

## Canvas Business Model to Create Fundraising Strategy at LAZIS Al Haromain

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### Abstract

As LAZ grows more and more, LAZ also has new challenges to be able to keep up with crowd funding institutions in fundraising activities. So it is necessary to have a strategy and program advantages that need to be owned by each LAZ. The Jariyah Islamic Boarding School Program is one of the flagship programs offered by Lazis Al Haromain to assist the development of Islamic boarding schools. This study aims to find out how the Fundraising strategy is in obtaining infaq funds and attracting current donors at the Jariyah Islamic Boarding School Program and formulating a strategy with the Business Model Canvas. This research uses descriptive qualitative method. Data collection techniques were carried out by interviews, observation and documentation. The results of the study show that the current strategy being developed includes pick-up donations, campaigns through social media, the Friday jariyah movement, and offering pesantren jariyah coupons. The results of the elaboration of the strategy into the 9 elements of the Business Model Canvas show that the implementation of the strategy is quite good but based on the results of the SWOT analysis there are several elements of the business model canvas that need to be improved so that the strategy runs more optimally and has an impact on obtaining funds in the Islamic boarding school's jariyah program.

**Keywords:** Fundraising Strategy, Jariyah Islamic Boarding School, Infaq, Business Model Canvas

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### 1. INTRODUCTION

ZIS instruments (Zakat, Infaq, and Alms) are considered strategic and a potential source of supporting the country's economic development. With good management of ZIS funds and their distribution can be done evenly and fairly, this can create prosperity that is not only felt for individuals, but also for the people and the country (Ahsan & Sukmana, 2020). In managing ZIS in Indonesia LAZ formed by the community has an important role in assisting BAZNAS to carry out ZIS collection, distribution and utilization activities. Based on law no. 23 of 2011 article 18 states that the Amil Zakat Institution (LAZ) in Indonesia must have permission from the minister or an official appointed by the Minister, so that the formation of LAZ cannot be made arbitrarily.

Since the regulation regarding the policy for the formation of LAZs was enacted, until now there have been 114 official LAZs that have been registered and spread throughout Indonesia (PPID BAZNAS, 2022).

The existence of more and more LAZ growth can certainly lead to competition between amil institutions. Not only competing among fellow LAZs, but currently LAZ also has a new challenge to be able to keep up with social fundraising institutions (crowd funding) in conducting fundraising activities. One example is Kitabisa.com, which uses a digital-based crowd funding platform so that it makes it easier for people to channel their funds, as well as support from social media today which easily provides information to the public for people who are in need of assistance and have not been handled by BAZNAS or BAZNAS. LAZ (Yuliar, 2021). Therefore, in order to be able to compete and maximize the potential of ZIS in Indonesia, it is necessary to have an appropriate and good strategy for each amil institution, especially in the main activities to support the success of the program and the operational wheels of the institution, namely fundraising.

Fundraising or collection can be interpreted as an activity to collect or raise funds and other resources from the community with the aim that these funds can finance programs that have been made and finance the operational activities of the institution so that the institution can continue to run and achieve the goals that have been set (Faozi & S, 2020). Fundraising activities can also be interpreted as a process of influencing other people or potential donors to channel funds or other resources as a good deed to be given to people in need (Susilawati, 2018). Therefore it can be concluded that fundraising activities are not only in the form of fundraising activities, but also activities to invite, persuade or influence someone in a good, creative way, and sell interesting ideas so that they can touch empathy from the public or potential donors so that they are moved to channel the funds.

Each amil institution must have a different strategy in carrying out ZIS management in their institution and have their own characteristics that distinguish them from other institutions. One of these differences can be seen in terms of the programs offered by them. Lazis Al Haromain is an amil zakat institution that stands under the auspices of the Persyada Al Haromain Foundation which already has an operational license at the East Java provincial level from the Indonesian Ministry of Religion. One of the flagship programs owned by Lazis Al Haromain is the pesantren jariah program. The pesantren jariah program is a program aimed at supporting the development of pesantren infrastructure as a center for fostering preachers and education. In this case assistance can be in the form of funding for the development of Islamic boarding schools, as well as the procurement of Islamic boarding school equipment and facilities so that students can obtain adequate facilities (lazisalharomain.org, 2022).

Until now there have been 95 Islamic boarding schools under the auspices of the Persyada Al Haromain foundation spread throughout Indonesia (Nurul Haromain Pujon, 2022). With the growing number of these pesantren, Lazis Al Haromain is trying to assist in advancing the pesantren with the intermediary of the Jariah Islamic Boarding School program that they have. However, in implementing the Jariah Islamic Boarding School program, Lazis Al Haromain still has obstacles, namely due to limited human resources and fundraising capabilities at Lazis Al Haromain, causing Lazis Al Haromain to be unable

to raise large amounts of funds to meet the needs of a large number of pesantren at once.

In order to come up with the right strategy, there are several ways to get it. One of them uses the Business model canvas (BMC) approach (Purnamasari & Firdaus, 2017). The identical BMC approach is often used by profit (business) institutions, but the method can also be used by nonprofit institutions to map their strategies. This is evident from several studies that have used the BMC approach in non-profit organizations. As in Putra & Pakkana's research (2019) shows that to improve the management ability of the Bogor City Amil Zakat Agency, a business model using the Business Model Canvas is needed with the aim that all stakeholders in the organization can better understand the organizational pattern. In addition, in Syam (2020) research through the concept of the canvas business model it aims to be able to find out the fundraising strategy for BAZNAS and LAZISNU in the city of Tarakan during the Covid-19 pandemic, so that it is hoped that it can find out what steps should be taken to improve services in fundraising.

From the existence of these studies that distinguish it in this study is the focus of the discussion. Where this research uses the BMC approach to map out fundraising strategies in obtaining funds and recruiting donors focused on a flagship program of Lazis Al Haromain, namely the Jariah Islamic Boarding School program. The business model canvas is an analytical knife that can be used to provide a clear view of what an organization needs to achieve, this model focuses on 9 important strategic elements which include the customer segment, value proposition, channels, customer relationships, revenue streams, key activities, key Resources, key partnerships and cost structures (Solihah et al., 2014). So by using the business model canvas, it is hoped that amil zakat institutions can easily map out their business strategy.

So from the description above, the researcher aims to formulate a fundraising strategy in obtaining funds and recruiting donors for the Jariah pesantren program using the BMC method so that they can produce the right strategy and Lazis Al Haromain can evaluate and determine the steps that should be taken to increase the acquisition of funds so that all the needs of Islamic boarding schools can be fulfilled through the Jariah Islamic Boarding School program.

## **2. METHOD**

The research was conducted at Lazis Al Haromain having the address at Ketintang Madya I No. 6C, Surabaya. The method used in this research is a qualitative method with a descriptive approach. The aim is to make a systematic, factual and accurate description/narration of the picture obtained regarding the facts and phenomena that occur in the field. The researcher uses a qualitative method because he wants to present factual and in-depth information obtained from Lazis Al Haromain, especially information related to the fundraising strategy in the Islamic boarding school's jariyah program in obtaining funds and attracting people who donate at this time, which is then analyzed using SWOT and broken down into nine elements. Business Model Canvas to generate improved strategies to improve better management. In taking research subjects in this study used a purposive sampling technique. As for collecting data in this study using a triangulation technique which in the data collection process combines various existing techniques and data sources, namely in the form of observation, interviews, and documentation, so that the data obtained can be consistent and accurate (Sugiyono, 2016). The data analysis technique in this study uses the analysis of the Miles and Huberman models which carry out data analysis activities using three methods, namely data reduction, data display and verification (Sugiyono, 2016).

## **3. RESULTS AND DISCUSSION**

### **3.1. Overview of the Islamic Boarding School's Jariyah Program**

The pesantren jariyah program is one of the programs intended to support the development of Islamic boarding schools in Indonesia, especially Islamic boarding schools under the auspices of the Persyada Al Haromain Foundation. Until now there have been many pesantren spread and developed in the community. Of the many pesantren, there are still pesantren that are developing themselves and need financial assistance or other forms of assistance in the process of developing their pesantren. So with this pesantren jariyah program Lazis Al Haromain as a social service institution trying to invite the community or benefactors to help and set aside a small donation to Islamic boarding schools that are in need and are developing themselves where pesantren have the aim of educating generations of Islamic religious sciences. The distribution of funds in this program is

intended for Islamic boarding schools that are in need and are under development. Assistance can be in the form of assistance for Islamic boarding school facilities such as Al-Quran, wells, or reservoirs. In addition, in the Jariyah pesantren program, there is a special sub-program called Friday Berjariyah, which focuses on helping to finance the development of Islamic boarding schools until they are completed with a target of 1 year for 1 Islamic boarding school.

### **3.2. Fundraising Strategy for the Jariyah Islamic Boarding School Program with Business Model Canvas**

In this research, the business model canvas is used to map the existing fundraising strategy model at Al Haromain in the Islamic boarding school's jariyah program so that it can produce a better strategy and provide convenience in reading and understanding a strategy model as a whole. From the results of interviews and observations, the results of the analysis of the nine elements of the business model canvas are obtained as follows:

#### **a. Customer Segments**

A customer segment is a group of people who are intended to be served. In this case, customers are people who have an important role in providing funding / income for the organization (Osterwalder & Pigneur, 2012). If the customer segment is applied to this research, those who are categorized as customers in the pesantren jariyah program for Lazis Al Haromain are those who make donations in the form of infaq to institutions or what are commonly referred to as donors. Lazis Al Haromain's customer segmentation is included in the open market where in segmenting donors there is no specific target because the Jariyah Islamic Boarding School program is aimed at the public. The classification of Lazis Al Haromain donors are members of the Al Haromain persyada congregation, the general public who take part in the taklim assembly from Al Haromain, donors who have joined Lazis Al Haromain, as well as other general public who are networked through social media

#### **b. Value Proposition**

The value proposition is something of value or benefits that an organization provides and offers to customers that causes these customers to be interested and choose the products/services that have been offered over those of competitors

(Osterwalder & Pigneur, 2012). This value can be in the form of uniqueness or prominent advantages of the company that distinguishes it from competitors (PPM Manajemen, 2012). The findings show that Lazis Al Haromain provides value to donors as customers in several forms. In terms of Convenience/Usability, which creates value by providing comfort and convenience to customers (Osterwalder & Pigneur, 2012), Lazis Al Haromain provides convenience to donors in the transaction process. Transactions can be carried out digitally either through bank transfers, or by providing digital payments using the q-ris code, through the crowd funding website, which is owned, or a donation pick-up service that is carried out by officers who collect infaq funds every month at the donor's house.

In the case of Newness (novelty value) which provides something new that has never been offered by any institution before, what is of sufficient value to give an impression in the eyes of donors is the existence of the pesantren's jariah program itself. Lazis Al Haromain offers attractive programs to donors, one of which is the jariah pesantren program which is a program that is not owned by other institutions and is a noble program whose designation can be beneficial for the long term for the benefit of Islamic da'wah. In addition, Lazis Al Haromain has a value in the form of transparency/openness by providing donor notifications, reporting on the development of the Islamic boarding school both personally and publicly through social media, as well as reporting monthly financial reports to donors through the magazines they receive each month.

**c. Channels**

Channels that are owned are divided into two types, namely online and offline. If online, Lazis Al Haromain takes advantage of social media in the form of Facebook, WhatsApp, Instagram, or websites. The existence of these channels makes it easier for Lazis Al Haromain to provide information regarding the programs being offered. While offline the channels used by utilizing the community are congregations of taklim assemblies, routine visits by pickers every month to the homes of donors, or through magazines or banners.

**d. Customer Relationships**

A company must determine the type of relationship it wants to build with the target customer segment. Osterwalder & Pigneur (2012) mentions that there are six categories of various customer relationships where companies can use several ways at once, namely personal assistance, dedicated personal assistance, self-service, automated services, communities, and co-creation.

In establishing and fostering relationships with donors, Lazis Al Haromain tries to maintain good communication with them. Lazis Al Haromain implements customer relations by means of personal assistance which is carried out by providing ZIS services online by telephone or in person when picking up donations by Lazis Al Haromain officers. In terms of dedicated personal assistance, Lazis Al Haromain provides special treatment to donors with a donor greeting program and donor notifications.

The donor greeting program is carried out by Lazis Al Haromain by greeting donors by providing useful content and life motivation. Meanwhile, donor notifications are given after officials pick up donations at the donor's house. In addition, building relationships with donors is also carried out by offering donors who wish to revive the taklim assembly to use preachers that have been prepared by Lazis Al Haromain. So that with this activity donors can continue to establish relationships with Lazis Al Haromain because there is a reciprocal effect given.

**e. Revenue Stream**

Revenue Stream is the income received by the institution from its customers. According to Osterwalder & Pigneur (2012) Revenue streams have two forms, namely the first is income that is recurring and the second is income that is obtained from just one transaction. In the pesantren jariah program, income streams are obtained from infaq funds provided by donors. These donors are divided into two, namely regular donors, namely donors who provide infaq funds repeatedly to Lazis Al Haromain every month, and incidental donors, namely donors who do not repeat or only make a one-time infaq payment at Lazis Al Haromain.

**f. Key Activities**

Key activities are the main activities carried out related to important things that must be done

by the organization so that the business model can run (Osterwalder & Pigneur, 2012). The main activities of Lazis Al Haromain in fundraising in the pesantren's jariyah program are promoting and offering programs through their social media. Furthermore, the main activities in an offline way are also carried out by Lazis Al Haromain with the Pick-up donation activity carried out by officers in collecting infaq funds every month to the homes of donors, as well as offering jariyah coupons carried out by officers to donors who are met.

The main activity is also carried out with development activities. Lazis Al Haromain's development activities aim to expand the reach of donors or in other words capture donors. The development activities are carried out through the first three intermediaries through a willingness to become a donor in this case the employees offer potential donors to become regular donors of Lazis Al Haromain. Second, through cans of ulbah (cans of morning alms) in this case Lazis Al Haromain offers cans of infaq to the congregation of the existing taklim assembly. Furthermore, the third intermediary through offering infak boxes to stalls.

**g. Key Resources**

Key resources are all forms of assets either in the form of resources or others needed by the institution in running the business model. For Lazis Al Haromain, the physical assets are in the form of 2 offices consisting of 1 main building as the head office of Lazis Al Haromain which is located on Jalan Ketintang Madya Surabaya, and 1 branch office in Malang city. At present, the physical assets in the form of an office owned by Lazis Al Haromain, of the 15 existing branches, only 2 have become the property of Lazis Al Haromain, the rest are loan offices from benefactors.

To support daily operations, there are assets in the form of several operational vehicles, laptops, cellphones, internet network (Wifi), Lazis booths, Lazis attributes (vests), jariyah coupons, or receipts. As for Human Resources, Lazis Al

Haromain really needs competent amil staff, but unfortunately, based on the results of interviews and observations, it shows that human resources at Lazis Al Haromain are lacking, currently Lazis Al Haromain has 63 employees spread across 15 branches of Lazis Al Haromain . Then for the digital assets that are currently owned, namely in the form of the crowd funding website calling [berbagimanfaat.org](http://berbagimanfaat.org).

**h. Key Partnerships**

Key partnership is the main partner owned by the institution to run the business model. In this case, institutions cooperate with the aim of optimizing business models, reducing risks, or obtaining their resources. Partners in the Jariyah Islamic Boarding School program are Da'i from the pesantren itself, in which they assist in raising funds. Besides that partners are also educational institutions that have the same vision and mission and a close relationship with Lazis Al Haromain.

**i. Cost Structure**

Cost structure or cost structure is any important cost that arises when operating a business. In this study, the costs that arise are the costs of managing ZIS funds from the community, both from the collection process to the distribution process. The costs incurred by Lazis Al Haromain for operational activities are not taken from infaq funds in the pesantren's jariyah program, because 100 percent of the funds for this program will be channeled to beneficiaries without any deduction from amil funds or other funds. So that operational funds are taken from other program funds. In this case the cost characteristics are divided into fixed costs and variable costs. Fixed costs include employee salaries, electricity, water, internet subscription fees. Variable costs consist of costs for printing banners, brochures, finger coupons, costs for new donor forms, online marketing costs, and transportation costs in the form of gasoline.

A snapshot of the nine elements of the current canvas business model is summarized in the table below:

**Table 1. Business Model of the Current Fundraising Program for the Jariyah Islamic Boarding School**

Key Partnerships	Key Activities	Value Propositions	Customer Relationships	Customer Segments
1) Da'i from pesantren	1) Call for donations	1) Ease of transaction	1) <i>Personal assistance</i>	1) Congregation of Persyada Al

2) Educational institutions	2) The Friday movement 3) Campaign through social media 4) Development activities (donor forms, Ulbah cans, donation boxes)	2) Openness or transparency (donor notification, financial reporting) 3) There are excellent programs offered	2) Greet donors, Donor notifications 3) friendship 4) Providing taklim for donors	Haromain Foundation 2) The general public who follow the taklim assembly of the preachers of Al Haromain 3) The general public is networked through social media
	<b>Key Resources</b>		<b>Channels</b>	
	1) Administrative Staff (HR) 2) Office 3) Operational Vehicle 4) Computer and internet network 5) Operational equipment (Lazis booth, vests, receipts, finger coupons)		1) 15 Lazis Al Haromain branch office 2) Social media 3) Community ( congregation of taklim assembly ) 4) Magazines, banners, posters 5) Donation pickup service	
<b>Cost Structure</b>			<b>Revenue Streams</b>	
1) <b>Fixed costs</b> : Amil salary, electricity, water, internet subscriptions, 2) <b>Variable costs</b> : operational equipment, transportation costs, online marketing costs			Infaq funds as trust funds (tied infaq and unrestricted infaq)	

Source: Processed by researchers (2023)

### 3.3. Analysis of Proposed Alternative New Fundraising Strategies in the Jariyah Islamic Boarding School Program

After obtaining a portrait of the business model canvas that is currently happening and supported by the results of interviews and observations, an analysis

can then be made regarding alternative options for the Lazis Al Haromain fundraising development strategy by looking at the analysis of the conditions of Lazis Al Haromain from a review of strengths, weaknesses, opportunities and threats. the results of the SWOT analysis are summarized in the following table:

**Table 2. SWOT Matrix**

	<b>Strength (S)</b>	<b>Weakness (W)</b>
	1. There is a murabbi who fosters human resources so that they have good morals, and high sincerity at work 2. It has many congregations and congregations that have various links or professions 3. Lazis Al Haromain has 15 branch offices 4. Have a clear institutional legality 5. Have excellent service 6. Having social media to reach a wide range of donors	1. There is no specific target to be addressed 2. Don't have complete donor data yet 3. Human Resources is still lacking 4. The main activities carried out are not running optimally 5. Lack of exploring the network from outsiders in the form of companies or agencies. 6. Not making the most of social media

<b>Opportunities (O)</b>	<b>Strategy (SO)</b>	<b>Strategy (WO)</b>
1. Collaboration with agencies 2. Collaboration with companies 3. Technological development 4. Awareness of zakat, giving alms among the community has increased 5. The development of Islamic da'wah is growing quite rapidly in society	1. Utilizing congregations that have links to agencies, companies, or the government to recruit wider donors. 2. Improve the existing prime services 3. Utilize advertisements on social media such as Facebook and Instagram	1. Define general donor target classifications in more detail 2. Improve the donor data system 3. Open HR recruitment with a structured system and take advantage of technological developments 4. Utilizing technology to simplify the refill can system 5. Capturing donors at the agency and company level
<b>Threat (T)</b>	<b>Strategy (ST)</b>	<b>Strategy (WT)</b>
1. There are small cases that can tarnish the image of Islamic boarding schools so that they can affect public trust 2. Lack of trust in institutions so that donors prefer to donate directly 3. Many competing amyl institutions are more advanced	1. Improving services to maintain donor trust 2. pesantren jariyah program	1. Promoting the positive side related to the existence of Islamic boarding schools in Indonesia. 2. Actively documenting the development of Islamic boarding schools on social media

*Source: Processed by researchers (2023)*

This study found several new strategy proposals from the results of the SWOT analysis that can be used by Lazis Al Haromain in increasing Lazis Al Haromain's fundraising, especially in the Jariyah Islamic Boarding School program, which can be described as follows:

**a. S-O strategy**

- 1) Utilizing Jamaah who have links to agencies, companies, or government.

In the BMC channel element, this strategy can be used to further maximize the channel owned by Lazis Al Haromain. . Lazis Al Haromain has the support of quite a number of jamaat members and jamaat members have various professions such as doctors, businessmen, civil servants, and others. The existence of various professions allows the members of the Lazis Al Haromain congregation to have many links/channels in both agencies and companies. The existence of this opportunity can be used by Lazis Al

Haromain to approach members of the congregation who have this link with a good approach and ask for help to become intermediaries in reaching agencies or companies to carry out promotions and offers.

- 2) Improve the existing prime services.

In taking advantage of opportunities, Lazis Al Haromain can use existing strengths, namely by improving the existing excellent service, while the excellent service provided is the ease of transactions, the existence of a donor greeting program and notification of donors, establishing friendship with donors, and providing taklim assemblies for donor. This is useful for improving the value proposition strategy and at the same time the strategy on the customer relationship elements at Lazis Al Haromain. Regarding the provision of taklim assemblies, in this case, Lazis Al Haromain can innovate to hold special events for donors according to the needs of donors, such as

examples of studies on child parenting, or how to solve adolescent problems, and others that are currently needed by donors, so that with this service it is hoped that can strengthen relationships with donors and increase their trust in the institution

- 3) Utilize advertisements on social media such as Facebook and Instagram

There are opportunities for current technological developments from all fields, so in order to maximize the promotions carried out, Lazis Al Haromain can try to take advantage of advertisements on social media they have such as Facebook and Instagram, so that these advertisements make it easier for Lazis Al Haromain to reach a wider community.

**b. W-O strategy**

- 1) Define general donor target classifications in more detail.

Currently, Lazis Al Haromain still does not have a specific target donor and classifying donors in general is not detailed. So in order to be more focused Lazis Al Haromain can determine the target of general donors (other than congregations) in more detail.

- 2) Improve the donor data system

On the value proposition side, Lazis Al Haromain has a service in the form of donor notifications, but unfortunately this activity has not run optimally because not all donors have received the notification. This is because Lazis Al Haromain does not yet have complete donor data (in the form of WhatsApp numbers), so improvements are needed in the Lazis Al Haromain donor data system.

- 3) Open HR recruitment with a structured system and take advantage of technological developments.

In order to be able to increase the quantity of human resources to maximize fundraising activities, Lazis Al Haromain can take advantage of current technology by establishing a structured and better employee acceptance standard and work standard.

- 4) Utilizing technology to simplify the refill can system.

Key activities carried out by lazis Al Haromain is the distribution of ulbah cans

(dawn alms tins). But unfortunately, based on the confessions of several donors, they stated that they did not know the flow of collection of the cans they had. To make it easier to collect ulbah cans, Lazis Al Haromain can coordinate donors who have ulbah cans every month. They are reminded via WhatsApp that the collection of ulbah cans can be picked up directly by officers at their respective homes or online by direct transfer to Lazis Al Haromain's account. .

- 5) Capturing donors at the agency or company level.

To add a wider reach regarding potential donors, Lazis Al Haromain can increase collaboration with companies or agencies.

**c. S-T Strategy**

- 1) Improving services to maintain donor trust

The strength of Lazis Al Haromain can be used to avoid external threats, so what Lazis Al Haromain can do is improve existing services so that donors can place their trust in the institution.

- 2) Increasing attractive promotions to the community, especially the pesantren jariah program.

Lazis Al Haromain can increase attractive and creative promotions to the public, especially the Islamic boarding school's jariah program by actively uploading interesting campaigns on its entire social media such as tiktok, Instagram and Facebook. So it is hoped that Lazis Al Haromain can be recognized by the wider community and will have an impact on increasing the acquisition of funds.

**d. W-T Strategy**

- 1) Promoting the positive side related to the existence of Islamic boarding schools in Indonesia

In order to suppress weaknesses and prevent threats, Lazis Al Haromain, in addition to campaigning or promoting related to the pesantren jariah program, can also be interspersed with giving pamphlets containing the introduction of pesantren and their benefits for the Indonesian people to the community so that it is hoped that the community will know the positive side and important role of the pesantren itself.



- 2) Actively documenting the development of Islamic boarding schools on social media. In order to increase the trust of donors, Lazis Al Haromain can document the development of Islamic boarding schools on all social media owned so that the public will know the results of the funds distributed.

From the proposed alternative strategies, a picture can be made containing the business model canvas applied by Lazis Al Haromain by looking at the current condition of the strategy and the condition of the new proposed strategy so that it can be easier to read the existing strategy. The BMC development implemented by Lazis Al Haromain is summarized in the following table:

**Table 3 Lazis Al Haromain's Canvas Model Business Development**

<i>Key Partnerships</i>	<i>Key Activities</i>	<i>Value Proposition</i>	<i>Customer Relationship</i>	<i>Customer Segments</i>
1. Da'i from pesantren (Islamic boarding school administrator ) 2. Educational institutions  <b>Proposal:</b> Establish donor cooperation at the agency or company level	1. Call for donations 2. The Friday movement 3. Campaign through social media 4. Development activities (donor forms, Ulbah cans, donation boxes)  <b>Proposal:</b> 1.Utilize advertising on social media 2.Utilizing technology to simplify the refill can system 3.Offering Friday Berjariah movement for the public 4.Increase attractive promotions  <i>Key Resources</i> 1. Administrative Staff (HR) 2. Office 3. Operational Vehicle 4. Computer and internet network 5. Operational equipment (Lazis booth, vests, receipts, finger coupons) <b>Proposal:</b> Add HR (open recruitment)	1. Ease of transaction 2. Openness or transparency (donor notification, financial reporting) 3. There are excellent programs offered  <b>Proposal:</b> Improve the existing prime services	1. Personal assistance 2. Greet donors, Donor notifications 3. friendship 4. Providing taklim for donors  <b>Proposal:</b> 1. Improve the donor data system 2. Provide special events for donors with themes tailored to their needs  <i>Channels</i> 1.15 Lazis Al Haromain branch office 2.Social media 3.Community (majlis taklim) 4.Magazines, banners, posters 5.Donation pickup service <b>Proposal:</b> Members of Jamaah Al Haromain who have the link	1. Congregation of Persyada Al Haromain Foundation 2. The general public who follow the taklim assembly of the preachers of Al Haromain 3. The general public is networked through social media  <b>Proposal:</b> Define general donor target classifications in more detail
<i>Cost Structure</i>			<i>Revenue Streams</i>	
1. Fixed costs: Amil salary, Electricity, water, internet subscription 2. Variable costs: operational equipment, transportation costs, online marketing costs			Infaq funds as trust funds (tied infaq and unrestricted infaq)	

Source: Processed by researchers (2023)

#### 4. CONCLUSIONS

The results of the elaboration of the strategy into the business model canvas show that the implementation of the strategy is quite good but based on the results of the SWOT analysis there are several elements of the business model canvas that need to be improved as evaluation material so that the strategy runs more optimally and has an impact on obtaining funds in the Islamic boarding school's finger program, as in elements of the *customer segment* should Lazis Al Haromain determine the target of general donors (apart from the congregation) in more detail/detail so that the customer segment is more focused. *The value proposition* element should be improve existing excellent services, and innovate to hold special events for donors according to their needs. The *Channel* element should start utilizing members of Jamaah Al Haromain who have links to agencies, companies or the government. In the *Customer Relationship element* so that the donor notification system as a way to maintain relationships with donors can run well, Lazis Al Haromain needs to improve the donor data system that is owned. For *key activities*, so that the main activities run smoothly, it is necessary to increase it by improving the can ulbah system, campaigns using advertisements on social media, and offering the Friday Berjariyah movement for the general public. In the *key partnership element*, in order to be able to take advantage of partners with a wider range, it is felt that Lazis Al Haromain needs to collaborate more with companies or agencies. On the *Key resources element* because the weakness felt by Lazis Al Haromain is the lack of Human Resources, so the proposed new strategy is to open recruitment to increase the quantity of HR.

#### 5. REFERENCES

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