Bureaucratic Reform and Business Services in the Special Region of Yogyakarta

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Abstract

This study aims to identify internal and external factors and formulate a strategy for utilizing the Online Single Submission (OSS) system in business licensing services at the Provincial Government of D.I. Yogyakarta. The method used is library research and SWOT analysis. The results show that internal factors, namely the implementation of the OSS system, can streamline time and costs and make it easier for the public to access more transparent and accountable procedures. Meanwhile, external factors in implementing the OSS system were influenced by good cooperation and coordination between the provincial and city/district governments. The strategy for utilizing the OSS system for business licensing services in DIY is optimizing the use and utilization of the OSS system for licensing services, integrating the licensing service system into the Si Cantik Cloud application, strengthening regulations related to the use of the OSS system, increasing the socialization of licensing services through OSS, allocating human resources. Those competent in digital-based public services improve the ball pick-up system in licensing services and control the verification function on permit applicant data.

Keywords: Bureaucratic Reform, Online Single Submission, SWOT, Yogyakarta

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INTRODUCTION

Bureaucratic reform is a significant change in bureaucratic elements, including institutions, apparatus human resources, governance, apparatus accountability, supervision, and public services. Following the grand design of

bureaucratic reform stipulated in Presidential Regulation 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010–2025, the government targets Indonesia to have a world-class government. In line with this, implementing bureaucratic reform is one of the main areas of national development. Bureaucratic reform is an effort to improve bureaucracy in 8 (eight) levers areas: change management, policy deregulation, organizational structuring and strengthening, governance arrangement, apparatus human resource management system arrangement, strengthening accountability, strengthening supervision, and improving the quality of public services.

One form of implementing bureaucratic reform in the investment sector is implementing the Online Single Submission (OSS) system. OSS is a platform where micro, small, medium, and prominent entrepreneurs can apply for business licenses. The creation of OSS also aims as a form of reform in business licensing. Because initially, the submitted permit must go through a long process, and bureaucracy and physicals must be present. With OSS, people can take care of business licenses more practically, quickly, and without leaving their homes or offices (Aditya, 2021). The implementation of OSS is one form of E-Government implementation.

McClure (in Lumbanraja, 2020) suggests that E-Government is the use of technology by governments, especially web-based internet applications, to improve access and delivery of government information and services to citizens, business partners, employees, other institutions, and government entities. E-Government has the potential to help build better relationships between the government and the public by making interactions with citizens smoother, easier, and more efficient. Agostino et al. (2020)

revealed that the Covid Pandemic-19 had impacted the development of digital transformation in public service delivery. Social challenges that arise after the outbreak of the Covid-19 pandemic force public institutions or government institutions to carry out digital acceleration to optimize public services.

The Covid-19 pandemic began to spread in Indonesia in early March 2020 until it was designated as a national disaster through the Presidential Decree of the Republic of Indonesia Number 12 of 2020 concerning the Determination of Non-Natural Disasters for the Spread of Corona Virus Disease 2019 (COVID-19) as a National Disaster followed by an appeal for health protocols forced the community to enter the era of New Habit Adaptation (ABK). The central and local governments have issued various policies. Start by limiting social relations (social distancing), calling for work from home for most State Civil Apparatus (ASN), eliminating worship activities, and asking people to stay home and reduce economic activities outside the home.

The policy is well-intentioned, but the impact of the policy has a high risk; until the end of March 2020, the government's policy is not only social distancing but continued with Physical Distancing, and also the government has established Large-Scale Social Restrictions (PSBB). With many public service providers limiting services, initiating online services, and even eliminating temporary services, it is a phenomenon that must be done. This restriction on public services began to be carried out by the government in mid-March 2020, starting with closing school children by asking them to study at home and then appealing to employees to do Work From Home (WFH) (Andhika, 2020).

Implementing social distancing requires local governments as representatives of the central government in direct contact with the community to ensure discipline can be applied by all levels of society and is not an appeal to the community alone. There are essential parameters in implementing social distancing, including i) the establishment of work from home for lines of work that can be done at home, ii) the closure of certain businesses, and iii) travel restrictions (World Bank, 2020). From these parameters, there is an urgency for local governments to be able to implement social distancing through optimizing information technology in public services.

As part of the core role of the government in considering the mechanism and sustainability of public services during this pandemic, local governments need to learn how best practices and appropriate measures of implementing health protocols are required in Yogyakarta. The momentum of Covid-19 can also be a turning point for the Yogyakarta Provincial government to build information technology infrastructure in the context of providing public services that can adapt to the new normal (Husnayaini, 2020).

Quoted from hukumonline.com, amid the government's efforts to control the spread of the Covid-19 Pandemic outbreak, the Government and business actors are challenged to be creative in taking advantage of existing opportunities, one of which is in terms of managing business licensing. Fortunately, since 2018 the government has operated an electronically integrated business licensing service, or Online Single Submission (OSS).

Through OSS, the application and processing of business licenses are carried out online. During the Covid-19 pandemic, OSS is beneficial for entrepreneurs to obtain business licenses following their business activities. Data from the BKPM Operation and Investment Escort Coordination Center (Pusat KOPI) states that during January-March 2020, the number of Business Identification Number (NIB) applications was 197,174 the highest number of applications in February was 71,041 NIB. During this period, the total number of license applications for micro-small enterprises (IUMK) through OSS was 109,639, or above 50%, compared to other business categories. Seeing this number of applications, BKPM said that MSMEs in Indonesia still have a high interest in being able to have business licenses and are immune from the Covid-19 issue.

Law Number 25 of 2009 concerning Public Services and Government Regulation Number 96 of 2012 concerning the Implementation of Law Number 25 of 2009 concerning Public Services mandates all government institutions, both at the central and regional levels, to conduct community satisfaction surveys as a benchmark for the success of service delivery. The results of this survey are outlined in the form of a Community Satisfaction Index (IKM).
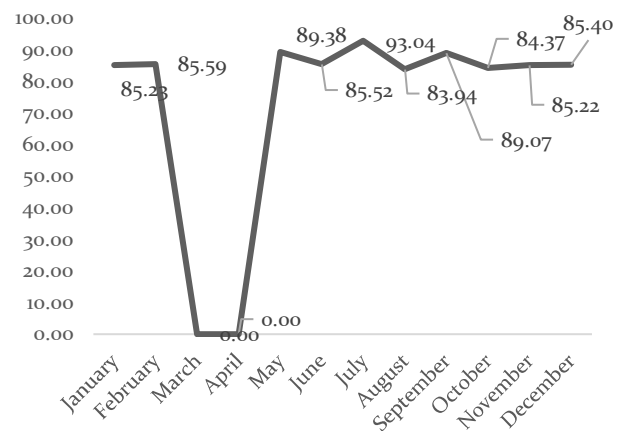

Figure 1. IKM Province D.I. Yogyakarta 2020
Source: Provincial Licensing and Investment Service D.I. Yogyakarta, 2020

There is an anomaly in the IKM value of Yogyakarta Province in 2020. In March and April, it was 0.00 due to the Covid-19 emergency response period, which affected public services provided by the Yogyakarta Provincial Government. To explore this phenomenon, it is necessary to investigate further how the chronology of IKM D.I. Yogyakarta Province in the past few years so that the things that cause the value of SMIs to drop can be anticipated and the services provided can be more optimal.

Husnayaini (2020), in Journal of Evaluation of Provincial Public Service System Innovation D.I. Yogyakarta, to Face the New Normal Period, said that the Provincial Government of D.I. Yogyakarta had implemented an innovative policy on the use of e-government to streamline local government services during the Covid-19 pandemic.

This is done by providing online services through websites and other online platforms and continuing to provide direct services by implementing health protocols. However, the response still needs to lead to a long-term solution (which can be implemented after the Covid-19 Pandemic period ends). Integrating and standardizing services that lead to sustainability after the pandemic is necessary.

This aligns with the spirit of OSS, where public services are carried out effectively, efficiently, accountably, and transparently. The use of technology in the field of public services is not new for the Provincial Government of D.I. Yogyakarta as the region with the Top award 99 Public Service Innovations in 2019, organized by the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Public Relations MenpanRB, 2019). The Yogyakarta government has sufficient human resource capacity to optimize information technology in its public services. Thus, this study aims to identify internal and external factors of e-government implementation by the Yogyakarta Provincial Government on the utilization of the OSS system and formulate strategies for optimizing system utilization Public Service Information of Yogyakarta D.I. Province in the field of business licensing. This research is expected to be a reference for efforts to improve and develop public services, especially in the use of e-government for business licensing services in the Province of D.I. Yogyakarta.

RESEARCH METHODS

The research used a qualitative approach method. According to Moleong (2004), qualitative research aims to understand the phenomena experienced by research subjects holistically through description. The data collection and processing method in this study uses library research techniques. Library research is a technique for reviewing and analyzing various literature studies. Then the results of the Library research review are analyzed using SWOT techniques to be able to formulate conclusions and recommendations.

This research focuses on the scope of the research topic, namely how to challenge the realization of bureaucratic reform in licensing services amid a pandemic. The focus of the research seeks to answer the formulation of the problem that has been formulated in the introduction; therefore, the focus of the research includes an Analysis of internal and external factors of Online Single Submission system utilization (OSS) in business licensing services by the Provincial Government of D.I. Yogyakarta, Formulation of a strategy to optimize the use of the Online Single Submission (OSS) system in

business licensing services by the Provincial Government of D.I. Yogyakarta.

The data collection technique used is Library research conducted to obtain secondary data. According to Zed (2004), library research is a series of activities related to data collection methods, reading, recording, and processing research materials. Data sources in this study were obtained by tracing secondary data sources such as journal articles, news articles, and official documents published by the Provincial Government. DI Yogyakarta, and other secondary data related to the research topic. From the results of the data search, then the data is analyzed and processed through descriptive analysis.

According to Rangkuti (2004), SWOT analysis systematically identifies various factors to formulate company strategies. This analysis is based on the logic that can maximize strengths and opportunities while minimizing weaknesses and threats. Making strategic decisions is always related to developing the company's mission, goals, strategies, and policies.

SWOT analysis is a straightforward, helpful tool for developing organizational strategy, whether building or developing an organization even better. SWOT analysis organizes critical strengths, weaknesses, opportunities, and threats into an organized list, usually in a simple grid bar. SWOT analysis compares external factors of opportunity and threat with internal factors of strength and weakness. According to Fahmi (2013), to analyze more deeply about SWOT, it is necessary to look at external and internal factors as an essential part of SWOT analysis, namely internal factors and external factors.

Internal factors influence the formation of strengths and weaknesses (S and W). This factor concerns the conditions in the company, which also affects the formation of company decision-making. These internal factors include functional management: marketing, finance, operations, human resources, research and development, management information systems, and corporate culture. Strengths and weaknesses come from internal organizations. Internal factors can be controlled and can change. Examples include who is on the team, patents and intellectual property, and location.

External factors influence the formation of opportunities and threats (O and T). This factor concerns conditions outside the company that affect company decision-making. These factors include the industrial and macro business environments, economic, political, legal, technological, demographic, and socio-cultural. Opportunities can be exploited to protect against threats, but The threat cannot be changed. Examples include competitors, raw material prices, and customer spending trends.

According to Hunger & Wheelen (2012), the external environment of the organization is a variable that is outside the organization and not in the control of the organization. External variables will shape the work environment and social environment of the organization. Examples: Political, Economic, Social, Technological, and so on.

The organization's internal environment is a variable that exists in the organization, and these variables include the organization's structure, culture, and resources. Example: H.R. Condition, Finance, Facilities and Infrastructure, Organizational Structure and Culture, etc. When conducting a SWOT analysis, a solid strategy can be designed to prioritize the work we need to do to develop the business.

SWOT analysis can be used to formulate strategic advantages t identify the strengths and

weaknesses of an institution at this time. This writing theme, in detail, discusses the use of Public Service Information Systems in the field of licensing in Yogyakarta D.I. Province, which can be explained using SWOT analysis (Strength, Weakness, Opportunity, and Threats) of internal and external factors. If the SWOT analysis has been completed, then the expected final result will be a real strategy. After all, it is about developing strategies that can be implemented and considered by the Provincial Government in Yogyakarta.

Table 1. SWOT Analysis Matrix

	Strengths (S)	*Weakness* (W)
Opportunites (O)	S-O Strategy (Strategy that utilizes strength and seize opportunities)	W-O Strategy (Strategy that minimizes weaknesses and seize opportunities)
Threats (T)	S-T Strategy (Strategy that uses strength and overcome threats)	W-T Strategy (Strategy that minimizes weakness and threat avoidance)

Source: Husnayaini (2020)

The first step is to look at strengths and figure out how we can use those strengths to take advantage of the opportunities at hand. Then, see how the force can solve the threat. Use this analysis to generate a list of actions that can be performed. SWOT analysis will help in the conclusion of the study. SWOT analysis uses the Internal Factor Analysis Conclusion (KAFI) matrix and External Factor Analysis Conclusion (KAFE). The Internal Factors Strategy includes strengths and weaknesses, and the External Factors Strategy includes opportunities and challenges.

RESULTS AND DISCUSSION

The implementation of e-government by the Yogyakarta Provincial Government during the Covid-19 pandemic must align with the commitment of the central and regional governments. One of these commitments was realized at the launch of the risk-based Online Single Submission (OSS) System in August 2021 and Yogyakarta Province as one of the pilot projects for the implementation of OSS, so that the implementation of the OSS system itself had been running one year before OSS was officially launched nationally, Public Relations of the Provincial Government of D.I. Yogyakarta (2021).

Mudiparwanto and Gunawan (2021) discussed differences in the authority of the Yogyakarta Provincial Government in the procedure for granting business licenses before and after implementing the Online Single Submission (OSS) system in the Yogyakarta Provincial Government. The difference in service procedures can be seen in appendix 1.

The change in authority of business licensing services occurred in the role of the Yogyakarta Provincial Government (Yogyakarta Provincial Licensing and Investment Office) which previously had full authority over the issuance of business licenses from the stage initial administration until the issuance of a business license. After the Online Single Submussion (OSS) System, the administrative process at the beginning of the business license application process was trimmed so that the role of the Yogyakarta Provincial Government was focused on the stage of managing business license commitments which was the final stage in

submitting business license applications through the Online Single Submussion (OSS) System.

Pribadi, et al (2021) the most influential factor on the successful implementation of the OSS system is policies and regulations that include the authorities, procedures, and obligations of local governments as users of the OSS system. Mudiparwannto and Gunawan (2021) the implementation of OSS in Yogyakarta D.I. Province is still constrained by regulatory aspects that hinder the implementation of granting business licenses. The disharmonization of regulations has made it difficult for the Yogyakarta Provincial Government to determine policies and decisions.
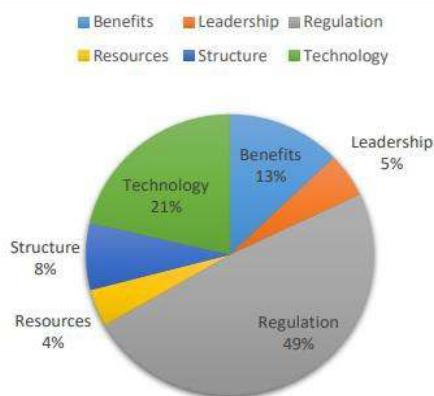
SMIs of 3.36 in 2019 with a realization of 87.86 and the realization of the previous year, 2018 of 84.5.

Although there was a decrease in the realization of the value of SMIs in 2020 compared to 2019 of 1.18 with the relalization of the value of SMIs in 2020 of 86.68 due to the Covid-19 pandemic which made licensing services choked due to the emergency response period and implementation of various health protocols that require the minimization of face-to-face licensing services due to the beginning of the Covid-19 pandemic. However, the value of the IKM is still higher when compared to the value of the IKM before the system Online Single Submission (OSS) is utilized and still above the target figure for 2020.
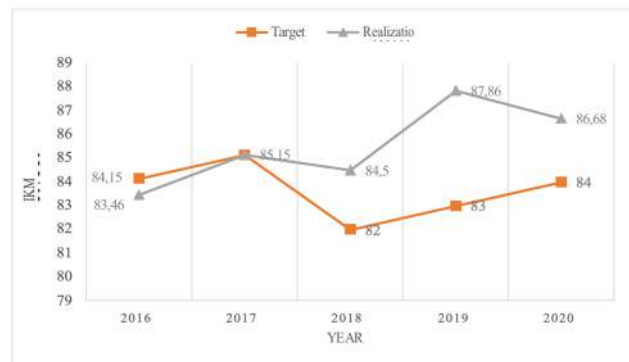
Figure 2. Factors of Online Single Submission (OSS) System Implementation in Yogyakarta Province

Figure 3. Community Satisfaction Index (IKM) 2016-2020
Source: LKJIP Yogyakarta Provincial Licensing and Investment Office, 2020

The use of Online Single Submussion System (OSS) licensing service applications has a positive impact on improving the quality of licensing services. This can be seen from the realization of the value of the community satisfaction index (IKM) continues to increase from 2016-2019, where the use of the OSS system in Yogyakarta Province is effective starting in 2019, there is a significant increase in the value of

Widianto (2021) The Yogyakarta Provincial Government through the Licensing and Investment Office (DPPM) seeks to improve public services through the SiCantik Cloud web-based application. The application can integrate the permit application service from the application stage to the issuance of documents. However, due to the fact that there are still many people who are less technologically literate, the

DPPM of D.I. Yogyakarta Province still provides services manually by providing assistance with the use of applications to applicants and also there are still many technical OPDs within the D.I. Yogyakarta Provincial Government who have not utilized the SiCantik Cloud application for their public services.

From the results of Library research that has been done, several internal factors can be identified consisting of strengths and weaknesses in the use of OSS in Yogyakarta D.I. Province. Strengths are things that can be optimized that come from the OSS system itself while weaknesses are things that need to be improved.

Strengths that can be optimized to achieve successful implementation of OSS are cost and efficiency. According to Muharram (2021), the implementation of licensing services through an online system has advantages in terms of time and cost efficiency. To take care of permits, you don't need to go far to the Yogyakarta Provincial Licensing and Investment Office. More transparent and accountable procedures, In carrying out public service procedures, the public can easily access and see the extent to which government activities have been carried out. Public services can be easily accessed by digital media.

Public services can be easily accessed by digital media, it will be easier for the public to access (information disclosure and participation) public services without having to physically come to the office of a government agency. Have sufficient human resource capacity, according to the Public Relations of Menpan RB (2021), the Yogyakarta Government has sufficient human resource capacity to be able to optimize information technology in its public services.

While weaknesses that can be identified and need to be addressed so that the OSS system can run optimally are licensing, services in SiCantik Cloud are still limited. Based on SiCantik Cloud's guide on JogjaInvest's website, the services available at SiCantik Cloud D.I. Yogyakarta Province are still limited to six licensing services. Not yet fully integrated RTRW and RDTR data in OSS system licensing services.

According to Mudiparwanto and Gunawan (2021), RTRW and RDTR data have not all been recorded so the location determination feature still cannot be connected to regional development planning. Still weak control function for applicants who do not fulfill business license commitment data. According to Mudiparwanto and Gunawan (2021), the sanctions given to violators are only limited to administrative sanctions, namely warning letters. There are still weak regulations that hinder the implementation of OSS. According to Mudiparwanto and Gunawan (2021), there is a disharmonization of regulations on the implementation of licensing services through OSS in the Yogyakarta Provincial Government.

Based on the results of the identification of external factors, the opportunities that can be utilized are as follows. Good cooperation and coordination between the Provincial Government and the City/Regency Government in the D.I. Yogyakarta Province area. According to the Yogyakarta Provincial Licensing and Investment Office (2020), good cooperation and coordination between the Provincial Government and City/Regency Governments in the Yogyakarta Provincial D.I. Province are one of the success factors in achieving the "PMTB value in the GRDP of Yogyakarta Province" of the Yogyakarta Provincial Licensing and Investment Office in 2020 of IDR. 49,519,128,000,000.00.

Ease of business license licensing services with the OSS system. According to Muharram

(2020), one of the effectiveness of the implementation of OSS is that applicants no longer need to come directly to the PPM Office to apply for permit issuance. So that it can cut the time of physical administrative procedures. The use of OSS supports the success of SMEs that exceed the target in 2020. According to DPPM Yogyakarta Province (2020), the use of Online Single Submission (OSS) in licensing services is one of the supporting factors for the achievement of SMIs of 86.68 from the target of 84 in 2020.

While threats that can hinder the success of OSS that is avoided as much as possible are as follows. There are still many people who do not understand the procedure for applying for permits through the OSS system. According to Widiyanto (2021), there are still many people who are not technologically literate so the DPPM of Yogyakarta Province still continues to provide manual assistance to help applicants who do not understand the submission of permit applications through the OSS system.

The OSS system relies heavily on slow internet connections in areas. According to Mudiparwanto and Gunawan (2021), OSS in its implementation often times applicants to experience technical problems because the internet network in the area is slow and not so good. Many data findings are incorrect or false in submitting business license commitment applications. According to Mudiparwanto and Guanwan (2021), the Yogyakarta Provincial Government still finds many applicants who upload incorrect or false data on the OSS system at the stage of submitting a business license commitment application.

The results of the identification of internal and external factors above are then presented in the form of a SWOT matrix to be further explored in order to determine alternative strategies that

can be applied by the Provincial Government of D.I. Yogyakarta.

Based on the results of the SWOT analysis in appendix 2, several strategy recommendations were obtained that can be taken into consideration in alternative policymaking. Strategy recommendations are described as follows.

Based on S-O Strategy, optimization of the use and utilization of the OSS system in provincial licensing services D.I. Yogyakarta. Optimization of the use and utilization of the OSS system in licensing services of D.I. Yogyakarta Province can be done by adding more diverse types of licensing services so that in the future licensing services that require face-to-face licensing services can be minimized. So that public services in the field of licensing can be more efficient and effective. Integration of licensing service system into SiCantik Cloud application.

Based on W-O Strategy, the integration of the licensing service system into the sicantik application in order to create/build a system concept that can be interconnected with each other in various ways that are in accordance with the needs of licensing services so that with the integration of the system into the sicantik application can be interconnected related to the flow of information in optimizing effective and efficient licensing services for the community, in this case, the permit applicants.

Strengthen regulations related to the use of the OSS System Strengthening regulations related to the use of the OSS system so that problems arising in its use and utilization can be accommodated with regulations that can answer these various problems so that the Provincial Government of D.I. Yogyakarta can easily make

policies and decisions in solving problems in the use and utilization of this OSS system.

Based on S-T Strategy, increased socialization of licensing services through OSS. A strategy that can be done by placing someone in accordance with their expertise by involving apparatus in training and technical guidance on service and system operation (in job training). With utilizing information technology as much as possible in terms of licensing management (OSS), socialization can be done through social media (Facebook, Instagram, youtube, website, and so on). Allocate competent human resources in the field of digital-based public services.

The operation of digital-based licensing services requires IT experts who focus on application development. In order for the application that has been designed by the Provincial Government of D.I. Yogyakarta to be sustainable and function optimally, maintenance is needed both periodically and when there are unexpected disruptions experienced by users. It will be useless if applications that should help work become more practical cannot be used because there are often interruptions in their use. This resource allocation is very possible as evidenced by the achievements achieved by the Provincial Government of D.I. Yogyakarta in 2019 as the Top 99 public service innovations held by the Ministry of Pan RB.

Improved ball pickup system in licensing services. The Kulon Progo Regency Government through the Integrated Investment and Licensing Office (DPMPT) launched a program called SIPERI JEMPOL BOSS (OSS-Based Ball Pickup Licensing System) as an innovation in improving online licensing services to MSME players to make it easier and faster. The process itself is also quite easy, where MSME actors are invited to socialize by the Integrated Investment and Licensing Office (DPMPT) and only need to bring an ID card and an email address to communicate further without having to bother coming to the DPMPT office. This licensing system can be pilot and implemented by other cities and regencies in the Yogyakarta Provincial Government area to overcome people who do not understand using the OSS system.

Based on W-T Strategy, improvement and control of the verification function on the data of the applicant for business license commitment. In the use of the OSS system in business licensing services, the role of the Yogyakarta Provincial government is reduced because many administrative procedures are trimmed with the OSS system. So that the role of the Yogyakarta Provincial Government focuses on managing business license commitments which is the final stage in business licensing procedures. Therefore, the Yogyakarta Provincial Government needs to increase supervision and ensure that business actors have been issued from OSS.

CONCLUSION

The conclusion of the results of this discussion is as follows. Firstly, the results of observations from library research obtained internal factors in implementing the OSS system, which includes the application of licensing services with an online system that can save time and costs and make it easier for the public to access more transparent and accountable procedures. However, there are still areas for improvement, including limited types of licensing services and the integration of RTRW and RDTR data, and the need for control functions for applicants. Meanwhile, the external factor of implementing the OSS system is the use of OSS in supporting the success of IKM

achievements that exceed the target, which is influenced by good cooperation and coordination between the provincial government and the city/district government, with the challenge of relying on internet connections and people who do not understand the procedure for applying for permits which cause incorrect or false data findings.

Secondly, Strategies in the use of service information systems, namely optimizing the use and utilization of the OSS system in licensing services in Yogyakarta Province, integrating the licensing service system into the Si Cantik Cloud application, strengthening regulations related to the use of the OSS System, increasing socialization of licensing services through OSS, allocating competent human resources in the field of digital-based public services, improving the ball pickup system in services licensing, and controlling the verification function on the license applicant's data.

For the Provincial Government of D.I. Yogyakarta, this study's analysis and strategy formulation results can be considered in preparing policies for optimizing the use of OSS in licensing services, especially business licensing. For similar research in the future, research limitations due to the COVID-19 pandemic and relatively short processing time, in order to explore the topic more deeply, especially the use of primary data through interviews with both the Provincial Government of D.I. Yogyakarta as service providers and the community as service users.

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APPENDIX 1. Comparison of Services Before and After Online Single Submission System (OSS)

Before *Online Single Submission* System (OSS)	After *Online Single Submission* System (OSS)
Business actors complete the administrative requirements in the form of photocopies of required documents (including Business License Commitment requirement documents) for business license applications physically to DPPM	Business actors apply for business licenses according to business activities carried out through the OSS system account
File check and verification by DPPM for processing Business License Issuance	Business actors obtain Business Identification Number (NIB), business license, and license Commercial through OSS system
DPPM determines the issuance of permits in accordance with business activities proposed by business actors	Business actors take care of Business License Commitments in the OSS system

Source: Mudiparwanto and Gunawan (2021)

APPENDIX 2. SWOT Analysis Matrix

	Strengths (S)	Weakness (W)
	Cost and time efficiency. Procedures are more transparent and accountable. Public services can be easily accessed by digital media. Have sufficient human resource capacity.	Licensing services in *SiCantik Cloud* is still limited. Not yet fully integrated RTRW and RDTR data in OSS system licensing services. There is still a weak control function for applicants who do not meet business license commitment data. There are still weak regulations that hinder the implementation of OSS.
Opportunites (O)	**S-O Strategy**	**W-O Strategy**
Good cooperation and coordination between the Provincial Government and the City/Regency Government Ease of business license licensing services with the OSS system The use of OSS supports the success of SMEs that exceed the target in 2020	Optimization of the use and utilization of the OSS system in the licensing services of Yogyakarta Province	Integration of licensing service system into SiCantik Cloud application Strengthen regulations related to the use of the OSS System
Threats (T)	**S-T Strategy**	**W-T Strategy**
There are still many people who do not understand the procedure for applying for permits through the OSS system. OSS system is still not optimal. Many data findings are incorrect or false on submitting business license commitment applications	Increased socialization of licensing services through OSS Allocate competent human resources in the field of digital-based public services. Improved ball pickup system in licensing services	Improvement and control of the verification function on the data of the applicant for business license commitment

Source: Data Processed, 2022