



Analysis Of SOAR (Strenghts, Opportunities, Aspirations, Results) Fundraising Strategy For Zakat Infak Sedekah Funds At Lazisnu Klaten District

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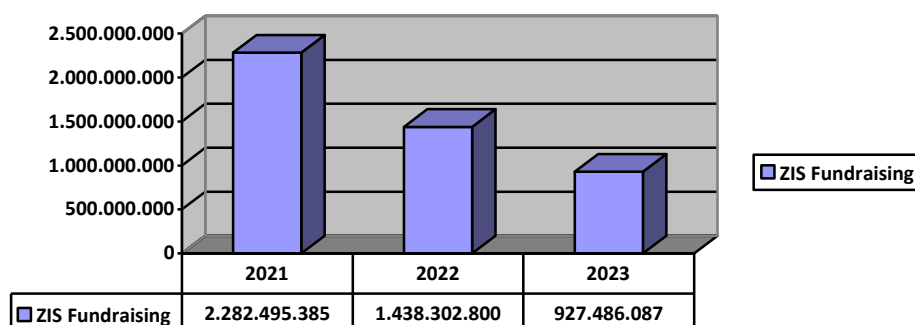
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Abstract: This study aims to analyze the effectiveness of fundraising strategies implemented in LAZISNU Klaten using SOAR analysis and optimize strategies that can increase the acquisition of ZIS funds. This research uses a qualitative approach with interview and documentation methods as data collection techniques. The data obtained was analyzed using interactive analysis techniques, which included the process of data reduction, data presentation, and conclusion drawing. The results showed that LAZISNU Klaten has strengths in a network of regular donors and began implementing a digital fundraising system through QRIS and mobile banking, for opportunities, the role of clerics and community leaders has great potential in increasing donor trust. Aspirations are a more innovative and sustainable fundraising system, with results expected in the form of an increase in the number of donors and funding stability. Based on this analysis, the research formulated two main strategies: Subscription Fundraising to create a regular donation pattern and Donation Platform for the Young Generation to attract more donors through digital campaigns. These two strategies are recommended as the main solutions to strengthen digital-based fundraising, improve the effectiveness of ZIS management, and support program sustainability at LAZISNU Klaten.

Keywords: Fundraising Strategy, Zakat, Infaq, Sadaqah, SOAR, LAZISNU

INTRODUCTION

LAZISNU, as an amil zakat institution, has a great responsibility to manage ZIS funds in such a way that it has a positive impact on people in poor areas, especially in areas in need such as Klaten Regency. However, in this effort, various challenges are faced by LAZISNU in various regions. One of them is LAZISNU Klaten. In LAZISNU Klaten, there are several obstacles in managing ZIS funds, such as the results of fundraising in LAZISNU Klaten tending to decrease in the last three years from 2021-2023



Source: (Lazisnu Klaten, n.d.)

In addition, currently the funds raised are still not as large as when compared to several other branches, such as LAZISNU Semarang. Based on data, LAZISNU Klaten managed to raise funds of Rp. 14,700,000 from 44 donors (Lazisnu Klaten, 2024) while LAZISNU Semarang was able to raise Rp. 810,014,086 from 1,117 muzakki. (Lazisnu Semarang, 2024) This difference shows that there is room to optimize the fundraising strategy at LAZISNU Klaten in order to achieve maximum results so that all existing programs can be potential.

The main obstacle faced is the lack of professional training for volunteers in fundraising and administrative management. In addition, not all religious or community leaders actively support LAZISNU's programs, caused by cultural differences, which limits the opportunity to reach more donors. Although the management of ZIS funds in LAZISNU Klaten has been quite structured through the ZISNU application and various programs such as NU Care Cerdas, Sehat, Damai Hijau, and Berdaya, the results achieved are still not optimal. (Cahyanto, 2024)

To overcome these challenges, a strategic approach is needed. One method that can be used is SOAR Analysis (Strengths, Opportunities, Aspirations, Results). In contrast to SWOT Analysis which focuses more on weaknesses and threats, SOAR Analysis emphasizes opportunities and aspirations to achieve positive results. (Mucharomah, 2023) This approach allows LAZISNU Klaten to identify internal strengths, capitalize on external opportunities, and involve all parties in fundraising strategy innovation.

This method also supports innovation in fundraising both online and offline. Online, LAZISNU Klaten has utilized technologies such as QRIS, mobile banking, and social media to increase transparency and accountability of financial reports. While offline, methods such as placing donation boxes in strategic locations and developing donor networks are still carried out to reach more muzakki. (Cahyanto, 2024)

With this approach, LAZISNU Klaten is expected to improve the quality of reporting and management of ZIS funds, optimize fundraising potential, and ultimately have a more significant impact on poverty alleviation in Klaten District. This becomes very important given the strategic role of ZIS in improving the economy of the poor, which in turn will contribute to improving the quality of life and overall welfare.

Based on the problems that have been described, a strategic approach is needed that can identify internal strengths, external opportunities, and organizational aspirations to achieve optimal results in the management of ZIS funds at LAZISNU Klaten. SOAR analysis is the right choice to provide innovative solutions in fundraising strategies. Thus, the author is interested in conducting research that aims to analyze the fundraising strategy of zakat, infaq, and sadaqah funds at LAZISNU Klaten using the SOAR Analysis approach.

LITERATURE REVIEW

SOAR Analysis

According to Stavros and Cole, (Stavros & Cole, 2013) SOAR is a strategic planning approach that focuses on the positive things that have been done by an organization to be further developed. SOAR focuses on an organization's internal strengths and opportunities in the marketplace, and capitalizes on those strengths to achieve desired outcomes. Its application covers areas such as strategy development, long-term planning, team building, and leadership development.

Elements of SOAR

SOAR analysis consists of four main elements including: (Fatimah, 2016)

1. Strengths

Is everything that is the main strength and advantage of the organization, both in the form of tangible and intangible assets, which can support business development. This strength is an added value that distinguishes the organization from its competitors. This advantage can be seen when the organization has something superior to competitors, which ultimately satisfies its stakeholders and customers. (Fatimah, 2016)

2. Opportunities

Is a condition involving the external environment that can provide benefits and become a tool to develop the organization. These opportunities need to be identified based on their level of likelihood of success (success probability). The key to an organization's success is the ability to maximize opportunities. (Fatimah, 2016)

3. Aspirations

Is the hope, vision, and mission that the organization wants to achieve. This is important to build confidence in the product, market, and all efforts made to achieve the vision. By sharing aspirations, the organization creates motivation and a clear direction for the future journey. These aspirations also drive improved performance and service as it generates passion and positive energy among members.

4. Results (R)

These are the results to be achieved based on strategic planning. The main objective is to measure the extent of achievement that has been achieved according to the collective agreement. To motivate organizational members to achieve these goals, an attractive recognition and reward system is needed. (Fuadi, 2020) SOAR Matrix The SOAR matrix plays a role in structuring the company's strategic factors by illustrating how internal strengths and external opportunities can be integrated with aspirations and measurable results. Analysis using the SOAR matrix is divided into the following four conditions: (Arman & Nugraha, 2020)

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Table 1. 1 SOAR Analysis Matrix

Internal / External	Strength Opportunities Internal Strength Factors	Opportunities External Opportunity Factors
Aspirations Internal Expectations Factor	SA Strategy create strength-based strategies to realize predetermined aspirations	OA Strategy Aspiration- oriented strategy that is further expected to capitalize on opportunities
Results Measurable results to be realized	SR Strategy Create strategies based on	OR Strategy Opportunity- oriented strategies to

	strengths to achieve measurable results.	achieve results to achieve measurable results.
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Source: (Stavros & Cole, 2013)

SOAR matrix explanation

- a. SA Strategy (Strengths - Aspirations) This strategy is designed by optimizing strengths (S) to achieve the expected aspirations (A).
- b. OA Strategy (Opportunities-Aspirations) This strategy is made to focus on meeting the aspirations (A) of each stakeholder oriented to the opportunities (O) that exist.
- c. SR Strategy (Strengths - Results) This strategy is made to realize strengths (S) to achieve measurable results (R).
- d. OR Strategy (Opportunities - Results) This strategy is oriented towards opportunities (O) to achieve measurable results (R).

Fundraising

Fundraising can be defined as the activity of collecting or raising funds for zakat, infaq, sadaqah, and other resources from the community, including individuals, groups, organizations, and companies that will be distributed and utilized for those in need.

There are two types of fundraising methods: Direct Fundraising and Indirect Fundraising. (Ministry of Religious Affairs, 2009)

1. Direct fundraising This method involves muzakki or donors directly through various forms of fundraising that allow direct interaction. When muzakki feel moved to donate after receiving the right information or promotion, they can easily make a donation because all the necessary information is available. This method includes activities such as fundraising, live presentations, and face-to-face campaigns. This direct interaction not only increases the number of donations, but also builds a closer relationship between the institution and the muzakki, creating a community that cares about a common cause. Some examples of Direct Fundraising are Direct Mail, Direct Advertising, Telemarketing, Direct Dialog, Social Media, counters.
2. Indirect fundraising (indirectly) Indirect fundraising is a method carried out by amil zakat institutions by not involving the participation of donors or muzakki directly with the main focus being to build public awareness and trust, which in turn can encourage donations in the future. (Ibrahim et al., 2009)

Zakat, Infaq and Sadaqah Funds

Zakat

In language, zakat comes from the word "zakka" which means good, pure, develop, and grow. Zakat is the obligation to spend part of the property when it has met certain requirements (haul and nisab) to cleanse the soul, in accordance with the rules of Islamic law, and distributed to eight groups of recipients (asnaf). (Aravik, 2017)

Infak

Infak is linguistically derived from the word anfaqa which means to spend something for the benefit of something. While according to sharia terms, infaq means spending part of your property or income for an interest that is recommended by Islam. Infaq does not have a nisab provision, so infaq and sadaqah are free from nisab. Infaq can be done by anyone, whether they have a low or narrow income. (Sanusi, 2009) In addition, the meaning of infaq is giving some assets to others solely in expectation of the

pleasure of Allah SWT. Infaq is the delivery of property in accordance with the demands of sharia and is issued voluntarily from one's wealth for the public interest.

Shadaqa

Shadaqa which means honest and true. Shadaqah is any form of good deed done with the aim of seeking Allah's pleasure. People who are diligent in giving alms reflect sincerity in their hearts. (Khairina, 2019) Alms are also said to be a means for humans to forgive each other and release their rights through these gifts.

RESEARCH METHOD

This research uses a type of field research, where the data collected comes directly from facts obtained in the field. The aim is to describe clearly and in detail the situation at the research location, namely at LAZISNU Klaten City. The approach used is a qualitative approach. According to Creswell, a qualitative approach involves several important steps, such as formulating questions according to procedures, collecting specific data, analyzing data systematically from specific to general, and interpreting the meaning of the data obtained. (Fadli, 2021) .

Sampling Technique

This study uses purposive sampling technique. purposive sampling according to Sugiyono, (Ani et al., 2021) is a sampling technique with certain considerations that have determined the criteria. The criteria used in this study include:

- a. Informants must be part of LAZISNU Klaten who are directly involved in fundraising activities.
- b. Informants have a good understanding of the ZIS fundraising process.
- c. Willing to participate in the interview.

Data Collection Technique

In this study using data collection techniques with interviews and documentation. The type of interview used is a structured interview. In this type, the researcher already has a clear picture of the information he wants to obtain from the interviewee. Before the interview, the researcher has compiled a list of questions systematically to guide the discussion. The interview was conducted with Mr. Muh Cahyanto, head of LAZISNU Klaten and one of the donors. And documentation in the form of photos and also reports on the receipt of fundraising funds at LAZISNU Klaten.

Data Analysis Technique

Data analysis technique is the process of collecting data systematically to facilitate researchers in obtaining conclusions. The data analysis used is the Interactive analysis of Miles & Huberman which prioritizes continuous interaction between researchers and data. This analysis consists of three main components that work in a cycle, namely data reduction, data presentation, and conclusion drawing/verification.

Data reduction is the process of selecting, simplifying, and transforming raw data obtained from the field. Qualitative data is usually very much, so it needs to be simplified without losing the main essence. Data reduction stages include identifying important data in accordance with the research focus, grouping and coding data based on certain themes or categories, and discarding data that is not relevant to the research.

Data presentation can be in the form of narrative text, tables, matrices, graphs, visual tables. The data presentation stage includes presenting data that has been summarized and coded to facilitate further analysis, compiling data in a format that makes it easier for readers or researchers to see patterns, relationships, or trends that exist.

Conclusion Drawing/Verification is the final stage based on data that has been reduced and presented. This conclusion can be a pattern or new findings that answer research questions. And Verification is done to ensure that the conclusions drawn are correct and valid. The stages include looking for patterns or themes from the data that has been presented, making temporary conclusions based on the data, verifying by reviewing the data or checking the consistency of the findings.

In this data analysis technique, it starts with collecting various data from interviews, documents, then simplifying this data by categorizing it, for example, into themes of strengths, opportunities, aspirations, and results (SOAR). Then reducing data from various sources, the data is organized in the form of a table or matrix that shows the strengths, opportunities, aspirations and results of fundraising at LAZISNU Klaten. Then proceed with drawing conclusions on the results of data exposure

RESULTS AND DISCUSSION

Table 1. 1 SOAR Analysis Matrix Fundraising LAZISNU Klaten Regency

Internal/External	Strengths	Opportunities
	1. Fundraising approach retail institutional fundraising 2. Use of direct fundraising methods (donation boxes, banners, socialization at recitation) 3. Use of social media 4. Cooperation with digital paymentpartners (QRIS, Gopay, OVO) 5. Having an official website that facilitates digital payments of zakat, infaq, sadaqah and financial reports.	1. Presenting famous figures such as clerics 2. Cooperation with companies in methods (donation boxes, banners, socialization at recitation). 3. Establish personal relationships with private donors 4. Collaboration with village governments for programs support SDGs. that
Aspirations 1. Increase donor participation	SA Strategy 1. Collaboration program with	OA Strategy 1. Marketing and Promotion through

throughout the year 2. Maintain good relationship with donors 3. Develop targeted social programs.	MSMEs to create fundraising themed products, with part of the proceeds donated to LAZISNU (S1 A3) 2. Conducting community needs surveys directly during recitation or social activities to determine relevant new social programs . (S2-A3) 3. Donation platform for the younger generation with a small donation system and social media campaigns (e.g. Rp 1,000/day for good). (S3-A1) 4. Subscription-based donation program using a digital payment system for donations automatically every month, (e.g. Sahabat Berbagi Setiap Bulan). (S4 A1)	Testimonials of successful beneficiaries in LAZISNU programs to share their stories. (O1 A2) 2. The program provides business capital for small businesses. The company can provide funds or assistance in the form of business tools, while LAZISNU provides training or mentoring to run the business. (O2 A2)
Results 1. Wider fundraising reach and network 2. Availability of ambulance for services 3. Public trust in LAZISNU Klaten 4. Success in disaster management	SR Strategy 1. Utilization of donor data for focused fundraising. Which will reduce reliance on natural disasters and focus more on stable social needs. (S1-R1) 2. Development of a point-based donation system where every	OR Strategy 1. "Village Donation Ambassador" Program This program involves local community leaders. Each ambassador will be responsible for fundraising and educating the local community about the importance of

5. The decline in ZIS funds from 2021 to 2023 is a big challenge	donation made by donors will be rewarded with points. The most points can be exchanged for rewards such as, certificates of appreciation, or invitations to special events at LAZISNU. (S5 R1)	donating to social programs at LAZISNU. (O3 R4)
6. Dependence on natural disasters to achieve fundraising targets.		
7. Lack of professional training for administrators in fundraising management.		
8. Cultural differences with religious leaders limit fundraising potential.		

Source: primary data (processed), 2024

Explanation:

1. SA Strategy (Strengths-Aspirations)

a. Collaboration with MSMEs for Fundraising Products

S1 (Strength): LAZISNU has a strong approach in fundraising by using retail and institutional methods.

A3 (Aspirations): Focus on targeted social programs. Merger Results: By partnering with MSMEs, LAZISNU can create products with a fundraising theme, where part of the proceeds are donated to LAZISNU. This will provide an opportunity for the community to contribute while supporting MSMEs.

b. Survey of community needs in social activities

S2 (Strengths): LAZISNU already utilizes various direct fundraising methods. **A3 (Aspiration):** Creating relevant and targeted programs. Merger Results: Conducting community needs surveys during social activities such as pengajian or other events will help LAZISNU better understand what the community really needs, so that the programs run are more targeted.

c. Subscription Fundraising

S4 (Strength): LAZISNU works with various digital payment partners. **A1 (Aspirations):** Increase donor participation throughout the year. Merger Result: With the subscription donation program, donors can make donations automatically every month automatic payments are processed from the donor's account through the payment system that has been selected. This makes it easy for donors to contribute on an ongoing basis without the hassle of remembering every month.

d. Donation Platform for the Young Generation

S3 (Strength): The use of social media that has been well utilized by LAZISNU.

A1 (Aspirations): Increase donor participation throughout the year. Merger Results: Through social media campaigns with small amounts, such as Rp 1,000 a day for good, LAZISNU can attract the younger generation to participate in social activities regularly and build positive habits.

2. OA (Opportunities-Aspiration) Strategy

a. Testimonials of program beneficiaries

O1 (Opportunities): LAZISNU has presented famous figures, including kyai.

A2 (Aspirations): Maintain good relations with donors. Merger Result: By using testimonials from successful beneficiaries, LAZISNU can increase public trust and strengthen relationships with donors. These success stories can also attract more donors to join.

b. Small Business Assistance and Financing Program

O2 (Opportunities): Cooperation with companies in social programs.

A2 (Aspirations): Maintain good relationship with donors. Merger Results: A program to provide business capital to small businesses will greatly help develop the economy of the local community. LAZISNU can partner with companies to provide funds or business tools, while providing training to manage the business. This can build stronger relationships with donors who care about economic empowerment.

3. SR (Strength-Results) Strategy

a. Utilization of donor data for focused fundraising

S1 (Strength): LAZISNU already has a good approach in retail and institutional fundraising.

R1 (Results): Broader fundraising outreach. Merger Results: By utilizing existing donor data, LAZISNU can focus on funding more stable social programs and continuously, not just relying on natural disasters to bring in donations.

b. Point-Based Donation System

S5 (Strength): LAZISNU has an official website for zakat, infaq, and sadaqah payments.

R1 (Results): Broader fundraising reach. Merger Results: By developing a point-based donation system, where each donation is rewarded with points that can be redeemed for rewards, LAZISNU can provide incentives for donors to participate more frequently, while attracting more new donors.

4. OR (Opportunities-Results) Strategy

a. "Village Donation Ambassador" program

O3 (Opportunities): Establish personal relationships with private donors.

R4 (Results): Success in disaster management and fundraising. Merger Results: By involving local community leaders as Village Donation Ambassadors, who can educate the community on the importance of donation, as well as fundraising at the village level. This will increase public awareness and expand LAZISNU's reach in these areas.

Fundraising Strategy at LAZISNU Klaten Regency

1. SA Strategy (Strengths-Aspirations)

After evaluating the SOAR elements and conducting interviews, here are some SA strategies that can be implemented by LAZISNU Klaten Regency.

a. Donation Platform for the Young Generation (S3-A1)

b. Subscription Fundraising Program (S4-A1)

Strategies (S3-A1) and (S4-A1) were chosen because they are able to increase donor participation, especially from the younger generation. With Strategy (S3 A1) the younger generation is more interested because they tend to be more active on social media, so it has great potential to attract their attention. With a small nominal, they will find it easier to participate in donation activities on a regular basis. While Strategy (S4-A1) by offering donations automatically every month through a digital payment system, which can facilitate donors and provide fund stability and transparency to donors. Both can support LAZISNU Klaten's goal of expanding donor reach and increasing funding.

2. OA (Opportunities-Aspirations) Strategy

After evaluating the SOAR elements and conducting interviews, here are some OA strategies that can be implemented by LAZISNU Klaten Regency. Promotion Through Testimonials of Successful Beneficiaries in LAZISNU Programs (O1 A2).

This strategy (O1-A2) is very relevant because it can increase public trust in LAZISNU and strengthen relationships with donors. Testimonials from successful beneficiaries will provide tangible evidence of the positive impact of LAZISNU programs, which can be used to attract more donors and increase participation. This also fits with the goal of increasing trust and participation from donors.

3. SR Strategy (Strengths-Results)

After evaluating the SOAR elements and conducting interviews, here are some SR strategies that can be implemented by LAZISNU Klaten Regency. Utilization of donor data for focused fundraising (S1-R1). This strategy is very relevant because it uses existing donor data to focus fundraising on more stable and sustainable programs. By utilizing existing donor data, LAZISNU Klaten can reduce dependence on natural disasters, which are often the main moment for fundraising funds, then LAZISNU should focus more on social needs that are more stable and predictable. This could help LAZISNU to build more sustainable funding.

4. OR (Opportunities-Results) Strategy

After evaluating the SOAR elements and conducting interviews, here are some OR strategies that can be implemented by LAZISNU Klaten Regency. Village Donation Ambassador Program (O3-R4). This strategy (O3-R4) involves local community leaders who are already trusted by residents, making it easier to motivate people to participate in the donation program. The 'Village Donation Ambassador' program allows each ambassador to be responsible for fundraising and educating the community on the importance of donating, which in turn will strengthen relationships with local communities and expand LAZISNU's reach at the village level. This strategy also supports the goal of increasing community trust in LAZISNU and expanding the donor network through a more personalized approach.

Based on the results of the SOAR analysis conducted through interviews, documentation, and literature review, and referring to the concept of strategic management described by Winardi, the most appropriate fundraising strategy for LAZISNU Klaten is to prioritize a digital-based approach. In line with the article (Sugiartia et al., 2023) which emphasizes that SOAR Analysis is able to create new co-creation in digital marketing, the main strategy chosen (Strategy SA) consists of two components, namely the Donation Platform for the Young Generation (S3-A1) and Subscription Fundraising (S4-A1).

The S3-A1 strategy was chosen because the younger generation, who are very active on social media, have great potential to respond to donation campaigns with small amounts, such as Rp 1,000 per day. This approach makes it easier for them to donate regularly and helps form the habit of donating early on, thus creating loyal donors. This is in line with the theory that optimizing internal strengths, such as the ability to use social media effectively, can improve organizational performance.

On the other hand, strategy S4-A1 offers a monthly automatic donation system through digital payments. This approach is very useful for creating a stable flow of funds as it reduces dependency on specific moments for example, donations during natural disasters and increases transparency in fund management. Thus, the two main strategies not only reflect LAZISNU's internal excellence but also implement the aspiration to increase donor participation throughout the year.

In addition to the main strategies, there are also supporting strategies. The OA strategy, for example, through the Promotion of Beneficiary Testimonials (O1 A2) can increase trust through the success stories of beneficiaries, but the number and quality of testimonials currently available is still limited. Similarly, the SR strategy consists of Utilizing Donor Data for Focused Fundraising (S1-R1) and Point-Based Donation System (S5-R1). The utilization of donor data allows the distribution of funds to more stable social programs, but is currently limited. Meanwhile, the point-based donation system provides rewards such as certificates or invitations to special events as additional incentives to increase donor loyalty. However, implementing this reward system has its own challenges, such as management complexity and higher administrative costs.

Meanwhile, the OR strategy in the form of the Village Donation Ambassador Program (O3-R4) has the potential to expand outreach by involving village community leaders, but this strategy is less prioritized because it requires intensive commitment and coordination that is difficult to meet with current resources.

Thus, the implementation of SA strategies that focus on the use of digital platforms such as the Donation Platform for the Young Generation and Subscription Fundraising is the most appropriate step to optimize the internal strengths and external opportunities of LAZISNU Klaten. This is in line with the theoretical foundation in Chapter 2 and supported by findings from digital marketing literature, which together are expected to create a stable flow of funds, increase donor trust, and support the sustainability of LAZISNU Klaten's social programs.

CONCLUSION

Based on the analysis conducted on Zakat, Infaq, and Sadaqah (ZIS) fundraising at LAZISNU Klaten, it can be concluded that LAZISNU Klaten has had a good approach in

fundraising through various methods, including cooperation with digital payment partners and utilization of social media. Nonetheless, the biggest challenge faced is the dependence on natural disasters to achieve fundraising targets and the lack of managerial training for administrators involved in fundraising activities.

The SOAR analysis shows that LAZISNU Klaten has significant strengths in terms of fundraising approach and digital network, but needs to optimize existing opportunities such as increasing donor participation. On the other side of the aspiration, LAZISNU Klaten aims to increase donor participation throughout the year and maintain good relations with donors. Therefore, several strategies such as donation platforms for the younger generation and subscription fundraising programs can be implemented to increase contributions from young donors and create funding sustainability.

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