SUMMARY

MUHAMMAD FAHRUDIN. A Business Strategy Formulation of PT BPRS Bina Amwalul Hasanah Depok. Supervised by DWI RACHMINA and BUNASOR SANIM.

A report of Indonesian Bank about the growth number of sharia banking in Indonesia from the year 2011 up to the year 2015 only 1 percent. This low growth number of sharia banking industry is related to the asset growth, the third-party fund accumulation, the distributed funding, Finance to Deposit Ration (FDR), and Non Performing Financing (NPF) from the sharia banking situation during those periods.

Based on the data from the year 2011 up to 2015 in PT BPRS Bina Amwalul Hasanah indicates there is a decreased working performance which was reflected from a poor financial ratio; the asset growth value, the value of the third-party fund accumulation, and the value of the company NPF which keep decreasing. The decreased working performance of PT BPRS Bina Amwalul Hasanah is a problem which needs to be identified to determine a good and appropriate business strategy formula for the decision maker (especially the shareholders) to decide a priority step and strategy which should be done to maintain and to develop the business.

Based on those backgrounds, this research is aimed to identify the internal and external factors which will influence PT BPRS Bina Amwalul Hasanah to perform the business, to analyze some business strategy alternatives which PT BPRS Bina Amwalul Hasanah can do refer to the internal and external factors and to formulate the appropriate business strategy fits to PT BPRS Bina Amwalul Hasanah.

This research is carried out by a qualitative method by giving questionnaire to five experts from the management of PT BPRS Bina Amwalul Hasanah and the external side which is intentionally chosen. In the first step, to identify the internal and external factors which the results will be analyzed by using IFE Matrix and EFE Matrix, afterwards the next step is to analyze IE Matrix to identify the currently company situation and the last step is to analyze QSPM to determine the high priority of alternative strategy formulation.

The identification result of internal factor will get the strengths and the weaknesses that PT BPRS Bina Amwalul Hasanah has, which influenced the company working performance. The internal strengths that PT BPRS Bina Amwalul Hasanah has, are the strategic location and the good relationship to some parts. Mean while the internal weaknesses that PT BPRS Bina Amwalul Hasanah has, didn’t have a good organization management, a satisfactory financial ratio, and the bank has a limited financial scheme. The identification of the external factors will get the opportunities and the threats that PT BPRS Bina Amwalul Hasanah has, which will influence the company business growth directly. And the opportunities PT BPRS Bina Amwalul Hasanah have, are the sharia-based market potential, promotion tools, and the easy and rapid product marketing, and information and technology development which is keep developing and more sophisticated in banking business. The threats PT BPRS Bina Amwalul Hasanah that need to be solved are the loss of angkot (a public transport) financial market potential, the slow economic growth in Depok, the competition from other financial institutions and the developing core banking system.
The *IFE Matrix* analyze is achieved the overall score IFE from PT BPRS Bina Amwalul Hasanah amount of 1.82 and from the *EFE Matrix* analyze is obtained the overall score IFE from PT BPRS Bina Amwalul Hasanah amount of 2.15. The obtained scores from *IFE MATRIX* and EFE analyzes are still under the average amount of 2.50. It indicates that PT BPRS Bina Amwalul Hasanah to define the strategy alternative has not made use of its internal potency and to solve its weaknesses to fulfill the opportunities and to face the threats to compete in banking industry, especially to compete with other BPRS. From the analyze result of *IE Matrix* indicates that PT BPRS Bina Amwalul Hasanah position is in cell diagram VI (divest) which means released strategy or divestment, in that position the strategy should be prepared is defensive strategy. In this divestment position, PT BPRS Bina Amwalul Hasanah should prepare the appropriate strategy alternative based on the internal factors which are the strengths and the weaknesses to face the external factors which are the opportunity and the threats. The alternative strategies which are obtained from the *IE Matrix*, are the whole divestment strategy, the asset increase strategy, and partly divestment strategy.

Those three strategies has become a relative attraction of experts to decide the main strategy, and the first priority is the whole divestment strategy which amount of TAS score = 5.66, the second priority is the asset increase strategy which amount of TAS score = 5.63 and the third priority is partly divestment strategy which amount of TAS score = 5.43. Referred to the QSPM analyze to define the priority strategy, it seems that the whole divestment strategy is the high priority of PT BPRS Bina Amwalul Hasanah. The managerial implications of whole divestment strategy is to release or to sell all shares to other sides, because the previous shareholders are not interesting anymore and able to carry out the business currently. The asset increase strategy can be another option to increase the company financial ratio. The monitoring and the evaluation should be done thoroughly nowadays, by PT BPRS Bina Amwalul Hasanah management to maximize all potencies and advantages have, and by keeping to respond all weaknesses and threats well from the competitors to reach the company target.

Keywords: BPRS, EFE matrix, IE matrix, IFE matrix, QSPM.