ABSTRAK

Mochamad Akbar Gumelar: Manajemen Strategi Pengembangan Program Dakwah (Studi Deskriptif di Masjid Agung Trans Studio Bandung).

Masjid sebagai institusi dakwah menghadapi tantangan dalam mengelola program agar tetap relevan dan berkelanjutan, khususnya saat berada di kawasan pusat perbelanjaan dan hiburan modern dengan karakteristik jamaah transit yang heterogen. Kondisi ini menuntut adanya strategi pengembangan program dakwah yang dirancang secara khusus. Fokus penelitian ini adalah merumuskan, melaksanakan, dan mengevaluasi strategi pengembangan program dakwah di Masjid Agung Trans Studio Bandung.

Penelitian ini bertujuan untuk mengetahui dan mendeskripsikan perumusan, pelaksanaan, dan evaluasi strategi pengembangan program dakwah di Masjid Agung Trans Studio Bandung, termasuk pengukuran kinerja serta tindakan korektif yang dilakukan oleh pengelola.

Landasan teoretis yang digunakan adalah teori manajemen strategi Fred R. David sebagai kerangka analisis utama (*grand theory*) meliputi perumusan (*formulation*), pelaksanaan (*implementation*), dan evaluasi (*evaluation*) strategi yang dilengkapi dengan konsep pengembangan program menurut Sugiyono untuk penyempurnaan program secara berkelanjutan berdasarkan data dan evaluasi.

Penelitian ini menggunakan pendekatan kualitatif dengan metode deskriptif. Data dikumpulkan melalui observasi, wawancara dengan pengurus DKM (Ketua DKM dan Humas), serta studi dokumentasi, yang kemudian dianalisis melalui tahap reduksi data, penyajian data, dan penarikan kesimpulan/interpretasi data.

Hasil penelitian menunjukkan bahwa perumusan strategi dilakukan melalui analisis SWOT informal, penetapan visi-misi, serta pembatasan materi dakwah dari isu SARA) dan politik praktis guna menjaga citra masjid. Pelaksanaan strategi diwujudkan melalui struktur fungsional DKM dan tim ad-hoc, optimalisasi dana ZIS serta donatur, dan kepemimpinan inklusif dalam program ibadah, kajian rutin, pembinaan karyawan tenant, serta filantropi sosial. Evaluasi dilaksanakan melalui rapat rutin dengan indikator kehadiran jamaah dan dampak sosial, disertai tindakan korektif berupa penghentian program yang kurang efektif. Secara keseluruhan, program dakwah berhasil menjaga keberlanjutan di tengah dinamika jamaah, meski dokumentasi strategis dan instrumen evaluasi masih perlu diperkuat.

Kata kunci: Manajemen strategi; pengembangan program dakwah; masjid; studi deskriptif

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ABSTRACT

Mochamad Akbar Gumelar: *Strategic Management of Da'wah Program Development (A Descriptive Study at the Trans Studio Bandung Grand Mosque).*

Mosques, as da'wah institutions, face challenges in managing programs to remain relevant and sustainable, particularly when located in modern commercial and entertainment complexes with transient and heterogeneous congregations. This condition demands a specifically designed strategy for da'wah program development. This study focuses on how the strategy for developing da'wah programs is formulated, implemented, and evaluated at the Trans Studio Bandung Grand Mosque.

This study aims to identify and describe the formulation, implementation, and evaluation of the strategy for developing da'wah programs at the Trans Studio Bandung Grand Mosque, including performance measurement and corrective actions taken by the management.

The theoretical framework utilizes Fred R. David's strategic management theory as the primary analytical framework (grand theory) covering strategy formulation, implementation, and evaluation complemented by Sugiyono's concept of program development, which emphasizes continuous program improvement based on data and evaluation.

This study employs a qualitative approach with a descriptive method. Data were collected through observation, interviews with the DKM management (Chairman and Public Relations), and documentation, and were analyzed through data reduction, data display, and data interpretation/conclusion drawing.

The findings indicate that strategy formulation is conducted through informal SWOT analysis, vision-mission alignment, and restricting da'wah content from SARA and practical politics to maintain the mosque's reputation. Strategy implementation is carried out via a functional DKM structure and ad-hoc teams, resource allocation from ZIS and donors, and inclusive leadership across worship services, routine study sessions, employee coaching, and social philanthropy. Evaluation is executed through regular meetings using attendance and social impact as key indicators, leading to corrective actions such as reallocating budgets from low-performing programs. Overall, the management successfully sustains da'wah operations amidst dynamic congregation characteristics, although strategic documentation and evaluation instruments require further strengthening.

***Keywords**: Strategic management; da'wah program development; mosque; descriptive study*