SUMMARY

NASRUDIN. Analysis of Hajj Service Business Model in PT Bank Syariah X Cibinong Branch. Supervised by IRFAN SYAUQI BEIK and HENDRI TANJUNG.

Hajj is the fifth pillar of Islam and obligatory for moslems who are able to do it. Capable of physically defined, science and finance is now open able to reach to quota departure. Data from Ministry of Religion until the end June 2014 showed that the number of registrants regular pilgrimage has reached 2.9 million pilgrims or departure waiting list reached an average of 14 years. To facilitate of pilgrims, Islamic banks opened hajj service to provide various facilities both financial planning and order service. One of them is PT Bank Syariah X Cibinong Branch, Bogor Regency.

The purpose of this study is to map the hajj service business model canvas which implemented by PT Bank Syariah X Cibinong Branch, to develop or refine hajj service business model to analyze external and internal factors, to set up alternative development strategies and to formulate priority strategies for development of hajj service business model. This study is using descriptive analysis method. The analysis tools are being used in this study were the analysis of environment, external factor evaluation (EFE) matrix, internal factor evaluation (IFE) matrix, strengths weaknesses opportunities threats (SWOT) matrix, and combination of analytical hierarchy process (AHP) and SWOT (AWOT).

Based on the hajj service business model portrait in Bank Syariah X Cibinong Branch, can be identified elements of the existing business model. Hajj regular customer segments are divided into 2 groups of individuals pilgrims and hajj pilgrims guidance groups (KBIH). The value proposition is to offer service excellent with accessibility and convenience of the transaction. In presenting the value proposition to customers, the bank developed a varied distribution channels, either directly and indirectly. Direct way done through the human resources (hajj marketing staff and customer service), bank outlets and exhibition booth. Indirect way done through outsourcing sales force that sales funding executive (SFE), KBIH partners and the Ministry of Religious Affairs. To build relationship with customers, Bank Syariah X Cibinong Branch appoint a special staff as dedicated personal assistance. The staff became ambassador bank pilgrimage in delivering a value proposition that is with a family approach.

The value proposition of hajj service offered by banks specialized staff make customer willing to purchase or pay for product and hajj service received resulting revenue stream for banks. Revenue stream derived from ujrah financing hajj, compensation inter-office (IAK) for funding initial deposit cost implementation of hajj (BPIH) customers hajj managed headquarters, foreign exchange currency sales Saudi Arabia Real (SAR), the administrative costs of cancellations portion hajj and administrative costs of closing saving account pilgrimage. All of the revenue stream is a source of fee based income.

In offering of value proposition, banks require primary resources both human resources, technology and channel office. Human resources consist of the marketing staff and operational staff, such as network technology integrated computerized hajj system (Siskohat) Ministry of Religious Affairs with the bank,
and the bank-owned online network, as well as the channel’s office as main branch office, sub branch office and payment points. Delivering to hajj service, banks perform a key activity both marketing and operations. Marketing activities such as building relationships and communication with hajj stakeholders, socialization of product and consulting hajj pilgrimage, hajj finance service, currency exchange SAR and other service. Operational activities such as registration service and repayment of pilgrimage with Siskohat entry, opening and closing of saving account, the provision of souvenirs and others.

In providing services to pilgrims pilgrim, bank partnership with other parties. The main partnership is divided into 2 categories: internal and external parties. Internal partner is a business unit related to the hajj service in the head office as Hajj and Umra Group (HUG) and the Financing Operation Group (FOG). External partners consist of KBIH and the Ministry Religious Affairs. In providing the value proportion of hajj service will not run without charge. The cost structure in the business and service hajj consist of operating costs and marketing costs. Operational cost include human resources costs, cost of product such as the profit sharing of savings, costs related to the process of financing, financing administration and monitoring of financing. Marketing costs include the cost of promotion, the cost of customer hajj gathering, the cost of souvenir and the fee partner.

In order to enhance hajj service business model Bank Syariah X Cibinong Branch in the future and are relevant to current business conditions, required some element of the business model canvas which is the object of development. Based on interview and analysis of the respondents experienced and experts in the business of hajj service, elected three elements of the business model canvas is a revenue stream, key activity and key partnerships. The third elements of the analysis of external and internal environment with EFE matrix, IFE matrix an IE matrix, formulation of strategic alternatives with the SWOT matrix and strategic priorities with AWOT method.

Based on the results of AWOT analysis, were obtained priority strategy of revenue streams element is to develop the hajj and umra product features, and cooperation with Financial Hajj Management Agency or BPKH to utilize financial instrument hajj. Priority strategy of key activities element is strategy that enhance communication and product marketing hajj and umra, hajj customer makes endorser or referral, and products marketing with holding company. Priority strategy of key partnerships element is a partnership with Hajj Counseling Group or KBIH and Islamic organizations and headquarters established cooperation partnership with BPKH.

Keywords : AHP, business model canvas, hajj service, islamic banking, SWOT