



## **Promotion Strategies for BMT to Enhance Competitive Advantage: A SWOT Analysis**

**Abdullah Ahadish Shamad Muis\***

STAI Al Fithrah Surabaya, Indonesia

e-mail: [abdullah.ahadish@alfithrah.ac.id](mailto:abdullah.ahadish@alfithrah.ac.id)

\*Corresponding Author

| Received: 30-03-2023    || Revised: 30-04-2023    | Accepted: 21-05-2023    | Published On: 31-07-2023

**Abstract:** This article delves into the realm of promotion strategies for *Baitul Maal wat Tamwil* (BMT), a form of Islamic micro finance institution, aiming to enhance their competitive advantage. To achieve this goal, the study employs a SWOT analysis, evaluating the organization's Strengths, Weaknesses, Opportunities, and Threats. This research focuses on BMT Kedinding Surabaya, collecting data from both internal and external sources. The findings of this study reveal that BMT Kedinding Surabaya has implemented five promotional mix elements, including Advertising, Personal Selling, Publicity, Sales Promotion, and Direct Marketing. By identifying internal and external factors, this research provides insights into crafting effective promotion strategies tailored to the unique characteristics and challenges faced by BMT. As a result, we recommend that BMT Kedinding Surabaya pursue an aggressive promotion strategy, as they have greater opportunities and strengths, with the hope of maximizing the existing opportunities to enhance their competitive edge. Ultimately, the research provides valuable guidance for BMT's seeking to prosper in the increasingly competitive financial landscape while adhering to Islamic principles.

**Keywords:** Promotion Strategies, BMT, SWOT Analysis.

**Abstrak:** Artikel ini mengulas tentang strategi promosi untuk *Baitul Maal wat Tamwil* (BMT), salah satu jenis Lembaga Keuangan Mikro Syariah, dalam rangka meningkatkan keunggulan kompetitif mereka. Untuk mencapai tujuan itu, studi ini menggunakan analisis SWOT, mengevaluasi kekuatan (*Strengths*), kelemahan (*Weaknesses*), peluang (*Opportunities*), dan ancaman (*Threats*) organisasi. Penelitian ini berfokus di BMT Kedinding Surabaya, dengan mengumpulkan data dari internal maupun eksternal lembaga. Hasil dari penelitian ini mengungkapkan bahwa BMT Kedinding Surabaya telah menerapkan lima bauran promosi, yaitu periklanan (*Advertising*), penjualan pribadi (*Personal Selling*), publisitas masyarakat (*Publicity*), promosi penjualan (*Sales Promotion*), dan pemasaran langsung (*Direct Marketing*). Dengan mengidentifikasi faktor-faktor internal dan eksternal yang ada, penelitian ini memberikan wawasan dalam penyusunan strategi promosi yang efektif yang disesuaikan dengan karakteristik dan tantangan unik yang dihadapi oleh BMT. Hasilnya, kami menyarankan agar BMT Kedinding Surabaya melakukan strategi promosi agresif, sebab BMT mempunyai peluang dan kekuatan yang lebih besar, harapannya dapat memanfaatkan peluang yang ada untuk meningkatkan kekuatannya. Pada akhirnya, penelitian ini memberikan panduan berharga bagi BMT yang ingin sukses dalam lanskap keuangan yang semakin kompetitif sambil tetap mematuhi prinsip-prinsip Islam.

**Kata Kunci:** Strategi Promosi, BMT, Analisis SWOT.

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## Introduction

“*Baitulmaal*” and “*baituttamwil*” are the two terms that make up BMT. Only in Indonesia does BMT, an Islamic microfinance institution, operate. “*Baitulmaal*” is a term for organizations that assist in the collection and distribution of charitable contributions like zakat, infak, and almsgiving. Even the phrase “*baituttamwil*” refers to a company that receives and disburses business funds. Because of this, BMT has two roles: social and commercial. Members of cooperatives are required for BMT cooperatives to exist.<sup>1</sup> BMT has a part in raising the level of living for the impoverished by assisting them in obtaining financing or additional funding for their businesses while maintaining a cooperative and collaborative business model.<sup>2</sup>

BMT was born in the midst of society with the aim of providing easy and fast financing solutions, especially for Micro, Small, and Medium Enterprises (MSMEs) that cannot access funding from banks. It also offers a solution to avoid the clutches of loan sharks, as it adheres to Islamic principles. This is what positions BMT as one of the Islamic financial institutions that must be able to compete, especially with other financial institutions, both Islamic and conventional banks.

Currently, BMTs are increasingly demanded to be responsive and adapt to various competitive strategies from competitors. Additionally, BMTs are also required to formulate competitive strategies before conducting their business processes to achieve success in the market.

Therefore, marketing strategy becomes crucial and must be implemented by BMTs to remain competitive in the tight financial industry competition today. One of the activities in marketing is promotion. Promotion is a form of marketing communication that aims to disseminate information, influence, and remind the target market about the company and its products so that prospective buyers are willing to accept, purchase, and remain loyal to the products offered by the respective company.<sup>3</sup>

In relation to the importance of the best promotion strategies, Islamic financial institutions also require effective strategies to enhance their competitive advantage, thus necessitating a SWOT analysis. Through SWOT analysis, the characteristics of primary strengths, additional strengths, neutral factors, primary weaknesses, and additional weaknesses based on an analysis of the internal and external environments are identified. Marketing BMT products confront two factors: internal and external. Internal factors in the SWOT analysis encompass the strengths and weaknesses of BMT in marketing their products, while external factors include opportunities and threats for the institution.<sup>4</sup>

One of the BMTs in Indonesia is BMT Kedinding Surabaya. Its location is considered strategic as it is close to densely populated areas, making it easily accessible to the community. Additionally, it is near with Pondok Pesantren Assalafi Al Fithrah Surabaya. Managed in accordance with Islamic principles, the institution is open to scrutiny and transparent in providing responses. With several financial institutions in the vicinity, we are interested in examining the promotion strategies employed by BMT Kedinding Surabaya amid existing competition. Subsequently, using SWOT analysis, we will determine the best promotion strategies as recommendations for BMT Kedinding Surabaya to enhance its competitive advantage. The results of this research are expected to provide valuable guidance for BMTs aiming for success in the increasingly competitive financial industry while adhering to Islamic principles.

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<sup>1</sup> Selamet Selamet and Suhartono Suhartono, “Analysis of Saving and Loan Cooperative Business Development Strategy and Sharia Financing on Interest in Becoming a Member,” *El-Qish: Journal of Islamic Economics* 2, no. 2 (December 16, 2022): 68–84, <https://doi.org/10.33830/elqish.v2i2.3545.2022>.

<sup>2</sup> Alvien Nur Amalia, “The Conditions of Baitul Maal Wat Tamwil (BMT) in Indonesia: A Literature Review,” *Paradigma* 19, no. 1 (March 17, 2022): 1–8, <https://doi.org/10.33558/paradigma.v19i1.3246>.

<sup>3</sup> Rizki Syahputra, “Strategi Pemasaran dalam Alquran tentang Promosi Penjualan,” *ECOBISMA (Jurnal Ekonomi, Bisnis, dan Manajemen)* 6, no. 2 (September 16, 2019): 83–88, <https://doi.org/10.36987/ecobi.v6i2.8>.

<sup>4</sup> Muhammad Kanzul Fikri, Siti Nur Afifatul Hikmah, and Lukluk Martiana, “SWOT Analysis of Sharia Mudharabah Savings Marketing Strategy in Increasing the Number of Customers at BMT NU East Java, Purwoharjo Branch,” *Asian Journal of Management Analytics* 2, no. 1 (2023): 83–96, <https://doi.org/10.55927/ajma.v2i1.1559>.

## Literature Review

Experts have extensively discussed the definition of strategy and how it is implemented. From various discussions, Fikri et al<sup>5</sup> concludes that strategy is a large-scale plan oriented towards the future and is structured in such a way that allows an organization to interact effectively with its environment in competitive conditions.

In the context of business competition, promotion, as one of the variables in the marketing mix, plays a crucial role that companies need to implement in marketing their products. According to Waruwu et al<sup>6</sup>, promotion has an impact on the sales volume of a product. Furthermore, Hastuti and Anasrulloh<sup>7</sup> also assert in their study that promotion also influences the purchasing decisions of a product. Promotional activities serve not only as a means of communication between companies and consumers but also as a tool to influence consumers in the process of purchasing or using products according to their needs and desires.<sup>8</sup> Therefore, formulating promotion strategies to introduce a specific product or brand to the public becomes a crucial aspect that companies must undertake, especially if they aim to enhance their competitive advantage.

As for the discussion on the promotion mix according to Philip Kotler and Gary Armstrong in Tambunan<sup>9</sup>, it is as follows:

- a) Advertising is one of the promotional tools that utilize media to reach a broad audience, aiming to inform and introduce products produced by a company. Advertising can be measured by several indicators, namely (1) capturing attention, (2) having attractiveness, (3) generating shopping desires, and (4) encouraging purchase behavior.
- b) Personal Selling is oral presentation conducted by a salesperson in a conversation with one or more prospective buyers, aiming to facilitate the realization of a sale. Personal selling can be measured by three indicators, namely (1) personal interaction, involving direct and interactive relationships between two or more individuals, (2) relationship development, encompassing the progression of relationships from seller to improved connections with consumers, and (3) response, indicating that personal selling makes buyers more attentive to sales discussions.
- c) Publicity is a promotional activity that involves providing information, disseminating ideas, and communicating through media to encourage the public to engage in an activity to introduce or promote a product to the community, aiding in achieving sales objectives. Publicity can be measured by several indicators, namely (1) coverage of current product news, (2) hosting special events, and (3) involvement in sponsorship.
- d) Sales Promotion is a form of direct persuasion through the use of various incentives that can be organized to stimulate product purchases and increase the quantity of goods customers will buy. Some indicators for measuring sales promotion include (1) attractiveness, (2) generating shopping desires, (3) encouraging purchases, and (4) attracting attention.
- e) Direct Marketing is direct communication between the seller and prospective buyers, forming the buyer's understanding of the product so that consumers will try and purchase it. Indicators of direct marketing include (1) consumer references, involving messages that can be prepared to attract the targeted consumers, (2) up-to-date, encompassing messages that can be prepared quickly, and (3) interactive, involving messages that can be altered based on consumer responses.

The various promotion strategies mentioned above are implemented to achieve a competitive advantage compared to other company's competitors. In other words, competitive advantage refers to a company's ability to formulate strategies that position it more superior than other companies.<sup>10</sup> It can be said that competitive advantage is the relative advantage of an organization that can surpass its competitors.

<sup>5</sup> Fikri, Hikmah, and Martiana.

<sup>6</sup> Khamo Waruwu et al., "Pengaruh Harga Produk dan Promosi Terhadap Volume Penjualan Batik Pada BT Batik Trusmi Medan," *Jurnal Pendidikan dan Kewirausahaan* 9, no. 2 (November 4, 2021): 394–404, <https://doi.org/10.47668/pkwu.v9i2.314>.

<sup>7</sup> Maria Agatha Sri Wdyanti Hastuti and Muhammad Anasrulloh, "Pengaruh Promosi Terhadap Keputusan Pembelian," *Jurnal Ilmiah Ecobuss* 8, no. 2 (September 30, 2020): 99–102, <https://doi.org/10.51747/ecobuss.v8i2.622>.

<sup>8</sup> Syahputra, "Strategi Pemasaran dalam Alquran tentang Promosi Penjualan."

<sup>9</sup> Luna Theresia Tambunan, "Faktor Dominan Pengaruh Bauran Promosi Terhadap Prilaku Kosumen Dalam Keputusan Pembelian Suatu Produk," *Jurnal Ilmiah Ekonomi Dan Bisnis* 16, no. 1 (March 31, 2019): 35–45, <https://doi.org/10.31849/jieb.v16i1.2261>.

<sup>10</sup> Aramia Fahriyah and Rochland Yoseph, "Keunggulan Kompetitif Spesial sebagai Strategi Keberlanjutan UKM di Era New Normal," *Prosiding Seminar STLAMI* 7, no. 2 (July 21, 2020): 104–10.

## Method

This research is one of the field research studies, involving on-site activities to obtain various necessary data and information. The collected data comes from both internal and external sources of the institution. Therefore, the most suitable approach to achieve the research objectives is through a mixed-methods approach. The mixed-methods approach combines qualitative and quantitative methods. Qualitative methods include direct observation and in-depth interviews, while quantitative methods involve the use of surveys.<sup>11</sup> This approach is chosen because it is believed to generate comprehensive data, reflecting real conditions in accordance with existing facts.

To obtain internal data from the institution, we conducted direct observations by immersing ourselves in the field to observe the situation, conditions, and behaviors of the research subjects. Additionally, we conducted in-depth interviews with selected informants to gather information about the promotional strategies employed by BMT Kedinding Surabaya, as well as to identify the factors that contribute to the Strengths, Weaknesses, Opportunities, and Threats of the organization. Informants were also given the opportunity to assess weight each of these factors.

After obtaining internal data, we collected external data by conducting a survey with 85 respondents who are members and residents around BMT Kedinding Surabaya. This was done to provide rating assessments for each Strengths, Weakness, Opportunity, and Threats factors of the organization from an external perspective.

After obtaining sufficient data, we conducted data analysis using SWOT Analysis with SWOT Matrix as an auxiliary tool. These are the following steps of SWOT analysis:<sup>12</sup>

- a) Analyze Internal Factors Evaluation (IFE)  
IFE is used to analyze the internal environment of a business so that it can identify the extent of internal conditions, namely Strengths and Weaknesses of BMT.
- b) Analyze External Factors Evaluation (EFE)  
EFE is used to analyze the external environment, to identify the extent of opportunities and threats that will be faced in developing BMT promotional strategies.
- c) Create IFAS (*Internal Factors Analysis Summary*) Matrix  
After identifying the internal strategic factors of a company, an IFAS (Internal Factor Analysis Summary) table is prepared to formulate these internal strategic factors within the framework of the company's strengths and weaknesses. The steps are as follows:
  1. We identify the factors that serve as Strengths and Weaknesses of the company in column 1 based on the field data obtained.
  2. We also ask informants to assign weights to each of these factors on a scale ranging from 1.0 (most important) to 0.0 (not important), based on the influence of these factors on the company's strategic position.
  3. We distribute questionnaires to respondents to provide ratings from 1 to 4 for each factor, indicating whether the factor has a significant weakness (rating = 1), a minor weakness (rating = 2), a minor strength (rating = 3), or a significant strength (rating = 4).
  4. We multiply each weight by its corresponding rating to obtain the score.
  5. We sum the total scores for each variable. Regardless of the number of factors included in the IFAS matrix, the total weighted average ranges from a low of 1.0 to a high of 4.0, with an average of 2.5. If the total average is below 2.5, it indicates internal weakness, while a total value above 2.5 indicates a strong internal position.
- d) Create EFAS (*External Factors Analysis Summary*) Matrix  
In the EFAS (External Factor Analysis Summary) Matrix, factors representing Opportunities and Threats for the company are included. The same steps are applied to create the EFAS matrix.

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<sup>11</sup> Abdullah Ahadish Shamad Muis and Maulidatus Sholihah, "Penerapan Prinsip Al-Ihsan Pada Aktivitas Bisnis Sebuah Perusahaan: Sebuah Studi Lapang di 'X' Travel Indonesia," *PROFIT: Jurnal Kajian Ekonomi Dan Perbankan Syariah* 3, no. 2 (December 22, 2019): 67–78, <https://doi.org/10.33650/profit.v3i2.874>.

<sup>12</sup> Selamet and Suhartono, "Analysis of Saving and Loan Cooperative Business Development Strategy and Sharia Financing on Interest in Becoming a Member."

e) Create SWOT Diagram

In this SWOT Diagram analysis uses data from questionnaire processing listed in the table above. From the tables, a score will be obtained that shows that the identification of factors that will be used to formulate a business or company development strategy. For the overall score, this is applied to the SWOT Diagram which is expected to be able to find out the appropriate business development strategy to be implemented.

## Results and Discussion

### 1. Analysis of the Promotion Strategies Implemented by BMT Kedinding Surabaya

The promotional mix strategy employed by BMT Kedinding Surabaya in promoting its products involves implementing five elements: advertising, personal selling, publicity, sales promotion, and direct marketing. The findings of this research provide a more detailed explanation regarding the implementation of the promotion strategy by the marketing team at BMT Kedinding Surabaya, as follows:

#### a) Advertising

One advertising tool utilized by BMT Kedinding Surabaya to introduce its products through print media is the use of brochures. These brochures highlight the advantages and requirements of each product offered by BMT Kedinding Surabaya. Besides introducing the products, brochures are also employed to clarify product details for members, making them more appealing and easily understood.

BMT Kedinding Surabaya has provided accurate information through brochures, including product advantages and requirements in accordance with procedures. Thus, the information does not disadvantage members. However, electronic media such as television and radio are not utilized by BMT Kedinding Surabaya to promote its products due to the high cost of advertising.

#### b) Personal Selling

BMT Kedinding Surabaya also employs a personal selling promotional strategy, engaging in direct communication (face-to-face) by reaching out to potential members through door-to-door visits and visiting markets. One of their approaches involves conducting market operations, where this activity is conditionally performed at specific times, such as in newly accessed markets. During these times, all employees participate in promoting products to potential members. Additionally, they visit households in surrounding areas (door-to-door), especially in the vicinity of market.

Furthermore, BMT Kedinding Surabaya regularly engages in building relationships with its members. The goal is to engage directly by collecting members' savings from their homes or from their stalls at the market every day. By visiting members every day, indirectly it becomes known to those closest to them, such as neighbors or relatives, who may be interested in joining. These potential members are approached and persuaded by establishing good relationships to build trust in BMT, allowing them to offer products that meet the needs of potential members.

#### c) Publicity

BMT Kedinding Surabaya, in implementing publicity, participates in and supports charitable activities and other religious events. In these activities, BMT educates the community to avoid *riba* and apply Islamic principles in their daily business activities. This initiative indirectly serves to introduce BMT Kedinding Surabaya to the public and invites them to become members. Among the activities conducted for publicity are fundraising for charity, supporting high-achieving students, open donations for the construction of Ponpes Assalafi Al Fithrah, open donations for the Haul Akbar, distributing iftar meals during Ramadan, and contributing to local events related to Isra' Mi'raj near the BMT Kedinding Surabaya office.

By engaging in these publicity activities, BMT Kedinding Surabaya can indirectly build a positive reputation in the eyes of the community. This, in turn, makes it easier for BMT to market its products to the public.

#### d) Sales Promotion

To boost its sales, BMT Kedinding Surabaya employs sales promotion by offering gifts such as masks and calendars for each New Year, providing parcels before Eid al-Fitr, and giving a 10+10 discount. The initial membership deposit is originally Rp. 20,000, but with the 10+10 discount, prospective members only need to pay Rp. 10,000 for the initial deposit, and BMT Kedinding Surabaya will add another Rp. 10,000 to the new member's savings account. Additionally, BMT Kedinding Surabaya provides shopping vouchers for Al Wava Mart (a minimarket branch of BMT Kedinding Surabaya). The goal is to attract new members and ensure that existing members are pleased with saving and feel appreciated by BMT Kedinding Surabaya.

### e) Direct Marketing

BMT Kedinding Surabaya also implements a direct marketing strategy, aiming to reach members or prospective members directly through various online channels. The marketing team at BMT Kedinding Surabaya conducts direct marketing through online media such as the website, Instagram, WhatsApp, and online customer service (CS). Through these platforms, BMT Kedinding Surabaya consistently updates service information, latest news, and even specific promotional offers that can be monitored and followed by its members. In this service, anyone can interact directly through the available media, making it easy for members or prospective members to ask questions about their products.

## 2. Best Promotion Strategy with SWOT Analysis at BMT Kedinding Surabaya

In the next stage, the formulation of promotion strategies is conducted using a SWOT Matrix based on data from the internal and external perspectives of BMT Kedinding Surabaya. Internal data is derived from interviews and observations regarding the factors that make up the Strengths, Weaknesses, Opportunities, and Threats of the organization. Subsequently, using this data, a survey was conducted by distributing questionnaires to respondents to obtain an external perspective of the organization, where respondents rated each factor. This process resulted in scores for each factor. Considering the characteristics and unique challenges faced by BMT, the highest scores determine the optimal position for the recommended promotion strategy to be applied by BMT Kedinding Surabaya. The obtained and analyzed data are as follows:

**Table 1. IFAS (Internal Factors Analysis Summary) Matrix  
of BMT Kedinding Surabaya**

| No.                                      | Internal Factors  | Weight   | Rating | Score       |
|--|---|----------|--------|-------------|
| <b>Strengths</b>                         |   |          |        |             |
| 1.                                       | Promotion applied based on Islamic business ethics  | 0.14     | 4.00   | 0.56        |
| 2.                                       | Offering discounts, vouchers, and gifts to members  | 0.12     | 3.50   | 0.42        |
| 3.                                       | Sponsoring or supporting charitable activities, assistance, and other Islamic events              | 0.12     | 3.00   | 0.36        |
| 4.                                       | Conducting transactions by “door-to-door” visit every day   | 0.13     | 4.00   | 0.52        |
|  | Sub Total   | 0.51     |        | <b>1.86</b> |
| <b>Weaknesses</b>                        |   |          |        |             |
| 1.                                       | Advertising for BMT Kedinding Surabaya is not yet extensive across all media and is not optimized | 0.11     | 2.00   | 0.27        |
| 2.                                       | Sponsorship for specific events lacks continuity  | 0.14     | 1.50   | 0.21        |
| 3.                                       | There is no specific training for the marketing team before engaging in personal selling          | 0.16     | 3.00   | 0.48        |
| 4.                                       | Underutilization of various social media platforms  | 0.08     | 2.00   | 0.16        |
|  | Sub Total   | 0.49     |        | <b>1.12</b> |
| <b>Total of Strengths and Weaknesses</b> |   | <b>1</b> |        | <b>2.98</b> |

Source: Author

Furthermore, the EFAS matrix at BMT Kedinding Surabaya is as follows:

**Table 2. EFAS (External Factors Analysis Summary) Matrix  
of BMT Kedinding Surabaya**

| No.                                       | External Factors   | Weight   | Rating | Score       |
|---|--|----------|--------|-------------|
| <b>Opportunities</b>                      |  |          |        |             |
| 1.  | The community around BMT Kedinding Surabaya is predominantly Muslim  | 0.16     | 3.50   | 0.56        |
| 2.  | There is a significant number of Micro, Small, and Medium Enterprises (MSMEs) in need of capital assistance, while access to banking funding is relatively difficult | 0.11     | 3.00   | 0.33        |
| 3.  | Collaboration with other financial institutions  | 0.13     | 2.00   | 0.26        |
| 4.  | “Word of Mouth” marketing conducted by its members   | 0.15     | 3.00   | 0.45        |
| 5.  | Maintains good relationships with its members.   | 0.12     | 2.00   | 0.24        |
|   | Sub Total  | 0.67     |        | <b>1.84</b> |
| <b>Threats</b>                            |  |          |        |             |
| 1.  | Intensive advertising from competitors   | 0.08     | 2.00   | 0.16        |
| 2.  | Numerous other competitors offering similar products   | 0.12     | 3.00   | 0.36        |
| 3.  | Rapid growth in promotions through online media  | 0.13     | 2.50   | 0.32        |
|   | Sub Total  | 0.33     |        | <b>0.84</b> |
| <b>Total of Opportunities and Threats</b> |  | <b>1</b> |        | <b>3.29</b> |

Source: Author

From the results of identifying the IFAS and EFAS matrices, the calculation of the rating score can be seen as follows:

$$\begin{array}{ll} \text{Strengths} & = 1.86 \\ \text{Weaknesses} & = 1.12 \end{array} \quad \begin{array}{ll} \text{Opportunities} & = 1.84 \\ \text{Threats} & = 0.84 \end{array}$$

$$\text{To determine the Horizontal Axis} = \frac{\text{Strengths} - \text{Weaknesses}}{2}$$

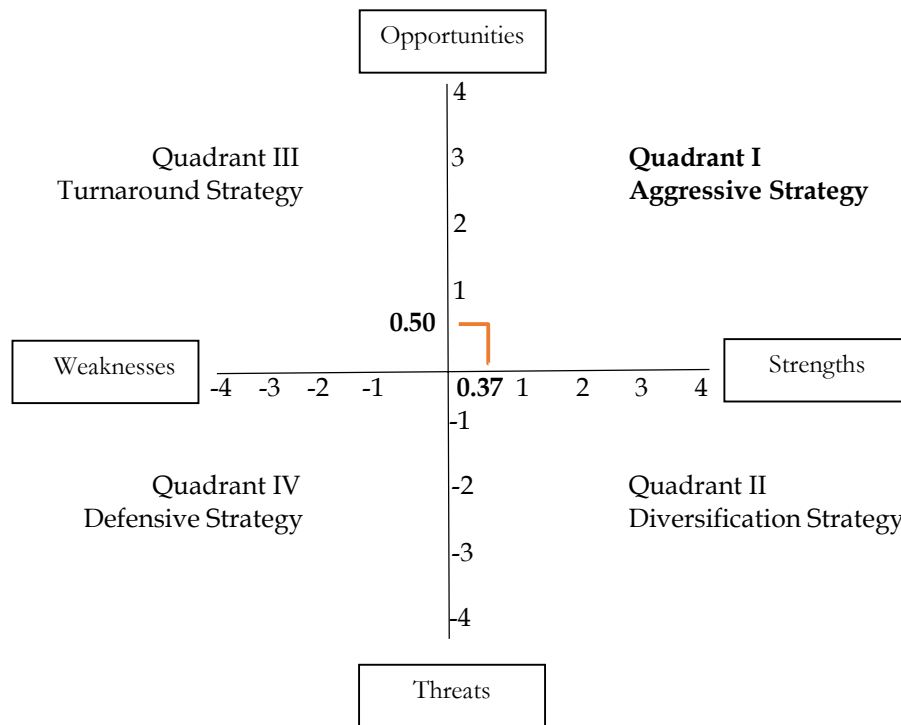
$$= \frac{1.86 - 1.12}{2} = 0.37$$

$$\text{To determine the Vertical Axis} = \frac{\text{Opportunities} - \text{Threats}}{2}$$

$$= \frac{1.84 - 0.84}{2} = 0.50$$

So, the following position of the company can be known in the SWOT Diagram drawing based on these results is as follows:

**Figure 1. SWOT Diagram of the Best Promotional Strategy for BMT Kedinding Surabaya**



*Source: Author*

Based on the diagram above, it can be determined that the strategic position of BMT Kedinding Surabaya is in Quadrant I, supporting an Aggressive Strategy. This indicates that BMT Kedinding Surabaya possesses internal strengths that can be leveraged to seize existing opportunities.

In this case, BMT Kedinding Surabaya should consider implementing a SO (Strengths-Opportunities) strategy, where various strengths are combined with the opportunities available to the organization. The following are recommended promotion strategies for BMT Kedinding Surabaya to enhance its competitive advantage:

1. Consistency in promoting products according to Islamic business ethics as the majority of the surrounding community is Muslim. This can make it easier to attract potential members.
2. Providing easy, excellent services and consistently maintaining good relationships with the members.
3. Expand and maintain collaborations with partners (financial institutions).

## Conclusion

Conclusion of this study reveal that BMT Kedinding Surabaya has implemented five promotional mix elements, namely: Advertising, Personal Selling, Publicity, Sales Promotion, and Direct Marketing. As a result, we recommend that BMT Kedinding Surabaya pursue an aggressive promotion strategy, as they have greater opportunities and strengths, with the hope of maximizing the existing opportunities to enhance their competitive edge. Ultimately, the research provides valuable guidance for BMT's seeking to prosper in the increasingly competitive financial landscape while adhering to Islamic principles.

## Conflict of Interest

The author declares that there is no conflict of interest on this paper.



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