



Research paper

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Swot Analysis And Marketing Strategy At Pt Fatih Amanah Sejahtera

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ABSTRACT

This study aims to conduct internal and external marketing analysis at PT. Fatih Amanah Sejahtera, as well as to develop effective marketing strategies based on the results of SWOT analysis at PT. Fatih Amanah Sejahtera. This study uses a descriptive qualitative method, data is collected using data collection techniques, namely interviews and observation, as well as documentation. This study shows that the results of the company's internal and external marketing analysis using the SWOT approach can identify existing strengths, weaknesses, opportunities, and threats, which ultimately help in formulating effective marketing strategies to increase sales at PT. Fatih Amanah Sejahtera.

ABSTRAK

Penelitian ini bertujuan untuk melakukan analisis pemasaran internal dan eksternal di PT. Fatih Amanah Sejahtera, serta mengembangkan strategi pemasaran yang efektif berdasarkan hasil analisis SWOT di PT. Fatih Amanah Sejahtera. Penelitian ini menggunakan metode kualitatif deskriptif, data dikumpulkan menggunakan teknik pengumpulan data, yaitu wawancara dan observasi, serta dokumentasi. Penelitian ini menunjukkan bahwa hasil analisis pemasaran internal dan eksternal perusahaan menggunakan pendekatan SWOT dapat mengidentifikasi kekuatan, kelemahan, peluang, dan ancaman yang ada, yang pada akhirnya membantu dalam merumuskan strategi pemasaran yang efektif untuk meningkatkan penjualan di PT. Fatih Amanah Sejahtera.

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1. Introduction

Islamic property ownership is a form of real estate investment that adheres to Islamic principles, such as the prohibition of usury and legal ownership. The Islamic real estate market is showing rapid growth in Muslim-majority countries, supported by Islamic banks and advances in investment technology.

Data from the Central Statistics Agency (BPS) shows that the real estate sector contributed IDR 343.86 trillion to Indonesia's GDP in 2023, with the construction sector expected to contribute IDR 1.18 quadrillion. Mordor Intelligence estimates the value of Indonesia's real estate market to reach US\$93.1 billion (IDR 1.49 trillion) in 2023, and is predicted to increase to US\$135.1 billion (IDR 2.16 trillion) by 2029. The sector is dominated by large conglomerates such as Sinar Mas Land and Agung Podomoro Land, which utilise social media for business development.

The halal lifestyle trend is the main driver of growth in the Islamic property business in Indonesia. According to data from the Financial Services Authority in 2023 in a kompasiana article, there has been a significant increase in the purchase of Islamic-based properties, with growth of more than 11.23% per year. Bank Indonesia also reported an increase in Islamic financing for property, expanding public access to housing in accordance with Islamic principles. As an illustration, the assets of the Islamic financial services industry in 2018 had reached IDR 1,083 trillion, indicating a very large market potential.

The main challenges faced are the low level of public understanding of the concept and benefits of sharia property and suboptimal regulations. To overcome this, strategies that can be pursued include increasing public literacy, massive socialization, and innovation of sharia financing products that suit the needs of the community.

Despite these challenges, investment opportunities in this sector are very promising. Indonesia's stable economic growth in the 2021-2023 period, at 4.82%, 5.31%, and 5.05% respectively, coupled with government support through public housing programs and financing incentives, provides a strong foundation for the growth of the Islamic property business. Looking ahead, the prospects for the Islamic property business in Indonesia appear

bright. In addition to meeting the housing needs of the Muslim community, this sector also has the potential to become an attractive investment instrument while making a positive contribution to the national economy.

According to data from the Financial Services Authority, PT Fatih Amanah Sejahtera, established in 2020 and known under the Flipro brand, is a spiritual-based Islamic real estate development company. The company faces challenges in maintaining its existence and optimising marketing strategies in a competitive market, where effective marketing strategies are key to maximising opportunities. However, PT Fatih Amanah Sejahtera is also dealing with the problem of people's lack of knowledge about the sharia buying and selling system as well as competition with companies offering mortgage loans. With unstable property unit sales, the company must continue to innovate and conduct more aggressive marketing to increase awareness and sales.

Table 1 Sales Data Summary for Property Unit of PT. Fatih Amanah Sejahtera for the Period 2020-2024

No	Year	Number of Units
1	2020	4
2	2021	1
3	2022	3
4	2023	21
5	2024	23
Total		52

Property sales at PT. Fatih Amanah Sejahtera (Flipro) showed significant growth during 2020–2024, despite the challenges of the COVID-19 pandemic in 2020–2021 which limited most industries, including real estate. In 2024, the company set a target of 53 property units, but sales have not yet reached the planned figure. From 2020–2023, no official sales targets were set due to fragmented data management.

This study examines the company’s marketing strategy using a SWOT analysis to identify its strengths, weaknesses, opportunities, and threats. The goal is to develop effective marketing strategies aligned with Islamic principles to improve sales stability and strengthen competitiveness in the sharia property market. Established in 2020, Flipro differentiates itself through a unique spiritual-based corporate culture daily prayers, Qur’an recitation, value declarations, and Islamic business studies which highlights its identity as a sharia driven property developer.

2. Literature Review

2.1 Theoretical Frame Work

Marketing comes from the word market but in its traditional context it can also be interpreted as ‘a place where people buy and sell’ (Kasmir, 2018). Marketing is the process of planning and implementing ideas, pricing, promoting, distributing ideas, goods, and services to create exchanges that meet personal and organisational goals.

According to the American Marketing Association Kotler and Keller, marketing is ‘an organisational function and set of functions to create communicate, and deliver value to customers and manage relationships in ways that benefit the organisation and its stakeholders’ (Kotler, 2000). Marketing is an organisational function and set of functions designed to create, communicate and deliver value to customers in ways that benefit the organisation and its stakeholders (Said, 2019)

The purpose of marketing is to satisfy consumer desires, promise added value, set attractive prices, facilitate product distribution, promote effectively and improve existing products while adhering to the principle of customer satisfaction. The role of marketing today is not only to provide products and services that can satisfy customers (Kusnadi, 2022).

Strategy

Strategy is very important for a company because it is a means to achieve company goals. The definition of strategy according to Chandler in the book (Rangkuti, 2018), includes the long-term goals of a company and the use and deployment of all significant resources to achieve these goals. The Big Indonesian Dictionary states that the term strategy is the science and art of using all the resources of a nation to carry out certain policies in war and peace (RI, 1997).

Marketing Strategy

According to Kotler (2000), marketing strategies enable individuals and organizations to acquire what they need through value exchange. In the Indonesian Dictionary (1997), marketing strategy is defined as a plan to influence markets in both the short and long term through market research, product planning, advertising, and distribution.

The Qur’anic foundation of ethical marketing can be found in Surah An-Nisa (4:29), which prohibits unjust transactions and emphasizes mutual consent in trade.

In this context, a marketing strategy refers to a company’s structured effort to promote its products and services while anticipating potential risks. The three main components of marketing strategy include segmentation, targeting, and positioning (STP), applied as follows:

Segmentation

- Geographic Segmentation: Focuses on urban areas where housing demand is high due to population shifts and limited permanent residence options (Assauri, 2018).
- Demographic Segmentation: Targets individuals aged 17 and above with legal identification (KTP), and those with income stability suitable for homeownership.
- Psychographic Segmentation: Considers customer lifestyles and preferences. Flipro offers higher-end housing with more facilities for customers with modern lifestyles.
- Behavioral Segmentation: Conducts field surveys to understand consumer needs, offering ready-to-occupy housing options based on demand. (Sari et al. 2022)

Targeting

After segmentation, Flipro selects specific market segments for targeting, ensuring efficient use of company resources and precise customer focus. (Ginting, 2011)

Positioning

Flipro's positioning strategy involves categorizing its housing based on class and function, and is executed through:

- By Attribute: Highlights product superiority, such as faster construction and more affordable pricing in sharia-compliant housing compared to conventional options.
- By Benefit: Emphasizes the use of land for livable, efficient housing without overexpansion.
- By Usage: Promotes Flipro housing as affordable, high-quality homes aligned with Islamic principles.
- By User: Targets consumers seeking comfortable and ethically-compliant residential environments.

SWOT Analysis

SWOT analysis is a systematic identification of various factors to formulate business strategies. It is based on the logic of maximizing strengths and opportunities while minimizing weaknesses and threats. (Rangkuti, 2018)

In the Qur'an, the basis for strategic preparation, similar to SWOT analysis, is found in Surah Al-Anfal (8) :60;

“And prepare against them whatever force you can and steeds of war, by which you may terrify the enemy of Allah and your enemy and others besides them whom you do not know [but] whom Allah knows. And whatever you spend in the cause of Allah will be fully repaid to you, and you will not be wronged.”

This verse highlights the importance of preparation and strategic readiness in facing internal and external threats.

SWOT consists of four key components: Strengths (S), Weaknesses (W), Opportunities (O), and Threats (T). Internal factors include a company's strengths and weaknesses, while external factors encompass opportunities and threats (Putri et al., 2024).

SWOT Components:

- Strengths: Internal advantages such as skills, core competencies, resources, competitive capabilities, and superior technology.
- Weaknesses: Internal limitations such as lack of skills, high operational costs, poor product image, and weak distribution networks.
- Opportunities: External conditions that benefit the company, such as rising market demand and limited competition.
- Threats: External challenges such as price wars, changing consumer preferences, and business failure risks

Benefits of SWOT Analysis (Fatimah, 2016)

Provides a comprehensive view of issues from four perspectives: strengths, weaknesses, opportunities, and threats.

Serves as a powerful tool for strategic decision-making by offering the most suitable response based on current conditions.

Helps organizations minimize weaknesses and mitigate potential threats.

SWOT Strategy Matrix Explanation (Rangkuti, 2006)

To conduct an in-depth SWOT analysis, both internal and external factors must be considered. The SWOT matrix comprises:

INTERNAL EKSTERNAL	Strengths	Weaknesses
Opportunities	Strategi SO: mengembangkan suatu strategi dalam memanfaatkan kekuatan (S) untuk mengambil manfaat dari peluang (O) yang ada.	Strategi WO: mengembangkan suatu strategi dalam memanfaatkan peluang (O) untuk mengatasi kelemahan (W) yang ada.
Threats	Strategi ST: mengembangkan suatu strategi dalam memanfaatkan kekuatan (S) untuk menghindari ancaman (T).	Strategi SO: mengembangkan suatu strategi dalam mengurangi kelemahan (W) dan menghindari ancaman (T).

Picture 1 SWOT Strategy Matrix

- SO (Strength-Opportunity) Strategy: Uses internal strengths to maximize external opportunities.
- ST (Strength-Threat) Strategy: Uses internal strengths to counter external threats.
- WO (Weakness-Opportunity) Strategy: Aims to exploit opportunities while reducing internal weaknesses.
- WT (Weakness-Threat) Strategy: Focuses on defensive measures to minimize weaknesses and avoid threats.

2.2 Previous Research

Several studies have explored SWOT-based marketing strategies in the property sector, especially in Islamic and conventional real estate businesses. Below are selected research findings relevant to this study:

Ongkowijaya, (2019), in "Competitive Strategy Analysis at PT. Makmur Bersama Properti", analyzed competitive strategies using qualitative methods and purposive sampling interviews. The study concluded that an intensive internal-focused strategy—particularly in marketing efforts and human resource development—was key for business growth and competitiveness.

Putri et al., (2024) examined "Aesthetic Landscape-Based Marketing Strategy to Increase Sales at PT. Berkas Jaya Development". Using SWOT analysis, the study highlighted strong product quality as a key internal strength (IFAS) and "housing as a public necessity" as the most significant external opportunity (EFAS). Rising material costs were identified as the major weakness.

Sari et al., (2022) analyzed the marketing strategy of a subsidized housing business (KD Asri Jombang) using qualitative SWOT analysis. Findings showed that low pricing and high-quality construction were major strengths, enabling competitiveness in the subsidized housing sector.

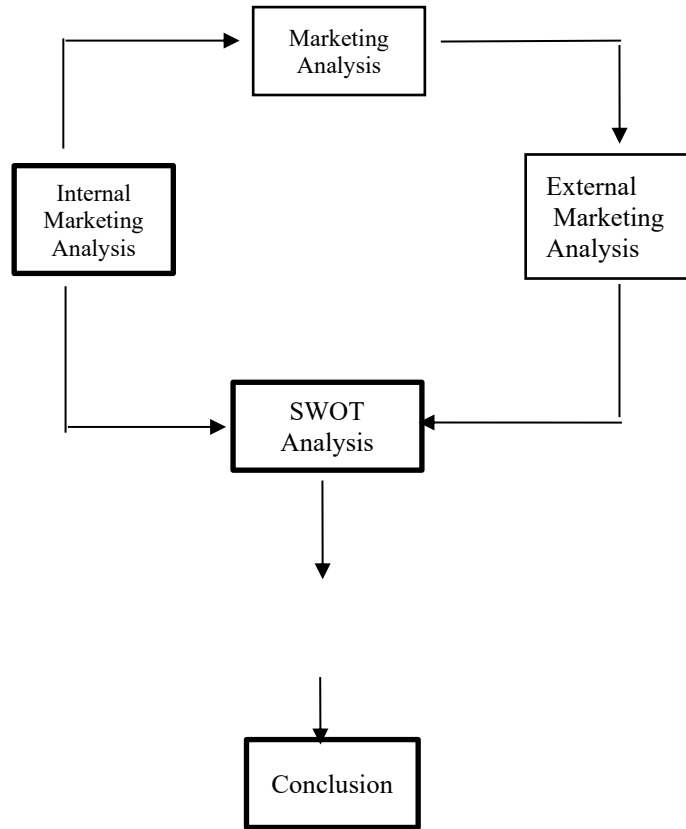
Singh, (2012) in "Marketing Mix of 4P's for Competitive Advantage", emphasized the importance of the marketing mix—product, price, place, and promotion in shaping competitive strategies. Promotional decisions were directly linked to sales performance.

Romadhon et al., (2021) applied SWOT analysis to determine the marketing strategy of PT. Sentra Bumi Nirwana in Sidoarjo. The research, using interviews, observations, and questionnaires, revealed that the business process involved strategic land acquisition followed by cash and mortgage sales.

2.2 Conceptual Framework

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Picture 2 Conceptual Framework

The research framework outlines a systematic approach to analyzing and developing marketing strategies within an organization. It begins with internal and external marketing analysis, followed by a SWOT analysis that identifies the organization's strengths, weaknesses, opportunities, and threats. These insights are then used to formulate strategic responses aimed at leveraging strengths and opportunities while minimizing weaknesses and threats. The process concludes with a summary of findings that guide the improvement of the organization's overall marketing strategy.

3. Methodology

3.1 Research Method

This qualitative descriptive case study focused on PT. Fatih Amanah Sejahtera, a sharia property company based in West Bogor. Conducted from June 2024, the research explored SWOT analysis and marketing strategies through primary data (interviews with 6 internal and 2 external informants) and secondary sources (organizational documents). The approach allowed for a deeper understanding of the company's internal and external marketing dynamics.

3.2 Data Collection

The type of data used in this research is using primary data, and secondary data. In this study, the primary data used are the results of interviews with company parties and this secondary data is in the form of research support data consisting of organisational profile documents, organisational structures, and information relating to the company's internal marketing and sales system.

3.3 Participants and Informant Selection Technique

In this study, the term population refers to parties who have the information needed, and can explain in detail the internal situation in the company. The criteria for informants are the main director of the company, digital marketing academics, head of the digital marketing division, head of the marketing division, digital marketing practitioners, and consumers of PT Fatih Amanah Sejahtera. The total number of informants that I will take is 6 informants. And 2 additional informants, namely external marketing academics and external digital marketing practitioners in order to increase the validity of the data provided from all interviewees.

3.4 Data Collection Techniques

The methods used for data collection in this study include:

- Structured Interviews

Structured interviews were used as the primary data collection technique. In this method, interviewers follow a prepared

list of written questions with predetermined answer options. This approach ensures systematic interviews and facilitates easier data processing.

- Observation

Observation forms the foundation of all scientific inquiry. In this study, direct observation was conducted, allowing the researcher to gather data through firsthand viewing and recording of actual activities. The researcher observed marketing strategies and the implementation of landscape aesthetics at PT. Fatih Amanah Sejahtera using tools such as computers and smartphones for data capture.

- Documentation

The documentation method involves collecting data through transcripts, websites, field photos, and other relevant documents. A checklist was used to identify variables related to the research focus by reviewing physical records and files.

3.5 Data Analysis Techniques

The data analysis process involved the following steps:

- Data Collection

Data obtained from the field were recorded in detail. The longer the research period in the field, the more complex the data gathered.

- Data Presentation

Collected information was organized and presented in the form of qualitative charts, numbers, or tables for interpretation and action.

- Data Reduction

Unnecessary information was filtered out by sharpening, categorizing, and organizing data to focus on what was relevant for the study.

- Conclusion Drawing

Final conclusions were drawn after data saturation, meaning new data no longer added significant value. Verification was conducted to ensure reliability of the results.

4. Discussion

4.1. Internal Marketing Analysis

Based on interviews conducted by the researcher with three key informants the President Director, Marketing Director, and a marketing academic the internal marketing analysis findings are summarized as follows:

Target Market:

- a. Retirees

The primary market consists of workers nearing retirement who are seeking investment opportunities capable of generating passive income.

- b. Growth in Property Investment

According to recent data from the Financial Services Authority, cited in Agung, (2024) there has been a significant increase in property purchases through the sharia system in 2023. The figure rose by more than 11.23% annually, indicating a growing public interest in property transactions aligned with sharia principles.

This shows a positive development for the sharia property industry in Indonesia, as more individuals seek to own homes that comply with Islamic values.

In addition, Bank Indonesia recorded a substantial rise in sharia financing. For example, in 2018, the total assets in the sharia financial services sector exceeded one quadrillion rupiah, specifically Rp 1,083 trillion. This illustrates the increasing role of sharia financing in supporting the growth of Islamic property companies in Indonesia.

The availability of financing services that adhere to Islamic principles facilitates the public in owning and purchasing sharia-compliant properties. This not only enables the Islamic property business to grow but also provides more opportunities for people to own homes aligned with their beliefs. By understanding how sharia financing, Islamic property, and the halal lifestyle trend are interconnected, we can formulate more strategic development plans.

Based on interviews with the marketing director, it was revealed: "Investment properties and residential properties—especially boarding houses with an Islamic concept—have a significant growth potential, in line with the rising awareness of religious values, and also target end users who are purchasing their first homes."

4.2. External Marketing Analysis

The following external marketing analysis is based on insights gathered from multiple informants:

Market Trends:

- a. Growth of Sharia Property

According to the Ministry of Finance Sari, (2021) although the sharia property business in Indonesia faces numerous challenges, it still presents attractive investment opportunities for both local and foreign investors. Economic stability further supports this trend: Indonesia's economic growth was 4.82% in 2021–2023, 5.31% in 2022–2023, and 5.05% in 2023. Sharia-

compliant property in Indonesia offers compelling investment opportunities due to consistent growth and high-profit potential. This is supported by interview findings, which also highlight increasing interest and demand for sharia properties.

b. Economic and Pandemic Impact

The economic downturn and the pandemic significantly affected consumer purchasing power and preferences.

Market Segmentation:

- Upper-Middle Class Consumers

The focus is on consumers with strong purchasing power for property investment.

- Retirees and Investors

Products are tailored to meet the needs of retirees and investors seeking sustainable income streams.

c. Marketing Strategy:

- Digital Marketing

Optimizing social media and digital platforms to reach a broader audience.

- Data Analysis

Utilizing data to understand consumer preferences and to optimize marketing campaigns.

d. Competition:

- Competitors in the Property Sector

Identifying and analyzing competitors offering similar products or services.

- Product Differentiation

Strategies to distinguish PT. Fatih Amanah Sejahtera’s products from competitors include highlighting the advantages of sharia-compliant products and superior customer service.

4.3. Marketing Strategy of PT. Fatih Amanah Sejahtera

According to Ismailova (in (Andiyawan et al., 2023:429), “An effective marketing strategy is the entry point where decisions are focused on achieving the company’s main objectives, derived from evaluating specific market strengths, opportunities, differentiating factors, and the marketing environment.”

Based on interviews conducted with all informants, the following marketing strategy summary for PT. Fatih Amanah Sejahtera was obtained:

1. Integration of Digital and Offline Marketing:

a. Digital Strategy

Utilising Meta Ads as the primary tool for generating leads. Approximately 80% of sales are conducted through digital advertising. Based on data from the Digital Marketing Leads Database for the 2021-2024 period,

Table 2 Data Base Leads Digital Marketing Period 2021-2024 (On Going)

No	Year	Number of leads	Notes
1	2021	181	Paid Traffic (Fb/ Ig & Google Ads)
2	2022	981	Paid Traffic
3	2023	2,167	Paid Traffic
4	2024 - On Going	3,420	Paid Traffic

The author concludes that the growth in digital marketing leads from 2021 to 2024 is currently experiencing a significant increase in digital marketing due to changes in marketing strategies.

b. Offline Strategy

Offline marketing remains dominant, with activities such as open houses and surveys supporting the sale of properties worth billions. Consumers tend to want to see the property in person before making a purchase.

The author conducted internal documentation for the company related to the implementation of sales and purchase transactions, both at the office and in the field, to see the project location firsthand.

c. Hybrid Approach

A complementary combination of online and offline marketing is the main strategy. For example, leads generated from online advertisements are directed to the sales team for survey and closing processes.

Based on the data on the total number of leads during the six-month period in 2024, the author can see that there will be changes during the six months of 2024. These changes are shown by the data on the total number of leads or potential customers received during the six-month period, from January to June. The data obtained by the author explains in detail that:

In January, we received 570 leads. In February, the number of leads increased to 817, which was the highest number during that period. However, in April there was a significant decline, with only 213 leads received, which was the lowest number during the six months. In May, the number of leads increased again to 545, but then declined again to 424 in the following

month.

Improving Digital Marketing Competence:

1. Mapping Competence:

According to the results of interviews with digital marketing academics, he said that ‘the way to improve team competence is by identifying the competencies needed when conducting training, coaching, and mentoring to improve team performance.

2. Developing the Digital Marketing Team:

According to the results of an interview with a digital marketing academic, he stated that improving and developing the digital team involves establishing a digital marketing office with a dedicated division for its marketing content, much like how the previous office served as the “home” while the new office functions as the “kitchen,” meaning the new office is solely focused on marketing.

2. External Digital Marketing

a. Social Media Optimisation

Increase presence on social media platforms such as Facebook, Instagram, and TikTok to reach a wider audience.

b. Data-Driven Advertising

Use data to target the right audience and increase conversions.

3. Content Marketing

a. Consumer Education

Providing educational content about sharia property investment and its benefits, According to interviews with digital marketing academics, they stated that “Yes, closing techniques and offline strategies must be combined with online strategies here. That’s why every Saturday and Sunday, in the property sector, we hold open houses and surveys to direct consumers online to participate in surveys, since purchases are rare. They haven’t done a survey, haven’t seen the property, yet they buy it.

Because the product is worth billions, sir. It’s different from buying clothes, for example. When buying clothes, you don’t need to see them first, but with property, it’s rare. We’ve closed deals via Zoom before, but most of the time, they still need to see the property first, do a survey first, talk to us first before finally buying. That’s why we can’t separate online and offline. In property, offline marketing still dominates, but online makes it easier for us to expand our marketing. So, instead of distributing brochures, we just need to allocate an advertising budget, and it can be seen through ads.

b. Testimonials and Case Studies

According to the results of an interview with a customer of PT. Fatih, he stated that, “Yes, if the service is good, the price is reasonable. Especially Mr. Fauzi, who does it with all his heart. So, he communicates. Customer focus, right. He is good at serving his customers well. Everything might be flippro, right. Communicating well what can be communicated. Therefore, the author can conclude that displaying customer testimonials and case studies helps build trust.”

4. The role of marketing in a company's success:

a. Offers and promotions:

Offering special promotions or discounts to attract new customers and retain existing ones.

b. Loyalty programmes

Developing loyalty programmes to increase customer retention.

5. Customer Experience

a. Excellent Service

Maintain high quality customer service to ensure satisfaction and loyalty.

b. Feedback and Evaluation

Collect and analyse customer feedback to make continuous improvements.

4.5. SWOT Analysis of PT. Fatih Amanah Sejahtera

Table 3 SWOT Analysis Table for PT. Fatih Amanah Sejahtera

SWOT TABLE PT. FATIH AMANAH SEJAHTERA		
	Strenght	Weaknesses
INTERNAL	Islamic Values	Difficulty in Finding Talent
	High Quality Products	Illiquid Products
	Large Market Potential	Product Quality Still Needs Improvement
	Excellent Service and Customer Satisfaction	Lack of In Depth Market Research
	Focus on Sharia Principles	Dependence on Social Media for Marketing
	Effective Digital Marketing	
	Attractive Investment Products	
EXTERNAL	Opportunities	Threat

Large Market	Regulations and Economic Conditions
Utilization of Digital Marketing	Low Liquidity Levels
Growth of the Sharia Property Market	Intense Competition in the Property Industry
Further Digital Expansion	Shifting Consumer Preferences
More Innovative New Product Offerings	

Based on interviews with key informants, the researcher obtained the following data regarding the SWOT Analysis at PT. Fatih Amanah Sejahtera:

1. Strengths

a. Islamic Values

Based on an interview with a digital marketing academic, it was stated: "One of our strengths is that we are currently focused on investment properties. Our positioning is as a passive income-generating investment property, namely Islamic boarding houses (rumah kos). These are different from regular boarding houses. We design them as clusters—essentially houses that are used as boarding units. What sets us apart from others is our tagline: 'Property Investment that Brings Goodness'. This tagline reflects one of our advantages. When we conducted competitor analysis, we found that not many competitors offer religious boarding programs within their properties. So, this Islamic boarding house concept really carries value. The key issue we address is the concern of immoral social behavior in general society." From this, the researcher concludes that PT. Fatih Amanah Sejahtera strongly emphasizes Islamic values, highlighted through their tagline: "Property Investment that Brings Goodness", which creates a strong differentiation in the market.

b. High-Quality Products

The offered properties are boarding houses in the form of clusters, distinct from typical boarding facilities. These are equipped with features that support Islamic values, such as Islamic boarding programs (pesantren), Qur'an interpretation (tafsir), Qur'an recitation improvement (tahsin), and weekly religious study sessions.

c. Large Market Opportunity

The company targets a broad market segment, particularly workers approaching retirement age who are seeking investment options that can generate passive income.

d. Customer Satisfaction and Service Quality:

According to an interview with a consumer, Mr. Octa Nugroho: "They're responsive and operationally sound. Mr. Wildan and his team provide excellent service." This indicates that customer satisfaction and responsiveness are key strengths that build loyalty and encourage referrals.

e. Sharia-Oriented Focus:

The company adheres to Islamic principles, which adds significant appeal for Muslim consumers. Gender-separated kost housing and religious programs reinforce their commitment to ethical housing investment.

f. Effective Digital Marketing:

PT. Fatih Amanah Sejahtera has successfully utilized social media platforms like Facebook and Instagram to attract prospects, making digital marketing a strong sales channel.

g. Attractive Investment Products:

Products like Islamic kost clusters are designed for those seeking long-term financial stability, particularly retirees.

2. Weaknesses

a. Talent Acquisition Challenges:

The company faces difficulties in recruiting skilled personnel, especially in management and digital marketing, with high turnover among Gen Z employees.

b. Limited Ready Stock:

As per the Marketing Director, "We have multiple projects simultaneously, which is a strength. However, we operate mostly on pre-order with short waiting periods (~8 months), limiting immediate availability."

c. Product Quality Improvement Needed:

While quality is satisfactory, there is still room for enhancement to meet the rising expectations of customers and resolve minor dissatisfaction.

d. Lack of Deep Market Research:

The company has limitations in conducting thorough market research, leading to gaps in understanding evolving customer needs.

e. Over-Reliance on Social Media:

Depending heavily on platforms like Facebook and Instagram poses a risk if algorithm changes or trends affect reach.

3. Opportunities

a. Large Target Market:

Workers approaching retirement age offer a major opportunity for investment product sales.

b. Optimizing Digital Marketing:

According to the Head of Digital Marketing Division: “We monitor ad dashboards for key metrics like CPR, CTR, CPC, and adjust our strategies accordingly. We evaluate ad copy, targeting, and landing page performance regularly.”

c. Growth of the Sharia Property Market:

The ongoing growth of sharia-compliant financing and consumer interest in ethical investment presents opportunities to expand product offerings.

d. Further Digital Expansion:

As stated by the in-house digital marketing expert: “We now use targeted ads to reach segmented audiences such as parents and entrepreneurs. This online approach improves digital performance.”

e. Innovative Product Development:

The Head of Digital Marketing also added: “We offer themed kost products like Islamic pesantren-style kost, resort-style kost, and villa-style kost. These concepts add unique value.” There is opportunity to attract a broader and younger tech-savvy audience through creative and flexible investment packages.

4. Threats

a. Regulations and Economic Conditions

Changes in government regulations and unstable economic conditions—such as the COVID-19 pandemic and political instability pose a threat to investments in the property sector. According to (Sari, 2021), citing official sources from the Ministry of Finance, Indonesia experienced a consecutive economic slowdown during the second, third, and fourth quarters of 2020 due to the pandemic.

This slowdown impacted numerous industries, including property. Most property prices such as houses, apartments, and vehicles—fell significantly due to reduced demand and increased consumer caution in spending during the pandemic.

However, the drop in property prices was not entirely negative. For those who still needed property as a basic necessity, the lower prices presented an opportunity. The consistently appreciating value of assets, relatively stable prices, and lower risks continue to make property a favored investment vehicle in society.

On the other hand, the Ministry of Finance Regulation (PMK) No. 138/2020 on the Procedure for Granting Interest Subsidies/Margin Subsidies to Support the Implementation of the National Economic Recovery Program provided relief to property developers through mortgage interest subsidies. These subsidies are granted to mortgage borrowers through banks or financing companies for properties up to type 70.

Article 7 of PMK 138/2020 supports this. According to the Residential Property Price Survey (SHPR) by Bank Indonesia in Q2 2021, the Residential Property Price Index (IHPR) recorded a 1.49% (YoY) increase, higher than Q1 2021's 1.335% (YoY). These figures indicate positive property price movement during the pandemic and a continued rise in demand for residential property.

Referring to the above data, an interview with the President Director of PT. Fatih Amanah Sejahtera revealed his view: “The market trend right now is quite interesting. On one hand, property took a hit during COVID-19, but on the other hand, it's starting to grow, albeit not yet significantly. What's interesting is the emergence of similar trends—new clusters of boarding houses around IPB that are following our business model. So one of our strategies is to implement a ‘pre-prepper’ concept, which means we establish many points of presence—like how Indomaret competes with Giant—by increasing the number of our units.”

b. Low Liquidity

Property, as an investment instrument, is not easily liquidated in the short term. This presents a threat during times of economic crisis when investors may need quick access to funds.

1) Intense Competition in the Property Industry

From an interview with the President Director:

“Competition is clearly no longer just about price. We're competing on value now—facilities, design, concepts, location, price, promotions, and after-sales services. This includes hospitality, property management, and closer engagement with students through Islamic boarding programs, skill upgrades, and more. We've already started implementing this approach.”

2) Changing Consumer Preferences

Consumer preferences, especially among younger generations, continue to evolve rapidly. If the company fails to keep innovating and meet these new expectations, it risks losing market share.

4.6. SWOT Strategy

The author maps out the SWOT strategy using a SWOT matrix for PT. Fatih Amanah Sejahtera to improve the local economy of Bubulak, West Bogor District, Bogor City. Below is the SWOT matrix table for PT. Fatih Amanah Sejahtera:

Table 4 SWOT Matrix Strategy of PT. Fatih Amanah Sejahtera

S-O	W-O
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Expansion of Islamic value-based products to broader market segments.	Improvement of team competence through training and talent development.
Enhancement of digital marketing utilization to reach the target market.	Development of more liquid products to attract new investors.
S-T	W-T
Development of more affordable property products.	Development of a Crisis Management System.
Increase public awareness of Islamic values.	Optimization of team performance through technology.

Based on the IFAS-EFAS matrix analysis above, several SWOT strategies can be derived, including:

S-O (Strengths-Opportunities) Strategies

The S-O strategy for PT. Fatih Amanah Sejahtera uses internal strengths to take advantage of external opportunities for gaining profit. In this case, four alternative S-O strategies can be implemented:

a. **Expansion of Islamic Value-Based Products to a Wider Market Segment**

Utilizing the strength of Islamic values embedded in the Islamic boarding house concept (rumah kos) to target broader market segments, such as urban Muslims who care about a syariah-compliant environment and seek to avoid negative social behavior in residential settings.

b. **Enhancing the Use of Digital Marketing to Reach the Target Market**

Based on interviews with team members, digital marketing has been utilized to expand marketing reach, particularly through Meta Ads to attract passive income investments.

Here is the digital marketing expenditure data of PT. Fatih Amanah Sejahtera for the period of January to July 2024:

“According to the data above, the monthly expenditure varies, covering ad costs, video shooting, talent hiring, and accommodation. This data was obtained internally from PT. Fatih Amanah Sejahtera's financial department and only reflects 2024, as data from 2021–2023 were not stored due to recent management restructuring”.

S-T (Strengths-Threats) Strategies

The S-T strategy leverages internal strengths to avoid or reduce the impact of external threats. The alternative S-T strategies include:

a. **Development of More Affordable Property Products**

Utilizing the company's strength in Islamic values and focus on property investment to develop more affordable products for the lower-middle market segment, ensuring competitiveness even amid economic instability.

b. **Increasing Public Awareness of Islamic Values**

To counter market shifts or regulatory threats, the company enhances public education and awareness about the Islamic values promoted through their property products. This ensures continued relevance and appeal even in challenging markets.

W-O (Weaknesses-Opportunities) Strategies

The W-O strategy addresses internal weaknesses by taking advantage of external opportunities. The four alternative W-O strategies include:

a. **Enhancing Team Competence Through Training and Talent Development**

Based on an interview with an external digital marketing academic, the main weakness lies in finding capable leadership-level talent, particularly from Gen Z, whose high turnover is a challenge. Despite their creative content, execution and long-term commitment are issues.

Conclusion: Implementing intensive training and career development programs is crucial to improving employee competence and loyalty, especially in digital marketing.

b. **Developing More Liquid Products to Attract New Investors**

From an interview with the CEO, product innovation is key. Formerly, boarding houses (kos-kosan) were seen as simple rooms. Now, the company has introduced innovative projects:

- “Resort Kos” boarding houses with daily leisure vibes,
- “Pesantren Kos” Islamic boarding house experience,
- “Villa Kos” – resort-like boarding houses with scenic views.

Conclusion: Innovative and flexible investment products can attract new tech-savvy or younger investors.

W-T (Weaknesses-Threats) Strategies

The W-T strategy aims to minimize internal weaknesses and avoid external threats. Four alternative W-T strategies are:

a. **Development of a Crisis Management System**

According to the CEO, crisis management involves using systems like Key-Pro and PortaPro (ACHES) to control productivity and performance, ensuring integrated management.

b. **Team Performance Optimization Through Technology**

As stated in the interview, the company conducts annual work meetings to set long-term and short-term objectives. They

apply a system called DX, derived from 4DX (Four Disciplines of Execution), to manage and monitor team performance through dashboards, Leap Measures, and aligned execution reports to ensure task completion and coordination across divisions.

5. Conclusion

After conducting a SWOT analysis of the marketing strategy at PT. Fatih Amanah Sejahtera, the author concludes the following:

- Strengths: The company has a well-structured and integrated marketing strategy, both internally and externally, supported by competitive product and service quality.
- Weaknesses: The company faces challenges in data collection and transcription, which affect the speed and accuracy of the analysis. Additionally, sales data during the pandemic was incomplete, influencing the overall evaluation of the marketing strategy.
- Opportunities: PT. Fatih Amanah Sejahtera has a growing market potential in the post-pandemic era, particularly by utilizing social media and digital platforms to reach more consumers.
- Threats: The company is impacted by domestic and global economic fluctuations, which have led to intense competition in the property industry.

As for the marketing strategy, the author concludes that it is still not fully optimized. There is a lack of sufficient budget for digital marketing and a shortage of skilled talents capable of creating effective digital marketing content.

In terms of data gathering through interviews, the author encountered difficulties transcribing the audio into text and had to resort to manual transcription to extract and present the information clearly. Moreover, there were limitations in the sales data, particularly after 2020, due to the COVID-19 pandemic, which resulted in restricted property sales at the company.

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