

## SOAR ANALYSIS ON THE MARKETING STRATEGY OF BRISyariah iB FAEDAH SAVINGS PRODUCTS PT. BRISyariah KCP MOJOSARI-MOJOKERTO

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### Abstract

*The research aims to realizing the vision of PT. Bank Rakyat Indonesia Syariah (PT. BRISyariah) Mojokerto-Mojokerto Branch Office on the marketing strategy of the BRISyariah iB Faedah Savings product using 9P marketing mix elements consisting of Process, People, Products, Prices, Places, Promotions, Physical Evidence, Promises, Patience and SOAR analysis. SOAR analysis (Strength, Opportunity, Aspiration, Result) analysis is performed to analyze the company's condition. This study are to determine the marketing mix application of the Faedah Savings product of Bank Rakyat Indonesia Syariah iB Branch Office and to know the marketing strategy undertaken by PT. BRISyariah Mojokerto-Mojokerto Branch Office based on SOAR analysis. This research used qualitative research methods and data sourced from the results of interviews, observations, and, documentation. The research location at PT. BRISyariah Mojokerto-Mojokerto Branch Office. The results from this research of a marketing strategy that is in accordance with the 9P marketing mix and the results of the SOAR analysis, namely the discovery of a strategy to improve the marketing strategy, namely expansion of the marketing network, maximally marketing mechanisms, collaborating with other parties in sharia finance realm, improving the quality of human resources and increasing promotion of the BRISyariah iB Faedah Savings product amidst conventional banks.*

**Keywords:** Marketing, Strategy, Marketing Mix, SOAR Analysis.

### مستخلص البحث

*يهدف هذا البحث إلى تحقيق رؤية مكتب فرع بن (PT. Bank Rakyat Indonesia Syariah (PT. BRISyariah) مكتب فرع موجوساري-موجوكرتا بشأن استراتيجية تسويق منتج التوفير (BRISyariah) iB Faedah Savings باستخدام عناصر المزيج التسويقي P9 التي تتكون من العملية، والأشخاص، والمنتجات، والأسعار، والأسعار، والأماكن، والعروض الترويجية، والأدلة المادية، والوعود، والصبر وتحليل SOAR. يتم إجراء تحليل SOAR (القوة، الفرصة، الطموح، النتيجة) لتحليل حالة الشركة. تهدف هذه*



الدراسة إلى تحديد تطبيق المزيج التسويقي لمنتج *Faedah Savings* لمنتج *Faedah Savings* من مكتب فرع بنك راكيات إندونيسيا السياريه *iB* ومعرفة استراتيجية التسويق التي تقوم بها شركة *PT. BRISyariah* مكتب فرع بنك راكيات إندونيسيا السياريه موجوساري-موجوكيرتو استنادًا إلى تحليل *SOAR*. استخدم هذا البحث أساليب البحث النوعي والبيانات التي تم الحصول عليها من نتائج المقابلات والملاحظات والتوثيق. موقع البحث في *PT. BRISyariah* موجوساري-موجوكيرتو. نتائج هذا البحث لاستراتيجية تسويقية تتوافق مع المزيج التسويقي *P9* ونتائج تحليل *SOAR*، وهي اكتشاف استراتيجية لتحسين استراتيجية التسويق، وهي توسيع شبكة التسويق، وآليات التسويق إلى أقصى حد، والتعاون مع الأطراف الأخرى في مجال التمويل الشرعي، وتحسين جودة الموارد البشرية وزيادة الترويج لمنتج التوفير *BRISyariah iB* *Faedah Savings* وسط البنوك التقليدية.

**الكلمات المفتاحية:** التسويق، والاستراتيجية، والمزيج التسويقي، وتحليل *SOAR*.

## INTRODUCTION

Islamic Bank or hereinafter referred to as Sharia Bank, is a bank that operates by not using the interest system. Islamic banks or commonly referred to as banks without interest, namely financial/banking institutions whose operations and products are developed based on the Al-Qur'an and Hadith of the Prophet SAW. In other words, Islamic banks are financial institutions whose activities provide financing and other services in payment traffic and money circulation whose operations are in accordance with the principles of Islamic law. In Islamic banks there is no interest as a means of obtaining income and charging interest on the use of funds and loans because interest is usury which is forbidden. The above is also explained in the Word of Allah, namely QS. Al-Baqarah Verse 275 which means: "Those who eat usury cannot stand but like the standing of a person possessed by a demon due to madness".

Islamic banks were born in Indonesia in the 90s, precisely after Law No. 7 of 1992, which was revised into Banking Law No. 10 of 1998, in the form of a bank that operates using a profit-sharing system. The existence of Islamic banks is getting stronger after the enactment of Law No. 21 of 2010 concerning Islamic Banking. The emergence of Law No. 21 of 2010 was able to bring new freshness to the banking world. Starting in the 90s until now Islamic banks in Indonesia have sprung up, one of which is *PT. BRISyariah*, which was originally *PT. Bank BRISyariah Tbk.* and the acquisition of *PT. BRI (Persero) Tbk.* of Bank Jasa Arta on December 19, 2007. After the issuance of a business license from Bank Indonesia through letter No. 10/67/Kep.GBI/DPG/2008 on October 16, 2008 *PT. BRISyariah* officially operated on November 17, 2008 under the name *PT. Bank BRISyariah* with all its business activities based on

Islamic sharia principles. On December 19, 2008, the Sharia Business Unit of PT. BRI (Persero) Tbk. was merged into PT. Bank BRISyariah.

According to AMA (American Marketing Associations) Marketing is the performance of business activities that regulate the flow of goods and services from producers to consumers,<sup>1</sup> While in general bank marketing is a process to create and exchange bank products or services aimed at meeting the needs and desires of customers by providing satisfaction.<sup>2</sup>

Strategic planning is needed to advance PT. BRISyariah in developing the BRISyariah iB Faedah savings product by using the right analysis to get maximum results and in accordance with what the company wants. SOAR analysis is an alternative form of SWOT analysis that uses the Appreciative inquiry (AI) approach which was coined in 2003 by Jacqueline M. Stavros, Matthew L. Cole and Jemifer Hitchcock. In SOAR (Strength, Opportunity, Aspiration, Result) analysis, both internal and external in the company are also analyzed in order to create a company/organization strategy. SOAR analysis is also able to analyze external conditions, which means analyzing customer conditions. Another advantage is participation. In an organization, strategic planning usually involves only a few people at a certain level, but SOAR analysis involves many parties. SOAR (Strength, Opportunity, Aspiration, Result) itself is a business strategy that races on the positive things used by a business that aims to be maintained and developed which will be the main advantage.<sup>3</sup>

PT. BRISyariah itself offers products that are within the reach of the community, this refers in accordance with PT. BRISyariah which aims to become a modern retail bank where the segmentation is the lower community according to the target market at PT. BRISyariah KCP Mojokerto-Mojosari. To compete with conventional banks, PT. BRISyariah Mojosari-Mojokerto Sub-Branch Office has a BRIS iB Faedah Savings product that comes with offering convenience to customers, namely, being able to open savings with an initial balance of only IDR 100.000, free administration fees every month, free monthly fees at ATMs, very cheap fees on the entire BRI ATM network, *Bersama* and *Prima*.<sup>4</sup> This BRISyariah iB Faedah Savings product also makes it easier for customers and is sharia-based in which there is no concept of usury. With such advantages offered by PT. BRISyariah KCP Mojosari, the product Faedah BRISyariah iB savings is a superior

<sup>1</sup> Abdul Manap, *Revolusi Manajemen Pemasaran* (Jakarta: Mitra Wacana Media, 2016), p. 5.

<sup>2</sup> Kasmir, *Pemasaran Bank* (Jakarta: Prenada Media Group, 2010), p. 54.

<sup>3</sup> Rahma Sandhi Prahara et al, "Strategic Development of Nature Tourism using SOAR Analysis", *International Journal of Advance Science and Technology*, 6 (2020), p. 2.

<sup>4</sup> Brochure of BRISyariah KCP Mojosari-Mojokerto.

product and a product that is loved by many people, this can be seen in the table of the number of savings customers from 2015-2020 which became the TOP Brand achieved by PT. BRISyariah.

Table 1. Number of Savings Customers of PT. BRISyariah 2015-2020

Year 2015				Year 2016			
No.	Brand	TBI	TOP	No.	Brand	TBI	TOP
1.	BRI Sharia	28,5%	TOP	1.	Bank Sharia Mandiri	31,5%	TOP
2.	Bank Sharia Mandiri	27,4%	TOP	2.	BRI Sharia	26,4%	TOP
3.	BNI Bank	13,5%	TOP	3.	BNI Bank	15,9%	TOP
4.	Bank Muamalat	10,8%	-	4.	Bank Muamalat	10,1%	-
5.	BCA Sharia	9,5%	-	5.	BCA Sharia	3,6%	-
6.	Other Banks	10,3%	-	6.	Other	12,5%	-

  

Year 2017				Year 2018			
No.	Brand	TBI	TOP	No.	Brand	TBI	TOP
1.	Bank Sharia Mandiri	26,1%	TOP	1.	Bank Sharia Mandiri	27,6%	TOP
2.	BRI Sharia	22,9%	TOP	2.	BRI Sharia	27,5%	TOP
3.	BNI Sharia	15,2%	TOP	3.	BNI Sharia	27,0%	TOP
4.	Bank Muamalat	13,3%	-	4.	Bank Muamalat	4,2%	-
5.	BCA Sharia	3,8%	-	5.	BCA Sharia	6,5%	-

  

Year 2019				Year 2020			
No.	Brand	TBI	TOP	No.	Brand	TBI	TOP
1.	BRI Sharia	29,1%	TOP	1.	BRI Sharia	29,5%	TOP
2.	Bank Sharia Mandiri	21,2%	TOP	2.	Bank Sharia Mandiri	20,3%	TOP
3.	BNI Sharia	20,0%	TOP	3.	BNI Sharia	19,6%	TOP
4.	BCA Sharia	15,4%	-	4.	BCA Sharia	11,2%	-
5.	Bank Muamalat	4,7%	-	5.	Bank Muamalat	3,3%	-

Source: Top Brand (2015-2020)

This table shows that in 2015 BRI Syariah became the pioneer of the TOP Brand with a percentage of 28.5%, but in 2016 it decreased with 26.4% after that in 2017 and 2018 BRI Syariah still experienced a downturn, which had a percentage of 22.9% and in 2018 had a percentage of 27.5%. However, in 2019 BRI Syariah spread its wings by showing their achievements and showing that BRI Syariah was able to take over as TOP Brand with a percentage of 29.1% and in 2020 BRI Syariah was able to have a percentage of 29.5%. The increase in the number of customers by making PT. BRISyariah the TOP Brand, shows that the savings products they offer so far are superior products and are one of the pride for the development of PT. BRISyariah.

Based on the background described above, the reason for this research is motivated by the fact that there is quite intense competition regarding savings products in other Islamic banks, so the problem formulations raised in this study are: How is the implementation of the BRISyariah iB faedah savings product marketing mix at PT. BRISyariah KCP Mojosari-Mojokerto? How is the marketing strategy carried out by PT. BRISyariah KCP Mojosari-Mojokerto based on SOAR analysis? By using Qualitative research methods to get answers from research.

## METHOD

In this study, the approach taken is descriptive qualitative and uses verbal primary data obtained directly from the field, as well as secondary data obtained through scientific findings that discuss the similarity of this research theme which acts as a reinforcement of the primary data in this study. Primary data is obtained by conducting direct interviews and observations and secondary data, namely supporting data in the form of brochures of PT. BRISyariah KCP Mojosari-Mojokerto and other documents related to research problems.

The selection in this study was carried out by considering the understanding and accuracy of informants according to the criteria based on the problem under study, namely employees and customers of PT. BRISyariah KCP Mojosari-Mojokerto. The number of informants in this study amounted to four people consisting of the Branch Office Manager and Supervisor and two BRISyariah iB Faedah Savings customers. This research uses the SOAR Analysis method to develop a marketing strategy for the BRISyariah iB Faedah Savings product. The SOAR method emphasizes the strengths and opportunities possessed by a company to produce aspirations and results.

The SOAR (Strengths, Opportunities, Aspirations, Results) concept was first offered by Stavros, Cooperider, and Kelly as an alternative to SWOT analysis derived from the Appreciative Inquiry (AI) approach. SOAR is a business strategy that relies on the positive things that a company already has to be developed and used as a main advantage.

The following is an explanation of the 4 elements of SOAR, which consist of:<sup>5</sup>

### Strength (S)

Strength is everything that is the greatest strength and ability possessed, both in the form of tangible and intangible assets that aim to determine the strength of a business.

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<sup>5</sup> Nur Layla, "Pengembangan Framework Based Performance Dengan Menggunakan Pendekatan SOAR (Strategy Objectives At Risk) Methodology Pada PT. X", *Manajemen Risiko*, (2016), p. 10.

## Opportunities (O)

Opportunities are part of the external environment that must be analyzed in order to easily understand what to do and can be utilized. Opportunities will provide benefits to the company if the company is able to seize these opportunities quickly and accurately.

## Aspiration (A)

Aspirations from various parties contained in a company aim to exchange opinions to create a vision and mission to be achieved in order to form confidence in what is marketed by a company.

## Result (R)

Determine the size of the results to be achieved (measurable results) in strategic planning, in order to determine the extent of the achievement of the goals that have been mutually agreed upon.

In the SOAR analysis there is a diagram that is able to identify the situation and conditions faced by the company, both from internal and external factors of the company. The SOAR diagram according to Stavros, Cooperrider, and Kelly is as follows:<sup>6</sup>

Table 2. SOAR diagram

<b>Strategic Inquiry</b>	<b>Strength</b> What are our great assets?	<b>Opportunities</b> What are the best possible market opportunities?
<b>Appreciative Intent</b>	<b>Aspirations</b> What is our preferred future?	<b>Result</b> What are the measurable result impacts?

Source: (Stavros, Cooprrider, and Kelly)

The above diagram depicts two conditions viz:

**Strategic Planning Focus:** the planning carried out focuses on the results of the strenghts and opportunities table. This is based on the condition of the company/organization.

**Human Development Strategy:** focused planning based on the results of the aspiration and results tables. It is sourced from all elements of the company/organization stakeholders (personal).

Table 3. Stavros, Cooperrider, and Kelly SOAR Matrix

<b>Internal</b> (Strategic Inquiry)	<b>Strength (S)</b> List of internal strength factors	<b>Opportunities (O)</b> List of external opportunities
<b>External</b> (Appreciative Intent)		

<sup>6</sup>J. M. Stavros and G. Hinrichs, *The Thin Book of SOAR: Building strengths-based strategy* (Thin Book Publishing, 2009), p. 12.

<b>Aspiration (A)</b> List of internal expectation factors	<b>Strategy (SA)</b> Create a strategy that uses strengths to achieve aspirations	<b>Strategy (OA)</b> Create aspiration-oriented strategies to capitalize on opportunities
<b>Result (R)</b> List of measurable results to be realized	<b>Strategy (SR)</b> Create a strength-based strategy to achieve measurable results	<b>Strategy (OR)</b> Opportunity-oriented strategy to achieve the vision

Source: (Stavros)

The following is an explanation of the SOAR Matrix according to the table above:

**SA Strategy:** This strategy is made by utilizing all strengths to achieve the expected aspirations;

**OA Strategy:** This strategy is made to know and fulfill the aspirations of each stakeholder oriented to the opportunities that exist;

**SR Strategy:** This strategy is created to realize strengths to achieve measurable results;

**OR Strategy:** This strategy is oriented towards opportunities to achieve measurable results.

Marketing Mix is basically a comprehensive, integrated, and unified plan in the field of marketing, which provides guidance on activities that will be carried out to achieve the marketing objectives of a marketing. Marketing mix is a series of goals and objectives, policies, and rules that give direction to the company's marketing efforts from time to time, at each level and reference and location, especially as a company's response in the face of an ever-changing competitive environment and circumstances.<sup>7</sup> According to Londre, the marketing mix consists of nine P (9P), namely:

### Process

To develop and transform marketing objectives into marketing strategies, marketing management must use basic decisions on marketing targets, marketing mix, marketing budget or expenditure and marketing allocation. The total marketing budget is divided between various marketing mixes and for various products, channels, promotions, media, and sales areas.<sup>8</sup>

### People

People represent the business, therefore the image they present can be important.<sup>9</sup>

<sup>7</sup> Sofyan Assauri, *Manajemen Pemasaran* (Jakarta: Rajawali, 2014), p. 168.

<sup>8</sup> R. Ajeng Entaresmen, "Strategi Pemasaran Terhadap Penjualan Produk Tabungan iB Hasanah di PT. Bank Negara Indonesia Syariah Kantor Cabang X", *Manajemen dan Pemasaran Jasa*, 1 (2016), p. 10.

<sup>9</sup> Akhmad Sobrun Jamil & M. Mujtaba Mitra Zuana, *Entrepreneurship for Independence* (Malang: CV. Literasi Nusantara Abadi, 2019), p. 52.

## Product

The goods and services that a company offers to its target market include a variety of product mixes, characteristics, designs, packages, sizes, services, warranties and return policies.<sup>10</sup>

## Price

All aspects of price. Consumers are willing to pay the price. Retail prices, discounts, allowances, quantity discounts, term credit, sales and payment periods.<sup>11</sup>

## Place

Place is the means by which products and services from producers to consumers, or where these products and services can be accessed by consumers.<sup>12</sup>

## Promotion

Communication activities across all products, including; personal selling, advertising or indirect selling, sales promotion, direct marketing, events and experiences.<sup>13</sup>

## Physical Evidence

Physical Evidence is the ambience, mood or physical presentation of the environment. According to Bythe, physical evidence is evidence that a service has taken place. In the case of physical products, the product itself becomes physical evidence. As for services such as insurance, the policy is the physical evidence.<sup>14</sup>

## Promise

Promise in the service marketing mix according to the Islamic view is related to the sharia compliance of a service company, promises to honor, respect time, management has a good commitment to its consumers, is able to communicate well, does not falsify promises and has a wide marketing network.<sup>15</sup>

## Patience

Patience in the service marketing mix according to Islamic views is related to employees who treat customers patiently, have good communication skills, listen to customer complaints and are ready to help customers patiently.<sup>16</sup>

<sup>10</sup> Akhmad Sobrun Jamil & M. Mujtaba Mitra Zuana, *Entrepreneurship for Independence* (Malang: CV. Literasi Nusantara Abadi, 2019), p. 11.

<sup>11</sup> *Ibid*, p. 12.

<sup>12</sup> *Ibid*, p. 51.

<sup>13</sup> *Ibid*, p. 51.

<sup>14</sup> *Ibid*, p. 53.

<sup>15</sup> Desy Kavanillah & Ahmad Ajib Ridlwan, "Pengaruh Bauran Pemasaran Jasa Terhadap Keputusan Menginap di Hotel Andita Syariah Surabaya", *Service Marketing Mix*, 2 (Oktober, 2018), p. 15.

<sup>16</sup> *Ibid*, p. 16.

## RESULTS AND DISCUSSION

### Analysis of the Marketing Mix that Affects the Marketing Strategy of BRISyariah iB Faedah Savings Products PT. BRI Syariah KCP Mojosari-Mojokerto

Based on the results of the study, it was found that there are 9 elements, namely in the form of process, people, product, price, place, promotion, physical evidence, promise and patience in the target market carried out by PT. BRISyariah KCP Mojosari-Mojokerto.

#### Process

PT. BRISyariah KCP Mojosari-Mojokerto in this case provides convenience in the operational process, trying as much as possible to do better, considering that PT. BRISyariah KCP Mojosari-Mojokerto is the only Islamic banking with a sub-branch that stands in Mojosari and is surrounded by conventional banks.

#### People

PT. BRISyariah KCP Mojosari-Mojokerto makes every effort to be more professional from all aspects, such as serving customers with harmony and kinship and PT. BRISyariah KCP Mojosari-Mojokerto in the process of delivering the products they offer has referred to the SOP (Standard Operating Procedure) and the company's work culture.

#### Product

PT. BRISyariah KCP Mojosari-Mojokerto has three product elements offered, namely funding, financing, and retail products, each of which has a variety of products used by the community. One of them is a funding product that creates a BRISyariah iB Faedah Savings product, this product is the company's main product because the contract used is a *wadi'ah* contract which has no administration fee in it.

#### Price

BRISyariah KCP Mojosari-Mojokerto offers products that vary from one to another. The initial deposit of BRISyariah Faedah iB Savings is IDR 100.000-, this shows that BRISyariah Faedah iB Savings can be reached by the community, both from the lower class to the upper class.

#### Place

PT. BRISyariah KCP Mojosari-Mojokerto is located in a strategic place which is surrounded by Islamic schools, government agencies, and markets which greatly support product marketing and make it easier for customers to access the existence of PT. BRISyariah KCP Mojosari-Mojokerto.

#### Promotion

Promotion carried out by PT. BRISyariah KCP Mojosari-Mojokerto, namely to Islamic schools and Islamic boarding schools as well as to the market which is a mainstay promotion to support

the marketing activities of BRISyariah Faedah iB Savings products. Not only offline promotion but the availability of advertising both print media such as banners, standing banners, and brochures as well as social media such as web, Instagram, Facebook which offers convenience and ease of transactions using e-Banking facilities that are easy to operate because of their features that are easy for everyone to operate.

### **Physical evidence**

The results of data findings found by researchers in the form of physical evidence received by PT. BRISyariah KCP Mojokerto-Mojosari, namely the achievement of the KCP Ranking Movement for the December 2019 Period by occupying the top 10 National Level positions.

### **Promise**

Employee compliance with sharia provisions and employees provide services in accordance with the integrity pact and SOP and the bank is able to maintain and honor its promise to customers not to show customer data to anyone.

### **Patience**

Patience in dealing with customers to maintain compliance with sharia-noted banks and maintain mutual friendship with patience. In this case the employees of PT. BRISyariah KCP Mojokerto-Mojosari are ready to help and treat customers with patience because this shows hospitality in dealing with customers.

## **Marketing Strategy Analysis of BRISyariah iB Faedah Savings Products KCP Mojokerto Using SOAR Analysis Technique**

The explanation of the SOAR analysis in the marketing strategy of BRISyariah iB Faedah Savings products KCP Mojokerto-Mojokerto shows that the marketing strategy of BRISyariah iB Faedah Savings products needs to be studied more thoroughly in terms of internal and external aspects. So that a comprehensive analysis technique is needed to get the desired results. To get the right strategy in solving the problem of marketing strategy for Faedah BRISyariah iB Savings products, it is necessary to formulate the right strategy from the elements of strength, opportunities, aspiration and results at PT. BRISyariah KCP Mojokerto-Mojokerto. The following are the elements in question:

The strength element of PT. BRISyariah KCP Mojokerto-Mojokerto is one of the only Islamic banks established in Mojokerto that can survive in Mojokerto even though there are many conventional banks that stand beside it. The BRI Syariah brand which is known by many people is part of the strength possessed by PT. BRISyariah KCP Mojokerto-Mojokerto. A more strategic place

and easily accessible to the public is a strength for PT. BRISyariah KCP Mojosari-Mojokerto in marketing its products to the general public.

The opportunities element of PT. BRISyariah KCP Mojosari-Mojokerto market sale is more than conventional banks which is an opportunity for PT. BRISyariah KCP Mojosari-Mojokerto to market the products they offer. The number of Islamic schools in the Mojosari area is a great opportunity for PT. BRISyariah KCP Mojosari-Mojokerto to introduce and market its products which are notable for Islamic savings to provide services from Islamic savings itself to the community. The number of government agencies is also a considerable opportunity to market BRISyariah iB Faedah savings products in helping employee salaries and other transactions.

The aspiration element of PT. BRISyariah KCP Mojosari-Mojokerto prioritizes the participation of all employees in maintaining the excellence of the Faedah BRISyariah iB savings product, and fellow employees support each other. In addition to prioritizing the participation of all employees in maintaining the excellence of Faedah BRISyariah iB savings products, PT. BRISyariah KCP Mojosari-Mojokerto also has aspirations in the form of improving customer service. With employee participation and improved customer service, another aspiration is the ease of opening a Faedah BRISyariah iB savings account.

The result element of PT. BRISyariah KCP Mojosari-Mojokerto consists of expanding the marketing network, especially in the Mojosari-Mojokerto area. Maximizing the marketing mechanism by improving customer service and the ease of opening a BRISyariah iB Faedah savings account. Collaborating with other parties in the Islamic financial industry, namely by collaborating with Islamic schools and government agencies to introduce and maximize the marketing of Faedah BRISyariah iB savings products. Promote PT. BRISyariah KCP Mojosari-Mojokerto with the adequate quality of human resources of PT. BRISyariah KCP Mojosari-Mojokerto employees. Able to promote Faedah BRISyariah iB savings products in the midst of conventional banks in the Mojosari-Mojokerto area.

Table 4. SOAR Matrix

<p><b>Internal</b> (Strategic Inquiry) <b>External</b> (Appreciative Intent)</p>	<p><b>Strength (S)</b></p> <ol style="list-style-type: none"> <li>One of them is an Islamic bank in Mojosari that can survive in Mojosari-Mojokerto.</li> <li>BRI Syariah brand that is known to the public.</li> <li>A place that is more strategic and easily</li> </ol>	<p><b>Opportunities (O)</b></p> <ol style="list-style-type: none"> <li>Market sale is more than conventional.</li> <li>The number of Islamic schools.</li> <li>The number of government agencies.</li> </ol>

	accessible to the community.	
<p><b>Aspiration (A)</b></p> <ol style="list-style-type: none"> <li>1. Participation of all employees in maintaining the excellence of BRISyariah iB Faedah Savings products.</li> <li>2. Fellow employees support each other.</li> <li>3. Improved customer service.</li> <li>4. Easy opening of BRISyariah iB Faedah savings account.</li> </ol>	<p><b>Strategy (SA)</b></p> <ol style="list-style-type: none"> <li>1. Encourage increased development of BRISyariah iB Faedah Savings products.</li> <li>2. Motivate employees to improve the quality of human resources.</li> <li>3. Developing a network to expand the marketing target of BRISyariah Faedah iB Savings products.</li> <li>4. Increase the market sale of PT. BRISyariah KCP Mojosari-Mojokerto.</li> </ol>	<p><b>Strategy (OA)</b></p> <ol style="list-style-type: none"> <li>1. Optimizing the marketing mechanism of BRISyariah Faedah iB Savings products.</li> <li>2. Optimize existing human resources and involve all stakeholders.</li> <li>3. Optimizing the role of social media in marketing Faedah iB BRISyariah Savings products</li> </ol>
<p><b>Result (R)</b></p> <ol style="list-style-type: none"> <li>1. Expansion of marketing network.</li> <li>2. Maximize the marketing mechanism.</li> <li>3. Collaborate with other parties in the Islamic financial industry.</li> <li>4. Improve the quality of human resources of PT. BRISyariah KCP Mojosari-Mojokerto employees.</li> <li>5. Promoting BRISyariah iB Faedah Savings products in the midst of Conventional banks.</li> </ol>	<p><b>Strategy (SR)</b></p> <ol style="list-style-type: none"> <li>1. Encourage the expansion of marketing networks to have a brand image.</li> <li>2. Strengthen the marketing mechanism through product excellence.</li> </ol>	<p><b>Strategy (OR)</b></p> <ol style="list-style-type: none"> <li>1. Strengthening the marketing network for the development and defense of BRISyariah iB Faedah Savings products.</li> <li>2. Develop partnerships with stakeholders to assist in the marketing of BRISyariah Faedah iB Savings products.</li> <li>3. The ease with which customers can conduct Islamic financial transactions.</li> <li>4. Very open Market sale compared to conventional banks so that PT. BRISyariah becomes a leading modern retail bank.</li> </ol>

Source: (research processed, 2020)

The following is an explanation of the SOAR Matrix according to the table above:

**SA Strategy (Strenght-Aspiration)**

Based on the results of field research using interview techniques, it shows that the strategy of PT. BRISyariah KCP Mojosari-Mojokerto based on the SA (Strenght-Aspiration) strategy

that can be carried out is to encourage increased development of BRISyariah Faedah iB Savings products, motivate employees to improve the quality of human resources, develop a network of expansion of BRISyariah Faedah iB Savings products marketing targets, increase market sales of PT. BRISyariah KCP Mojokerto-Mojokerto.

#### **OA (Opportunities-aspiration) strategy**

Based on the results of the interview, it shows that the strategy of PT. BRISyariah KCP Mojokerto based on the OA (Opportunities-aspiration) strategy that can be carried out is Optimizing the marketing mechanism for BRISyariah Faedah iB Savings products, Optimizing existing human resources and involving all stakeholders, Optimizing the role of social media in marketing BRISyariah Faedah iB Savings products.

#### **SR Strategy (Strenght-Result)**

Based on the results of interviews with informants, it shows that the strategy of PT. BRISyariah KCP Mojokerto based on the SR (Strenght-Result) strategy that can be carried out is to encourage the expansion of marketing networks to have a brand image, strengthen marketing mechanisms through product excellence.

#### **OR (Opportunities-Result) Strategy**

Based on the results of interviews during the research, it shows that the strategy of PT. BRISyariah KCP Mojokerto based on the OR (Opportunities-Result) strategy that can be carried out is to strengthen the marketing network for the development and defense of BRISyariah Faedah iB Savings products, Develop partnerships with stakeholders to help the marketing of BRISyariah Faedah iB Savings products, The ease with which customers can carry out Islamic financial transactions, Very open Market sale compared to conventional banks so that PT. BRISyariah becomes a leading modern retail bank.

## **CONCLUSION**

Based on the results of research on SOAR Analysis on the marketing strategy of BRISyariah iB faedah savings products, the researcher can draw conclusions from this research as follows:

### **Analysis of the Marketing Mix that Affects the Marketing Strategy of BRISyariah iB Faedah Savings PT. BRI Syariah KCP Mojokerto-Mojokerto.**

In practice, PT. BRISyariah KCP Mojokerto-Mojokerto implements a marketing strategy using the 9P Marketing Mix, namely Process, People, Product, Price, Place, Promotion, Physical evidence, Promise and Patience. In connection with the process, PT. BRISyariah KCP Mojokerto provides convenience in the operational process. People, PT. BRISyariah KCP

Mojosari-Mojokerto makes every effort to be more professional from all aspects, such as serving customers with harmony and kinship. Product, PT. BRISyariah KCP Mojosari-Mojokerto has three elements of products offered, namely funding, financing, and retail products, each of which has a variety of products used by the community. Price, in this price element, the price of each product offered by PT. BRISyariah KCP Mojosari-Mojokerto varies from one to another. Place, PT. BRISyariah KCP Mojosari-Mojokerto is in a strategic place which is surrounded by Islamic schools, government agencies, and markets. Promotion, promotions to Islamic schools and Islamic boarding schools and to the market as well as the availability of advertising both print media such as banners, standing banners, and brochures and social media that offer convenience and ease of transactions using e-Banking facilities. Physical evidence, PT. BRISyariah KCP Mojosari-Mojokerto achieved the achievement of the KCP Rating Movement for the December 2019 Period by occupying the top 10 National Level positions. Promise, employee compliance with sharia and employees provide services in accordance with the integrity pact and SOP and the bank is able to maintain and honor its promises to customers to maintain all customer data. And Patience, there is a need for patience in dealing with customers in order to maintain the compliance of banks with sharia connotations and maintain mutual friendship with patience.

### **Analysis of Marketing Strategies Conducted by PT. BRI Syariah KCP Mojosari-Mojokerto Based on SOAR Analysis.**

Based on the results of the SOAR analysis, strategies that can be applied to improve the marketing strategy of BRISyariah iB Faedah Savings products are:

Expansion of the marketing network at PT. BRISyariah KCP Mojosari-Mojokerto, Maximizing the marketing mechanism at PT. BRISyariah KCP Mojosari-Mojokerto, Collaborating with other parties in sharia finance, Improving the quality of human resources at PT. BRISyariah KCP Mojosari-Mojokerto, and Increasing the promotion of BRISyariah iB Faedah Savings products in the midst of conventional banks.

### **RECOMMENDATIONS**

After the researchers conducted research on the Faedah BRISyariah iB savings product of PT BRISyariah KCP Mojosari-Mojokerto, the researchers gave suggestions to PT. BRISyariah KCP Mojosari-Mojokerto and other researchers who will use this research as a reference.

#### **For PT. BRISyariah**

Based on the research that the researchers have conducted, the researchers found that the superior product of PT BRISyariah is the BRISyariah iB faedah savings product which has

increased and developed. With these results, PT. BRISyariah should always provide new innovations in each of its products so that people have an interest in saving and customers continue to maintain their savings.

### For other Researchers

For other researchers who will conduct research on BRISyariah Faedah Savings, they should further develop their research in customer opinions and customer satisfaction, because this research is only limited to characteristics, customer development at the end of each year, marketing strategies, and comparison of costs and profit sharing.

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