

SWOT Analysis of the Development Strategy of Annisa Taylor as a Waqf Business Unit at Darussalam Gontor for Girls First Campus

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Abstract

Pondok Modern Darussalam Gontor is one of the institutions that is considered successful in productive waqf management. Annisa Taylor as one of the waqf business units at PMDG Putri 1 has a very important role in economic development. The purpose of this research is to analyze the development strategy of the taylor waqf business unit at Pondok Modern Darussalam Gontor based on SWOT analysis. This research plan uses a qualitative descriptive method. This method discusses the results obtained from direct visits, interviews, and literature reviews which are then used as conclusions in the formulation of existing problems. The results of this study indicate that the Annisa Taylor sector has: strengths (s) making clothes according to consumer desires, no shortage of labor (employees), distributing goods to alumni lodges, and cooperating with management in improving human resources; weaknesses (w) unable to follow trends, less space for production, human resources in quality have not met market needs, sizes that do not meet demand, do not have appreciation or appreciation; opportunity (o) producing more goods when the Drama Arena or Panggung Gembira event is held, more income at the beginning of the year (influx of prospective students), the existence of alumni huts, putting production goods for sale in mini markets or Latansa depots; threat (t) busy activities, embroidery sewing machines that hamper the quality of labor.

Keywords: business unit, SWOT analysis, productive waqf, gontor

Introduction

Pesantren (Islamic boarding school) is a unique and admirable educational institution. Serving as a gateway to the realization of a civil society, various parties place great expectations on the world of pesantren. Pesantren is an institution that can play a role in facing society, and most importantly, it is a combination of Islamic values, Indonesian identity, and knowledge (Triyawan & Mastura, 2016). Pondok Modern Darussalam Gontor is one of the educational institutions that provides an extensive platform for students to learn and engage in community and economic activities (Yasmadi, 2002).

Pondok Modern Darussalam Gontor is considered one of the successful Islamic boarding schools in the management of productive endowments (wakaf) (Fasa et al., 2016) Research conducted by the Center for the Study of Religion and Culture (CSRC) at UIN Syarif Hidayatullah Jakarta states that Pondok Modern Darussalam Gontor (hereinafter referred to as PMDG) is deemed successful in utilizing the proceeds from its productive endowments to finance itself. Consequently, it can serve as a model for the development of educational institutions based on endowments.

The emergence of the productive endowment paradigm represents a crucial momentum as part of the effort to transform traditional endowment management into a

professional approach to enhance or add to the benefits of endowments (Zainal & Lupitasari, 2017). Productive endowment is a model of managing endowment donations from the community involving a productive approach, where the donations are utilized in a productive manner to generate sustainable surplus. The fundamental principle of productive endowment is that it is considered successful when it produces benefits, and the proceeds are used in accordance with its intended purpose (Astuti, 2022).

Productive endowment serves as an alternative for empowering the community. Empowering and managing endowment assets play a crucial role in realizing social justice and the welfare of the community. Productive endowments are not directly allocated for the benefit of the community but are used in productive activities. The results of these productions are then utilized as a funding source to achieve the goals of the endowment (Azizy & Abdushomad, 2004).

The management of productive endowments implemented by PMDG has provided numerous contributions both internally and externally. The gathered endowment funds are well-managed and professional, allowing for their productive allocation in various business sectors within PMDG. The results of PMDG's productive endowment management also serve as a strong and primary source of funding for the development of Darussalam Gontor University.

Due to the professionalism in endowment management, Pondok Modern Darussalam Gontor has experienced rapid growth. As a result, PMDG now has 19 Branches of Educational Institutions spread across several provinces in Indonesia. One of them is Pondok Modern Darussalam Gontor Putri 1 located in Mantinga, Ngawi, East Java. In PMDG Putri 1 itself, there are several business units resulting from endowment management, including Annisa Bakery, Mini Market, Annisa Laundry, Annisa Taylor, and others.

In order to identify alternatives and priority strategies that can be implemented in the development to increase sales revenue and ensure the sustainability of Taylor's business unit, an analysis of the development strategy for one of the endowment business units in PMDG Putri 1, namely Annisa Taylor, is needed. This research will employ SWOT analysis.

Literature Review

SWOT Analysis

SWOT analysis is a systematic approach to identify various factors with the goal of formulating company strategies. This planning method is used to evaluate strengths, weaknesses, opportunities, and threats in a project or business speculation. The acronym SWOT refers to these four factors: strengths, weaknesses, opportunities, and threats. SWOT analysis involves a comparison between internal strengths and weaknesses and external opportunities and threats (Nisak, 2013).

According to Jogiyanto Hartono (2018), SWOT is used to assess the strengths and weaknesses of the resources owned by a company, as well as the external opportunities and challenges faced. Meanwhile, according to Rangkuti (1998), SWOT analysis is the systematic identification of various factors to formulate company strategies. This analysis is based on logic that aims to maximize strengths and opportunities while simultaneously minimizing weaknesses and threats.

A business unit is a form of entity or economic activity that has the potential to generate profits. Examples of business units include the sale of products or services, cooperatives, and various other types of economic activities (Azmi et al., 2023). In the context of PMDG, as a private institution not bound to any specific agency, PMDG should ideally be able to thrive without relying on assistance from others. Therefore, business units are established with the aim of supporting the economic aspects of the Islamic boarding school and potentially enhancing the overall economy within the boarding school and its surrounding areas.

PMDG owns several business units, including Laundry, DLP, Mini Market, Annisa Taylor, Annisa Bakery, Annisa Beverage, and Annisa Noodle. Laundry provides laundry and ironing services for the students' clothing. DLP serves the residents of the boarding school and parents visiting their daughters, offering snacks and beverages sold by teachers through a profit-sharing agreement with the boarding school. The Mini Market offers daily necessities for female students. Annisa Taylor provides everyday clothing, school uniforms, sports uniforms, and headscarves. In addition, Annisa Taylor also offers clothing and headscarf rental services for specific events in the boarding school, such as GSD, DA, PG, and IWE. Annisa Bakery offers a variety of bread for female students. Annisa Beverage provides various drinks for female students, such as grass jelly ice, milk tea, Thai tea, tea, and chess milk. Annisa Noodle offers chicken noodle soup, meatball soup, spaghetti, and coconut ice.

Productive Waqf

The development of endowments in this modern era demands all endowment stakeholders to make endowments more diverse. In Indonesia, specifically, what is called an endowment is property in the form of burial land, mosques, or other immovable land. However, over time, endowments have evolved not only passively but also productively (Kahf, M, 2000). Moreover, assets can provide greater well-being for the community, ranging from providing free facilities to poverty alleviation through the creation of employment opportunities in productive endowment sectors (Kahf, M, 2003). Productive endowments, in the form of endowment business units, have been implemented by Pondok Modern Gontor. There are 281 endowment business units that have been developed, involving more than 2000 people working across these sectors (Triyawan et al, 2022).

Productive endowment is property or a fixed asset that is endowed for use in the production process, and its results are distributed according to the endowment's objectives. An example of a productive endowment is land for cultivation or a spring for sale. Under the endowment body, the Islamic boarding school will be spared from absolute authority from one party and will avoid excessive individual cultism, such as the case where a Kyai (Islamic scholar) is the most responsible in the Islamic boarding school (Achmad Haliq, 2011). With this endowment, all decisions and policies of the Islamic boarding school's life will be decided through consultation, not by one party. Thus, the principles of brotherhood, independence, and democracy will function effectively. In this way, financial circulation also becomes smooth. It cannot be denied that financial control related to costs and profits is a crucial aspect of productive endowment development (Triyawan et al., 2023).

The development of endowments in Gontor is a characteristic feature of the modern education model (Zarkasyi, H. F, 2020). This is because very few Islamic boarding schools dare to endow their entire wealth (Zarkasyi, H. F, 2015). Consequently, Islamic boarding

schools have rapidly developed, supported by various parties for the benefit of the Muslim community.

Research Method

This study employs a qualitative descriptive approach, which falls under the qualitative research category. The aim is to depict events or facts, conditions, phenomena, variables, and ongoing situations, anticipating the research outcomes during the research period. The study focuses on interpreting and explaining data related to the conditions, values, and perspectives of the community, differences between two or more situations, the interconnection among emerging variables, disparities between current facts, and their impacts on specific situations, and so forth.

Qualitative research is a research method that produces descriptive data from recorded or spoken words, in accordance with opinions (Bogdan, 1992). The data is derived from individuals and observed actions. This approach focuses on context and characteristics, not classifying each individual as a variable or hypothesis, but viewing them as elements of the whole. This perspective aligns with the definition given by Kirk and Miller (Moleong, 1990), which describes qualitative research as an approach in the field of social sciences that generally relies on observing humans in their own environment and communicating with them through language and context.

Result and Discussion

In conducting research on the Taylor unit of Gontor Putri 1 using the SWOT analysis method, the following findings were identified:

Strengths:

- a. Tailoring garments according to customer preferences
- b. No shortage of workforce (employees)
- c. Distributing products to alumni boarding schools
- d. Collaboration with management in enhancing human resources.

Weaknesses:

- a. Inability to follow trends
- b. Limited production space
- c. Quality of human resources not meeting Taylor's needs
- d. Comments on incorrect sizing
- e. Lack of appreciation or recognition.

Opportunities:

- a. Producing more items during events such as Drama Arena or Panggung Gembira
- b. Increased income during the beginning of the year (enrollment of prospective students)
- c. Presence of alumni boarding schools
- d. Placing products for sale in Mini Markets or Depot Latansa.

Threats:

- a. Busy activities
- b. Embroidery sewing machines causing hindrance
- c. Human resources quality not meeting taylor's needs.

Strengths encompass resources, skills, or other advantages related to the company's competitors and market needs that can be addressed by the Taylor Gontor Putri 1 Company. These strengths are specific abilities that provide a comparative advantage for the Taylor Gontor Putri 1 Company. Strengths include the ability to tailor garments according to customer needs, such as sportswear for students, daily clothing, blazers for teachers, bergo headscarves, and triangular scarves for specific events. The distribution of products to alumni boarding schools contributes to additional income from places such as Pondok Darun Najah (Jakarta), Ma'had Al-Muqoddasah (Ponorogo), Arafah (Jambi), Ar-Rasyid (Bojonegoro).

Weaknesses are limiting factors or significant shortages in resources and skills that can hinder the company's performance effectively. Weaknesses in not being able to follow trends are due to the specialization of Taylor in producing items specifically for students. Comments on incorrect sizing arise from differences in opinions among employees regarding clothing sizes, and there is no agreement on the unit of measurement (cm/inch). Taylor exists specifically for student clothing, so there is no appreciation or recognition for the company, and the human resources have not mastered embroidery sewing.

Opportunities are favorable conditions or situations in the company's environment. Opportunities for Taylor Gontor Putri 1 arise when events such as Drama Arena or Panggung Gembira are held, leading to a more varied production of items and the possibility of renting items such as lining, tablecloths, attributes, and accessories. Additionally, at the beginning of the year when prospective students enroll, Taylor's income increases due to high demand. Mini Markets or Depot Latansa present opportunities for marketing and selling Taylor's products. Alumni boarding schools also order uniforms, headscarves, or daily clothing from Taylor, contributing to an increase in Taylor's income. The existence of alumni boarding schools leads to increased income and product manufacturing because alumni boarding schools tend to order headscarves or uniforms from Taylor Gontor Putri 1. Some alumni boarding schools that order from Taylor Gontor Putri 1 include Pondok Darun Najah (Jakarta), Ma'had Al-Muqoddasah (Ponorogo), Arafah (Jambi), Ar-Rasyid (Bojonegoro).

Threats are unfavorable situations within the organization. Threats act as significant disruptors to the current or desired position of Taylor Gontor Putri 1. The dense activities pose a disturbance to the productivity of the employees, and the embroidery sewing machines cannot be utilized effectively due to the lack of skilled workers who can operate them.

Conclusion

From the conducted research, it can be concluded that Annisa Taylor is one of the productive endowment-managed business units that significantly contributes to the economic development of PMDG Putri 1. Based on the SWOT analysis, it is evident that Annisa Taylor has strengths in tailoring garments according to customer preferences, having an adequate workforce, distributing products to alumni boarding schools, and collaborating with management to enhance human resources. However, there are some weaknesses such as the inability to follow trends, limited production space, human resource quality not fully meeting Taylor's needs, comments on incorrect sizing, and a lack of appreciation or recognition.

On the opportunity side, Annisa Taylor has the potential to increase production during events like Drama Arena or Panggung Gembira, generate higher income at the beginning of the academic year, leverage the presence of alumni boarding schools, and place products in Mini Markets or Depot Latansa. Nevertheless, there are also threats such as busy activities, challenges with embroidery sewing machines, and the quality of the workforce not fully meeting Taylor's needs.

Based on the conducted research on Annisa Taylor using the SWOT method for marketing strategy, there is a need for renewal and innovation to enhance sales and business development. As a future recommendation, a strategy that can be implemented by Annisa Taylor is an integration strategy, as identified through SWOT analysis. It should be noted that this research is limited to the use of SWOT analysis, and it is expected that future research can explore other methods for analyzing marketing strategies at Annisa Taylor.

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