



Falah Mart Business Development Strategy as Darul Falah Foundation Supporter in Islamic Economic Perspective

Abdul Rauf, Siradjuddin, Wahid Haddade

Faculty of Islamic Economics and Business, Alauddin State Islamic University Makassar

email: raufa5256@gmail.com

Keywords:

Development Strategy, Falah Mart Business, Islamic Economic Perspective

Abstract

This research aims to determine the business development strategy of Falah Mart as a supporter of the Foundation and from an Islamic economic perspective. This research method is qualitative ex post facto focusing on seven research subjects through a purposive sampling method. Data was collected by conducting in-depth interviews and analyzed using the Miles and Huberman theory and SWOT analysis. The research results reveal that there are several strategies from internal and external factors that need to be developed through a combination SWOT Analysis matrix. Other strategies are product development, market development (price, promotion, distribution), business capital development, and human resource quality development. As for the Islamic economic perspective, Falah Mart applies the principles of honesty, friendliness, ta'awun (mutual help), responsibility, noble character, justice, cooperation, awareness of the welfare of life in this world and the hereafter.

1. Introduction

Business activities are essential endeavors to improve people's lives by meeting a wide variety of needs. In daily life, people's needs are diverse, so business activities must continually adapt and innovate to fulfill them. From an economic perspective, meeting these needs not only impacts individual welfare but also contributes to overall national economic stability. Consequently, creating job opportunities that can absorb a broad labor force is urgent and critical for economic development.

Indonesia is renowned for its rich natural resources, spanning agriculture, fisheries, and mining. However, the management and utilization of these resources remain suboptimal. Challenges such as limited infrastructure, capital, and workforce training hinder the development of these resources. This situation encourages communities in each region to actively develop local potential to meet their needs and contribute to sustainable economic growth.

One crucial element in Indonesia's economic development today is MSMEs (Micro, Small, and Medium Enterprises). MSMEs have become an inseparable part of modern society

and play a significant role in supporting the economy. MSMEs not only absorb local labor but also provide opportunities for the community to increase their income. Their presence has proven effective in driving the economy, especially in rural areas and smaller cities in Indonesia, where formal job opportunities are often limited.

However, in this era of globalization, finding employment has become an increasingly challenging task. The level of competition in the job market is intensifying, with job seekers not only competing with domestic counterparts but also with foreign workers. This fierce competition contributes to Indonesia's high unemployment rate. In this context, MSMEs have emerged as a solution to tackle unemployment. By harnessing local potential and entrepreneurial skills, MSMEs play a role in creating jobs and offering the community opportunities to achieve economic independence.

MSMEs in Indonesia hold an essential role as pillars of the national economy. As Abdurrachman et al. (2020) stated, MSMEs play a vital role in maintaining economic stability and are highly beneficial in improving community income. However, to survive and



continue growing, MSMEs need to adopt effective business strategies. It is not enough to rely on existing resources and opportunities; MSMEs must also anticipate various challenges that may impact the sustainability of their enterprises.

Strategy comprises a series of actions designed to achieve a company's goals, both medium and long-term. Hamali (2016) notes that strategy ensures a business can endure and grow in the future. Therefore, it is essential for MSME actors to analyze various factors affecting the development of their businesses. One method they can use is SWOT analysis, which helps MSMEs understand the strengths, weaknesses, opportunities, and threats in their business environment. Through this analysis, MSMEs can devise strategic steps to improve competitiveness and business sustainability.

MSME actors are encouraged to continuously strive to improve their skills, expertise, and work methods. Product and service innovation is crucial for adapting to the constantly changing market demands. Additionally, MSME actors must develop self-discipline and responsibility in running their businesses, as these qualities greatly impact the effectiveness of the strategies they implement (Santoso & Febiyana, 2022). By following this approach, MSMEs can strengthen their market position and face competition more effectively.

An example of an MSME initiative with substantial growth potential is Falah Mart. As a business entity, Falah Mart not only provides essential goods and services to the local community but also contributes to local economic growth. The existence of Falah Mart shows that, with well-thought-out strategic planning, MSMEs can seize existing market opportunities. Falah Mart has the potential to serve as a model for other MSMEs regarding the implementation of effective business strategies, thus positioning itself as a sustainable driver of the local economy and contributing to the reduction of unemployment.

2. Literature Review

Mayasari (2018) conducted research on creative economy-based MSME development strategies in the city of Palopo which experienced problems in implementing them. Apart from that, the development strategy requires synergy between MSME players, improving the quality of products and services, support from the government, especially the private sector in increasing capital. From an Islamic economic perspective, this business is based on creativity and innovation by renewing natural resources through trade as a path ordered by Allah SWT.

Farida (2018) found that local food product development strategies and creative industry strategies experienced obstacles in the development process, including attending training, improving product quality, collaborating with government/relevant institutions, optimizing production activities, affordable prices, expanding marketing reach, and using a marketing mix that includes halal products. Musyafiroh (2022) conducted research related to contemporary tofu marketing strategies in dealing with Covid-19 and the impact of marketing strategies during the Covid-19 pandemic.

The research results show that the marketing strategy survives and develops the business well by adding branches, setting affordable prices, distributing products to customers directly that comply with health protocols and online messages, promotions using social media. The application of Islamic values can be seen through policies for employees to be able to pray on time and recruiting employees who are Muslim. Meanwhile, Oktavian (2019) conducted research to find out and describe the Competitive Strategy and Government Policy on the Performance of MSMEs in Sidomulyo District.

It was found that competitive strategy had a positive and significant effect on MSME performance, while government policy had a negative and insignificant effect on MSME performance. Marketing strategy carried out by



one of the MSME activists in Kuningan. In carrying out marketing strategies, MSME shops use a marketing mix (product, price, promotion and location). Islamic marketing strategy, namely by applying the principles of justice, honesty, maximum service, and not cheating in setting prices and promotions. In order to increase sales, they maintain the quality of their products, carry out promotions by increasing training and exhibitions in several cities and assisted by social media Instagram (Hikmawan, 2022).

Meanwhile Cahyati (2022) conducted research which showed that internal factors and external factors are strategic factors in the strength of MSMEs in Bangun Rejo Village. Strategic factors include all opportunities, increasing demand for tofu production in the market and technological developments. Meanwhile, the threat is the increase in prices of soybean raw materials and modern competitors. From an Islamic economic perspective, MSMEs must be based on Islamic religious principles, namely not selling haram goods and being transparent in setting prices.

Meanwhile, Winarto (2021) researched the management of MSME convection services @anfcreativ.id employing local people. From the analysis of strategies (SO) or strengths and opportunities, it can be concluded that convection service MSMEs @anfcreative.id can continue to expand their market share and also continue to create jobs for local residents so they can maintain their household economy in the pandemic era. In carrying out strategic analysis, the SWOT analysis method is the most basic analysis, which is useful for understanding a problem or topic from four different sides. The results of this analysis can usually be in the form of directions or recommendations to maintain strength and increase profits.

2.1 Business Development Strategy

Yunus (2016) defines strategy as the study of success in war. Etymologically, the word strategy comes from the Greek "stratu" (army) and "agein" (lead) which means *generalship* in making plans to win the war. In

terms of terminology, an expert named Clauswitz defines strategy as the art of using battle to win a war. because the term strategy was first used in the military world. In addition, according to Porter strategy is about choosing a unique positioning of a company's products and services, by doing things differently or better than competitors, and by usually lowering costs or serving customer needs better (Noor, 2020).

Sholihin (2012) classifies three stages of determining and preparing management strategies: 1) Strategy implementation which requires companies to need programs, budgets and procedures; 2) Strategy Evaluation to review the internal and external factors that form the basis of the current strategy; and 3) Strategy Formulation by developing a vision and mission, determining the company's strengths and weaknesses, identifying opportunities and threats, setting long-term goals, formulating alternative strategies, and selecting strategies to be implemented.

The role of marketing strategy is very important to achieve success by realizing business plans to maintain and increase sales of products or services produced (Setiawan, 2022). To improve marketing strategies, it is very necessary to pay attention to human resources. Allah created the heavens and the earth in vain so that humans could utilize all the potential that exists on this earth with the creativity that humans possess, as Allah says as explained in the QS. Shad/38: 27 which is translated, " *We did not create the heavens and the earth and what is between them in vain.* "

MSMEs are grouped into four, namely: a) *livelihood activities* or street vendors, b) *Micro Enterprise*, namely craftsmen who do not yet have an entrepreneurial nature, c) *small dynamic enterprise*, namely MSMEs that already have an entrepreneurial spirit and are able to accept subcontract work and exports), and d) *fast moving enterprise*, namely MSMEs that are transforming into large businesses. This is regulated in Law Number 20 of 2008 (Susilowati, Wahyuningdyah, & Kurniasari, 2019).



Another factor that influences the work strategies of business actors is creativity. Santoso & Febiyana (2022) stated that it is necessary to observe the external and internal factors of MSMEs. The internal environment is a reflection of the strengths or weaknesses of a business and reflects management's ability to manage the company, both the strength of its resources from material and non-material aspects and its function for commercial production (Sari & Widodo, 2021). With situations and conditions always changing, the process of adjusting to external and internal conditions is important to pay attention to (Siagian, Kurniawan, & Hikmah, 2019).

Internal factors that need to be considered are as follows: a) Human Resource Factors, b) Financial factors, c) Production factors, and d) Marketing factors. External factors are factors originating from outside MSMEs that can hinder the development of MSMEs, including: a) Aspects of government policy in the MSME sector, b) Social, cultural and economic aspects, and c) Aspects of the role of institutions. A business development strategy is a method or process that moves the mind, energy and body to develop a business, increase the quality and quantity of production from economic activities, and increase current and future employment opportunities (Pearce, 2014). Business development strategies include product development by modifying existing products or creating new products.

The second is market development, namely the introduction of current products or services to new areas taking into account the existing expertise and skills in operations for both existing and new customers (Rangkuti, 2019). This is used as a tactical marketing tool to produce the desired response in the target market including: 1) product strategy which is the most important factor because it can influence other marketing strategies (Kasmir & Jakfar, 2016); 2) pricing strategy; 3) promotion strategy (activities carried out by providing information about goods with the aim of adding value to an item.

Apart from the benefits of promotion in terms of introducing a product, it is also important to maintain consumer tastes for the product (Kotler & Keller, 2007); 4) distribution strategy is the activity of sharing or sending to people or several places (Mauludin & Pratama, 2021). The third factor is developing the quality of human resources which is useful for realizing the vision, mission and organizational goals of a company to improve and train the theoretical, technical, conceptual and moral abilities of employees in accordance with the needs of the job or position through education and training (Hasibuan, 2009).

2.2. Islamic Economic Perspective

Islamic economics is a branch of science that helps realize human welfare through the allocation and distribution of scarce natural resources in accordance with the maqasid of sharia, without curbing individual freedom to create a sustainable macroeconomic and ecological balance, forming family solidarity, social and moral networks of society (Kahf, 1995). In another sense, Thian (2021) argues that economics is based on Islamic values, as a solution economic system to answer failures in other economic systems, both capitalist and socialist systems, by providing solutions that can provide maximum welfare to the people.

According to Nasution (2007), the perspective of Islamic economics actually boils down to the Islamic creed, which originates from the Shari'a, while on the other hand, Islamic economics boils down to the Al-Quran Alkarim and the Sunnah of the Nabawiyah in Arabic. Islamic economics is very closely related to the QS. At-Taubah/9: 105 where it can be seen that the highest level is not a nobleman but a person who is willing to try and work. Therefore, the teachings of Islamic Economics underlie how to develop a business, including: a) Intentions oriented towards Allah; b) interact with good morals, including being honest as in QS. Al-Ahzab/33: 70. Honest attitudes build consumer or customer trust (Djakfar, 2009). Professional Attitude as the Prophet Muhammad SAW exemplified, a professional person has the attitude of always



trying their best when doing something or facing a problem. Next is the attitude of friendship as in QS. An-Nisa'/4; c) Believe in destiny and Allah's blessing; d) Work is worship; e) Maintaining sharia rules, because Allah frees Muslims to engage in entrepreneurship, trade or any business as long as there are no prohibitions; and e) Paying Zakat, Infaq and Sadaqoh.

2.3. SWOT analysis

SWOT analysis can be applied by analyzing and sorting various things that influence the four factors, then applying them in a SWOT matrix, where the application is how strengths *are* able to take advantage of existing opportunities, how to overcome weaknesses *which prevents* advantages from existing opportunities, then how strengths *are* able to face existing threats, and finally how to overcome weaknesses *which can* create threats) become real or create new threats (Khairani, Yunita, Pradana, & Sari, 2023).

There is a combination of two points from SWOT to determine your business strategic steps. The combination of focus includes: a) strength-opportunity (SO) to obtain offensive alternatives by using internal strength to take advantage of external opportunities; b) weakness-threat (WT) to obtain defensive alternatives by exploiting internal weaknesses to reduce external threats; c) power-threat (ST) by using internal power to reduce external threats; and d) weakness-opportunity (WO) by supporting internal weaknesses to take advantage of external opportunities (Widowati, Riany, & Andrianto).

3. Research Methods

This research is field research *with* a qualitative approach using primary and secondary data sources, as well as descriptive data analysis and qualitative SWOT analysis. Primary data was obtained from the results of oral interviews with 7 research subjects consisting of the foundation treasurer, and managers in the economic and development sector, employees, and 4 consumers marked

with the code (K) with an in-depth question and answer process.

Secondary data comes from literature, literature studies, or relevant and reliable documents related to this research. This research has an object, namely the Falah Mart Business located at the DDI Mattoangin Bantaeng Islamic Boarding School, to analyze the Falah Mart business development strategy using SWOT analysis and development strategies from an Islamic economic perspective. The data obtained in the research was analyzed using the Miles and Huberman model of qualitative data analysis, including Data Collection, Data Reduction, Data Presentation, and conclusion and verification (Conclusion Drawing/verifying).

4. Research Results and Discussion

The Darul Falah Foundation was founded in 2016. This foundation continues to develop several educational institutions, including the fields of education and religion, the fields of economic development and infrastructure, and the fields of information, social and public relations. In the field of education, there are several schools such as Kindergarten, Madrasah Ibtidaiyah, MTs, SMPS, and Madrasah Aliyah. In the economic sector, there are several business units such as the Falah Mart, laundry and gallon businesses. It's just that the laundry and gallon business is not running smoothly. The only business that is running is the Falah Mart Business, but management still needs to be developed so that it can support the Darul Falah foundation financially.

The Falah Mart business is located at the DDI Mattoanging Islamic Boarding School, a small stall that is slowly unable to keep up with the demands of the daily needs of students in the dormitory and at school. If the growth trend in the number of residential students continues to show an increase each year, then it is almost certain that these small stalls will be overwhelmed by serving and re-supplying goods every week. As a consequence, there will be a chaotic supply chain imbalance because



demand figures are much faster than the availability of goods at any time.

4.1. Falah Mart business development strategy as support for the Darul Falah DDI Mattoanging Foundation

This analysis can be used as a basis for Falah Mart business actors to achieve their business targets. If this analytical tool is used appropriately and correctly, then this can be directly proportional to the accuracy of strategy formulation in an effort to achieve its goals, which can then minimize risks in facing threats, as well as exploit and pursue existing opportunities. Falah Mart business actors should consciously and independently always strive to improve their skills, expertise, skills and knowledge and continue to try to innovate and change work methods and MSME business actors are required to consciously increase self-discipline and responsibility so that work strategies can improve. (Santoso and Febiyana, 2022). The explanation of the interview results regarding this matter is presented in the following segments:

a. Advantages of Falah Mart

The advantages of Falah Mart are shop access close to the cottage and affordable prices. This was conveyed by several informants, one of whom was the treasurer of the Islamic boarding school foundation who stated: "many of the students' needs can be met with the presence of the falah mart, access to a place close to the students' boarding school." Store employees also revealed: "It's easy for children to shop because it's close to the shop."

The proximity of strategic locations or places that are easily accessible to customers in buying and selling is a representation of the basic principle of Islam that humans as representatives of Allah SWT on earth must manage existing resources in a fair manner (Huda, 2017). Falah Mart also has many Islamic boarding school students as consumers, as stated by the following informant: "Obvious consumers, considering that there are close to 800 Islamic boarding school students."

Another advantage is that many of the students' needs are available. This was stated by K2, "a lot of goods were sold in terms of food, basic necessities and school equipment". K3 added that Falah Mart can meet the needs of male students and female students, by providing many products which are not only goods, but also food products, both snacks and ready-to-eat heavy meals, learning tools such as books and tools. writing, and clothing in the form of a headscarf, cap, and school clothes."

Food in Islam, etymologically, food means taking something through the mouth. In Arabic, food comes from the word *at-ta'am* (الطعام) and the plural is *al-atimah* (الأطعمة) which means eating food. Meanwhile, in the encyclopedia of Islamic law, it is everything that humans eat, something that eliminates hunger (Hidayat, 2014). So, the process of selecting and sorting food is the initial behavior of a servant to draw himself closer (piety) to Allah.

b. Disadvantages of Falah Mart

The weakness of Falah Mart is that there is still a lack of facilities and infrastructure, as the Foundation Treasurer stated, "the facilities and infrastructure are not adequate, and the students' needs have not been fully prepared. We at the foundation are constrained by the budget for this. Incomplete needs such as photocopy space, school clothes." K3 as a consumer also expressed the same thing: "the lack of facilities such as lights, cupboards, air conditioning or fans". Even though place is recognized as one of the keys to success in an effective marketing strategy, the choice of place must be good, healthy, clean and comfortable, and must also be avoided to equip business premises that are prohibited in order to attract consumer interest, and need to pay attention to the welfare. According to Nurholifah, the business location can be anywhere as long as the location is not a disputed location (Syukur and Syahbudin, 2014).

Another drawback is that the place is not clean because rubbish is strewn about and consumers do not maintain cleanliness, it is cramped, things are less organized, the lights



don't shine enough at night. Several informants stated this. Lack of staff/employees who handle the Falah Mart business, even though according to the employees themselves they are capable. But on the other hand, there are some jobs that require a partner. K3 revealed: "...only one employee, and there is no laundry service business."

Apart from that, another drawback is that the Falah Mart room does not accommodate female students. K1 revealed: "The location of this shop, which is known as 'kopra', is in the middle of the DDI Mattoanging Bantaeng Islamic Boarding School, but access for santriwati (students) in the buying and selling process is very limited while the number of santri (students) is dominant." K2 also thinks so.

c. Falah Mart Opportunities

Falah Mart's opportunity is that there are many customers, making it possible to gain a lot of profits. Because Falah Mart meets the needs of santri/wati, as K1 said. "Apart from that, with the many types of food being sold, Falah Mart has a huge opportunity to attract the attention of consumers (students) who go to school with an empty stomach." Due to the existence of external competitors, the foundation took the initiative to invite cooperation from external sellers, rather than shutting down their businesses.

Another opportunity is to add a laundry business, gallon business, selling goods, photocopiers and printers. As stated by the informants who stated: "We plan to expand our business to laundry and gallon business". K1 also expressed the same thing, "Falah Mart also has the opportunity to become bigger and develop by increasing its production goods." The next opportunity is to develop facilities and services specifically for female students who have felt less accommodated, as expressed by an informant.

d. Falah Mart Threat

The existence of competitors entering the Islamic boarding school environment and

selling to Islamic boarding school students is considered a threat, this was stated by the employee as an employee "there are several sellers entering the Islamic boarding school environment who sell snacks to Islamic boarding school students and female students. "I'm worried about the sellers who come in because sometimes there are sales coming in like somai, fried food."

The next threat is that consumers will be abandoned because the facilities are not good and not clean. This was conveyed by sister K1, "an unclean environment can cause wild animals (rats, termites, ants) to enter Falah Mart and damage all the goods being sold." Also expired goods, because consumers choose heavy foods, cakes or fried foods, is another threat, as stated by K1. K4 also revealed: "threats include expired food, lack of consumers, and food being eaten by animals." The lack of supervision, because Falah Mart has the potential to be a meeting place for santri/wati, is feared to be a threat. Often meeting in the same place can trigger something less desirable in the future.

e. SWOT Analysis Matrix

From the results of the SWOT analysis matrix analysis, it can be described as follows:

a) Strength (S)/ Advantages of Falah Mart:

- 1) Sells daily necessities such as food, drinks, school supplies and clothes.
- 2) Affordable prices
- 3) Students can shop at any time
- 4) The number of consumers (\pm 800 students/women)
- 5) Sells daily necessities such as food, drinks, school supplies and clothes.

b) Weakness (W)/ Weaknesses of Falah Mart:

- 1) Lack of facilities and infrastructure such as lights, cupboards, air conditioning or fans, etc.
- 2) Places that are not clean are caused by rubbish scattered around, consumers do not maintain cleanliness, are cramped, and things are less organized.



- 3) Lack of employees
- 4) Less accommodating for female students, less freedom because most of the students are in the same location.

c) Opportunities (O)/Falah Mart Opportunities:

- 1) Has many consumers from Islamic boarding school students. Affordable prices so you can get big profits.
- 2) Opportunity to invite cooperation from external sellers.
- 3) Can add laundry business, gallon business, selling goods, photocopiers and printers.
- 4) Develop special facilities and services for female students who have felt inadequately accommodated.

d) Threats (T)/ Falah Mart Threats:

- 1) There are competitors entering the Islamic boarding school environment.
- 2) Consumers will be abandoned because the facilities are not good and not clean.
- 3) The existence of expired goods, because consumers choose heavy foods, cakes or fried foods, is another threat.
- 4) Lack of supervision, because Falah Mart has the potential to become a "meeting" place for female students.

e) ST Strategy: use all power to avoid all threats:

- 1) Close store access and affordable prices are at least one of the reasons consumers do not leave Falah Mart.
- 2) Because daily necessities such as food, drinks, school supplies and clothing are provided, there is no need to worry about competitors.
- 3) Goods that are almost expired should be sold cheaply, so that they are quickly sold out by a large number of consumers.
- 4) Even though you can shop at any time, it is important to monitor the meeting between santri and female students, so that a special lane for female students is separated and guarded by male

employees, and the female student lane is guarded by female employees.

f) SO strategy: use all the strengths you have to take advantage of existing opportunities:

- 1) Shop access is close so that many consumers come, and big profits.
- 2) Students can shop for all their needs at any time at affordable prices
- 3) Developing special facilities and services for female students so that they feel accommodated, for example by separating female and female students routes
- 4) With the large number of consumers, it is possible to add laundry businesses, gallon businesses, selling goods, photocopiers and printers.

g) WO Strategy: overcome all weaknesses by exploiting all existing opportunities:

- 1) The lack of facilities and infrastructure can be overcome or improved because there are benefits from the large number of consumers.
- 2) Scattered rubbish can be overcome by making regulations to maintain cleanliness and providing rubbish bins.
- 3) The lack of employees can also be overcome as the business develops and the number of consumers increases
- 4) The lack of accommodating female students can also be overcome by making the routes for female students and female students separate, so that each is free to shop.

h) WT strategy: suppress all weaknesses and prevent all threats:

- 1) Lack of facilities and infrastructure, and lack of employees must be followed up immediately, as well as building communication with competitors to find a *win-win solution*.
- 2) There needs to be regulations to maintain cleanliness and supervision should be improved. If necessary, have



CCTV and sanctions for those who break the rules, because this is part of education for female students.

- 3) Sell items that are almost expired as soon as possible, if necessary, give a discount
- 4) It needs to be added to improve supervision of female students who shop.

4.2. Business Development Strategy

a. Business Development Strategies of Falah Mart

Apart from analyzing development strategies using SWOT analysis, researchers also examine business development strategies as methods or processes that mobilize mental, physical, and energetic resources to enhance businesses, improve production quality and quantity from economic activities, and increase employment opportunities for the present and future (Pearce II, 2014). Falah Mart's business development strategy is segmented into various areas, including product development, market development (which encompasses pricing, promotion, and distribution), business capital development, and the enhancement of human resource quality.

b. Product Development Strategy

To enhance product offerings, informants have suggested several strategies, including the development of new product ideas, conducting research on student needs through dialogue with them as consumers, and prioritizing product quality. The treasurer of the foundation noted, "Developing new product ideas, researching the needs of students, and prioritizing product quality are essential. Creating channels for dialogue or feedback from female students about purchased products fosters effective communication." Attention to packaging and cleanliness is also vital; as emphasized by the economic and development sector, "For development, innovation in products may be necessary. Currently, the packaging is unappealing—for example, fried snacks are left open without lids, attracting

pests." Moreover, procurement is crucial. K2 remarked, "The products we can develop at Falah Mart include food and basic school supplies like photocopy machines and printing services, which help santri and female students without the need to leave the Islamic boarding school."

c. Market Development Strategy

The market development strategies encompass price development, promotion, and distribution, elaborated as follows:

- 1) **Price Development:** Prices at Falah Mart are set to align with market rates and remain affordable for students. The treasurer mentioned, "Everything is reasonably priced here." Additionally, price strategies include offering discounts to attract consumer interest, as indicated by the manager of the EKBang foundation.
- 2) **Promotion Development:** To bolster promotions, informants recommend maintaining product quality to encourage word-of-mouth referrals. The foundation's treasurer expressed, "We rely on the quality of our goods because if we can maintain it, santri and female students will naturally inform their friends about our products." Another promotional tactic includes introducing Falah Mart in new student acceptance brochures, as suggested by K1, who said, "This allows parents to buy necessities within the school area without concerns over violating school regulations." Enhancements in service and cleanliness, along with providing discounts on items nearing expiration, have also been proposed.
- 3) **Distribution:** Employees have initiated external distribution partnerships, stating, "Usually, large shops around the Islamic boarding school provide deliveries." A recommended approach includes collaborating with students interested in selling while also increasing Falah Mart's workforce for better organization. K1 suggested, "Adding several employees would improve our distribution and



service processes, and we could even entrust merchandise to students for selling within the boarding school.” Other informants also recommended employing couriers for efficient goods distribution, including special deliveries for female students.

d. Business Capital Development Strategy

For business capital development, informants proposed reinvesting profits. The treasurer stated, “We haven’t considered capital development yet; we are still relying on the profits we generate.” Additionally, seeking Islamic boarding school incubation support from the Ministry of Religion has been suggested by the ekbang manager.

e. Human Resource Quality Development Strategy

To enhance human resource quality, efforts are being made to provide training for Falah Mart employees, increasing their competitiveness in the minimarket sector. The EKBand sector manager noted, “We are striving to train our employees, considering the high competition in the minimarket business.”

f. Islamic Economic Perspective on Falah Mart's Business Development Strategy

All informants agreed that Falah Mart's business development is grounded in honesty. K2 remarked, “The guards are honest, do not implement a system that involves usury, and do not charge interest if a consumer is in debt.” K3 echoed this sentiment, emphasizing the honest service and pricing devoid of usury. According to Djakfar (2009), honesty is crucial for entrepreneurs as it builds consumer trust, ensuring loyalty to products. Accurate information about marketed products is essential in sharia marketing promotions, aligning with the teachings of the Quran and Hadith, which mandate transparency and accountability in business transactions (Huda et al., 2017).

Other development strategies consistent with the Islamic economic perspective include

friendliness, **ta'awun** (helping each other), responsibility, and noble morals in **muamalah**. The foundation treasurer and EKBand manager expressed, “Falah Mart applies Islamic values, such as employee honesty and friendliness. For instance, if students run out of money, Falah Mart employees sometimes offer them loans.” K1 noted that Falah Mart also adheres to the fundamental values of Islamic economics, ensuring fairness, cooperation, kindness, and balanced growth.

Friendliness is a demonstration of affection towards others, supported by Allah's instruction in QS. Al-Balad/90:17: “And he (neither) is among those who believe and advise each other to be patient and advise each other to be merciful.” By being friendly during product offerings, consumers are more likely to feel comfortable and return to Falah Mart. Additionally, Falah Mart practices **ta'awun** to facilitate consumers in obtaining necessary items, even when they lack sufficient funds, echoing Allah's directive in QS. Al-Maidah/5:2: “And help each other in (doing) righteousness and piety, and do not help in committing sins and enmity.”

In summary, Falah Mart operates on the principles outlined in the Quran and Hadith, focusing on justice in business, cooperation, kindness, and balanced growth. The institution also emphasizes achieving prosperity and happiness in both this world and the hereafter.

5. Closing

5.1 Conclusion

The strategy of internal and external factors of Falah Mart to support the Darul Falah foundation, there are several that need to be developed through a combination matrix of SWOT Analysis related to strategies in developing the Falah Mart business both in terms of SO, WO, ST and WT. Another strategy is product development, market development (price, promotion, distribution), business capital development, and human resource quality development. As for the Islamic economic perspective, Falah Mart applies the principles of honesty, friendliness, *ta'awun*



(mutual help), responsibility, noble character, justice, cooperation, awareness of the welfare of life in this world and the hereafter.

5.2 Suggestion

From the SWOT analysis carried out regarding Falah Mart's business development strategy in supporting the Darul Falah Foundation, the researcher suggested to the foundation to consider several suggestions from research subjects. Through all the suggestions given, there will be follow-up in carrying out evaluations. By knowing the various strengths, weaknesses, challenges and opportunities, Falah Mart's business will increase on various fronts. And by improving this strategy, it will certainly have implications for the Darul Falah Foundation.

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