

MARKETING STRATEGY OF BANK MUAMALAT INDONESIA

Jamaludin Khalid
Dosen STEIN, Jakarta

Astrak

Bank yang beroperasi berdasarkan syari'ah Islam, pada saat ini sedang mendapatkan momentum baik di Indonesia. Momentum ini mendorong beberapa bank konvensional juga tertarik untuk mendirikan unit syari'ah. Bank Muamalat Indonesia (BMI) sebagai bank syari'ah pertama di Indonesia sekarang menghadapi kompetisi yang ketat. Penelitian ini bertujuan memilih strategi memenangkan persaingan BMI dengan bank syariah yang baru tumbuh. Sejumlah 108 responden yang merupakan konsumen dari Bank Muamalat Indonesia kantor cabang Yogyakarta menjadi sampel dalam penelitian ini dipilih secara accidental. Metode analisis yang digunakan dengan deskriptif. Hasil analisis menunjukkan bahwa mereka telah puas dengan pelayanan dari Bank Muamalat Indonesia dalam hal produk, promosi dan harga, serta desain dan lay-out kantor cabang. Namun di sisi lain para responden merasa belum puas dengan terbatasnya sebaran jumlah cabang Bank Muamalat Indonesia di wilayah Yogyakarta. Hal ini merupakan bagian dari strategi yang harus dikembangkan memenangkan persaingan dan pangsa pasarnya.

Kata Kunci: Bank Syari'ah, Tingkat kepuasan, Bauran pemasaran, superior customer value.

INTRODUCTION

Islamic financial institutions are those that are based, in their objectives and operations, on Al-Qur'an principles. Two aspects of Islamic finance must be single out. First is the risk sharing philosophy: the lender must share in the borrower's risk, second is the promotion of economic and social development through specific business practices and through zakat (almsgiving) (Warde, 2001). Islamic sharia banking system is a banking system which using Islamic sharia principles as its basic operational. Sharia bank is a bank which runs its activities by Islamic principles way which is forbid maisir, gharar, and riba (Muhammad, 2002). Maisir is a game of chance condemned by the Al – Qur'an, gharar is deception, hazard, speculation, uncertainty, risk (literally, peril of hazard), and riba means interest or usury (Warde, 2001).

Factors causes that emerge of Islamic banking system are:

- a. Neo-Revivalist effort to understand about classifying interest as riba
- b. Wealthy of Arabian countries because of their oil.
- c. Acceptance of traditional interpretation about riba in many Moslem countries and use it as basic of their regulation:
 - Interest is forbidden in some Moslem countries.

- Decision to establish International Islamic Bank.

- Participation of Moslem government to establish Islamic bank in their country (Muhammad, 2001).

The Islamic banking system was introduced in Indonesia in year 1991. It was begun by the establishment of Bank Muamalat Indonesia. PT. Bank Muamalat Indonesia Tbk, was established in 1991 and commenced operation in May 1992. Bank Muamalat Indonesia was established in order to answer the need of the Muslim community of Islamic banking system.

Nowadays the Islamic banking system has gained momentum in Indonesia. The number of Moslem population in Indonesia which is the biggest country with Moslem population has made Islamic banking system as a prospective business.

The number of Moslem population led to a great number of potential markets. This kind of fact has made the Islamic banking system also interesting for conventional bank. The consequence of this is Bank Muamalat Indonesia is faced strong competition with conventional banks which open Islamic banking system branches. Even though the Islamic banking system is different from conventional banking system, there are similarities between them.

There are two sets of reasons why people choose to deal with an Islamic financial

institution. One is religious/solidarity; the other is financial/commercial reason. Researchers asked to customers of a now-defunct Islamic bank in London why they had deposited their money with that bank: 'eight of them said they had done so because it was Islamic. All of them said they were disappointed with the service and the treatment they got from the bank' (Warde, 2001). Result of the research can give us a picture that the quality of service Islamic bank is low. The main reason why customers choose the bank is because their religion. Nowadays in Indonesia when the regulation allow conventional bank to establish sharia unit, Islamic banks need to sharpen their marketing skills to attract and retain customers. Islamic banks need to recognize their customers and what they want in order to develop their marketing strategy. Islamic banks need to implement marketing concept if they want to survive.

The marketing concept holds that the key to achieving its organizational goals consists of the company being more effective than competitors in creating, delivering, and communicating superior customer value to its chosen target markets (Kotler, 2003).

Problem Statements

In order to dealing with competitors in Islamic banking system market in Indonesia BMI need to develop an appropriate marketing strategy. Because the bank is using Islamic sharia principles in its operation the consequences is it have to develops its marketing strategy based on Islamic sharia principles also.

Therefore the questions which want to be answered related with the marketing strategy of BMI in this research are:

To what extent BMI complies the Islamic sharia principles in conducting its marketing strategy?

Is the BMI marketing strategy satisfying its customers?

What is the appropriate marketing strategy for BMI?

Research Objectives

The objective of this research is to know the appropriate marketing strategy to be implemented by Bank Muamalat Indonesia.

THEORETICAL BACKGROUND

Marketing Mix

Marketing is a societal process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value with others. The marketing program consists of numerous decisions on the mix of marketing tools to use. The marketing mix is the set of marketing tools the firm uses to pursue its marketing objectives in the target market. McCarthy classified these tools into four broad groups that he called the four Ps of marketing: product, price, place, and promotion (Kotler, 2003).

Four Ps of marketing mix represent the sellers' view, from the buyer point of view, each marketing tool is designed to deliver a customer benefit. Robert Lauterborn in Kotler (2003) suggested that the sellers' four Ps correspond to the customers' four Cs.

Four Ps	Four Cs
Product	Customer solution
Price	Customer cost
Convenience	Promotion
Communication	Place

Marketing Strategy

Marketing strategy consists of the analysis, strategy development, and implementation activities in: Developing a vision about the market(s) of interest to the organization, selecting market target strategies, setting objectives, and developing, implementing, and managing the marketing program positioning strategies designed to meet the value requirements of the customers in each market target (Cravens and Piercy, 2003).

There are six competing concepts under which organizations conduct marketing activities: the production concept, product concept, selling concept, marketing concept, customer concept, and societal marketing concept (Kotler, 2003).

Customer Value and Satisfaction

In the Highly competitive market for bank products/services, Islamic banks are left no option but to apply marketing concept. Marketing concept is a concept which holds that the key to achieving its organizational goals consists of the company being more effective than competitors in creating, delivering, and communicating superior

customer value to its chosen targeting market (Kotler,2003).

Customer value is the trade off of benefits against the costs involved in acquiring a product. Achieving superior customer value requires superior understanding of what creates value for customers (Cravens and Piercy, 2003). Delivering superior customer value will give satisfaction for customers.

Satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations (Kotler, 2003). Customer satisfaction depends on the perceived performance of a product and supporting services and the standards that customer use to evaluate that performance. The customer's standards complicate the relationship between organizational product specification and satisfaction. Standards may involve something other than pre purchase expectation, such as the perceived performance of competing products. Importantly, the standards are likely to vary across market segment (Cravens and Piercy, 2003).

The Nature of Service

Kotler (2003) defined service as: any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product. Services have four major characteristics that greatly affect the design of marketing programs: intangibility, inseparability, variability, and perishability. Intangibility, unlike physical products, services cannot be seen, tasted, felt, heard, or smelled before they are bought. Inseparability, services are typically produced and consumed simultaneously. Variability, because they depend on who provides them and when and where they are provided, services are highly variable. Perishability, services cannot be stored. The service quality of a firm is tested at each service encounter. There are five determinants of service quality, they are: reliability, responsiveness, assurance, empathy, tangibles.

Pricing Strategy

Kotler (2003) describes a six step procedure in pricing policy, they are: selecting

the pricing objective, determining demand, estimating costs, analyzing competitor's costs, prices, and offers, selecting a pricing method, selecting the final price.

Distribution Channels

Designing a channel system involves four steps: analyzing customer needs, establishing channel objectives, identifying major channel alternatives, evaluating major channel alternatives.

Marketing Communication

Kotler (2003) divides marketing communication mix into five major of communication, they are: advertising, sales promotion, public relation and publicity, personal selling, direct and interactive marketing

Islamic Bank

The main difference is Islamic banking system is strictly prohibited any payment or receipt of interest as we know that in conventional banking system interest is the main source of income. The other Differences are:

1. Because the Al-Qur'an prohibits the consumption of alcohol and pork, Islamic banks do not deal with organizations trading in these products.
2. Islamic bank also avoid any form of involvement with gambling.
3. Most of the banks activities should be directed towards financing socially productive activities (Naser & Moutinho, 1997).

Islamic banking system as a new system in banking system has attracted the attention of many investors. From strategic point of view, this could be advantageous and disadvantageous. The advantage is Islamic banking has the potential for attracting new customers and, consequently, enhancing bank's market share. On the disadvantage side, the high potential market would motivate new entrants to the industry and make competition getting harder (Naser and Moutinho, 1997).

RESEARCH METHOD

Population and sample size

Population refers to the entire group of people, events, or things of interest tht the researcher wishes to investigate (Sekaran,

1992). The population of this research is the customers of Bank Muamalat Indonesia branch office Yogyakarta. The data required for conducting this study are collected using self-administered questionnaires. According to Sekaran (1992) as a rule of thumb, sample sizes between 30 and 500 could be effective depending on the type of research question investigated. Total 150 questionnaires are distributed to the respondents. The procedures resulted in a sample of 108 completed questionnaires (72 percent useable response rate). A pilot study of 30 questionnaires (about 27 percent of the total sample size) is conducted to check the validity and reliability of the questions included in the questionnaires.

Data collections

Primary data is derived from survey using self-administered questionnaires were distributed to those visiting BMI branch office Yogyakarta during the first week of February 2006. In collecting data from the respondents, the researcher used communication approaches to target respondents suitable for the research. Questionnaire is a pre-formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives (Sekaran, 1992). The questionnaire in this research was developed from previous researches. In this research, closed-ended and self-administered questionnaires were used and the questions are from previous researches which were translated into Indonesian language. The questionnaires are setting to recognize customer's profiles and their degree of satisfaction of BMI service. Secondary data being used in this research are journals, textbooks, internet and other publication related to the topic of this research. Secondary data are used on this research mostly to supporting the theoretical background and they are collected from various sources. The secondary data being used for this research mostly are literature background and source of consult for statistical process.

Research Instrument

According to Aaker, Kumar, and Day (2003), measurement can be defined as a standardized process of assigning numbers or symbol to certain characteristics of the

objects interest, according to some pre-specified rules. For a measurement process to be a standardized process of assignment, two characteristics are necessary. First, there must be one-to-one correspondence between the symbol and the characteristic in the object that is being measured. Second, the rules for assignment must be invariant over time and the objects being measured.

Scaling is a procedure for the assignment of numbers (or other symbols) to a property of objects in order to impart some of characteristics of numbers to the properties in questions (Cooper and Schindler, 2003). This research uses three kinds of scale they are: the simple category scale, the multiple choices, the likert scale.

In this research simple category scale and multiple choices are used to collecting data about customers' profiles. The Likert scale is used to know about satisfaction degree of the respondents. Higher score of agreement score will reflect more satisfy the respondent. After all the measurements developed, researcher conducted pretest to measure the questionnaires validity and reliability. If the questionnaires valid and reliable, then the questionnaires are used to collecting data from respondents and if there are items that not pass the test, the items should be omitted from the questionnaires. In this research, researcher uses 30 first respondents to measure the questionnaires validity and reliability.

Validity and Reliability Tests

Validity Test

Validity is the ability of a measurement instrument to measure what it is supposed to measure (Aaker, Kumar, and Day, 1998). Validity test refers to the extent to which a test measures what actually the research is trying to measure. Validity in this context is the extent to which differences found with a measuring tool reflect true differences among respondents being tested (Cooper and Schindler, 2003). The type of the validity test used in this research is construct validity using factor analysis to test the validity.

Factor analysis is a set of techniques for the study of interrelationships among variables, usually for the purposes of data reduction and the discovery of underlying

constructs or latent dimensions. The two most commonly employed factor analytic procedures in marketing applications are principal component analysis and common factor analysis. When the objective is to summarize information in a larger set of variables into fewer factors, principal component analysis is used (Aaker, Kumar, and Day, 1998). In making the factorial using the factor analysis, there are several steps to do:

Choosing Variables

The first step of factor analysis is choosing variables, researcher use KMO and Bartlett's test to choose adequate variables. Variables in the factor analysis are all items of questions in the questionnaires. This validity test is conducted on all variables existed.

From the result of KMO and Bartlett's Test shows that the result of the first step of analysis shows that KMO and Bartlett's test is 0.681 with significance of 0.000. This probability number is higher than 0.5 ($0.681 > 0.5$) and significance is lower than 0.05

($0.000 < 0.05$). It means that all variable and sample could be continued to be analyzed.

From anti image matrix calculated, The MSA number of the variables can be determined. There are two items which have MSA number lower than 0.5. Those items are prod 3 (0.468) and place 1 (0.428), the two items should be deleted and researcher repeat the test again.

From the result of second KMO and Bartlett's Test shows that the result of the first step of analysis shows that KMO and Bartlett's test is 0.716 with significance of 0.000. This probability number is higher than 0.5 ($0.716 > 0.5$) and significance is lower than 0.05 ($0.000 < 0.05$). It means that all variable and sample could be continued to be analyzed.

From anti image matrix calculated, The MSA number of the variables can be determined. The biggest number of MSA obtained is 0.839 and lowest is 0.562 or we can see that all of the $MSA > 0.5$. This means that all variables and sample could be continued to be analyzed.

Table 1 Validity Test Result

No	Variable	No Item	Item	Factor Loading	Status
1	PRODUCT	1	PRODUCT_1	0.582	Valid
		2	PRODUCT_2	0.711	Valid
		3	PRODUCT_4	0.777	Valid
2	PROMOTION	4	PROMOTION_1	0.617	Valid
		5	PROMOTION_2	0.822	Valid
		6	PROMOTION_3	0.901	Valid
3	PLACE	7	PLACE_2	0.573	Valid
		8	PLACE_3	0.529	Valid
		9	PLACE_4	0.613	Valid
4	PRICE	10	PRICE_1	0.499	Valid
		11	PRICE_2	0.692	Valid
		12	PRICE_3	0.686	Valid

(source: Appendix)

Reliability Test

The reliability of a measure indicates the stability and consistency with which the instrument is measuring the concept and helps to assess the goodness of a measure (Sekaran, 1992). Reliability is a necessary contributor to validity but is not a sufficient condition for validity (Cooper and Schindler, 2003). The most popular test of inter-item consistency reliability is the Cronbach's coefficient alpha (Sekaran, 1992).

Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. Cronbach's alpha is computed in terms of the average inter-correlations among the items measuring the concept. The closer Cronbach's alpha is to 1, the higher the internal consistency reliability.

Reliability is a tool for measuring a questioner that indicates the variable or constructs. A questioner considered reliable if a respondent answer is consistent or stabile

from time to time (Ghazali, 2001). A reliable construct for measurements is a construct that have Cronbach's Alpha > 0.60 (Nunally, 1967 in Ghazali, 2001). The result of the calculations is showed on table below:

Table 2 Reliability Test

No. Variable	Number of Items	Alpha	Status
1 Product	3	0.6938	Reliable
2 Promotion	3	0.7624	Reliable
3 Place	3	0.6449	Reliable
4 Price	3	0.7446	Reliable

(Source: Appendix)

RESEARCH FINDINGS AND DISCUSSION

Descriptive Analysis

This analysis is conducted to analyze the respondent's characteristics and respondents answer to certain items in the questioners. The respondents' characteristics and degree of satisfaction were tabulated for frequencies analysis and percentage analysis. This analysis also using descriptive statistic, the tool that researcher use is The Cross Tabulation method. The Cross Tabulation method is used to explain the relationship between respondents' profiles characteristics with respondents' degree of satisfaction.

Cross Tabulation Analysis

The third step of research finding analysis is analyzing respondents' degree of satisfaction based on respondents' profiles characteristic. All the data about respondents' profiles characteristic were cross tabulated with all the data about respondents' degree of satisfaction.

The Cross Tabulation analysis can help bank manager to understand its customers' satisfaction degree based on customers' profiles characteristic. By understanding this customers' satisfaction degree based on customers' profiles characteristic, the manager can properly develop a suitable marketing action accordingly. The Cross Tabulation analysis of customers' satisfaction degree based on customers' profiles characteristic will be described as follow:

1. Cross Tabulation of Product with Customers Profiles Characteristics

In this analysis researcher scrutinize customers' satisfaction degree of BMI

product. Indicators are used in this research for product variable are effectiveness in completing transaction, confidence level to BMI management, and competency of BMI employees. On the other hand customers' profiles characteristics such as gender, age, education level, and income are used as the base of characteristics. The result of the analysis will be described in the next parts.

2. Cross Tabulation of Product with Gender

From the cross tabulation of gender with the product variable most of respondents had already satisfied by performance of BMI. The respondents in this research consist of 83 male and 25 female. As much as 59 respondents or 71.1 % male respondents had already satisfy with BMI efficiency in completing transaction while about 19 or 76 % of female respondents also satisfy with BMI performance in this item. Most of respondents also believe that BMI management will manage their fund well, as much as 78 or 93.9 % male respondents and 22 or 88 % female respondents stated that they believe the BMI management. Most of respondents in this research also had been already satisfied by BMI employees' competency, the result of cross tabulation analysis of this item is 70 or 84.4 % male respondents are satisfy and 24 or 96 % female respondents also satisfy to BMI employees competency.

3. Cross Tabulation of Product with Age

The cross tabulation of age with product variable will be described as follow. Age of the respondents is categorized into 6 classes' interval, those intervals and number of respondents in each class is; Class 1 for respondents under 15 years old, member of this class is 2 respondents. Class 2 for respondents in the interval 16 years to 25 years old, member of this class is 40 respondents. Class 3 for respondents in the interval 26 years to 35 years old, member of this class is 46 respondents. Class 4 for respondents in the interval 36 years to 45 years old, member of this class is 13 respondents. Class 5 for respondents in the interval 46 years to 55 years old, member of this class is 5 respondents. Class 6 for respondents with age more than 56 years old, member of this class is 2 respondents.

From the result of cross tabulation analysis of age with efficiency in completing transaction item is respondents in class 1 are 1 or 50 % is satisfied by BMI efficiency in completing transaction and the other 1 or 50 % is neutral. Majority respondents in class 2 as much as 29 or 72.5 % stated that they already satisfied by BMI efficiency in completing transaction while 34 or 73.9 % respondents in class 3, 9 or 69.2 % respondents in class 4, 3 or 60 % respondents in class 5, and 2 or 100 % respondents in class 6 also stated that they are satisfy.

The result of cross tabulation analysis of age with confidence level to BMI management item is respondents in class 1 both of the members of class 2 or 100 % is believe BMI management. Majority respondents in class 2 as much as 35 or 87.5 % stated that they believe BMI management will manage their fund well while 45 or 97.8 % respondents in class 3, 12 or 92.3 % respondents in class 4, 5 or 100 % respondents in class 5, and 2 or 100 % respondents in class 6 also stated that they are satisfy.

The result of cross tabulation analysis of age with competency of BMI employees item is respondents in class 1 are 1 or 50 % is satisfied by BMI employees' competency and the other 1 or 50 % is dissatisfied. Majority respondents in class 2 as much as 36 or 90 % stated that they already satisfied by BMI employees competency while 40 or 86.9 % respondents in class 3, 10 or 76.9

% respondents in class 4, 5 or 100 % respondents in class 5, and 2 or 100 % respondents in class 6 also stated that they are satisfy.

4. Cross Tabulation of Product with Education

The cross tabulation of education with product variable will be described as follow. Education level of the respondents is categorized into 4 classes' interval, those intervals and number of respondents in each class is; Class 1 for respondents who hold elementary school degree or currently in elementary school there is no respondent in this class. Class 2 for respondents for respondents who hold junior high degree or currently in junior high, member of this class is 1

respondent. Class 3 for respondents who hold senior high school degree or currently in senior high school, member of this class is 25 respondents. Class 4 for respondents who hold university degree or currently in university, member of this class is 82 respondents.

From the result of cross tabulation analysis of education with efficiency in completing transaction item is a respondent in class 2 is satisfied by BMI efficiency in completing transaction. Majority respondents in class 3 as much as 18 or 72 % stated that they already satisfied by BMI efficiency in completing transaction while 59 or 72 % respondents in class 4 also stated that they are satisfy.

From the result of cross tabulation analysis of education with believes to BMI management. Majority respondents in class 3 as much as 22 or 88 % stated that they believe BMI management while 77 or 93.9 % respondents in class 4 also stated that they are satisfy. From the result of cross tabulation analysis of education with BMI employees competency item is a respondent in class 2 is neutral about BMI employees' competency. Majority respondents in class 3 as much as 24 or 96 % stated that they already satisfied by BMI employees competency while 70 or 85.4% respondents in class 4 also stated that they are satisfy.

5. Cross Tabulation of Promotion with Customers Characteristics

In this analysis researcher scrutinize customers' satisfaction degree of BMI promotion. Indicators are used in this research for promotion variable are sociability and friendliness, promotion of existing products, and promotion of new products. On the other hand customers' profiles characteristics such as gender, age, education level, and income are used as the base of characteristics. The result of the analysis will be described in the next parts.

Cross Tabulation of Promotion with Gender

The respondents in this research consist of 83 male and 25 female. From the cross tabulation of gender with the promotion variable most of respondents

had already satisfied by performance of BMI. As much as 75 respondents or 90.3 % male respondents had already satisfy with BMI employees sociability and friendliness while about 24 or 96 % of female respondents also satisfy with BMI performance in this item. Most of respondents also stated that BMI had already promoted its existing products well, as much as 51 or 61.4 % male respondents and 13 or 52 % female respondents stated that BMI had already promoted its existing products adequately. Most of respondents in this research also had been already satisfied by BMI promotion for its new products, the result of cross tabulation analysis of this item is 53 or 63.8 % male respondents are satisfy and 16 or 52 % female respondents also satisfy with BMI effort in promoting its new products.

6. Cross Tabulation of Promotion with Age

The cross tabulation of age with promotion variable will be described as follow. Age of the respondents is categorized into 6 classes' interval, those intervals and number of respondents in each class is; Class 1 for respondents under 15 years old, member of this class is 2 respondents. Class 2 for respondents in the interval 16 years to 25 years old, member of this class is 40 respondents. Class 3 for respondents in the interval 26 years to 35 years old, member of this class is 46 respondents. Class 4 for respondents in the interval 36 years to 45 years old, member of this class is 13 respondents. Class 5 for respondents in the interval 46 years to 55 years old, member of this class is 5 respondents. Class 6 for respondents with age more than 56 years old, member of this class is 2 respondents.

The result of cross tabulation analysis of age with promotion of existing product item is respondents in class 1 are 1 or 50 % is satisfied by BMI promotion of existing products the other 1 or 50 % is dissatisfied. Majority respondents in class 2 as much as 21 or 52.5 % stated that they believe BMI management will manage their fund well while 45 or 97.8 % respondents in class 3, 12 or 92.3 % respondents in class 4, 5 or 100 % respondents in class 5, and 2 or

100 % respondents in class 6 also stated that they are satisfy.

7. Cross Tabulation of Promotion with Education

The cross tabulation of education with promotion variable will be described as follow. Education level of the respondents is categorized into 4 classes' interval, those intervals and number of respondents in each class is; Class 1 for respondents who hold elementary school degree or currently in elementary school there is no respondent in this class. Class 2 for respondents for respondents who hold junior high degree or currently in junior high, member of this class is 1 respondent. Class 3 for respondents who hold senior high school degree or currently in senior high school, member of this class is 25 respondents. Class 4 for respondents who hold university degree or currently in university, member of this class is 82 respondents.

From the result of cross tabulation analysis of education with sociability and friendliness item is a respondent in class 2 is satisfied by BMI employees' sociability and friendliness. Majority respondents in class 3 as much as 13 or 92 % stated that they already satisfied by BMI employees' sociability and friendliness while 75 or 91.5 % respondents in class 4 also stated that they are satisfy.

From the result of cross tabulation analysis of education with promotion of existing products item is a respondent in class 2 has neutral perception to BMI promotion of existing products. Majority respondents in class 3 as much as 20 or 80 % stated that they satisfied to BMI promotion of existing products while 44 or 53.7 % respondents in class 4 also stated that they are satisfy.

From the result of cross tabulation analysis of education with BMI promotion of new products is a respondent in class 2 is neutral about BMI promotion of new products. Majority respondents in class 3 as much as 19 or 76 % stated that they already satisfied by BMI promotion of new products while 50 or 61 % respondents in class 4 also stated that they are satisfy.

8. Cross Tabulation of Place with Customers Characteristics

In this analysis researcher scrutinize customers' satisfaction degree of BMI place. Indicators are used in this research for place variable are number of branches, parking facility provided, and design and internal lay out. On the other hand customers' profiles characteristics such as gender, age, education level, and income are used as the base of characteristics. The result of the analysis will be described in the next parts.

9. Cross Tabulation of Place with Gender

The respondents in this research consist of 83 male and 25 female. From the cross tabulation of gender with the place variable gives different result. As much as 30 respondents or 36.1 % male respondents stated that BMI number of branches is not adequate while 29 or 34.9 % male respondents stated they are neutral and only 24 or 28.9 % of male respondents stated that BMI number of branches is adequate. Female respondents have different perception with male respondents; most of female respondents as much as 17 or 68 % of them stated that BMI number of branches is adequate. Most of respondents as much as 50 or 60.2 % male respondents and 12 or 48 % female respondents stated that BMI had already provided parking facility adequately. BMI design and internal lay out gives satisfaction for its customers, this fact is reflected by the result of cross tabulation analysis. The result of the analysis is 56 or 67.5 % of male respondents and 17 or 68 % female respondents stated that they had already satisfied with BMI design and internal lay out.

10. Cross Tabulation of Place with Age

The cross tabulation of age with place variable will be described as follow. Age of the respondents is categorized into 6 classes' interval, those intervals and number of respondents in each class is; Class 1 for respondents under 15 years old, member of this class is 2 respondents. Class 2 for respondents in the interval 16 years to 25 years old, member of this class is 40 respondents. Class 3 for respondents in the interval 26 years to 35 years old, member of this class is 46 respondents. Class 4 for respondents in

the interval 36 years to 45 years old, member of this class is 13 respondents. Class 5 for respondents in the interval 46 years to 55 years old, member of this class is 5 respondents. Class 6 for respondents with age more than 56 years old, member of this class is 2 respondents.

The result of cross tabulation analysis of age with BMI number of branches item is respondents in class 1 are 1 or 50 % is satisfied by BMI number of branches on the other 1 or 50 % is dissatisfied. Majority respondents in class 2 as much as 16 or 40 % stated that they have neutral perception to BMI number of branches, while 19 or 41.3 % respondents in class 3 stated that they are satisfy to BMI number of branches. As much as 6 or 46.2 % respondents in class 4, 4 or 80 % respondents in class 5, and 1 or 50 % respondents in class 6 stated that they have neutral perception to this item.

The result of cross tabulation analysis of age with BMI parking facility provided is respondents in class 1 are 2 or 100 % is satisfied by BMI parking facility provided. Majority respondents in class 2 as much as 20 or 50 % stated that they are satisfied by BMI parking facility provided, while 31 or 57.3 % respondents in class 3 stated that they are satisfy to BMI parking facility provided. As much as 5 or 38.5 % respondents in class 4, 2 or 40 % respondents in class 5, and 2 or 100 % respondents in class 6 stated that they are satisfy for this item.

The result of cross tabulation analysis of age with BMI design and lay out is respondents in class 1 are 1 or 50 % is satisfied by BMI design and lay out and the other is dissatisfied. Majority respondents in class 2 as much as 24 or 60 % stated that they are satisfied by BMI design and lay out, while 33 or 71.7 % respondents in class 3 stated that they are satisfy to BMI design and lay out. As much as 10 or 76.9 % respondents in class 4, 3 or 60 % respondents in class 5, and 2 or 100 % respondents in class 6 stated that they are satisfy for this item.

11. Cross Tabulation of Place with Education

The cross tabulation of education with place variable will be described as follow. Education level of the respondents

is categorized into 4 classes' interval, those intervals and number of respondents in each class is; Class 1 for respondents who hold elementary school degree or currently in elementary school there is no respondent in this class. Class 2 for respondents for respondents who hold junior high degree or currently in junior high, member of this class is 1 respondent. Class 3 for respondents who hold senior high school degree or currently in senior high school, member of this class is 25 respondents. Class 4 for respondents who hold university degree or currently in university, member of this class is 82 respondents.

From the result of cross tabulation analysis of age with number of branches item is a respondent in class 2 is has neutral perception to BMI number of branches. Majority respondents in class 3 as much as 13 or 92 % stated that they already satisfied by BMI number of branches, while 32 or 39% respondents in class 4 stated that they are dissatisfied for this item.

From the result of cross tabulation analysis of education with parking facility provided item is a respondent in class 2 has already satisfied by BMI parking facility provided. Majority respondents in class 3 as much as 16 or 64 % stated that they satisfied to BMI parking facility provided, while 62 or 57.4 % respondents in class 4 also stated that they are satisfy.

From the result of cross tabulation analysis of education with BMI design and internal lay out is a respondent in class 2 is has already satisfy by BMI design and internal lay out. Majority respondents in class 3 as much as 21 or 84 % stated that they already satisfied by BMI design and internal lay out, while 51 or 62.2 % respondents in class 4 also stated that they are satisfy.

12. Cross Tabulation of Price with Customers Characteristics

In this analysis researcher scrutinize customers' satisfaction degree of BMI price. Indicators are used in this research for price variable are profitability, charge for services, and charge for check service. On the other hand customers' profiles characteristics such as gender, age, education level, and income are used as

the base of characteristics. The result of the analysis will be described in the next parts.

13. Cross Tabulation of Price with Gender

The respondents in this research consist of 83 male and 25 female. From the cross tabulation of gender with the price variable most of respondents had already satisfied by pricing policy of BMI. As much as 51 respondents or 61.5 % male respondents had already satisfy with BMI profitability while about 17 or 68 % of female respondents also satisfy with BMI performance in this item. Most of respondents also stated that BMI had already give fair price for its services, as much as 71 or 85.5 % male respondents and 22 or 88 % female respondents stated that BMI had already charge for its services fairly. Most of respondents in this research also had been already satisfied by BMI charge for check services, the result of cross tabulation analysis of this item is 56 or 67.4 % male respondents are satisfy and 18 or 72 % female respondents also satisfy with BMI charge for check services.

14. Cross Tabulation of Price with Age

The cross tabulation of age with price variable will be described as follow. Age of the respondents is categorized into 6 classes' interval, those intervals and number of respondents in each class is; Class 1 for respondents under 15 years old, member of this class is 2 respondents. Class 2 for respondents in the interval 16 years to 25 years old, member of this class is 40 respondents. Class 3 for respondents in the interval 26 years to 35 years old, member of this class is 46 respondents. Class 4 for respondents in the interval 36 years to 45 years old, member of this class is 13 respondents. Class 5 for respondents in the interval 46 years to 55 years old, member of this class is 5 respondents. Class 6 for respondents with age more than 56 years old, member of this class is 2 respondents.

15. Cross Tabulation of Price with Education

The cross tabulation of education with price variable will be described as follow. Education level of the respondents is categorized into 4 classes' interval, those intervals and number of respondents in each class is; Class 1 for respondents who

hold elementary school degree or currently in elementary school there is no respondent in this class. Class 2 for respondents for respondents who hold junior high degree or currently in junior high, member of this class is 1 respondent. Class 3 for respondents who hold senior high school degree or currently in senior high school, member of this class is 25 respondents. Class 4 for respondents who hold university degree or currently in university, member of this class is 82 respondents. The result of cross tabulation analysis of education with profitability item is a respondent in class 2 is dissatisfied to BMI profitability. Majority respondents in class 3 as much as 16 or 64 % stated that they already satisfied by BMI profitability, while 52 or 63.4 profitability % respondents in class 4 stated that they are satisfied for this item.

Hence, the result of cross tabulation analysis of education with charge of services item is a respondent in class 2 has neutral perception BMI charge of services. Majority respondents in class 3 as much as 20 or 80 % stated that they satisfied to BMI charge of services, while 73 or 89 % respondents in class 4 also stated that they are satisfy.

From the result of cross tabulation analysis of education with BMI charge of check service is a respondent in class 2 is has already satisfy by BMI charge of check service. Majority respondents in class 3 as much as 17 or 68 % stated that they already satisfied by BMI charge of check service, while 56 or 68.3 % respondents in class 4 also stated that they are satisfy.

CONCLUSION

1. BMI had already implementing sharia principles in conducting its marketing activities.
2. BMI customers degree of satisfaction for marketing mix variable, are: Product: BMI had already satisfied customers for this variable. Promotion: BMI existing customers had already satisfied with this variable, but BMI should consider about the potential market also. Customers are dissatisfied about number of BMI branches.
3. Pricing policy of BMI can satisfy its customers. In order to compete in

banking market BMI should hold marketing concept and improve its performance to delivering superior customer value, by adding some mre branchess.

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