



Islamic Perspective on Marketing Strategy Through Quantitative Strategic Planning Matrix (QSPM)

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Abstract

Although several papers have discussed Quantitative Strategic Planning Matrix (QSPM), there is still limited research that specifically discusses result marketing strategies for the results of QSPM in an Islamic perspective. The aim is to show that QSPM as an input for a marketing strategy is based on an Islamic perspective so that it becomes a grounded and conceptual theory by incorporating narrative verses from the Quran and Hadith. This research used a qualitative approach and is guided by the verses of the Quran and Hadith in supporting QSPM as an input for marketing strategies from an Islamic perspective. Findings from the QSPM, it is found that the alternative strategy that should be carried out is strategy 5, namely, by making unique batik patterns and motifs, it is hoped that the Batik Production business can increase the competitive advantage in the era of globalization and increasingly fierce competition with a Total Attractiveness Score (TAS) value of 6.22. The strategy of making unique patterns and motifs in an Islamic perspective is reflected in the Quran, Surah Ali-'Imran verse 190 and Surah Ar-Ra'd verse 11.

Keywords: *islamic perspective; quantitative strategic planning matrix (qspm); strategy*

A. INTRODUCTION

Banyumas Regency has a conducive regional security condition, strategic geographical position, high natural resource potential, and availability of labor. This condition is a very big opportunity for the improvement, development, and empowerment of micro small and medium enterprises (MSMEs). The various advantages and local peculiarities of Banyumas Regency need to be continuously developed to gain comparative advantage (Husein, 2013). The main potential or superior products of Banyumas Regency are spread across 27 districts in Banyumas Regency including Patikraja, Sokaraja, Baturaden, Cilongok, Banyumas, and so on. The superior products of Banyumas Regency consist of the food industry, beverage

industry, and other industries whose products include fried getuk, tempeh, jenang, nopia/mino, coconut sugar, batik, and essential oils which are experiencing development. Of the several superior products, the products that become the leading industry in Banyumas Regency which have the market potential to be developed are coconut sugar, essential oil, and batik handicrafts.

In Banyumas Regency, there are several small batik-producing industries spread across in the Sokaraja, Patikraja, and Banyumas regions, and one of them is Keser Notog Patikraja Banyumas. Based on the records of the Department of Industry, Trade and Cooperatives (Disperindagkop) of Banyumas Regency, the turnover produced by batik craftsmen is still small compared to other regions, one of which is the quality and production capability of Banyumasan batik, especially in Keser Notog Patikraja Banyumas, which is still very limited. Potential can be defined as an object-related ability that has the strength to be tested to further refine the expected strategies to produce optimal results in accordance with company goals. The Keser Batik Production Company has potential that can still be developed because at this time Batik Keser creates various motifs, such as pring sedapur, hibiscus, smock, mangrove, cipret and so on, with the characteristics of black and brown. Prices are currently very diverse, because quality has a high price, while low prices still occur depending on the quality of the batik. In addition, other potentials of this Keser batik production company also have different innovations compared to other batik companies, which define superior products based on regional potential as cassava producer, and these companies are similar to toms not found in other batik companies, namely frangipani flower and twin cassava. This motive was purposely created as a form of innovation in the Keser Batik company. Although he has been a batik entrepreneur for a long time, the standard of Keser batik has not yet entered the market and cannot compete with other batiks; this is demonstrated by its very limited production capacity.

In the globalization era, every economic actor needs to improve his or her ability to compete, both in creating and selling a commodity or in breaking through markets whose boundaries are uncertain or in other words, must be able to compete in a competitive economy. To anticipate this, operational policies are required that allow small and medium industries (IKM) and small and medium enterprises (SMEs) to become real forces capable of growing regional economic growth and employment. Indeed, in the midst of an economic downturn, the small and medium manufacturing sector was able to thrive and even become a driving force for the regional and national economy. No matter how strategic the small and medium industrial sector, this sector must receive serious attention from all groups and need to choose the right strategy so that it is right to the target in facing competition in the era of globalization (Wikanto, 2018).

Strategic planning is essential to help businesses achieve their goals, this is the key to successful strategic management (Gürel, 2017a). Hill and Westbrook suggested a tool that can be used in the strategic planning process to analyze and position a company (Phadermrod et al., 2019). The company must set a target market and establish a range of important competitive factors. Strengths, weaknesses, opportunities, and threats, as well as QSPM, are analytical tools used to define business management strategies (Ghorbani et al., 2015). Quantitative Strategic Planning Matrix (QSPM) is a tool that can be used to determine the relative attractiveness of the various strategies considered for potential implementation (David, 2009). Originally developed for strategic planning, QSPM is designed to evaluate and assess the degree to which alternative strategies enable organizations to effectively take advantage of external opportunities, mitigate external risks, build on internal strengths, and correct internal weaknesses. Strengths, Weakness, Opportunities, Threats (SWOT) should also be more widely used in marketing strategies, providing input into the QSPM analysis (David et al., 2017).

The implementation of a marketing strategy is not only oriented towards increasing sales or profits. Marketing implementation must still be implemented in accordance with Islamic guidance (Achmad and Aprilia, 2020). Islam is the second largest religion in the world, but research on Islamic marketing, where is the marketing practice by incorporating sharia principles or so-called Islamic marketing (Islam, M.M, n.d.), is still limited (Adi, PH, & Adawiyah, WR, 2018). Muslim marketers adopt daily consumption as part of their religion and they have a source of ideas based on the Quran and Sunnah (Islam, 2020). Islam is a way of life that comprehensively regulates everything including commercial activities, with the Quran and Hadith being the two main references or guidelines for Islamic law (Arham, 2010). Islamic guidelines ensure that the interests of all parties involved in the deal, including buyers, sellers, business partners, and the society, are safeguarded. Therefore, the Islamic Marketing theory that is needed must also be from Islam (Alserhan, 2011). Although several papers have already discussed QSPM, there were limited research which specifically discusses the result marketing strategic of QSPM in the Islamic Marketing perspective by including the narrative of Quranic verses and Hadiths in the Production of the Batik Workers Group at Keser Notog Patikraja Banyumas Indonesia. Based on this, the purpose of this article is to endorse QSPM as an input into a marketing strategy based on an Islamic marketing perspective, so that it becomes a grounded and philosophical theory by integrating narrative verses from the Quran and the Hadith. This explanation also shows that the production company of the Batik Workers Community in Keser Notog Patikraja Banyumas has been in operation for a long time but has not yet entered the market and has not been able to compete with other batik manufacturers, while the potential of this business can still

be established, as evidenced by several innovations produced by this business. Thus, it is necessary to study more deeply external factors (EFE) and internal factors (IFE) as well as alternative strategies (SWOT) and choose the most appropriate strategy by using QSPM as the last alternative to be used as competitiveness, so that, it is hoped that this batik business will not be destroyed due to helplessness in the face of increasingly competitive competition and study it in an Islamic marketing perspective.

1. Strategy

According to Chandler (1978), strategy is a method for achieving organizational goals in relation to long-term goals, follow-up programs, and resource allocation goals. The long-term goals of the organization, as well as the utilization and allocation of all resources, are essential for the achievement of these goals. A strong understanding of the principle of a strategy and other similar principles can decide the effectiveness of the strategy. Leraned et al. (1965) defined a strategy as a tool to create a competitive advantage. Thus, one of the strategic focuses is to decide whether the business should exist or not.

Companies need matrices for all forms and sizes of corporate entities so that they can be used to define, analyze, and choose the most suitable approach to maximize market strength and revenue (Romanyuk et al., 2016). David (2009) stated that the strategy formulation process consists of three stages, namely, the input stage, the matching stage, and the decision stage.

2. Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) Matrix

IFE and EFE are part of the input stage of the strategy formulation. Making small decisions in the input matrix regarding the relative importance of internal and external factors allows strategists to generate and evaluate alternative strategies more effectively (David, 2011). Internal analysis or the IFE (Internal Factor Evaluation) matrix is an attempt to determine an organization's ability to operate and achieve performance. Determination of internal strategic factors can be done by comparing and evaluating the past performance of the company, the company's main competitors, and the industry. The aspects that are analyzed in the company consist of the strengths and weaknesses of the company, including aspects of operations management, marketing, finance, production, research and development, human resources, and management information systems (Zulkarnain et al., 2018). The External Factor Evaluation (EFE) matrix is a tool used to summarize and evaluate economic, social, cultural, demographic, environmental, political, government, legal, technological, and competitive information (David, 2009).

David (2011) suggested that, after listing all identified internal and external factors derived from the SWOT analysis, weights ranging from 0.0 (not important) to 1.0 (all important) were assigned to each indicator. The percentage form can also be used instead of the decimal form. Weights are used to measure the importance of a certain indicator of a company's industry. And then, a rating of 1-4 should be assigned to represent the response scores, where 1 is a major weakness (IFE) or poor response (EFE), 2 is a minor weakness (IFE) or average response (EFE), 3 is a strength small (IFE) or above average response (EFE), and 4 is primary strength (IFE) or superior response (EFE). After that, multiply each indicator weight by its rating to determine the weighted score for the variable. The weighted scores must be added together to get the total weighted score.

3. Strength Weaknesses Opportunities Threats (SWOT) Matrix

A SWOT analysis is a simple but powerful tool for measuring an organization's resource capabilities and shortages, market opportunities, and external threats to its future (Thompson, 2018). SWOT analysis is widely used in strategic planning and marketing strategies (Helms and Nixon, 2010). The SWOT matrix contains a list of key internal and external variables of the organization and a list of the resulting methods for consideration, a simple nine-cell SWOT schematic diagram showing their location in key dimensions. The SWOT matrix is made up of nine cells. Specifically, there are four main factor cells, four strategic cells, and one cell that is still left blank (top left cell). Four strategic cells, labeled Strength-Opportunity (SO), WO, ST, and WT, are formed to complete four main factor cells, labeled S, W, O, and T. The strategy consists of four types of strategies with the following meanings: the SO Strategy which uses the internal resources of the firm to take advantage of external opportunities; the WO Strategy which seeks to strengthen internal weaknesses by leveraging external opportunities; the ST Strategy which uses strong power to prevent or minimize the effect of external threats; and the WT Strategy which is a focused defensive strategy (David, 2011).

4. Quantitative Strategic Planning Matrix (QSPM)

David (2009) argued that QSPM is an excellent and valuable method for formulating strategies based on internal and external assessment and SWOT analysis. QSPM is used in the final stage of the strategy formulation, namely, the decision-making stage. Indicators are derived from past internal and external variables. This element is used to classify or rank the best alternative strategy for a company (Leliga et al., n.d.). The purpose of the QSPM analysis is to evaluate the interest of applying various methods on a comparative basis. The results of the QSPM study are the importance of the methods that can be applied by the

organization (Walukow and Pangemanan, 2015). Designing QSPM involves a number of subjective decisions, therefore, it can be a way to increase the possibility of a better final decision on the company's strategy. An important component of the QSPM is the weighting of each internal and external factor as well as the attractiveness score (AS) of the scores indicating the relative attractiveness of each chosen strategy. The highest attractiveness score is the alternative solution that is chosen (Zulkarnain et al., 2018). QSPM determines the relative attractiveness of various strategies based on the extent to which alternative strategies will allow the company to take advantage of strengths and opportunities, correct weaknesses, and avoid or reduce external threats (Abratt, 1993). It requires subjective decisions, where making decisions throughout the process increases the likelihood of final strategic decisions for the organization (Zulkarnain et al., 2018). New additional components for QSPM are Attractiveness Scores (AS) and Total Attractiveness Scores (TAS).

5. Islamic Marketing

A Muslim at least lives according to the provisions of Allah and His Messenger. In accordance with what is in the Quran that all methods must be in an Islamic way, then based on this, marketing strategies and strategic planning can also be made Islamic (Arham, 2010). Another definition is given by Alserhan (2011) that Islamic marketing is a religion-based marketing where marketing activities are guided within the framework of Islamic Sharia (Islamic Law). He also mentioned that it can also be used to refer to marketing practices carried out by companies, Muslim or vice versa, for Muslim consumers (Alserhan et al., 2016). According to Marinov (year), the principles of sustainability are deeply rooted in Islam. They show how the concept of sustainability can be strengthened through Islam based on the guidelines of the Quran (Ghazali and Mutum, 2016).

The Islamic marketing goals cannot be distinguished from the objectives of sharia. It is evident from the Islamic marketing ideology that humans are the messengers of Allah in the universe. The universe is entrusted to humans to be governed and handled in accordance with the will of Allah (Khan, 1991). The mandate issued by Allah SWT must therefore be used in all facets of life, including marketing. The purpose of Islamic marketing must be in accordance with the principles of Islamic law, so that the purpose of Islamic marketing is to bring marketing philosophy into a new domain in the modern marketing era. This theory is connected with Islamic teachings. Islamic marketing must be able to play a role in realizing social justice (Arham, 2010). Al-Quran has presented many verses related to commercial transactions and Islamic marketing concepts are

useful if they can be transformed into the philosophy of modern marketing concepts.

B. METHOD

A qualitative research approach are used to determine internal and external strategic factors, alternative strategies, and priorities. Ambert et al. (995) show that qualitative research analyzes the text and looks for the depth of the problem. The Quranic guidelines are qualitative and prescriptive (Baines et al., 2013) and marketing principles guidelines can be explored from them (Saeed et al., 2001).

The data required were taken from primary data through interviews, conversations, and Focus Group Discussions (FGD) with certain respondents. Secondary data were collected from internal management, literature studies, and other research-related information (Sugiyono, 2015). The analytical design used in this study consisted of the Internal Factor Evaluation Matrix, External Factor Evaluation Matrix, SWOT matrix, and QSPM Matrix. The final decision is made using the QSPM. The qualitative approach and content analysis of sharia inputs have been adapted to form the structure of Islamic marketing in the field of study. In responding to all research questions, the researchers considered the Quran with related verses and authentic *hadiths*.

C. RESULT AND DISCUSSION

Based on the identification results of the internal factors of the Batik Production business in Keser Notog Patikraja Banyumas, Central Java, there are several strengths and weaknesses. Furthermore, these factors are given weights and ratings according to the provisions and can be seen in Table 1.

Table 1. Internal Factor Evaluation Matrix (IFE)

Internal Factors	Value	Rate	Weighted Score
Strengths			
1. Sales rate can be used to repay external loans	0,07	3	0,21
2. Actively participating in exhibition activities organized by the agency	0,09	4	0,36
3. Paying attention to market segmentation in determining the selling price	0,03	1	0,03
4. Giving compensation if the goods do not match the order	0,09	4	0,36
5. Providing discounts for bulk purchases	0,09	4	0,36
6. Carrying out quality control over production results before the product is marketed	0,09	4	0,36

Internal Factors	Value	Rate	Weighted Score
7. Keeping up with market developments or trends by continuously innovating	0,09	4	0,36
8. Productivity levels can generate short-term working capital	0,07	3	0,21
9. Prioritizing quality	0,09	4	0,36
10. Qualified and skilled human resources	0,05	2	0,10
Total strength	0,76		2,71
Weaknesses			
1. Not able to generate long-term loan capital	0,03	1	0,03
2. Inability to manage financial reports in bookkeeping form	0,03	1	0,03
3. Media marketing or promotion only through exhibition activities	0,03	1	0,03
4. The location of the batik production business is less strategic in the settlements	0,03	1	0,03
5. No regeneration of batik makers	0,03	1	0,03
6. Market development with research has not been done	0,03	1	0,03
7. High level of cost for production activities	0,03	1	0,03
8. Human resources with IT capabilities are not yet available	0,03	1	0,03
Total weaknesses	0,24		0,24
Total	1,00		2,95

Based on the identification results of the external factors of the Batik Production business in Keser Notog Patikraja Banyumas, Central Java, there are several opportunities and threats. Furthermore, these factors are given weights and ratings according to the provisions and can be seen in Table 2.

Table 2. External Factor Evaluation Matrix (EFE)

External Factors	Value	Rate	Weighted Score
Opportunity			
1. The high rate of population growth opens up opportunities for batik demand	0,05	3	0,15
2. Several government agencies ordered Banyumas batik for official uniforms	0,07	4	0,28
3. Local government are advised to use Banyumas batik during certain working hours	0,06	3	0,18
4. Local government agencies provide training	0,07	4	0,28

External Factors	Value	Rate	Weighted Score
5. Local government provides a media platform for exhibition activities	0,05	3	0,15
6. The rate of population growth affects the level of Banyumas batik sales	0,05	3	0,15
7. The reach of national and international markets is getting wider	0,04	2	0,08
8. Sufficient stock of raw materials	0,04	2	0,08
9. The current era of commerce is based on e-commerce	0,03	2	0,08
Total opportunity	0,46		1,43
Threats			
1. Government regulations related to import or free trade so that many foreign products are cheaper	0,06	3	0,18
2. High inflation rate can affect buying interest in batik	0,06	4	0,24
3. Price of raw materials are always increasing	0,06	4	0,24
4. The wider community does not know the existence of local batik	0,06	4	0,24
5. Many cheaper Batik Prints	0,06	3	0,18
6. Many people do not know the quality of the difference between printed batik and written batik	0,06	3	0,18
7. Lots of batik from outside the Banyumas region	0,06	4	0,24
8. The level of competition is getting more competitive	0,06	4	0,24
9. There are various kinds of batik	0,06	4	0,24
Total threats	0,54		1,98
Total	1,00		3,41

Factors that can be used for strategy development include strength, weakness, opportunities, and threats. The strategies formed through the SWOT matrix can be seen in Table 3.

Table 3. SWOT Matrix

<i>STRENGTHS (S)</i>	<i>WEAKNESSES (W)</i>
1. Sales rate can be used to repay external loans	1. Has not been able to generate long-term loan capital
2. Active in participating in exhibition activities organized by agencies	2. Inability to manage financial reports in bookkeeping form
3. In determining the selling price, pay attention to market segmentation	3. Marketing or promotion media only through exhibition activities

	<ol style="list-style-type: none"> 4. Providing compensation if the goods are not in accordance with the order 5. Providing discounts for bulk purchases 6. Performing quality control over production results before the product is marketed 7. Keeping up with market developments or trends by continuing to innovate 8. Productivity levels can generate short-term working capital 9. Put quality first 10. Qualified and skilled human resources 	<ol style="list-style-type: none"> 4. The location of the batik production business is less strategic in settlements 5. No regeneration of batik 6. Market development with research has not been carried out 7. The level of high costs for production activities 8. Human resources with IT capabilities are not available yet
<i>OPPORTUNITIES (O)</i>	STRATEGY SO	STRATEGY WO
<ol style="list-style-type: none"> 1. The high rate of population growth opens up opportunities for batik demand 2. Several government agencies ordered Banyumas batik for official uniforms 3. The local government has advised to use Banyumas batik for certain working hours 4. Local government agencies provide training 5. The local government provides a media platform for exhibition activities 6. The rate of population growth affects the level of Banyumas batik sales 7. The reach of national and international markets is getting wider 	<ol style="list-style-type: none"> 1. Offering batik products to several other agencies 2. Increasing product innovation 3. Increasing market share 4. Improving product quality 5. Marketing products online 	<ol style="list-style-type: none"> 1. Increasing cooperation or good relations with the government or agencies in the context of capital and business networks expansion 2. Attend training related to bookkeeping 3. Performing regeneration by conducting training for young people with attractive patterns that are of interest to the younger generation 4. Carrying out market research activities to determine customer satisfaction 5. Establishing cooperation with related parties for facilities and infrastructure 6. Attending training related to e-commerce 7. Taking advantage of online media in marketing 8. Cooperation with parties related to production to minimize production costs

8. The raw material stock is very sufficient		
9. The current era of commerce is based on e-commerce		
THREATS (T)	STRATEGY ST	STRATEGY WT
1. Government regulations related to import or free trade so that many foreign products are cheaper	1. Improving the quality of local batik (written, stamped, combined)	1. Taking advantage of online media in marketing
2. The high rate of inflation can affect the interest in buying batik	2. Strengthening local batik segmentation	2. Increasing consumer loyalty to Banyumas batik
3. Price of raw materials are always increasing	3. Implementing the right pricing strategy	3. Performing a special strategy so that it does not affect the increase in raw materials prices
4. The wider community does not know the existence of local batik	4. Conducting training and workshop activities related to batik	4. Improving the quality of local batik
5. Many Batik printing circulating where the price is much cheaper	5. Producing unique batik patterns and motifs	5. Conducting activities with the community to introduce local batik
6. Many do not know the quality of the difference between printed batik and written batik		
7. Apart from the Banyumas, there are many kinds of batik from outside the region		
8. The level of competition is increasingly competitive		
9. Various kinds of batik are increasingly varied		

After passing the strategy analysis stage through the various matrices described above, the next stage is the decision-making stage. The decisions taken can be made using the QSPM matrix which stands for Quantitative Strategic Planning Matrix and can be seen in Table 4.

Table 4. QSPM Matrix

Alternative Strategy		S1		S2		S3		S4		S5	
Main factors	Value	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
Opportunity											
The high rate of population growth opens up opportunities for batik demand	0,05	4	0,20	3	0,15	3	0,15	3	0,15	4	0,20
Several government agencies ordered Banyumas batik for official uniforms	0,07	3	0,21	3	0,21	3	0,21	3	0,21	4	0,28
The local government has advised to use Banyumas batik for certain working hours	0,06	2	0,12	3	0,18	3	0,18	3	0,18	4	0,24
Local government agencies provide training	0,07	3	0,21	2	0,14	2	0,14	4	0,28	3	0,21
The local government provides a media platform for exhibition activities	0,05	2	0,10	3	0,15	3	0,15	4	0,20	3	0,15
The rate of population growth affects the level of Banyumas batik sales	0,05	4	0,20	3	0,15	4	0,20	3	0,15	4	0,20
The reach of national and international markets is getting wider	0,04	4	0,16	2	0,08	3	0,12	3	0,12	4	0,16
The raw material stock is very sufficient	0,04	2	0,08	1	0,04	2	0,08	2	0,08	3	0,12
The current era of commerce is based on e-commerce	0,03	3	0,09	3	0,09	3	0,09	2	0,06	4	0,12
Threats											
Government regulations regarding import or free trade so that many foreign products are cheaper	0,06	2	0,12	2	0,12	4	0,24	2	0,12	4	0,24
The high rate of inflation can affect the interest in buying batik	0,06	3	0,18	3	0,18	4	0,24	2	0,12	4	0,24

Alternative Strategy		S1		S2		S3		S4		S5	
Main factors	Value	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
Raw materials are always increasing	0,06	2	0,12	1	0,06	3	0,18	1	0,06	3	0,18
Many people at large do not know the existence of local batik	0,06	1	0,06	2	0,12	2	0,12	4	0,28	3	0,18
Many cheaper printed Batik circulated	0,06	3	0,18	2	0,12	4	0,24	3	0,18	4	0,24
Many people do not know the quality of the difference between printed batik and written batik	0,06	3	0,18	2	0,12	3	0,18	3	0,18	4	0,24
There are many kinds of batik from outside the Banyumas region	0,06	3	0,18	3	0,18	3	0,18	3	0,18	4	0,24
Increasingly competitive level of competition	0,06	3	0,18	3	0,18	4	0,24	3	0,18	4	0,24
Various kinds of batik are increasingly varied	0,06	3	0,18	2	0,12	3	0,18	2	0,12	4	0,24
Strengths											
The sales rate can be used to repay outside loans	0,07	2	0,14	1	0,07	2	0,14	1	0,07	2	0,14
Active in participating in exhibition activities organized by agencies	0,09	2	0,18	2	0,18	2	0,18	3	0,27	2	0,18
Paying attention to market segmentation in determining the selling price	0,03	2	0,06	4	0,12	4	0,12	2	0,06	3	0,09
Providing compensation if the goods do not match the order	0,09	1	0,09	2	0,18	3	0,27	2	0,18	2	0,18
Providing discounts for bulk purchases	0,09	1	0,09	2	0,18	4	0,36	2	0,18	2	0,18
Performing quality control over production results before the product is marketed	0,09	2	0,18	2	0,18	3	0,27	3	0,27	2	0,18

Alternative Strategy		S1		S2		S3		S4		S5	
Main factors	Value	AS	TAS	AS	TAS	AS	TAS	AS	TAS	AS	TAS
Keeping up with market developments or trends by continuing to innovate	0,09	4	0,36	2	0,18	3	0,27	3	0,27	4	0,36
Productivity levels can generate short-term working capital	0,07	1	0,07	1	0,07	3	0,21	2	0,14	2	0,14
Putting quality first	0,09	4	0,36	2	0,18	3	0,27	4	0,36	4	0,36
Qualified and skilled human resources	0,05	2	0,10	2	0,10	3	0,15	4	0,20	3	0,15
Weakness											
Not able yet to generate long-term loan capital	0,03	1	0,03	1	0,03	2	0,06	2	0,06	2	0,06
Less able to manage financial reports in bookkeeping form	0,03	1	0,03	1	0,03	2	0,06	3	0,09	2	0,06
Marketing or promotion media only through exhibition activities	0,03	1	0,03	1	0,03	2	0,06	3	0,09	3	0,09
The location of the batik production business is less strategic in settlements	0,03	1	0,03	2	0,06	2	0,06	2	0,06	2	0,06
No regeneration of batik makers	0,03	1	0,03	1	0,03	1	0,03	4	0,12	2	0,06
Market development with research has not been carried out	0,03	2	0,06	1	0,03	2	0,06	2	0,06	3	0,09
High-cost level for production activities	0,03	1	0,03	1	0,03	3	0,09	3	0,09	2	0,06
Human resources with IT capabilities are not yet available	0,03	1	0,03	1	0,03	2	0,06	3	0,09	2	0,06
Total			4,65		4,10		5,93		5,51		6,22

Based on the data processed with QSPM, it was found that the alternative strategy that must be carried out is strategy 5. By making unique batik patterns and motifs, it is hoped that the Batik Production business in Keser Notog Patikraja Banyumas, Central Java, can increase the competitive advantage in the era of globalization and increasingly fierce competition with Total Attractiveness Scores (TAS) value of 6.22. This is in accordance with the results shown in Table 1 related to the determination of the quadrant in the SWOT matrix, where the results are in quadrant 2, or the ST strategy, where the strategy used in

quadrant 2 is a diversity strategy or diversification strategy. Strategy 3, namely, the Batik Production business in Keser Notog Patikraja Banyumas, Central Java, is to implement the right pricing strategy, and this is part of an effort to increase the competitive advantage with a TAS value of 5.93. Meanwhile, to support the achievement of strategy 9 and strategy 3 of Batik Production business in Keser Notog Patikraja Banyumas, Central Java, it is recommended to implement strategy 4, namely by conducting training and workshop activities related to batik with a TAS value of 5.51.

Islam is a holistic way of life that regulates everything, including business practices. QSPM is a Quantitative Strategic Planning Matrix where there are several *hadiths* in Islam that describe strategic planning, including the idea of planning that takes into account past events to become material for future planning, as suggested in Surah al-Hashr verse 18:

“O you who have believed, fear Allah. And let every soul look to what it has put forth for tomorrow - and fear Allah. Indeed, Allah is Acquainted with what you do.”

and in accordance with the words of the Prophet Muhammad:

“An intelligent person is a person who is able to calculate his deeds and prepare practice for tomorrow” (Hadith narrated by At Tirmidhi)

Based on the QSPM analysis, Some of the resulting strategies are:

1. Product quality, improving the quality of local batik (written, stamped, combined); this is in accordance with the words of the Prophet Muhammad SAW that he chose to sell commodities that are needed by everyone. The products in the Quran are stated in two terms, namely *al-tayyibat* and *al-rizq*. *Al-tayyibat* refers to something good, something pure and good, something clean and pure, something good and comprehensive, and that is the best food. *Al-rizq* refers to food that is blessed by God, pleasant gifts, and God's provisions. According to Islam, a consumer product is an efficient, useful, consumable material of value that results in material, moral, and spiritual improvement for the consumer. Something that is useless and prohibited in Islam is not a product in the Islamic sense. The Word of Allah SWT in the Quran Surah Al-Mulk verse 2 as stated:

“He Who created Death and Life, that He may try, which of you is best in deed: and He is the Exalted in Might, Oft-Forgiving”

The above verse explains that Allah's test is to determine his servants who are the best in the deed, then He rewards them to different degrees according to the

quality of their deeds; not just a lot of charity without emphasizing the quality. Products include quality, features, design, style, diversity, shape, brand, packaging, size, service, guarantee, and return. Quality is how well a product meets specific customer needs; therefore, it is valued by the customer.

2. Strengthening local batik segmentation. During the time of the Prophet Muhammad, he ran his trading business in several important markets and knew the way of life and the way people ate and drank. Based on this information, the Prophet Muhammad SAW used several attributes of geographic segmentation (markets from various regions or countries), demography (the types of people were met in the market), and psychography (the lifestyle of people who are found in the market). Studying market segmentation is through the market identification process and is described in the Quran:

“O mankind! We created you from a single (pair) of a male and a female, and made you into nations and tribes, that ye may know each other (not that ye may despise (each other)).” (Ch. 49, Al Hujrat: 13).

In Islam, it also discusses segmentation of products in the Quran Surah Al-Baqarah, verse 168 as stated:

“O ye people! Eat of what is on earth, Lawful and good”

3. Implementing the right pricing strategy. Openness or transparency in the matter of prices is highly recommended in Islam, such that the prices and benefits mentioned are the actual prices and benefits. This was directly practiced by the Prophet Muhammad SAW when he ran his trading business in the State of Syria. The existence of price transparency is needed to maintain the buyer's trust. Likewise, offering prices and taking advantage must be done appropriately. In addition, Islam does not recommend selling merchandise below the market price because this action can destabilize the price of goods in the market and harm other traders. Likewise, offering higher prices and benefits than other traders is also not recommended because it can make buyers feel disadvantaged or cheated by the marketed price. Moreover, trading that contains elements of fraud is prohibited in Islam, as in the *Hadith* of the Prophet Muhammad SAW:

“From Abu Hurairah r.a., he said, “Rasulullah prohibited buying and selling by throwing and buying and selling which contained fraud”. (HR. Muslim)

Prophet Muhammad SAW sold his products at prices that the market could afford. In other words, making a profit is based on sales volume, and this is a great

strategy because it can fit into all market segments. As for the *Hadith* of the Prophet Muhammad SAW, we found several reports which logically indicate that price fixing is permissible under certain conditions. The dominant factor which is the basis of the law *at-tas'ir al-jabbari*, according to the agreement of the scholars of fiqh is *al-maslahah al-mursalah* (benefit).

4. Conducting training and workshop activities related to batik. In the realm of Islamic knowledge, there was no pattern of formal training or training for employees at the time of the Prophet. In the history of Islam, since the time of ignorance, there has been the taking of slaves as laborers, servants, or workers, although after the Islamic era slavery began to decrease. This indicates that there is a tradition of training and coaching in Islam. When Islam came, the Prophet brought a number of ethical principles and made radical changes in treating workers in their work and education. Based on the Quran, Surah AlJumu'ah verse 2 as translated:

“It is He Who has sent amongst the Unlettered a messenger from among themselves, to rehearse to them His Signs, to sanctify them, and to instruct them in Scripture and Wisdom, - although they had been, before, in manifest error.”

5. Create unique batik patterns and motifs. Creating unique and different products is part of product innovation that is needed in the business world. This is due to the process of entrepreneurs with their thoughts, so that they can produce unique and useful products from existing products. The Word of Allah in the Qur'an Surah Ali-Imran verse 190 as translated:

“Behold! in the creation of the heavens and the earth, and the alternation of night and day, - there are indeed Signs for men of understanding”

This verse explains that one of the functions of reason is given to all humans, so that they can use that reason to contemplate the signs that have been given by Allah. This verse also clearly stimulates the human mind to continue to gain knowledge and make innovations in various fields. Another word of Allah about innovation is in Surah Ar-Ra'd verse 11:

“For him [i.e., each one] are successive [angels] before and behind him who protect him by the decree of Allah.² Indeed, Allah will not change the condition of a people until they change what is in themselves. And when Allah intends for a people ill,³ there is no repelling it. And there is not for them besides Him any patron.”

This verse very clearly explains to humans to make efforts to try with an innovative attitude so that every effort is beneficial both from the human side and from the side of

Allah SWT. Other arguments related to this innovation are found in Surah al-Ra'd verse 11:

“Allah does not change a people's lot unless they change what is in their hearts.”

Innovation is a strategy to generate something new that is different from what has been invented before. In managing a business product, innovation is an important element to create dynamic consumer tastes. Innovation in different and unique products being sold between the seller and the product must be coherent. Prophet Muhammad SAW has a real difference in telling every customer the weak points of his product, never hiding anything from his customers, including any defective products. Based on this information, it is necessary to improve the modern differentiation concept, which places more emphasis on differentiation based on seller performance rather than relying solely on the imaginary components of the product. This is important because on the basis of seller morality, it may have a real impact on the quality of the product being sold.

From several alternative strategies, it is found that the alternative strategy that should be done is strategy 5, in which by making unique batik patterns and motifs, it is hoped that the Batik Production business in Keser Notog Patikraja Banyumas, Central Java, can increase the competitive advantage of the globalization era and increasingly fierce competition with TAS values of 6.22.

D. CONCLUSION

Modern life also contains elements that present Islamic teachings. Religious teachings, at least from an Islamic perspective, can be used as a tool related to strategic planning in marketing. Each alternative strategy in QSPM reflects the elements contained in the Quran and *Hadith* in detail when viewed from the internal and external conditions of the Batik Production business in Keser Notog Patikraja Banyumas, Central Java, showing a pretty good performance, with an IFE matrix score of 2.95. The score identifies that the Batik Production business in Keser Notog Patikraja Banyumas, Central Java, has the ability to utilize strengths and minimize the level of internal weakness, while the EFE matrix score is 3.41 which identifies that the Batik Production business in Keser Notog Patikraja Banyumas, Central Java, have a good ability to take advantage of opportunities to avoid threats from outside. Based on the analysis of the business strategy formulation that begins with the input stage, the matching stage, and the decision stage, there are a number of alternative strategies obtained from the SWOT matrix, including improving the quality of local batik (written, stamped, combination), strengthening local batik segmentation, implementing the right pricing strategy, conduct training and workshops related to batik, and making unique patterns and motifs of batik. The strategy of making unique batik patterns and motifs is the best alternative strategy to be implemented in the Batik Production business in Keser Notog Patikraja Banyumas, Central Java, with a TAS score

of 6.22 on the QSPM matrix. This strategy is most appropriate to be applied to increase competitive advantage in facing various threats and weaknesses and to strengthen competitiveness in the Batik Production business in Keser Notog Patikraja Banyumas, Central Java. The strategy of making unique patterns and motifs in an Islamic perspective is reflected in the Quran, Surah Ali-'Imran verse 190 and Surah Ar-Ra'd verse 11.

The survey was only conducted on one batik production business in Banyumas, Indonesia, so the results of the research cannot be generalized to other objects. Therefore, research replication is needed to test other objects or can be in groups. It is better to use Analytical Hierarchy Process (AHP) analysis as a tool for decision making. AHP is a decision-making method that has complexity and consistency, and is able to take into account the level of validity to the limit of tolerance and inclusion of various criteria and alternatives that can be chosen by decision-making. The role of Islamic marketing is a major role in the body of modern marketing law and adds reference to arguments and *Hadiths*.

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