

E-COMMERCE DEVELOPMENT OF KIOS NABAWI OF MAJELIS RASULULLAH

Muhamad Yopan and Prasetyo Budi Saksiono
School of Business and Management
Institut Teknologi Bandung, Indonesia
muh.yopan@sbm-itb.ac.id

Abstract— The objectives of this study is developing e-commerce but the first is improved the organization of Kios Nabawi. Majelis Rasulullah is the largest majlis dhikr and shalawat in Jakarta which has congregation scattered in various cities in Indonesia and even abroad. In getting funding for the dakwah, Majelis Rasulullah established Kios Nabawi to sell the products and souvenir of Majelis Rasulullah. When founded in 2006, Kios Nabawi only sold one type of model of Jacket of Majelis Rasulullah. The turnover of Kios Nabawi has been growing and sells more various products. Kios Nabawi selling activities move from one place to another place following the events of Majelis Rasulullah in around Jakarta without having a permanent store. The event of Majelis Rasulullah is not hold every days, it means that Kios Nabawi does not get revenue every day. In the other side, potential market is big including more than seven millions congregation of Majelis Rasulullah are spreading in various cities in Indonesia that could not be reached by Kios Nabawi. To make customer easier to get information and order, Kios Nabawi develops e-commerce. Previously there are many issues of Kios Nabawi such as lack of organization, financial and inventory records, so the organization of Kios Nabawi should be improve before e-commerce runs. Organizational assessment is the first step in improving the management of the organization, then analyst of the elements of organization, creates organizational structure, recruitment and training for staffs of each division to make sure they are ready to carry out the daily operation. E-commerce is created by forming a project team and designed in accordance with the steps that used to be taken by companies that already successful in e-commerce. Once the e-commerce project is completed it is necessary to provide training and handover to the operational team of Kios Nabawi

Keywords: e-commerce, organization, Majelis Rasulullah, Kios Nabawi

I. INTRODUCTION

Majelis Rasulullah is the name of congregation assembly which is the largest youth majlis dhikr and shalawat in Jakarta led by Habib Munzir bin Fuad Al Musawa. In 1998, after he graduated from his college in Yaman led by Habib Umar bin Hafidh, he came to Jakarta and started to dakwah (Prawira, 2011). He came door to door to teach the basic Islamic Jurisprudence. After several months, he held regular Majlis every Monday night like his teacher Habib

Umar bin Hafidh's Majlis. His Majlis continues to grow and then this Majlis was named Majelis Rasulullah because the content of that Majlis is about manners and the teachings of Rasulullah. Besides regular Majlis on Monday, Majelis Rasulullah also held event several times a week around Jakarta and outside Jakarta even in Singapore and Malaysia. Majelis Rasulullah also held big event such as Maulid, Tabligh & Dhikr Akbar, and other Muslim Great Days event usually hold in Monas or Senayan because attended by hundreds of thousands people even millions. Habib Munzir also shows in Islamic program on several TV stations.

To raise funds, Majelis Rasulullah established fund raising division then this division created Kios Nabawi to sell souvenir of Majelis Rasulullah and the revenue is provided to Majelis Rasulullah. Always all congregation of attend Majelis Rasulullah event wear Jacket bearing Majelis Rasulullah, it's seems like a uniform. They are proud of Majelis Rasulullah because Majelis Rasulullah has a good image and they are proud to be a part of congregation of of Majelis Rasulullah. Many of them are proud using souvenir of Majelis Rasulullah such as Jacket, Sticker, and Helmet on daily life of them. They use Jacket bearing Majelis Rasulullah when they are driving motorcycle, they stick many stickers Majelis Rasulullah in their cars, motorcycles, home, and many place they like. Kios Nabawi always open booth in every event of Majelis Rasulullah. But until now Kios Nabawi does not have permanent store that can be used as a reference point for customer to buy. Customers realized that buying souvenir of Majelis Rasulullah means supporting dakwah of Majelis Rasulullah.

Raising fund is not only from Kios Nabawi but also from contribution of Congregation of such as money, cars, and goods. This contribution is very significant in strengthening the financial of Majelis Rasulullah although Habib Munzir never charges his lecture.

Congregation of Majelis Rasulullah is very large, around millions of people. It is difficult to calculate the exact number but if counted based on the number of people who attend the events, website visitors, facebook fan page, customer of Kios Nabawi etc can be estimated it around millions people. The statistical

data can captured from Majelis Rasulullah facebook fan page and website.

Fans or congregation of Majelis Rasulullah are mostly youth with age between 18-34 years old.

II. BUSINESS ISSUE EXPLORATION

Sources of funds of Majelis Rasulullah are Kios Nabawi and donation. Revenue of Kios Nabawi provided to fund rising division. Donations come from congregation; they care to dakwah of Majelis Rasulullah. Many of them give money, car, or everything that can be used to support Majelis Rasulullah. And also donation from congregation who invites Majelis Rasulullah to held the event of Majelis Rasulullah in their place. Daily event of Majelis Rasulullah is based on this invitation but actually is not always every day because many time Habib Munzir sick's and need to rest. He suffers from severe pain such as head pain and other complication. So Majelis Rasulullah maximum only held the event once a day.

On every event such as daily events, Kios Nabawi builds booths to sell the product. It means that not every day Kios Nabawi sells the products although many customers want to buy Kios Nabawi's products. On the other hand Kios Nabawi is the dependable funding source of Majelis Rasulullah.

Majelis Rasulullah also often held big events such as Mawlid, Isra' Mi'raj, Nisfu Sya'ban etc. At least 5 times a year Majelis Rasulullah held those big events. To hold big event requires much money, around 100 million rupiah per event. The budget to hold big events comes from Kios Nabawi, donation, or loan.

This study has identified that there are at least three main issues: Kios Nabawi as dependable source of fund, lack of management and marketing issue.

Kios Nabawi as a dependable source of funds should gain revenue to finance Majelis Rasulullah. Costs of Majelis Rasulullah are to pay employees, daily operation, and the biggest cost is holding big events. To finance the big events, Majelis Rasulullah relies on Kios Nabawi and donation, but sometimes funding sources is not sufficient to cover all the expenses. It makes Habib Munzir sell some of his own things or borrow from somebody. Kios Nabawi as a dependable source of funding should increase the revenue. That is the challenge of Kios Nabawi.

Turnover growth of Kios Nabawi is very rapid. Start from 2006 only sold one model of Jacket of Majelis Rasulullah, but now Kios Nabawi are selling more than 50 products with different size and models such as Jacket, Shirt, Clothes, and other accessories. Many congregations from outside Jakarta ask to cooperate with Kios Nabawi to establish branch in their cities. Demand from congregation is not only from Jakarta but also from outside Jakarta is very rapid. But actually Kios Nabawi does not yet have good organization management. This led to various problems. Kios Nabawi does not have good bookkeeping & inventory calculation systems.

Although Kios Nabawi has eight employees but the responsibilities is not balance. Responsibilities above such as contact person, deal with vendors, record sales,

create report, delivery order only handled by one person which is the coordinator of Kios Nabawi and others only serve the customer on the Kios Nabawi's booths. Many customers complain because difficult to call the contact person because many times no answer or slow response. The coordinator is very busy because he takes too much responsibility.

Kios Nabawi currently has only one major supplier for Jacket of Majelis Rasulullah. It is Dian has been supplied Jacket since years ago for Kios Nabawi. Currently, Kios Nabawi have 13 different models of Jacket Majelis Rasulullah and each have five different sizes with high demand from the customer but several models are often out of stock because only supplied by one supplier with limited production capacity. To gain the stock of inventory, Kios Nabawi needs to add another supplier but it need more capital because many supplier required pay in advance before the products are made.

There are several issues regarding marketing such as scatter of congregation on several cities in Indonesia but Kios Nabawi only operate in Jakarta area. Not only that but also many congregation never come to events, not enough information, niche market, and lack of internet marketing are involving on the issues of marketing of Kios Nabawi.

A. Conceptual Framework

Majelis Rasulullah has millions of congregation and fans around Indonesia. That big market is the opportunity to expand the business. Many people want to buy Majelis Rasulullah souvenir because they are proud of and love it. Kios Nabawi should develop their business to gain their revenue. Currently customer only can find Kios Nabawi on the booth of Majelis Rasulullah events. Whereas many people want to buy the souvenir but they hard to find Kios Nabawi because Kios Nabawi does not have a permanent place and there is not enough information.

Kios Nabawi only reaches people around Jakarta whereas the market is big which is around Indonesia even overseas. There is not enough information about the products is sold by Kios Nabawi such as what kind of products, price, size, and how to order it. Actually Kios Nabawi already serves delivery order but the process is still long and not effective. Needed solutions to solve the problem and develop the business.

To develop the business, Kios Nabawi should restructure their organization. The design and implementation step will be started from improved the organization and then creating e-commerce as marketing tools on the internet.

B. Method of Observing and Data Collection

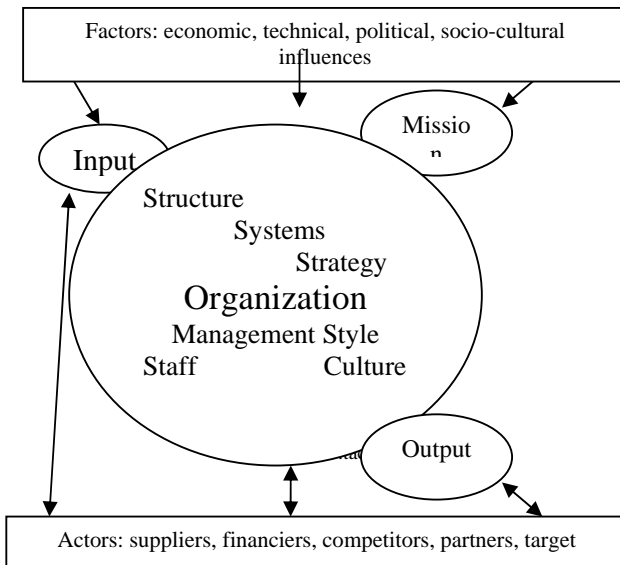
Since last year writer observed Kios Nabawi such as environment, organization, culture, systems etc. On this step included interview and discuss with several employees and leader of Kios Nabawi. Primary data is list of data products of Kios Nabawi, secondary data are datas from website and facebook etc.

C. Analysis of Business Situation

To analyze about the organization of Kios Nabawi, the assessment and integrated organization model are used. Kios Nabawi considers the Action Wheel Assessment (AWA) www.actionwheelassessment.com to be like an MRI for organizations. This simple organization assessment is based on the Action Wheel framework developed by Dr. Robert Terry, and has been used for 20 years in organizations of all shapes and sizes to create a reliable snapshot of organizational health.

Six element of that assessment are existence, meaning, mission, power, structure and resource. The result is the worst element of Kios Nabawi is structure element. That is the critical element that should be improved first. Beside of that, structure is important so support e-commerce because it is relate to step 3 Redesigning Customer-Focus business processes.

Analysis about Kios Nabawi can be described on Integrated Organization Model (IMO) below:



Core problem found with the mission statement are unclear mission that does not give sufficient direction and not all staff understand and aware about the mission. Core problem with the outputs are no clear definition of the outputs and inadequate quality or quantity of the outputs to satisfy demand. Problem in relation to the inputs are insufficient quality of the inputs such as limited knowledge, bad equipments, etc and low spirit of the employees. Problem in relation to strategy are lack of clear plans, not monitored and followed, plans do not give direction and unclear or no accepted. Problem with structure are unclear structure, unclear tasks and responsibilities, inadequate coordination between employees and too much tasks are handled by leader. Problem with systems in Kios Nabawi are unclear procedure in calculate the inventory, unclear procedure in financial-administrative and logistic systems, there is no blueprints of procedure in organization and systems that are difficult to adapt to changing circumstances. Some problems found relate to staff are no clear criteria and

procedure for selection of staff, no rewards systems and no salary standardization. Problems in management style are an attitude which leads to slow, no punishment, unclear decisions, unclear career possibilities, and no training provided. Last is problem in relation to organizational culture on Kios Nabawi are no attention to plans and strategy of the organization and there is no input from bottom to up.

Kios Nabawi open the booth to sell the product on every event of Majelis Rasulullah without any permanent store. To expand the market and overcome the issues about the marketing as already mentioned above Kios Nabawi should to develop the e-commerce.

III. BUSINESS SOLUTION

The main proposed of new organizational structure is to support the operational of e-commerce. For example Web Operator is important to maintain, operate and improve the e-commerce. Supply chain responsible to check the inventory and put the number of stock to the website. In the future the structure can be improved to develop the organization with consider other elements of organization model.

Below is the proposed Organization Structure for Kios Nabawi:

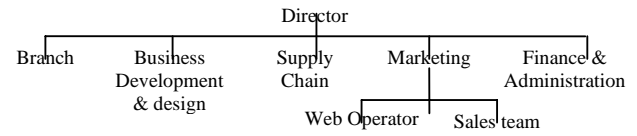


Figure 2. New organizational structure

If any position cannot be fulfilled by the internal resources, Kios Nabawi would recruit from the external sources. There are two ways to recruit from external sources. First is direct applicant, people who apply for a vacancy without prompting from the organization. Second, Referrals are people who are prompted to apply by someone within the organization.

After all position fulfilled, Kios Nabawi will hold training for every function to make sure every employees can do their job. The trainer is also come from congregation; there are several people who have skill on that field such as Marketer and Accountant that are ready to provide the training to Kios Nabawi.

There are many benefits of e-commerce to Merchants are to increase sales of existing products to generate additional revenues, the use of web to target their offers to a niche market, "The store is always open!", to establish better relationship with customers, low cost information distribution, increased speed to market, expand delivery channel, global exposure and reach, secure transaction because not bring money physically, time efficiency, customer easily browse the online shop rapidly, private, some people are ashamed and afraid to buy particular item but with the online shop seller do not see buyers directly (Sulianta, 2012). The benefits of e-commerce to the consumers are convenience, informative, value presented upfront: demo and free download, no long wait time, easy flow and navigation, search capabilities, engaging presentation, constant updates and easy to buy.

Designing e-commerce of this final project is following the five steps of successful e-commerce proposed by Patricia Seybold in 1998.

Step 1 Set Strategy

At least there are four requirements of our customer that should be considered (a) “Don’t waste out time”, Kios Nabawi should to create fast shopping mechanism and do not waste precious time of customers. (b) “Remember who we are”, the point is Kios Nabawi should to give good attention to the customer. The role of database customer is very important to understand about the characteristic of our customers so Kios Nabawi understands how to serve them. (c) “Make it easy for us to order and procure service”, beside the fast shopping process, order process and delivery should be fast. Although online shop is digital shop using information technology but not of all part of the process can run fast and easy because the product still in physical form, delivery or distribution is physics and process is manual. Online store is very closely related to the reliability of delivery courier. Delivery delays make frustrated consumers and makes online shop owner re –think to determine which one courier that to used. Make sure that the courier has good reputation. (d) “Make sure your service delight us”, the point is company should always satisfy customers in terms of service. There is a saying that ‘good service is proactive service’ means that company does not always think that everything already and always running well. Kios Nabawi has to anticipate the various things that might happen to customer. Such as delivery delays. To anticipate that, Kios Nabawi create ‘terms and conditions’ and must be agreed by customer by checklist the box of term and conditions. Kios Nabawi also always record Receipt Number when deliver the package to courier. It can be used to track the status of the package.

Step 2 Focus on the End-Customer

Potential customers of Kios Nabawi are mostly young people with age between 13-34 years old. Renald Kasali in his book “Cracking Zone” are talking about Gen-C as consumers. Eight consumer behaviors that are pattern with the routine of a busy life, instant paced lifestyle, are more critical and not rush in choosing the goods or service and find complete information about goods and service. Then they also compare the prices and quality of goods or services from competitors, looking for references of the same product users, consider the added value of the goods or services obtained, and even track the track record of the provider of goods or services. “The character of Gen-C is more critical (than the previous generation), understand the latest technology, easy to change quickly and expect solutions that are tailored to their individual needs (customize)” (Kasali, 2012). While letter ‘C’ attached to the Gen-C implies that the character that is always connected through the internet, have a great curios, behaves like a chameleon is rapidly changing and will continue to change.

Step 3 Redesigning Customer-Focus Business Process

Kios Nabawi should redesign their business process relate to media (website, facebook, yahoo messenger,

SMS/telephone, blackberry, and email), order, money transfer, payment confirmation, packing, courier, delivery, and organization based on the mechanism of online trading on Figure 3.

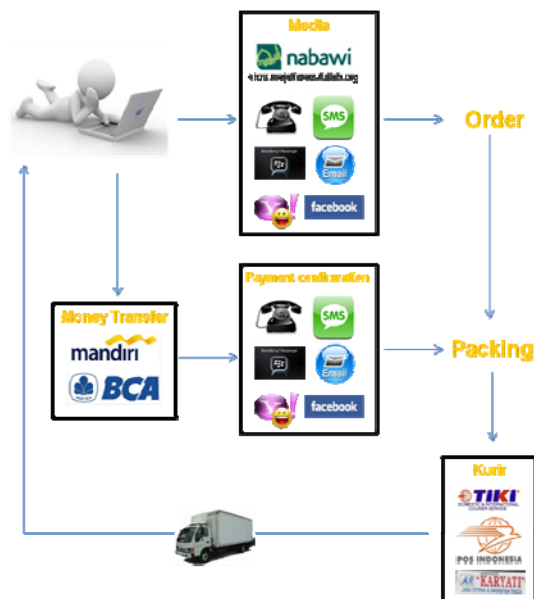


Figure 3. Kios Nabawi Online trading mechanism

Step 4 Wire company for Profit

After re-design of business process finished, next step is to prepare the company’s infrastructure to allow the desired business mechanism. The most important thing here is how to transform business requirements to the specification of existing information technology (business and information technology alignment). There are four ‘language’ that can be used to bridge the gap that usually happens between the business sides (demand) with the technology (supply) as follows (a) Customer Profiles. It is characteristic of customers and their behavior that will be determined the type of application that suitable to be used as a media to do the trading mechanism. User interface is a key of effectiveness an e-commerce website to attract customer to do the transaction on the internet.

On previous capture, customer of Kios Nabawi already explained that they are mostly young people from mid-low level. Potential customers of this e-commerce mostly are congregation of Majelis Rasulullah are very respect to Habib Munzir, they are love him and like to open the website containing the picture of Habib Munzir. As we know that Habib Munzir is an icon of Majelis Rasulullah. The characteristic of Habib Munzir is cool, charismatic and he like white and green colors.

On the design of the website should be follow the characteristic of congregation of Majelis Rasulullah and characteristic of Habib Munzir to make customer attract and comfortable to surf on the website. And also it should be display a picture of Habib Munzir. (b) Prestashop. Making an e-commerce means utilizing the CMS for online shop. There are many CMS are available on the internet either free or buy, or developed by our self. Kios Nabawi uses Prestashop as

a CMS (Content Management Systems) to create e-commerce. Prestahop is an open source e-commerce solution. It comes with a variety of tools necessary for building a successful online shop. To create an online store with Prestashop, Kios Nabawi need reliable web hosting services, it uses Godaddy. There are several reasons to use Prestashop are open source, many people use Prestashop, there are community of developer or user of Prestashop. It makes easy to discuss or ask about prestashop to the community. Other reason is easy. Prestashop it easy to use install to web hosting and easy to operate Prestashop is a kind of CMS based on Object Oriented Programming (OOP). All data and function within this paradigm is wrapped into classes or objects.

The transaction mechanism already mention before that there are several way to order the product, one of them are via online website. On the website there are 5 steps to do the transaction are member register, choose item, delivery address, agreement and choose courier and last is payment method.

Business events are a collection of the usual major activity undertaken by the relevant parties (stakeholders) in the company or by a business partner or customers. Customer service is a kind of business events. Customer service is an organization's ability to supply their customers' wants and needs. Good customer service is all about bringing customers back. And about sending them away happy - happy enough to pass positive feedback about your business along to others, who may then try the product or service you offer for themselves and in their turn become repeat customers. If Kios Nabawi truly wants to have good customer service, all Kios Nabawi has to do is ensure that the business consistently does these things are answer the phone, don't make promises unless will keep them, listen to the customers, deal with complaints, be helpful-even if there is no immediate profit in it, the last is train the staff to be always helpful, courteous, and knowledgeable.

The business object of Kios Nabawi is product and supplier. In the beginning Kios Nabawi only sold Jacket of Majelis Rasulullah on one model. But currently Kios Nabawi sells more than 50 products. Kios Nabawi has only one major supplier to supply the products, Dian. He has convection to produce Jacket, since the beginning Kios Nabawi used Dian as supplier to provide the best selling item which is Jacket of Majelis Rasulullah. Kios Nabawi should to add another major supplier to reduce out of stock and increase supplier competition.

Step 5 Foster Customer Loyalty

The last step is to try to make customer loyal to us because with their loyalty the profitability can be achieved. Frederick Reichheld, author of "Loyalty Rules," believes that loyalty is the fuel that drives financial success. Based on extensive research into companies from online start-ups to established institutions, such as Harley Davidson, Enterprise Rent-A-Car, Cisco Systems, Dell Computer, Intuit and more, Reichheld reveals six bedrock principles of loyalty upon which leaders build enduring enterprises. (a) play to win/win, never profit at the expense of

partners, (b) be picky, membership must be a privilege, (c) keep it simple., reduce complexity for speed and flexibility, (d) reward the right results, worthy partners deserve worthy goals, (e) listen hard and talk straight. Insist on honest, two-way communication and learning and last is (f) preach what you practice, explain your principles, and then live by them

IV. CONCLUSION AND IMPLEMENTATION PLAN

Majelis Rasulullah established Kios Nabawi as one of the source of funding. Kios Nabawi as dependable source of funding for Majelis Rasulullah should gain revenue through improvement in organizational management and marketing.

From the beginning until now, the leader of Kios Nabawi takes all responsibilities of Kios Nabawi such as pricing, supply chain, and etc and helped by several people to serve customer on the booths of Kios Nabawi voluntary. Along with the growth of Kios Nabawi need to create good organization management. Kios Nabawi should reorganize their organization begins with organizational assessment, create structure organization, recruitment and training for every function of organization.

Previously Kios Nabawi only sold the products directly to customer on the booths is built on every event of Majelis Rasulullah which is hold almost every night. But Kios Nabawi does not have permanent place that can be reached by customer to buy the product. The information about Kios Nabawi product is hard to find on the internet because there is no marketing penetration on the internet. On this Final Project, Kios Nabawi start to build Kios Nabawi online to make customer easy to get more detail information about Kios Nabawi's product and order via internet, or other media such as SMS, Telephone, email or yahoo messenger.

To build a success online store, Kios Nabawi designed following five steps to build success e-commerce: Set strategy, Focus on the End-Customer, Redesigning Customer Focus Business Process, Wire Company for Profit and Foster Customer Loyalty.

E-commerce is implemented based on five steps of successful e-commerce design above. There are several activities that should be conducted as describe in Table 1.

Table 1. Implementation Plan

WBS ref	Activity	Function involved	January				February				
			1	2	3	4	1	2	3	4	
1.1	Prepare web server	AA, EA	█								
1.2	Prepare software	AA, EA	█								
2.1	Create picture guideline	BIA	█								
2.2	Create data form	BIA	█								
3.1	Create internet banking	BIA	█								
3.2	Rent office	EPM	█								
1.3	Install Software	IA		█							
1.4	Add modules required	AA		█	█						

2.4	Fill data form	BIA											
3.3	Install internet access	IA											
3.4	Buy laptop, printer etc	EPM											
1.5	Design website	EA											
2.5	Prepare courier data	EPM											
1.6	Customize software and module	SD, CD											
2.6	Editing pictures of products	BIA											
2.7	Create products description	HFE, BIA											
2.8	Create term & condition	HFE, BIA											
3.5	Prepare packaging material	BIA											
2.9	Create customer guide	HFE, BIA											
2.10	Create shop information	HFE, BIA											
2.11	Create other supporting information	HFE, EPM											
2.12	Compile data	EA											
2.13	Data validation	EPM											
2.14	Upload all data and pictures to website	AA											
1.7	Test systems	EPM, HFE											

This e-commerce project was named Kios Nabawi online project and implemented by the team project. On the technical perspective, at least eight types of competencies are required to build and develop e-commerce systems (Indrajit, 2000).

E-commerce Program Managers (EPM), the role is like a project manager to responsible to build and develop e-commerce system. Enterprise Architects (EA), main roles is define and analysis the architecture framework. It responsible to coordinate the information management process and create application. Business and Information Architects (BIA), it has to analysis and creates the business process of company. Infrastructure Architects (IA), the first thing has to do on this role is identify various services are required by components of company relate to services activities and maintain information technology infrastructure. Application Architects (AA), responsible to define the framework and application module that should be owned by e-commerce systems. Solution Developers (SD), base on the frameworks that already created by Application Architect, a solution developer responsible to develop that applications to be software that ready to use. Competent Developers (CD), on several cases the components are required by e-commerce could not be found on the market, competent developers responsible to create those unique and specific applications. Human Factors Engineers (HFE), the main task is analysis many things that relate to user characteristic to creates a interface systems that easy to used by customers.

On the test systems there are something that should be fixed or customized, it need more time to makes

sure that system already suitable with the business requirements. After systems finished, last step is training and handover. After Kios Nabawi online finished, next step is handover from project team to Kios Nabawi's team. It hold in parallel with training for the functional organizational such as Marketing, Finance & Administration, Operator web & Supply Chain.

The result of this Kios Nabawi online project can be viewed in <http://kios.majelisrasulullah.org>



Figure 4. Result of Kios Nabawi online project

ACKNOWLEDGMENT

This paper is written based on the author's final project at ITB supervised by Ir. Prasetyo Budi Saksono, MBA, who has been relentlessly motivating the author to accomplish the final project. The author would like to thank you Majelis Rasulullah and Kios Nabawi where the final project has taken place.

REFERENCES

Indrajit, R.E., 2001., *E-Commerce: Strategi Bisnis di Dunia Maya*, INA: Aptikom
 Kasali, R., 2012, *Ungkap Perilaku Konsumen Gen-C*, Antara News, April 18. Quoted on 20 April 2012 from <http://www.antaranews.com/berita/306732/rhenal-d-kasali-ungkap-perilaku-konsumen-gen-c>
 McLeod, R., 1995, *Management Information Systems: A Study of Computer-based Information Systems* (6th ed.), New Delhi: Prentice Hall.
 Prawira, A., 2011, *Proposal Project Kios Nabawi Online*, unpublished document.
 Reichheld, F., 2001., *Loyalty rules ! how today's leaders build lasting relationships*, Boston: Harvard Business School.
 Sulianta, F., 2012, *Smart Online Marketer*, Yogyakarta, INA: Penerbit Andi
 Seybold, P., Marshak, R.T., 2005, *Customer.com Handbook: Making It Easy for Customers to Do Business with You*, Boston, USA: Patricia Seybold Grup, Inc.