resource Department Manager)

Code: HRDM

Interview Duration: 25:17

Aspect	Transcript		Coding & Key Words
	Researcher	Participant	
History of HeHa	3. Has the establishment of the organization involved elements of the surrounding community?	3. The organization involves various local resources and empowers the community. Many tours in the Gunungkidul area have been developed by Village-Owned Enterprises (Bumdes), so the existence of Heha Sky View is expected to add to the variety of entertainment venues in Yogyakarta and not turn off local tourism. For example, the company uses restaurant needs from local community products. Furthermore, management must empower the community for the company's operational activities.	HRDM-1 (local community involvement)

		The company must train employees from the local area and provide adequate training	
Learning and Growth	1. What is Heha Skyview's strategy in developing the ability of the current workforce?	1. Overall, we have a training schedule for all parts of the team. As an HRD manager, I realize that the skills and commitment of the entire team are one of the supporting factors in running the hospitality and tourism business. The development of personnel capabilities is important, considering that we are trying to widen career opportunities for people in need, especially for local residents, so regular training is necessary for employees. I believe that in the near future, when we consistently continue to build a team with strong skills and commitment, in the near future we can become one of the leaders in this industry. Thus, human resource management is the main component that continues to be developed internally to support HeHa Skyview's ability to maximize customer satisfaction.	HRDM-2 (strategy)

Interview Date: 02/12/2021

Participant: OK (Organizational Development Manager)

Code: ODM

Interview Duration: 15:15

Aspect	Transcript		Coding & Key Words
	Researcher	Participant	
Learning and Growth	2. What is Heha Skyview's strategy in developing the ability of the	2. We have a training schedule for all HeHa divisions. As an ODM, I realize that the skills and commitment of the entire team are an important factor in the	ODM-1 (strategy)

	current workforce?	<p>success of HeHa Sky View's business. The development of personnel capabilities is a critical part, considering that we are trying to open wide career opportunities for people in need, especially for local residents. In addition, I also always communicate with the HRD Manager to create employee development programs that are in line with the main mission of HeHa Skyview as well as the formulation of strategies prioritized by the CEO. For example, in the current employee development program, we focus on training and evaluation in the marketing division, which is of course to support HeHa with innovations or ideas for changing trends that are always adaptively customer-oriented. I believe consistently if we build a team with the right skills and commitment, we can be the best in this industry.</p>	
--	--------------------	---	--

Interview Date: 02/12/2021

Participant: RF (Customer)

Code: C-1

Interview Duration: 13:20

Aspect	Transcript		Coding & Key Words
	Researcher	Participant	
Customer Perspective	4. What can you tell about your experience	4. I have visited Heha Skyview several times with my family. The first time I visited this	C-1-1 (customer experience)

	visiting HeHa Skyview?	<p>place, I was with my college friends during my spare time. Count to play together. My first impression, very good. In addition, there are various interesting photo spots that are available. The price is also affordable for each photo spot. Also, the service here prioritizes customers like me, who come from out of town. In fact, in every photo spot there is a cameraman who can direct us to get the best photo results and a reliable operator to process photos directly to my device. The price is very affordable for the entrance ticket and taking pictures on some of the rides can show amazing results. In fact, on my next visit with my parents and sister, I saw many new photo spots. So, I can always have new experiences. They were very curious about Heha Skyview because the scenery was so amazing. I am very excited and curious about waiting for the latest photo spot updates from HeHa. Hopefully the price doesn't go up and the photo spots continue to innovate. So that it can be reached by students like me and always get new experiences.</p>	
--	------------------------	--	--

Interview Date: 15/02/2022

Participant: ZU (Customer)

Code: C-2

Interview Duration: 15:17

Aspect	Transcript		Coding & Key Words
	Researcher	Participant	

Customer Perspective	4. What can you tell about your experience visiting HeHa Skyview?	4. You could say I'm a regular visitor to HeHa SKyView. At least I visit this place once a month to maximize the day off and take a break from work for a while. The interesting thing is that this place provides a variety of complete tourist and entertainment facilities, such as a variety of contemporary photo spots, various places to eat that are quite affordable for myself, and of course there is live music every night. I always come in the afternoon until the evening to enjoy live music. Also, around 8 pm, HeHa Skyview always has a routine, namely they will turn off the main lights throughout HeHa and only the ornamental lights are on. So, as a visitor, I can see the beautiful view of the city of Jogja at night. I am very happy when I visit HeHa SkyView, especially the photo spots and snacks here always offer something different. Some time ago I also invited some of my work friends to visit HeHa SkyView. Surprisingly, a week later, through their Instagram story, they came to this place again with their family or relatives.	C-2-1 (customer experience)
	5. What is your hope for HeHa Skyview in the future?	5. Well, as a lot of people say in business, always knowing your customer, and I think HeHa is always able to provide entertainment facilities for its customers. Last word, HeHa SkyView keep doing your thing.	C-2-2 (customer expectations)

Interview Date: 17/02/2022

Participant: BG (Customer)

Code: C-3

Interview Duration: 11:23

Aspect	Transcript		Coding & Key Words
	Researcher	Participant	
Customer Perspective	4. What can you tell about your experience visiting HeHa Skyview?	4. I really enjoyed visiting HeHa SkyView, especially with my family. For a place to travel and relax with family, HeHa Skyview is a recommended place. My children are very happy to know that I will bring them to this place. In fact, they always ask if they want to visit this place again. Then, in terms of price, I think the price is fairly standard starting from the entrance ticket, food to the charge for each photo spot. My favorite part is the food facilities HeHa provides. Starting from snacks and heavy meals, everything is available and varied. I never get bored with the food that is here, like a vacation as well as a culinary tour. Besides, I don't have to worry about my obligations in worship. Because, HeHa also provides a prayer room while still paying attention to health protocols. Uniquely, this place provides disposable prayer mats as one of the health protocols.	C-3-1 (customer experience)
	5. What is your hope for HeHa Skyview in the future?	5. My hope for HeHa Skyview in the future is to continue to improve the entertainment facilities here and of course continue to update the food supply especially because I am happy with new and unique foods.	C-3-2 (customer expectations)

Interview Date: 02/12/2021

Participant: FA (Employee)

Code: EM-1

Interview Duration: 17:01

Aspect	Transcript		Coding & Key Words
	Researcher	Participant	
Learning and Growth	5. Have you ever participated in an employee training program organized by the management of HeHa Sky View?	5. Yes, I've followed it several times. I am one of the chefs who work in the restaurant division of Heha Sky View and have been working for about a year. I went through a process that I think is a bit complicated, because my experience as a chef is still very lacking. However, I was greatly helped by the learning process offered by Heha to be able to adapt to all of my job desks. In several processes here, there are several training modules that are devoted to the kitchen, for example cooking, plating, and cleaning training. In fact, we were also given the opportunity to be taught by several skilled chefs who were invited by HeHa to simultaneously update the menu and teach international cooking techniques.	EM-1-1 (employee training)

Interview Date: 15/02/2022

Participant: AS (Employee)

Code: EM-2

Interview Duration: 12:34

Aspect	Transcript		Coding & Key Words
	Researcher	Participant	

Learning and Growth	5. Have you ever participated in an employee training program organized by the management of HeHa Sky View?	5. I am one of HeHa's employees, especially as a photographer. So far, I've only attended one of the employee trainings held by HeHa. The training is a photography technique training with one of the leading photographers and a senior employee of the photographer as a tutor for the training program. One of the photography techniques I learned at that time was the "long-exposure technique". The training was very interesting because in addition to being able to increase my photography knowledge, I can also apply it to customers when I am at the photo spot. Very happy to be one of the people included in the photography training program. My hope of course is that I can continue to be included in the training program held by HeHa SkyView.	EM-2-1 (employee training)
---------------------	---	--	-------------------------------

Interview Date: 17/02/2022

Participant: ASH (Employee)

Code: EM-3

Interview Duration: 15:20

Aspect	Transcript		Coding & Key Words
	Researcher	Participant	
Learning and Growth	5. Have you ever participated in an employee training program organized by the management of HeHa Sky View?	5. I have been an employee of Heha since this place was founded in 2019.. At that time I got an offer to work here, from a friend of mine who also saw a vacancy here. My current position is cleaning service. More specifically, my job is to	EM-3-1 (employee training)

		<p>ensure the cleanliness of Heha Skyview. The owner of Heha Skyview often meets our employees here to ask about the performance that has been done by our leaders. When asked about the development program, here (Heha Skyview) very often conducts training for us. Forgot how much, more often than not, I just follow it because it's an obligation of our job. So far, I have regularly participated in the training, because it happened to take turns in our spare time. Yes, sometimes indeed I also missed one or two training sessions because at that time I was sick, but yes our leaders gave us extra time to re-follow. The material taught is very varied, in my part, it is more about cleanliness. Most strikingly, it can be seen from the bathroom cleanliness indicators that have been set, it took me a long time to understand this, because the bathroom cleanliness indicators are really detailed to maintain cleanliness. With this training, I feel very helpful to understand my responsibilities.</p>	
--	--	---	--

Interview Date: 17/02/2022
Participant: FK (Employee)
Code: EM-4

Interview Duration: 14:03

Aspect	Transcript		Coding & Key Words
	Researcher	Participant	
Learning and Growth	5. Have you ever participated in an employee training program organized by the management of HeHa Sky View?	5. I am an accounting employee in the finance division. Even though I have only worked for about 1 year, I have attended 2 training programs, especially on finance. In the 2 training programs that I have attended, both programs are more focused on developing the science of finance. Even though my background is in accounting, we are always directed to continue to develop our finance capabilities. So, as accounting employees, we are not only always involved in HeHa SkyView's business transactions, but can also contribute in analyzing HeHa SkyView's financial and business conditions. HeHa's systematized financial system has made our work easier. So, we are currently also focusing on the finance department. Even though it seems like there is an excess of workload, as an accounting staff, I feel happy because my knowledge can continue to grow. In fact, it turns out that learning through work is very fun because apart from getting a salary, I can also develop my accounting and finance knowledge in the real world of work.	EM-4-1 (employee training)