

STRATEGY IN MAINTAINING BUSINESS PARTNER LOYALTY AT PT. ASKRINDO SYARIAH FINANCING GUARANTEE MEDAN BRANCH

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Abstract: This research aims to find out how the strategies that can be applied in maintaining the loyalty of business partners at PT. Askrindo Syariah Financing Guarantee Medan Branch. The research method used is for descriptive qualitative research using the SWOT analysis technique. Data collection techniques carried out are conducting interviews, questionnaires, and documentation. The results of the study indicate strategies that can be implemented to maintain business partner loyalty at PT. Askrindo Syariah Financing Guarantee in the Medan Branch is to be able to expand the promotion system carried out and the company's branches by increasing the number of competent & professional human resources or workforce and being able to establish cooperative relationships with various financial institutions, especially regional financial institutions which continue to grow steadily. Maintain the concept of Trust, Competent, Harmonious, Loyal, Adaptive and Collaborative so that the level of loyalty of business partners increases and can be maintained so that it has a greater impact and provides growth development at PT. Askrindo Syariah Financing Guarantee Medan Branch.

Keywords: *Strategy, Loyalty, SWOT Matrix*

1. Introduction

Over time, competition and change have experienced many advances and changes that must be adjusted, including in the development of a better Indonesian economy. One way to support the Indonesian economy is to have a guaranteed industry that provides guaranteed services to parties providing financing and is responsible for paying compensation to parties receiving collateral if the borrower fails to fulfill its obligations.

The guarantee business in Indonesia is not yet as popular as banks, but with the growing popularity of Islamic and non-Sharia banks, this will be a key factor in the growth of the guarantee industry because in making loans to financial institutions, they need institutions to assist them in guaranteeing the funds they lend to customers.

In this regard, the growth of the guarantee industry will certainly give birth to many similar guarantee companies for the guarantee needs of financial institutions. In an increasingly competitive business world, companies need to make smart decisions about the right strategy. This allows the entrepreneur to develop a functioning and viable business that has a large number of customers to deal with various situations.

Customer loyalty is very important for businesses in this highly competitive era. There is no doubt that it is very necessary for the company. Many businesses want to retain their customers for the long term or it could be forever. Companies that can build and maintain customer loyalty will thrive in the long term.

Loyalty can be explained by loyalty. Loyalty here is created without coercion from all parties, but purely in the sense of oneself in the various stages, it goes through (Pawaz, 2019). Customer loyalty or allegiance may not happen suddenly, but of course, some reasons influence

it, and it can be in the form of perceived benefits or good special treatment. So because of that, the company must pay attention to things that can be used as a strategy to able to retain customers so that profits are created between the two parties.

As in previous research conducted by Suci Kurnia Illahi's Strategy on Promotions to Maintain Customer Loyalty in the Online Shop Shopee Application, the way to do this is to improve service quality and expand and improve advertising systems that can attract customers (Illahi, 2020). In addition, in Amalia Dwi Putri Kelana's research on the Implementation of Customer Relationship Management to increase customer loyalty, the strategy provided is to prepare and provide more skilled personnel to compete, continue to provide fast, accurate, and superior services, and provide better meeting room facilities. chief customer and others (Kelana, 2020). In Alimatus Solikha's research on Development Strategies to Increase Customer Loyalty in the Construction Business of CV Abdi Jaya, the company's efforts are to improve service quality to maximize the use of the workforce to make it more agile and responsive, as well as increase customer satisfaction using its services. The strategy chosen as a priority in increasing customer loyalty is to build customer trust (Solikha, 2021). One company that can help financial institutions to guarantee financing loans is PT. Askrindo Syariah Financing Guarantee which has a branch in Medan, is one of the institutions that conduct financial guarantee business in collaboration with financial institutions called business partners in a cooperation agreement between them.

The cooperation carried out in this agreement PT. Askrindo Syariah Financing Guarantee is a guarantor, namely a party that guarantees business partners the financial obligations of financing clients. While business partners are parties who receive guarantees, namely parties who receive guarantees for the implementation of financial obligations of financing customers. Therefore, if the financing customer is unable to return his financial obligations to the business partner, then PT. Askrindo Syariah Financing Guarantee will bear a portion of all financial obligations (Nisak, 2017).

In carrying out its operational activities, there are several strategies implemented to gain the loyalty of business partners, then PT. Askrindo Syariah Financing Guarantee for the Medan Branch includes adjusting the organizational structure in the form of strengthening tasks, rights, and responsibilities clearly and synergistically across all layers of the organization, strengthening internal resources, expanding business cooperation, optimizing human resources, utilizing information technology and digitalization, product innovation and the best service, technology-based and digital guarantee service support.

Through interviews conducted with PT. Askrindo Syariah Financing Guarantee Medan Branch that the implementation of cooperation with business partners begins with submissions by business partners via email or WhatsApp which will then be processed by staff, after fulfilling the requirements for the data needed the party will issue a cover note containing approval which will then be followed by payment business partners and can be enforced (the policy is already active) followed by the issuance of the policy.

Based on the procedure above, most of the processes are through the internet which has a positive impact in the form of convenience, saving time, and costs. But even so, it cannot be separated from its drawbacks in the form of an unstable network which can certainly disrupt the work system or the implementation of company work such as the submission process, issuance of cover notes, and policies. Delays in the process of making a policy will certainly affect the level of satisfaction and give a decreased sense of loyalty. As a result delays in the process of making the policy can trigger requests for re-issuance by business partners.

In the process of company activities, PT. Askrindo Syariah Financing Guarantee Medan Branch has a total of 5 staff including the head of the branch. Each division, such as marketing, operations, claims analysis, and finance is staffed by 1 employee. With limited manpower, if there are many requests for issuance of guarantees that come in, it can overwhelm staff in serving business partners, so this can have an impact on delays in service processes such for example issuing business partner policies. Therefore, with limited human resources, staff must go the extra mile to provide maximum service to their business partners so that customer satisfaction and business partner loyalty can be maintained.

On the other hand, PT. Askrindo Syariah in carrying out marketer promotions has not carried out digital marketing media promotions which actually can be used by Askrindo Syariah in expanding the knowledge of financial institutions, especially regional Islamic financial institutions to find out the existence of guarantee company products so that it has the impact of increasing the number of business partners so that it can foster business partner loyalty, but still by making direct visits to future business partners or banks to apply for cooperation.

Apart from the limited human resources they have, in maintaining the loyalty of business partners, the obstacles encountered in the form of competing companies are also a factor affecting business partner loyalty felt by Askrindo Syariah Medan Branch because companies will compete to provide quality services and products as well as better product marketing. The better the quality provided by competitors, the more it threatens the sustainability of this company itself. Another difficulty that is felt in maintaining the loyalty of Askrindo Syariah business partners in the Medan Branch is finding various characters of business partners which sometimes makes it difficult for staff to serve this matter. This difference in character requires staff to be more sensitive in dealing with these situations and providing services, the best possible information and communication.

Based on the background that has been described above, the researcher is interested in knowing the strategies that can be applied by the company entitled "Strategy In Maintaining Business Partner Loyalty At PT. Askrindo Syariah Financing Guarantee Medan Branch."

2. Literature Review

Strategy

Strategy is the process of assessing the strengths and weaknesses that exist in a company related to opportunities and threats in its environment to determine a product market strategy to balance the capabilities of a company with the opportunities that exist in its environment. Therefore, strategy is a method that is determined or coordinated to achieve a goal (Niswah & Tambunan, 2022).

Loyalty

The word loyalty comes from "loyal" which means loyal, or loyalty can be meant as something loyal. Customer loyalty has an important role in the company, maintaining customer loyalty means improving financial performance and maintaining the viability of the industry, this is the main reason for a company to attract and retain them. In general, loyalty is related to loyalty, obedience, accepting what is, and not easily switching to another goal (Yuniami, 2021).

Loyalty Factors

The factors that affect customer loyalty include the following (Saputra, 2021).

a. Brand.

A brand is a name, term, sign, symbol, or design that can identify the goods or services of a person or group of sellers to differentiate these products from competitors' products.

b. Consumer Satisfaction.

Satisfaction is the feeling phase that is expressed by someone when comparing the work results of products or services that are obtained and desired

c. Promotion.

Promotion is one of the elements in the company's marketing mix that is utilized to inform, persuade and remind about the company's products. Promotion is an important component of marketing and is sometimes referred to as an ongoing activity, as evidenced by several previous definitions. This is because promotion can result in a company launching many new projects (Sani et al., 2022)

d. Service Quality.

If the perceived quality of service is lower than desired, the customer will switch to another service provider, but if on the contrary, the customer tends to use the service provider again. Service quality is the expected level of excellence and control over that level of excellence to meet customer desires.

e. Image.

A well-known image will leave a good meaning on the product in the company and can increase the number of sales. Conversely, when a company's image is generally perceived negatively, sales of the company's products will decrease.

f. Barriers to Moving.

Another cause that affects the feeling of loyalty is the level of resistance to switching. The higher the barrier to achievement the more loyal the customer is, but there is an element of coercion to that loyalty.

Loyalty in Islam

Loyalty is called al-wala' in Islam. Etymologically, al-wala' has several meanings in the form of loving, helping and obeying, and approaching. The concept of loyalty or allegiance in Islam or al-wala' is absolute submission to Allah SWT in the form of full implementation of Islamic sharia. Customer loyalty in Islam occurs when muamalah activities can bring mutual benefits through the application of Islamic values and through fulfilling the obligations and rights of both parties. Al-wala' occupies a very important place in the context of Islam, which is an important part of the creed. Therefore, the provision "only Allah" in the monotheism creed means that a Muslim must submit to Allah alone, hate and love for Allah alone, be kind and angry for Allah alone, and devote piety and loyalty only to Allah alone (Pawaz, 2019).

Syikh Abdurrahman as-Sa'di when giving his interpretation of the verse al-Mujadalah verse 22 says, A servant does not become someone who believes in Allah and the Hereafter with his true (faith), but after he has practiced the contents and consequences of his faith, namely those who believe (in Allah) give their love and loyalty, and do not like those who do not believe, even though they are closest to him. The true faith that produces (true) fruit and results. Regarding someone who claims to have faith in Allah and the Last Day, but also loves the enemies of Allah and loves those who set aside their faith behind their backs, then that is faith which is just a confession without any real evidence because whatever it is must be followed by evidence to justify it. but what is just a confession without evidence is meaningless and does not justify the perpetrator (Pawaz, 2019).

Sharia Financing Guarantee

The origin of the word al-dhamman is equivalent or equivalent to kafalah which means guarantor. Dhaman has various meanings such as responsibility, duty, and bear. In the Oral dictionary Al-'Arab, Ibnu Manzur explains that the whole meaning of damman is a guaranteed guarantee, a guarantee. A similar meaning is found in al-Muhit's dictionary which defines dhamman as compensation (Hayati, 2020)

Etymologically Takaful, according to language Al-Kafalah means al-Dhaman (collateral), hamalah (burden) and za'amah (dependants). Meanwhile, according to the term kafalah or al-Dhaman, it means that the kafil (insurer) provides the guarantee given to a third party against the obligations carried out by the second party (the insured).

In Fiqh Sunnah Sayyid Sabiq's explanation according to language, kafalah means adh dhammu (combine). As for the meaning of syara' kafalah/dhaman is the process of unifying kafil dependents who become ashiil dependents on one material or obligation, goods or work for demands or requests. In fiqh dictionary terms, al-dhaman or kafalah is defined as bearing or guaranteeing something, meaning a contract that contains a person's agreement such as the right to be obeyed by another person, and promised with that person to the thing that is the responsibility in his right to face the Collector (debt) (Zakiah, 2017)

According to Law No. 1 of 2016, sharia guarantees are offered by guarantors to guarantee recipients to guarantee the implementation of guaranteed financial obligations by sharia principles (Ulfa Dwi, Shofawati, 2019)

Financing, namely funding that will be provided by one party to another party to assist an investment plan that will be carried out by individuals or institutions (Ulpah, 2020).

Meanwhile, according to Islamic principles, financing is the provision of funds or bills based on agreements or agreements between the bank and other parties, and the recipient of the loan returns or repays the funds or instruments within the agreed timeframe with compensation or profit sharing (Erlindawati, 2017).

So sharia financing guarantees are the provision of guarantees for money or bills provided and returned within an agreed period with compensation or profit sharing according to Islamic rules.

3. Research Method

The location of this research was conducted PT. Jaminan Pembiayaan Askrindo Syariah, Medan Branch Jl. Sei Belutu No. 93 ward of Padang Bulan Selayang I Medan Selayang District, Medan City 20131 North Sumatra. The type of research used is descriptive qualitative. Researchers collected primary data by interviewing about strategies for maintaining the loyalty of business partners PT. Askrindo Syariah Financing Guarantee, Medan Branch, and secondary data are data from the literature in the form of pictures and documents that support PT. Askrindo Syariah Financing Guarantee, Medan Branch.

Data collection techniques carried out in this study were interviews, questionnaires, and documentation. The data analysis technique used is data reduction which is summarizing and selecting and focusing on the important things and looking for themes and patterns. Data collection is the presentation of data that makes it easy to digest what is happening and organize plans (Hengki, 2020). Data conclusion is the final stage which aims to take the essence of the data that has been collected by finding relationships, differences, or similarities from the relationship categories studied to be presented and displayed as research results (Pakpahan, 2022). As well as SWOT analysis which serves as a tool to minimize the vulnerability of a company or organization and limit the impact of threats that arise and need to be addressed (Harahap, 2016).

4. Results and Discussion

The analysis used to find out the strategy for maintaining business partner loyalty uses the SWOT analysis technique. SWOT analysis is a form of analysis technique in company

management or organizations that supports the development of well-designed plans systematically to achieve company goals or aspirations both in the short and long term.

a. Internal Environment Analysis.

1) Strength

- a) In carrying out its corporate activities PT. Askrindo Syariah Financing Guarantee has competent and professional staff in their field. The need to have competent and professional staff is needed so that the work system that is carried out is well structured and can reduce errors in work. Of course, this can impress business partners because it can facilitate communication with business partners and avoid potential work conflicts.
- b) To maintain the loyalty of its business partners, PT. Askrindo Syariah Financing Guarantee implements maintaining friendly relations with its business partners such as always making regular visits to the business partner's office or communicating via telephone.
- c) PT. Askrindo Syariah Financing Guarantee has a strategic location. In carrying out its corporate activities PT. Askrindo Syariah Financing Collateral Medan Branch is located on Jl. Sei Belutu No. 93 ward of Padang Bulan Selayang I Medan Selayang District, Medan City 20131 North Sumatra which is easy to see because it is located on the side of the road and also has a parking area that is large enough to ask businesses who want to visit.
- d) In maintaining the trust and comfort of its business partners, PT. Askrindo Syariah Financing Guarantee always maintains Trustworthiness, Competence, Harmony and Loyalty, Adaptive, and Collaborative.
- e) Services can be carried out through online or offline networks. To provide a sense of comfort for its business partners and hope to foster the loyalty of business partners, the services provided by PT. Askrindo Syariah Financing Guarantee can be done offline in the form of being able to come directly to the marketing office or online via email, telephone, or the company's WhatsApp.

2) Weakness

- a) In carrying out company activities, there is still a limited workforce because if there are many guarantee requests, staff can be disrupted from carrying out services as they should. Services carried out will be hampered because of the large number of requests that must be served.
- b) Limited means of promotion. To promote their products, they still carry out direct visits to business partners or banks that will come to apply for cooperation without using digital marketing.
- c) In some products, Askrindo Syariah has a rate above the rate that is owned by competitors. This of course can make potential business partners prefer companies with lower production rates than high ones, and as a result, it can affect the level of loyalty of their business partners..

b. External Environment Analysis.

1) Opportunity

- a) Adding company branches in the region. Because judging from the area of North Sumatra, it would be better if there was not only 1 marketing office because adding several branches would make it easier to reach business partners and potentially increase the number of business partners such as regional financial institutions.

- b) Increase the number of human resources or labor. Seeing the number of workers owned by PT. Askrido Syariah Financing Guarantee, Medan Branch still consists of 5 workers, each of whom each division is handled by one worker, increasing the number of professional and competent workers can be an opportunity to add even better service quality. Work will be more easily completed within a predetermined time.
 - c) As time goes by, the growth of more and more financial institutions can become a target for expanding product marketing so that the number of business partners will increase and can be maintained.
 - d) The development of technology as media promotion. With the existence of technology, information can be spread quickly so that it is suitable to be used as a promotional media so that products can be widely known.
- 2) Threat
- a) The number of similar companies that appear. The more companies, of course, the more companies must be aware of the number of business partners. The existence of similar companies makes business partners increasingly have choices that suit their needs. They will consider whatever is considered according to their needs and finances. If a competing company is considered to be better, it will certainly be a threat to the company because it will further reduce the potential for potential business partners. Therefore, companies must be able to provide product innovations that suit their needs
 - b) Promotion that is superior to other companies. Promotion within a company is very important, with promotion being able to introduce the company well and attractively to attract the attention of potential business partners. Therefore companies are competing to find various good and superior information media from competing companies to carry out company promotions so that they are known and chosen by potential business partners.
 - c) Quality of service that is superior to other companies. The service quality of a company is very influential on the comfort of business partners. With good service, of course, business partners will feel respected and a sense of comfort will arise, giving rise to a sense of satisfaction. That way business partners are not easily tempted by other companies they don't know. Therefore, companies must provide the best service and be aware of better services provided by competing companies.
 - d) Product quality is superior to other companies. The quality of the product and the benefits obtained must be following the price set. If there is a discrepancy between the quality and the price provided, it will certainly create a lack of satisfaction for business partners with the product, so every company must be aware of this. Because if that happens, business partners will switch to choosing competing companies with better product quality.

From the information obtained from the results of interviews with staff working at PT. Askrido Syariah Financing Guarantee Medan Branch, the Strengths, Weaknesses, Opportunities and Threats that exist can be summarized in the following SWOT matrix table.

Table 1.
SWOT Matrix
PT. Askrindo Syariah Financing Guarantee, Medan Branch

| | |
|---|---|
| Strength a. Having competent and professional staff in their field. b. Make regular visits to business partners or via telephone c. Has a strategic location d. Have the concept of trustworthy, competent, harmonious, loyal, adaptive and collaborative. e. Services can be done offline and online | Weakness a. Limited human resources/labor b. Limited means of promotion. c. For some products, Askrindo Syariah has product rates above competitors' rates. |
| Opportunity a. Adding company branches in the region. b. Increase the number of human resources/labor owned c. The growth of financial institutions that are the target of marketing. d. The development of technology as media promotion. | Threat a. Many similar companies have emerged b. Promotion is superior in other companies c. Quality of service is superior to other companies d. Competitor product quality is superior to other companies. |

After the internal strategic factors, namely strengths & weaknesses and external factors, namely opportunities & threats are known, then the next step is to describe the IFAS and EFAS tables..

A. Matrix of Internal Factor Analysis Summary

The stages of describing the internal factors within the framework of the company's strengths & weaknesses are as follows.

1. In column 1, identify the factors that describe the company's strengths and weaknesses.
2. Based on the impact of these factors on the company, weight each factor on a scale of 1.0 (most important) to 0.0 (least important). All of these weights should not exceed a total score of 1.00.
3. Calculate the score (third column) for each factor on a scale of 4 (very good) and 1 (poor scale) based on the impact of the factor on the situation of the company concerned. Positive variables (which are included in the strengths category) are given values ranging from +1 to +4 (very good) compared to the industry average or major competitors. Weakness ratings are given the opposite way. For example, if the value of weakness is very large, the rating is 1. Conversely, if the value of weakness is a little, the rating is 4.
4. Multiply the weight in column 2 with the rating in column 3 to get the factor weight in column 4. The result is a weighted score for each factor ranging from 4.0 (very good) to 1.0 (poor).
5. Total the weighted scores (column 4), to yield the total weighted scores for the company. This overall score will show how a particular company responds to its internal strategic factors.

Regardless of how many factors are made into the IFAS matrix, the overall total ranges from as low as 1.0 to as high as 4.0 and with an average score of 2.5. An overall average score of less than 2.5 indicates a company's internal weakness and an overall score of more than 2.5 indicates a strong internal position.

Table 2
Matrix of IFAS (Internal Factor Analysis Summary)

| No. | Internal Factors | Weight | Rating | Skor |
|-----------------|--|--------|--------|------|
| Strength | | | | |
| a. | Having competent and professional staff in their field. | 0,16 | 4 | 0,64 |
| b. | Make regular visits to business partners or via telephone | 0,15 | 3 | 0,45 |
| c. | Has a strategic location | 0,16 | 4 | 0,64 |
| d. | Have the concept of trustworthy, competent, harmonious, loyal, adaptive and collaborative. | 0,15 | 3 | 0,45 |
| e. | Services can be done offline and online | 0,15 | 3 | 0,45 |
| Subtotal | | 0,77 | | 2,63 |
| Weakness | | | | |
| a. | Limited human resources/labor | 0,08 | 2 | 0,16 |
| b. | Limited means of promotion. | 0,07 | 2 | 0,14 |
| c. | For some products, Askrindo Syariah has product rates above competitors' rates. | 0,08 | 2 | 0,16 |
| Subtotal | | 0,23 | | 0,46 |
| Total | | 1 | | 3,09 |

Based on the results of the analysis shown in table 4.2 IFAS, the overall score for strengths and weaknesses is 3.09. Because the overall score is above 2.5 indicates the company is in a strong position.

B. Matrix of External Factor Analysis Summary

There are five stages in compiling the matrix of external strategic factors namely

1. Identify the factors that describe the company's opportunities or threats.
2. Based on the impact of these factors on the company, assign a weight to each factor on a scale of 1.0 (most important) to 0.0 (least important). The sum of all weights must equal 1.0.
3. Calculate the score (third column) for each factor on a scale of 4 (very good) and 1 (poor scale) based on the impact of these factors on the company's situation. Positive variables (variables included in the opportunity category) are given a value of +1 to +4 (very good), but if the opportunity is low, then give a rating of +1). On the value of the threat rating, the value given is the opposite. For example, if the value of the threat is very high, the rating given is 1 but if the value of the threat is small, then it is given a rating of 4.
4. Multiply the weight in column 2 with the rating in column 3 to produce the weighted factor in column 4. The result is a weighted score for each factor ranging from 4.0 (very good) to 1.0 (poor).
5. Add up the weighted scores (column 4), to get the total weighted scores for the company. This overall score shows how a particular company will respond to its external strategic factors.

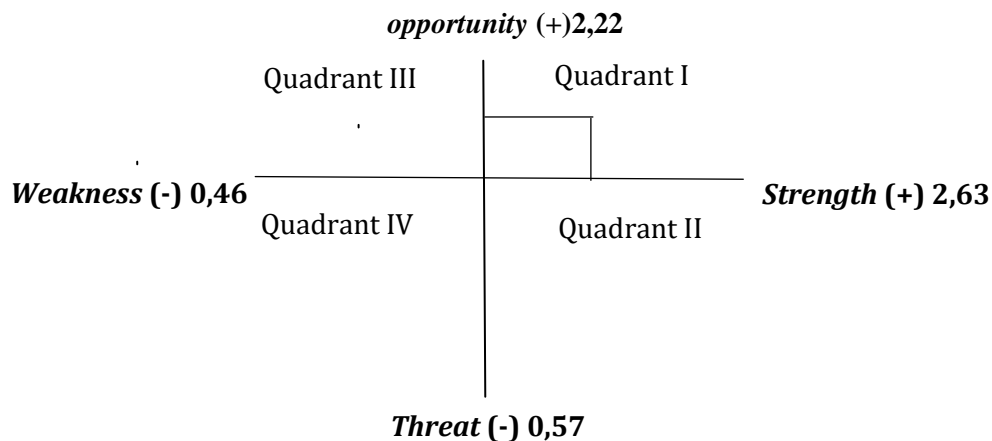
As for the EFAS matrix, the highest possible total score is 4.0 and the lowest is 1.0. The overall score of 4.0 shows that the company excels in facing opportunities and can avoid threats that exist in the industrial market. The total score of 1.0 indicates that the operational strategy failed to take opportunities or ward off external threats.

Table 3.
 Matrix of EFAS (External Factor Analysis Summary)

| No. | External Factors | Weight | Rating | Skor |
|----------------------|--|----------|--------|-------------|
| Opportunities | | | | |
| 1. | Adding company branches in the region. | 0,17 | 3 | 0,51 |
| 2. | Increase the number of human resources/labor owned | 0,17 | 3 | 0,51 |
| 3. | The growth of financial institutions that are the target of marketing. | 0,18 | 4 | 0,72 |
| 4. | The development of technology as media promotion. | 0,16 | 3 | 0,48 |
| Subtotal | | 0,68 | | 2,22 |
| Threat | | | | |
| 1. | Many similar companies have emerged | 0,08 | 2 | 0,16 |
| 2. | Promotion is superior in other companies | 0,09 | 2 | 0,18 |
| 3. | Quality of service is superior to other companies | 0,07 | 1 | 0,07 |
| 4. | Competitor product quality is superior to other companies. | 0,08 | 2 | 0,16 |
| Subtotal | | 0,32 | | 0,57 |
| Total | | 1 | | 2,79 |

Based on the analysis of the EFAS matrix in table 3, producing a combined score of opportunities and threats of 2.79 means that the company can respond to opportunities and threats in its industrial market.

In addition, the total score for each factor can be stated as strength 2.63, weakness 0.46, opportunity 2.22 and threat 0.57. Therefore, we can see the result that the difference between the strength and weakness factor scores is (+) 2.17, while the difference between the opportunity and threat scores is (+) 1.65. Below is a picture of the Cartesian diagram from the SWOT Analysis at PT. Askrido Syariah Financing Guarantee is as follows.



Picture 1

Diagram Cartesius Analisis SWOT PT. Jaminan Pembiayaan Askrido Syariah Cabang Medan

Based on the results of the SWOT analysis above, the IFAS matrix shows strengths and weaknesses with a total score of 3.09. This shows that the internal conditions are strong in the company. In addition, the EFAS matrix shows a score of 2.79 for the opportunity and threat factors. This shows that the company can respond to opportunities that appear and avoid existing threats. And in picture diagram 4.4 above that PT. Askrindo Syariah Financing Guarantee is located in quadrant I, while in this quadrant it is in a condition that provides benefits for the company. Internally, the company is strong enough to seize and capitalize on opportunities that appear. The strategy that will be realized in such circumstances is to support an aggressive growth policy. Then obtained aspects of strength that need to be maintained to be able to take advantage of existing opportunities. The existence of this aggressive strategy helps the company to be able to maintain the loyalty of business partners so that it can have an impact on an increasing number of business partners.

C. SWOT Matrix

The SWOT Matrix is a medium for measuring aspects of a company's strategy. This matrix can clearly explain how the state of external opportunities and threats is perceived. This matrix can provide four possible alternative strategy cells which can be shown in the following table.

Table 4.
SWOT Matrix

| EFAS \ IFAS | Strength | Weakness |
|--|--|--|
| | a. Having competent and professional staff in their field. b. Make regular visits to business partners or via telephone c. Has a strategic location d. Have the concept of trustworthy, competent, harmonious, loyal, adaptive and collaborative. e. Services can be done offline and online | a. Limited human resources / labor b. Limited means of promotion. c. For some products, Askrindo Syariah has product rates above competitors' rates. |
| Opportunity | Strategy SO | Strategy WO |
| a. Adding company branches in the region. b. Increase the number of human resources/labor owned c. The growth of financial institutions that are | a. Maintain a good corporate image in the community while the maintaining concept trustworthy, competent, harmonious, loyal, adaptive and collaborative. b. Opening company branches in the regions while still paying attention to the | a. Meet the needs of human resources in the company's branches. b. Conduct various kinds of promotions to attract financial institutions to become business partners. |

| | | |
|--|---|--|
| the target of marketing. d. The development of technology as media promotion. | quality of professional human resources. c. Add competent and professional human resources in their field. d. Utilizing technology as a promotional medium to attract business partners e. Establish cooperative relationships with financial institutions | |
| Threat | Strategy ST | Strategy WT |
| a. Many similar companies have emerged b. Promotion is superior in other companies c. Quality of service is superior to other companies d. Competitor product quality is superior to other companies. | a. Continuing to maintain the quality of the company both in employee capabilities and professional and good service. b. Evaluate promotions, services and products so that they are better in the future. | a. further improve the quality of promotion, performance, Service, and products to rival other companies. b. Adjusting the price to the quality of a given product. |

Based on the SWOT matrix above, shows the existence of 4 types of alternative strategies that can be obtained by the company, namely:

1. Strategy SO

This strategy is a combination of aspects of internal strength and aspects of external opportunities. This strategy is based on harnessing existing strengths to capture and use existing opportunities. SO strategies that can be implemented by PT. Askrido Syariah's financing guarantee is:

- Maintaining the image while maintaining morals (Amanah, competent, harmonious, loyal, adaptive, and collaborative)
- Increase the number of competent and professional human resources so that the services provided are maximized.
- Open a branch of the company in the region while paying attention to the quality and quantity of professional human resources.
- Use technology as a promotional tool.
- Establish cooperative relationships with various financial institutions.

2. Strategy WO

This strategy is a combination of aspects of internal weaknesses and aspects of external opportunities. This strategy is based on taking advantage of apparent opportunities and minimizing apparent weaknesses. Wo strategy that can be implemented by PT. Askrido Syariah's financing guarantee is:

- a. Meet the needs of human resources in the branches of the company.
 - b. Conducting various promotions to attract financial institutions to become business partners.
3. Strategy ST
- This strategy is a combination of aspects of internal forces and aspects of external threats. This strategy is created to take advantage of the company's proprietary power to deal with threats. St strategy that can be done by PT. Askrindo Syariah's financing guarantee is:
- a. While maintaining the quality of the company both in performance capabilities and professional and good service.
 - b. Evaluate the promotion, services, and products to be better in the future.
4. Strategi WT
- This strategy is a combination of internal aspects, namely weaknesses, and external aspects, namely threats. This strategy is based on activities that are preventive and seek to minimize visible weaknesses and avoid threats. The WT strategy can be done by PT. Askrindo Syariah's financing guarantee is:
- a. Further improve the quality of promotion, performance, Service, and products so as not to lose competitiveness with other companies.
 - b. Adjusting the price to the quality of the given product.

After combining aspects of strength and opportunity (SO) then obtained aspects of strength that need to be maintained to be able to take advantage of existing opportunities. The combination of strengths and threats (ST) strategy shows the company needs to maximize its strengths to deal with visible threats. Weakness and Opportunity Strategy (WO) shows taking advantage of opportunities that appear to minimize weaknesses in the company. As well as aspects of weaknesses and threats (WT) that companies need to minimize their weaknesses and avoid existing threats.

5. Conclusion and Suggestion

5.1 Conclusion

Based on SWOT analysis, Askrindo Syariah financing guarantees Medan Branch is in Quadrant I which means the company is in a strong position so that the strategy that will be realized in such circumstances is to support the aggressive growth policy with the existence of the aggressive strategy helps the company to maintain business partners so that it can have an impact on the number of business partners more and more. Strategies that can be applied PT. Askrindo Syariah financing guarantees Medan branch maintains the loyalty of the company's business partners to opening branches of the company in the region while paying attention to the quality of professional human resources, increasing the number of its workforce, utilizing technological developments as a promotional media and can establish cooperative relationships with various financial institutions while maintaining the concept of morality.

5.2 Suggestion

Based on research that has been done, the author gives some suggestions as follows.

- a. PT. Askrindo Syariah financing guarantee Medan branch can increase its workforce so that service quality and performance become better
- b. PT. Askrindo Syariah financing guarantees Medan branch can add branches in various regions to make it easier to reach its business partners.
- c. PT. Askrindo Syariah financing guarantees Medan branch can do various kinds of promotional media to attract business partners.

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