

CHOSEN MARKETING STRATEGY OF BMT AL-ITTIHAD RUMBAI IN EXPAND MARKET

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ABSTRACT

Competition in financial sector province Pekanbaru Indonesia business face rapid competition. This research aim to know how BMT Al-Ittihad Rumbai Pekanbaru choice marketing strategy to expand their market and to find position strategy of BMT Al-Ittihad in order to be winner in competition. Object from this research is all branch BMT Al-Ittihad Rumbai in Pekanbaru Indonesia, they have three branch. Sample from this research use propoitive sampling to all of top management BMT Al-Ittihad Rumbai, such as head of branch and manager. Step of this research use description method, it have three step, first to determine variable SWOT from external area and internal area which influence to BMT Al-Ittihad Rumbai, second making weight from each variable external and internal it to determine position strategy using Matric SWOT-8K. Third arrange and formulation strategy BMT Al-Ittihad Rumbai, it use Matric TWOS there are strategy Strength-Opportunity (SO), Strength- Threat (ST), Weakness- Opportunity (WO) and Weakness- Threat (WT). in result, this research show that Position strategy of BMT Al Ittihad is stable growth strategy and marketing strategy of BMT Al-Ittihad Rumbai are (1) to make and development application software in Smartphone (2) to increase promotion activity in marketing media off line or on line, specially to muslim society in province Riau (3) to be sponsor in mouslim or islam activity, it is like celebration 1 syawal or mauled nabi Muhammad SAW.

Key Word: Marketing Strategy, Competition, Cooperative Sharia (BMT)

Introduction

Today competition in financial sector province Pekanbaru Indonesia very competitive parallel with improving and economics transformation also business activity, it push company financial sector must face global competitive and more sensitive with competition especially for same company in financial sector which having high level fast and dynamic growth. Moreover to kept continuity of company and facing level of competition every company sector financial must claimed to do continuous improvement (Bagautdinova et al. 2012) concerning company activity one of many way to develop company performance (Kanagal 2015). A continuous improvement strategy calls for a relentless pursuit of improvements in costs, product quality, new product development, manufacturing processes and distribution improvement strategy also involves innovation and improvement in the firm's marketing mix (Yannopoulos 2012). Marketing has very important a role to increase fast continuous development of company (Onguko and Ragui 2014)(Saputro, Hidayat, and Yulianto 2016). Every company has marketing system with special strategy expand their market especially many company has been built and provide same product and services(Fazeli parisa 2016).

Baitul Maal Wat Tamwil (BMT) Al-Ittihad Rumbai one of financial sector industry in Pekanbaru Indonesia. One of BMT in Pekanbaru was enough success, they have been establish since 2010. They have several product, there are Musyarakah, Mudharabah, Qardul Hasan, Institute collected for zakat and Shadhaqah are PIZSA. it was included on services sector like financial services sharia the development and growth finance, services sharia sector more competitive because many finance have been built like Bank, No-Bank Finance, Assurance Sharia and cooperative sharia. They was felling effect from development and competitive in finance sector sharia in Pekanbaru Indonesia. It effect made BMT More difficult to kept their cooperative member and when the consumer was deciding to buying one product the consumer must be observation with information and based on their observation they will set and chose the product (Juárez 2016)(Budiwati 2012) and several consumer chose to another financial sector they did not chose BMT Al-Ittihad.

BMT Al-Ittihad also have problem to deciding marketing strategy, and its made BMT Al-Ittihad more difficult to compete. BMT Al Ittihad does not have fix marketing strategy, don't have spreading information, still have much complaint from their members and their employed still low skill. But they want to expand their business. Based on that condition BMT must do more effort by several way to make new strategy to facing development and competitive financial sector Indonesia and then BMT also must make strategy how to sell their product to consumer so their customer don't move to another. Motivation of this research was to know how the real condition of BMT Al-Ittihad real with many rival financial sharia sector, how BMT Al-Ittihad face their rival in same industry and what BMT Al-Ittihad doing to overcame their problem using marketing strategy. We hope after this research finish and publish on journal we wish it can be useful to company and researcher to use result of the our research to develop their strategy marketing in their company, even though we know our research still has limitation. For further improved in problem statement marketing strategy every important for company to expand and development their company without it company will not collapse.

According (Suhartini 2015)if company will arrange marketing strategy, they can use marketing mix services Product, Price, Place, Promotion, People, Process and Physical Evidence. Every BMT in Pekanbaru Indonesia is attempting to get and maintain their new members and they also have attempt to extend their business. They has several program to increasing satisfaction their

members. According (Taufik and Suprajang 2016) to make new members easy to be members, increasing services quality and facility. According (Kanagal 2016)The components of marketing strategy implementation include (1) marketing strategy (2) shared goals and values (3) marketing organization structure (4) systems and processes (5) resources (6) people and (7) leadership.

Therefore for resolve their problem they need to create marketing strategy for expand their market. (Yu et al. 2013)To expand marketing strategy can use emotion words improved classification performance, which was further improved by incorporating their corresponding intensities. (Issues et al. 2015) research result show it that to expand marketing IKEA's in Brazilian consumers using market online to these consumers and enable consumers to browse and purchase product via the internet in accordance with current company practices

(Chiliya 2012) (Malan, Saitone, and Sexton 2015) Marketing strategy is a piece of method for company try and attempt to do research to market target, the research begins with market research, to see attitude from competitor product there are from advertising, promotion, distribution, consumer services, package and sale. (Dixon et al. 2014)marketing strategy is a piece of idea in standardization discussion and a piece of statement how company will reach their market target. Marketing strategy used to make decision with collect analysis evaluated information (Oheki 2015)

Although to resolve their problem management of BMT Al-Ittihad must works more hard in seeing and overcome external area and internal area, it will support strength and weakness of BMT Al-Ittihad and opportunity and threat with together to manage for create right strategy so that they can compete in same industry. Approach in formulate right marketing strategy use analysis strength and weakness as well as opportunity and threat is using analysis SWOT (Nihayah, Putri, and Karsinah 2016) all information was made into Matrix of External Factors Evaluation (EFE). Internal data is necessary to identify the strengths and weaknesses of the object studied. After all the information were collected, then organized into a matrix called Internal Factors Evaluation (IFE) Matrix. (Hashemi et al. 2012)strength, weakness, opportunity and threat (SWOT) used for analysis a indicator frame work for help research to identification business goal. But in this cases the research aim for set and create marketing strategy on BMT Al-Ittihad the method to analysis this research used SWOT-8K, it is improvement from SWOT Analysis. It has eight quadrant (8), It began from four main quadrant there are quadrant I until quadrant IV and each that quadrant divides become two quadrant A and B. we can determine right strategy position.

According (Thomas L. Wheelen, J.David Hunger 2014) management strategy is a series decision and managerial action that determine company performance in long term. Include observation external area and internal area, formulate strategy, implementation strategy, evaluation, along with controlling. Sector science of management strategy to emphasize on observation an evaluation opportunity and threat as well as strength area and weakness area of company. After we understand process of management strategy, next step analysis area there are general area it is same with external area. According (David 2014)external factor can divide to be five category there are (1) strength economic, (2) Social, culture, demography, and environment, (3) strength politic, government and law, (4) strength technology, (5) Strength Competitive. According (Dixon et al. 2014) Execution of the strategy consists of effectively transforming inputs to outputs based on the needs and preferences of its customers and markets.

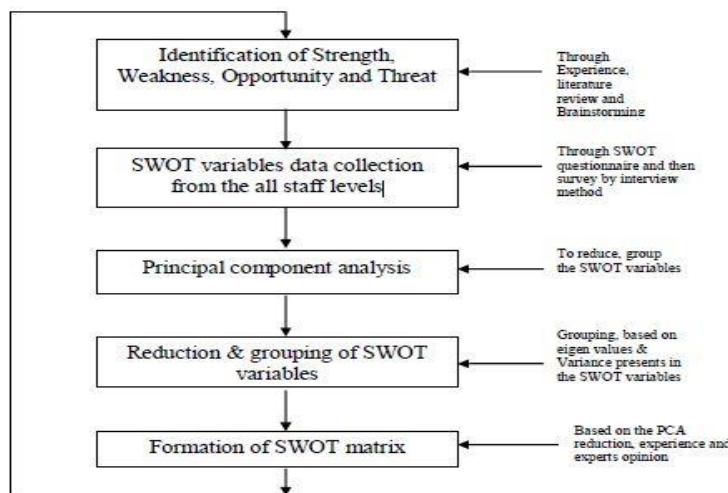
(Fazeli parisa 2016) (Sabol, Šander, and Fučkan 2013)general environment there are political, economic, social, and technological factors (PEST) and almost if company arranges management strategy, it will see general environment (macro). After finish analysis general environment it will continue with industry environment. According Porter M (Rumanti and Syauta 2013) he weaken five strength model (Five Forces Model) as tool for analysis competition same industry there are rivalry among competitors, threat of entry, threat of substitutions, bargaining power of buyers, bargaining power of supplier (Jung 2014)

After I did analysis external we will continue with analysis internal environment it purpose for finding strength and weakness. According (Gary, Kotler, Philip, Harker 2012) several factor to notice for evaluation in the organization environment there are company culture, image, structure organization, key staff, access to raw material, position in experience, efficiency production, capacity operation activity, brand awareness, Market share, resource financial and exclusive contract. In this research internal factor we used there are marketing, financial, research and development human resource development. Purpose this research is to determine and arrange marketing strategy of BMT Al-Ittihad for expanding market their cooperative and determine position strategy business.

Method

In this research we used methodology a descriptive research design. It involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data. Descriptive studies portray the variables by answering who, what, and how questions (Onguko and Ragui 2014) (Jung 2014) (Chiliya 2012) and structure of the research adopt from (Jeyaraj et al. 2012)

Figure 1. The Structure of the research



The structure of this research it can see it at image 1 above. The research began to arrange strategy use analysis SWOT, first step identification data from external environment and internal environment and make it group in SWOT variable On table 1 show that BMT Al-Ittihad has strength, weakness, opportunity and threat. Total SWOT variable identification based on experience from our research and also with helping from method brainstorming (Jeyaraj et al. 2012).

Phase for this research began from matrix internal factor Evaluation (IFE) to analysis internal environment of BMT Al Ittihad and External factor evaluation (EFE) to analysis and identification external factor (Saputro et al. 2016). Next, we use matrix grand strategy along with matrix SWOT-8K to determine where is position strategy BMT Al Ittihad, after we know that strategy so it is can be material or based in arrange the strategy to what is BMT Al Ittihad to do next, I use matrix TWOS there are SO, WO, ST, WT. although on matrix TWOS variable we use only four variable to avoid unclear variable

Result And Discussion

In this part I will explain about my research result, first of all I did to made weight used based on data from questioner, interview and observation of BMT Al-Ittihad looked on table 1 we found that result showed score value environment internal there are strength of BMT Al-Ittihad that showed position is good with total score 7.724, based on this condition BMT Al-Ittihad has opportunity to did much strategy and tactic to made BMT Al-Ittihad more stronger, next in variable weakness, total score BMT Al-Ittihad was 2.551, it is mean BMT Al-Ittihad also has weakness but it can fix to made BMT Al-Ittihad to be more stronger. Next external environment there are opportunity and threat, first value of opportunity BMT Al-Ittihad based on Table 1 the result showed that total score opportunity was 3.200 its mean that was a big opportunity Pekanbaru, to caught and manage with theirs strength and weakness has been fix before. Next, score of threat showed that result was 1.590 it must be factor to pay attention by BMT Al-Ittihad.

Table 1. SWOT Variable BMT Al Ittihad Rumbai

SWOT		No	SWOT variable	Description	Value	Ranking	Score
Internal Factor	Strength	1.	Having 3 branch (K1s)	☐ Opening three branch in Pekanbaru Indonesia	0.10	4.00	0.40
		2.	Having <i>Physical Evidence</i> (K2s)	☐ The facility is like bank concept	0.08	3.50	0.30
		3.	Capital (K3s)	☐ Having capital 47 billion in 2014	0.10	4.00	0.40
		4.	Organization experience (K4s)	☐ Built since 2000 year	0.08	3.05	0.224
		5.	Total Members (K5s)	☐ Total members in 2015 is 3.300 members			
		6.	Sharia System (K6s)	☐ Using sharia concept in processing business	0.10	3.90	0.39
		7.	Location (K7s)	☐ Location near with complex Chevron Rumbai Indonesia	0.10	4.00	0.40
		8.	Profit (K8s)	☐ In 2014 BMT Al Ittihad achieve 600 million	0.08	3.50	0.30
		9.	Employed (K9s)	☐ Recruitment based on skill and performance	0.06	2.00	0.12
		10.	Having Positioning(K10) Image (K11s)	☐ BMT Al Ittihad has good performance in society of province Riau Indonesia	0.08	3.50	0.30
				☐ BMT Al Ittihad uses modern concept with sharia concept			

External Factor		11.	Technology (K12 _s) Online system (K13 _s)	<input type="checkbox"/> Members can do transfer online	0.04	3.00	0.12	
		12.		<input type="checkbox"/> The first BMT in Riau was Used online system	0.07	3.00	0.21	
		13			0.06	4.00	0.24	
					0.08	4.00	0.32	
								3.724
	Weakness	1.	Program training and development (L1 _w)	<input type="checkbox"/> BMT Al Ittihad don't have fix training and development program	0.30	3.00	0.90	
		2.	Skill employed (L2 _w)	<input type="checkbox"/> Several employed have little or minim of skill	0.30	2.50	0.75	
		3.	Promotion (L3 _w)	<input type="checkbox"/> BMT Al-Ittihad don't have structure of promotion program and they are just focus in rumbai pekanbaru Indonesia society	0.10	3.00	0.301	
		4.	Product L4 _w)	<input type="checkbox"/> To much product there are financing Musyarakah, Mudharaba and Qardul Hasan but not reincarnating	0.20	3.00	0.60	
							2.551	
	Opportunity	1.	Moslem society (P1 _o)	<input type="checkbox"/> Society in Pekanbaru 80 % are Moslem	0.21	3.52	0.73	
		2.	Growth of UMKM (P2 _o)	<input type="checkbox"/> Total UMKM based on DISKOP and UMK Riau are 68.728 unit	0.11	3.08	0.33	
		3.	Fatwa MUI about interest was haram (P3 _o)	<input type="checkbox"/> Decision from MUI no 1 year 2004 about interest was Haram	0.10	3.01	0.31	
		4.	Support from government (P4 _o)	<input type="checkbox"/> Making program it cal with KUR (Kredit Usaha Rakyat)	0.15	3.00	0.45	
5.		Needing for debt (P5 _o)	<input type="checkbox"/> Needed society of Pekanbaru city for debt fund was big	0.05	3.50	0.35		
6.		Condition of economic(P6 _o)	<input type="checkbox"/> Bank Indonesia estimate economic growth in Riau is 5,6% on 2016 year	0.05	3.01	0.31		
7.		Development technology networking (P7 _o)	<input type="checkbox"/> Easy to access the information	0.18	4.00	0.72		
							3.200	
Threat		1.	Competition Bank non Bank (A1 _t)	<input type="checkbox"/> Total institution financial micro almost thousands	0.35	2.20	0.85	
		2.	Sector formal (A2 _t)	<input type="checkbox"/> So much conventional Bank are used sharia concept	0.31	1.36	0.42	
	3.	New entre (A3 _t)	<input type="checkbox"/> Easy to open cooperative in Riau	0.15	1.51	0.22		
	4.	Risk of credit (A4 _t)	<input type="checkbox"/> Risk of credit stuck from BMT members	0.10	1.00	0.10		
						1.590		

Source: (Data Process 2016)

After I know variable-variable and score value from SWOT analysis on BMT Al-Ittihad next step is determine position strategy of BMT Al-Ittihad the purpose of this activity is to know where the position competitive in same industry and for basic to arrange strategy for future, because to determine is important to choose strategy of BMT Al-Ittihad for arranging marketing strategy.

Table 2. Matric General Strategy

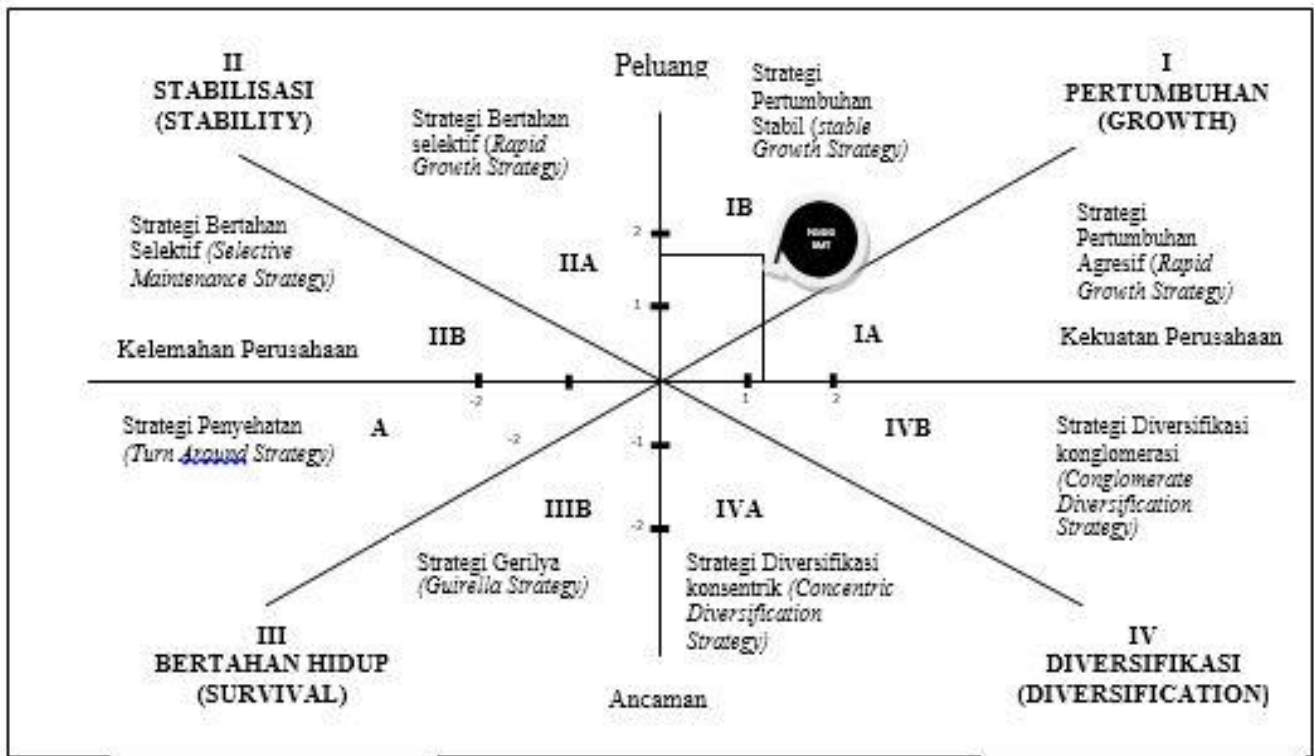
Internal	Strength	3.724
	Weakness	2.551
	Quarrel	1.173
External	Opportunity	3.200
	Threat	1.590
	Quarrel	1.610

Source: (Data process 2016)

Based on table 2 show us that quarrel from each environment has positive value. On internal environment quarrel between strength and weakness are 1.173 and on external environment quarrel between opportunity with threat are 1.610 bigger that

internal environment. It means that it will support result of this research to calculate weight on variable SWOT analysis that show positive value and then BMT Al-Ittihad can make marketing strategy with theirs strength to use component of strategy. After we find each quarrel next step is to insert quarrel value into matric SWOT-8K it explain before, for clearly look at Figure 2 this below:

Figure 2. Matric SWOT-8K of BMT Al Ittihad Pekanbaru



Source: (Data process 2016).

Based on figure 2 matric SWOT-8K above I can see that position strategy of BMT Al-Ittihad right now is quadrant I growth with specific position at quadrant IB it means position strategy BMT Al-Ittihad is stable growth strategy. If company to be this position so competitive advantage theirs company relative more small better then with business opportunity. Consequence for this company is they will only growth suitable with capability, it means company don't growth to fast, but must be slow step Swarsono.M (Mubarok 2015)

Implementation growth strategy must phase in depends on big or small net value positive vertical fuse ($o < t$ and $o > t$), as visual we can see on a distance between company position in fuse vertical show from none point. More closed opportunity business more and slow probability growth for company to catch, because of course available opportunity business and competitive advantage company limited. So based on explain before opportunity bigger will exploitation by competitor. If any opportunity more bigger company can't exploitation because limited competitive advantage of company. So in conclusion position strategy of BMT Al-Ittihad is quadrant IB because it is not big which found on quadrant IA. Bigger opportunity will be imply if company can do breakthrough in development competitive advantage company it is like acquisition or merger with other BMT in Pekanbaru. After we know position strategy BMT Al-Ittihad next step are formulation and arrange marketing strategy in this activity component for formulation came from variable SWOT and General Strategy Matric quarrel from environment external and internal and position strategy, all the component will formulate to see how is marketing strategy BMT Al-Ittihad for clear let's see on table 2 Matric SWOT BMT Al-Ittihad.

Table 2. Matric SWOT BMT Al-Ittihad Pekanbaru

TW OS	STRENGTH	WEAKNESS
	<ol style="list-style-type: none"> 1. Having 3 branch (K1_s) 2. a fund (K2_s) 3. Total members (K3_s) 4. Sharia system (K4_s) 5. Technology (K5_s) 	<ol style="list-style-type: none"> 1. Program training and development (L1_w) 2. Employed Skill (L2_w) 3. Promotion (L3_w) 4. Product (L4_w)
OPPORTUNITY	Strategy SO	Strategy ST
<ol style="list-style-type: none"> 1. Moslem Society (P1_o) 2. Growth UMKM (P2_o) 3. Fatwa MUI about interest haram (P3_o) 4. Economic condition (P4_o) 	<ol style="list-style-type: none"> 1. Opened new branch in Panam (P1_o), (P3_o), (K5_s), (K1_s), (K2_s), (K4_s) 2. To make application software BMT Al Ittihad on Smartphone (P5_o), (P4_o), (K2_s), (K3_s) 	<ol style="list-style-type: none"> 1. Make program, training and development about service concept (P1_o), (P2_o), (L1_w) 2. To improve ability personal selling with training and motivation (P1_o),

5. Progression technology (P5 _o)	3. Doing promotion in media marketing offline and online (P1 _o), (K2 _s), (K5 _s) 4. Become Sponsor on event /Islam activity (P1 _o), (P3 _o), (K2 _s) 5. Make program fund for with Sharia (P1 _o), (P2 _o), (P3 _o), (K2 _s)	(P2 _o), (L1 _w), (L2 _w) 3. To make schedule program interesting promotion and sharia thematic (P1 _o), (P2 _o), (L3 _w) 4. Improve value of product (P1 _o), (P2 _o), (P4 _o), (L4 _w)
THREAT 1. Rivalry Bank non Bank (A1 _t) 2. Existence Formal sector (A2 _t) 3. New entre (A3 _t) 4. Debt risk (A4)	Strategy ST 1. Improvement and defend theirs (K1 _s), (K2 _s), (K3 _s), (K4 _s), (K5 _s), (A1 _t), (A2 _t), 2. Increasing program promotion (K1 _s), (K2 _s), (K3 _s), (K4 _s), (A1 _t), (A2 _t), (A3 _t) 3. Create program control of debt (K1 _s), (K2 _s), (K3 _s), (A4)	Strategy WT 1. Giving program reward and punishment (L1 _w), (L2 _w), (A1 _t), (A2 _t), (A3 _t) 2. Maintain their members (L3 _w)

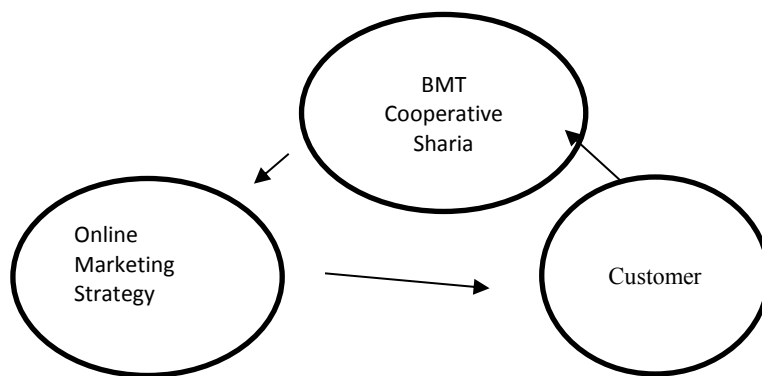
Source: (Data process 2016)

Discussion

The relationship of result this research with BMT Al-Ittihad is competition problem which more stringent in financial industry Pekanbaru Indonesia because the increasing number of financial institutions such as Bank and No-Bank and another cooperative was attempting to snatch segment market in Pekanbaru. Effect from development financial institutions every financial institutions try to creating and arrange a marketing strategy like arranging marketing program and expand market segmentation. If they didn't do anything for their market their customer will move to other. It had been happen to BMT Al-Ittihad since several year ago like star BMT Al-Ittihad lost their customer and lower revenue.

After I have finish done with my analysis to process marketing strategy of BMT Al-Ittihad with doing several activity like observation of environment internal and external, I found that position strategy of BMT Al-Ittihad was stable growth strategy after the score showed positive value with the position strategy to exist on SWOT -8K at quadrant IB. then marketing strategy BMT Al Ittihad to expand market can used for expand their market for creating and development application software BMT Al Ittihad in Smartphone (2) to increasing promotion activity in marketing media offline or online, specially to muslim society in province Riau (3) being sponsorship in moslem or islam activity, like celebration 1 syawal or mauled Nabi Muhammad SAW. Based on strategy above we made model online Market strategy For BMT Sharia looked figure 3.

Figure 3. Model Online Marketing Strategy BMT



Result from several research before showed it that strategy can show to managers marketing that managers aren't only can see implementation marketing strategy but managers marketing must see what customers wish and need (Kanagal 2016) with technology improvement right now smartphones user and marketing online. Based on research before according (Castronovo 2012) to creating effective marketing strategy it can made by creating social media marketing works to effectively achieve the latter through word-of-mouth referrals and communication. (Musa 2013) said that with using promotion by internet and electronic media including TV can be utilized with reasonable costs. At the same time according (Morgan 2012) relationship between marketing with business performance very important from each variable. It meant that marketing has influence to increase their business. Marketing cooperative is one of potential tool for development a country (Malan et al. 2015) marketing must expand to help company leader (CEO) in arranging marketing strategy to so that getting better result (Krush, Michael, TRavipreet Sohi 2015).

Based on finding and discussion this research another country can learn that development technology have effect positive to made marketing strategy success (Jafarpoor et al. 2014)(Hazarina et al. 2014)(Jonathan and Tarigan 2016) therefore for another country can use marketing strategy with using strategy marketing online for promotion and marketing their product especially financial institution like Bank or No-Bank and Cooperative but if any country want to use this strategy they must have good internet penetration. Indonesia is one of facebook user 42,5 million, twitter 19,5 million and blog 3,5 million, meanwhile level of penetration internet is 24,23 % or equal 63 million society (Utomo 2014) and the last technology have control in

communication and marketing process into increasing potency of customer but if company still use traditional approach it will made loyalty customer to be decline (Constantinides 2014) and Therefore, a new strategic approach such as social media marketing strategy is very interesting to fit with business operation (Chanthinok, Ussahawanitichakit, and Jhundra-indra 2014).

Conclusion

Every business always face with competition in their industry so every company must be ready for this situation and it will made company more difficult if they didn't know how to formulate strategy. Strategy will help company to look whole of company form internal and external. BMT Al-Ittihad is facing that problem so we hope we can help BMT Al-Ittihad compete in financial industry Pekanbaru Indonesia. Based on step analysis before that was Matric SWOT and Matric SWOT-8K. Conclusion this research is Position strategy BMT Al-Ittihad is stable growth strategy it meant BMT Al Ittihad can growth with using their advantage although the development will not be fast. With creating program promotion in marketing media offline or online such development software application on smartphone with sharia it will make BMT Al-Ittihad more famous in Pekanbaru Indonesia. To be sponsor on event or mouslem activity and interesting promotion and sharia thematic it will be maintain their members with interesting program. If BMT Al-Ittihad use this strategy and model online Market Strategy we believe BMT Al-Ittihad will be winner in financial competition

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