ABSTRAK

Bangbang Gilang Firdaussalam: Manajemen Strategi Pengurus Masjid Makan-Makan Membangun Sinergi Dengan Donatur Dalam Program Berbagi Makan Gratis Sebagai Bentuk Dakwah Pelayanan Umat (Studi Deskriptif pada Pengurus Masjid Makan-Makan, Antapani, Kota Bandung).

Program Berbagi Makan Gratis yang diselenggarakan Pengurus Masjid Makan-Makan di Masjid Besar Baitul Muttaqin, Kota Bandung, hadir sebagai tanggapan reaktif terhadap kebutuhan mendesak di tengah isu ekonomi masyarakat perkotaan, seperti kerentanan pangan, kemiskinan kota, dan penurunan ikatan sosial. Keberlangsungan program yang dilaksanakan setiap hari sangat bergantung pada kemampuan pengurus dalam membangun dan menjaga sinergi dengan para donatur, sementara kajian akademik mengenai perencanaan dan manajemen strategi kemitraan donatur pada program sosial berbasis masjid masih terbatas.

Penelitian ini bertujuan untuk mendeskripsikan proses pengamatan lingkungan, perumusan strategi, implementasi strategi, serta evaluasi dan pengendalian yang dilakukan Pengurus Masjid Makan-Makan dalam membangun sinergi dengan donatur pada Program Berbagi Makan Gratis, dengan menggunakan kerangka teori manajemen strategi David Hunger dan Thomas Wheelen.

Metode penelitian yang digunakan adalah metode kualitatif dengan pendekatan deskriptif. Data dikumpulkan melalui wawancara, observasi, dan dokumentasi. Informan penelitian terdiri dari ketua pengurus Masjid Makan-Makan, koordinator program Berbagi Makan Gratis, serta relawan yang terlibat dalam pelaksanaan program. Analisis data dilakukan melalui proses reduksi data, penyajian data, dan penarikan kesimpulan.

Hasil penelitian menunjukkan bahwa pengurus Masjid Makan-Makan mengidentifikasi tiga kekuatan internal utama melalui pengamatan lingkungan, yaitu budaya organisasi yang tumbuh dari pengalaman kolektif pengurus, konsistensi pelaksanaan program yang dilandasi keyakinan spiritual, serta kesadaran akan pentingnya pelayanan yang inklusif. Ketiga kekuatan tersebut dirumuskan menjadi kebijakan konkret berupa penguatan budaya organisasi, konsistensi program Berbagi Makan Gratis, dan peningkatan kualitas pelayanan kepada jamaah, yang kemudian diimplementasikan secara nyata melalui penanaman nilai dakwah dan ukhuwah Islamiyah, pemanfaatan media sosial, penguatan basis relawan, serta peningkatan kesigapan pelayanan. Evaluasi dilakukan secara informal namun responsif, dan mampu mendorong perbaikan langsung terhadap kendala di lapangan. Ketiga strategi tersebut terbukti berdampak baik dalam menjaga sinergi dengan donatur dan memperkuat citra Masjid Makan-Makan, meskipun keberhasilannya masih bertumpu pada peran figur-figur sentral pengurus dan belum ditopang oleh sistem regenerasi kepengurusan yang terstruktur.

Kata Kunci: Manajemen Strategi, Sinergi Donatur, Dakwah Pelayanan Umat.

ABSTRACT

Bangbang Gilang Firdaussalam: *Strategic Management of the Makan-Makan Mosque Board in Building Synergy with Donors Through the Free Meal Sharing Program as a Form of Da'wah in Service to the Community (A Descriptive Study of the Makan-Makan Mosque Board, Antapani, Bandung City).*

The Free Meal Sharing Program, organized by the Makan-Makan Mosque Committee at the Baitul Muttaqin Grand Mosque in Bandung, was launched as a responsive initiative to address urgent needs arising from economic challenges facing urban communities, such as food insecurity, urban poverty, and the erosion of social bonds. The sustainability of this daily program depends heavily on the committee's ability to build and maintain synergy with donors, while academic research on the planning and strategic management of donor partnerships in mosque-based social programs remains limited.

This study aims to describe the processes of environmental analysis, strategy formulation, strategy implementation, and evaluation and control carried out by the Makan-Makan Mosque Management in building synergy with donors for the Free Meal Sharing Program, using David Hunger and Thomas Wheelen's strategic management theoretical framework.

The research method used was a qualitative method with a descriptive approach. Data were collected through interviews, observations, and documentation. The research informants consisted of the chairperson of the Makan-Makan Mosque board, the coordinator of the Free Meal Sharing program, and volunteers involved in implementing the program. Data analysis was conducted through the processes of data reduction, data presentation, and drawing conclusions.

The research findings show that the management of the Makan-Makan Mosque identified three key internal strengths through environmental observation: an organizational culture rooted in the collective experience of the management, consistency in program implementation grounded in spiritual beliefs, and an awareness of the importance of inclusive service. These three strengths were formulated into concrete policies: strengthening the organizational culture, ensuring the consistency of the "Free Meal Sharing" program, and improving the quality of service to the congregation. These policies were then effectively implemented through the instillation of the values of da'wah and ukhuwah Islamiyah, the use of social media, the strengthening of the volunteer base, and the enhancement of service responsiveness. Evaluations were conducted informally yet responsively, enabling immediate improvements to address on-the-ground challenges. These three strategies proved effective in maintaining synergy with donors and strengthening the image of the Makan-Makan Mosque, although their success still relies heavily on the roles of key leadership figures and is not yet supported by a structured leadership succession system.

Keywords*: Strategic Management, Donor Synergy, Community Service Outreach.*