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# Competitive Strategy Model For The Bottled Drinking Water Industry In The Perspective Of Maqasid Shariah" (Case Study At Pt. Umat Jaya Berkemajuan, Bau-Bau City)

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**Abstract**

*The growth of the Bottled Drinking Water industry in Indonesia has intensified market competition, impacting PT. Umat Jaya Berkemajuan in Baubau City. This study aims to formulate an adaptive and comprehensive competitive strategy model by integrating conventional SWOT analysis with the framework of Maqasid Shariah (encompassing the protection of religion, life, intellect, lineage, wealth, and the environment). Utilizing a descriptive qualitative method with a case study approach, data were gathered through indepth interviews, observations, and documentation. The analysis reveals that the slowdown in sales growth for PT. Umat Jaya Berkemajuan from 47.06% in 2023 to 33.33% in 2024.was driven by market pressure from massive national brands. This hybrid integration yields a Maqasid Shariah Competitive Strategy (MSCS) that embodies a fair lowcost advantage (fair pricing) to fulfill the aspects of hifz al-mal (protection of wealth) and hifz an-nafs (protection of life), along with structuring a captive market based on the academic institution of Universitas Muhammadiyah Buton. This model demonstrates that an Islamic business strategy goes beyond pursuing material profitability to achieve sustainable distributive welfare (maslahah) at the regional level.*



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**Keywords: Competitive Strategy, Bottled Water, SWOT, Maqasid Shariah, Fair Pricing Policy.**

## INTRODUCTION

The Bottled Water (AMDK) industry in Indonesia continues to show significant growth in line with increasing public awareness of health, urbanization, and practical lifestyles. According to data from the Central Statistics Agency (BPS, 2023), bottled water consumption increased by more than 15% over the past five years, especially in medium and large cities. Such growth is driving high competition, not only among large companies such as Danone (Aqua) and Mayora (Le Minerale), but also local companies trying to enter a wider market. PT. Umat Jaya Berkeprogres, as one of the bottled water producers based in Bau-Bau City, is now trying to build a strategy to compete with other local products (Armareta et al., 2024).

**Table. 1.1 Consumption Growth (AMDK)**

| Year | Percentage of Households Using Bottled Water |
|---|---|
| 2018 | 36,28% |
| 2023 | 40,64% |

*Source: BPS 2023.*

Such growth is driving high competition, not only among large companies such as Danone (Aqua) and Mayora (Le Minerale), but also local companies trying to enter a wider market. PT. Umat Jaya Berkemajuan, as one of the bottled water producers based in Baubau City, is currently trying to build a strategy to compete with other local products (Dwipura, 2021).

In the midst of the onslaught of the national brand, PT. Umat Jaya Berkemajuan showed a fairly reciprocal operational performance. Since starting operations in 2022, the company has consistently managed to increase its market penetration in Bau-Bau City. Based on internal data, sales volume, which was initially in the low number, continues to creep up significantly until it is projected to reach a stability target of 3,000 doses per month by 2024 (See Table 1.2).

This achievement indicates that local products have a place in people's hearts, even though the percentage of growth is starting to slow due to the increasingly tough walls of competition from established competitors. The phenomenon of resilience as well as growth challenges faced by local drinking water producers amid the dominance of this national brand is in line with the findings (Risnawati et al., 2024)**;** (Rahman et al., 2020)**,** which underlines that the strength of local bottled water products in terms of water quality and affordable prices is often held back by the



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aggressiveness of promotions and distribution networks of big brands. In addition, market penetration strategies based on regional identity and institutional support have proven to be one of the main drivers of the competitiveness of local products in maintaining regional consumer loyalty (Ariffa & Islami, 2024)**;** (Syafety & Samanhudi, 2023)**.**

**Table 1.2 Sales Growth**

| Year | Operational Status | Sales Volume (Cartons/Month) | Growth (%) |
|---|---|---|---|
| 2022 | Year 1 (introduction) | 1.530 | - |
| 2023 | Year 2 (Development) | 2.250 | 47,06% |
| 2024 | 3rd Year (Competition) | 3.000 | 33,33% |

*Source: Data in 2025*

The development of PT. Umat Jaya Berkemajuan over the past three years has shown a positive trend but also provides strategic warnings. Based on Table 1.2, it can be seen that in the second year of operation (2023), the company was able to record sales volume growth of 47.06%. However, entering the third year (2024), the percentage of growth has slowed to 33.3%. This slowdown in growth rate indicates that the company is starting to hit a wall of competition that is tougher than established competitors in Bau-Bau City. The phenomenon of saturation and declining local market growth rate due to the dominance of large-scale producers is in line with the study (Cahyaningsih & Prabowo, 2025)**,** which confirms that regional bottled water often experiences stagnation when market penetration only relies on conventional distribution channels without strong differentiation. If not, a Competitive Strategy Model is immediately formulated that has strong differentiating values such as the values in Maqasid Syariah as shown by (Risnawati et al., 2024), that the integration of Islamic business ethics and the benefits (*maslahah*) in product differentiation is able to improve *brand loyalty* and business sustainability, it is feared that the company's position as a local industry will be increasingly squeezed by the aggressiveness of modern retail marketers (B. Primary & Putri, 2023).

The success of PT. Umat Jaya Berprogress in achieving this sales volume is inseparable from the cost advantage strategy that is oriented towards consumer benefit. In the perspective of Maqasid Syariah, especially the aspect of property protection (*Hifz al-Mal*), the company is committed to maintaining people's purchasing power by implementing a fair pricing policy. When compared to national brands, PT. Umat Jaya Berkemajuan offers significantly more affordable



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prices, which range from Rp 15,000 more affordable per dose

**Table 1.3 Selling Prices of Bottled Water on a National and Local Scale**

| Product Type | National Brand | Local brands |
|---|---|---|
| Glass Packaging (220ml) | IDR 32,000 - IDR 35,000 /dos | IDR 15,000 - IDR 19,000 /dos |
| Bottle Packaging (600ml) | IDR 55,000 - IDR 60,000 /dos | IDR 20,000 - IDR 25,000 /dos |

*Source: Data in 2025*

Internal strengths such as the quality of natural water sources, production cost efficiency in the region, and proximity to local consumers are the company's initial capital in formulating a strategy (Alvis et al., 2024). On the other hand, the company also faces weaknesses such as limited distribution between islands, lack of technology investment, and low brand awareness (Alam, Hidayat, and Fitriany 2023).

In an Islamic perspective, this competition phenomenon is framed through the concept of Maqasid Syariah which emphasizes the importance of bringing benefits and avoiding harm. The bottled water business is seen as part of the mandate to maintain life, so its provision must ensure cleanliness, safety, affordability, and sustainability. Through the framework of Maqasid Syariah, the orientation of business activities does not only focus on obtaining material benefits, but also has the value of worship because it provides wide benefits for the community (Dasmadi et al., 2025). In addition, the application of sharia values, *Islamic branding*, as well as halal awareness (*halal awareness*) in local bottled water products proven to be able to strengthen *brand trust* and Muslim consumer loyalty in the midst of market competition(Amalia & Nurafini, 2024). In line with this, the integration of Maqasid Sharia principles into strategy mapping analysis such as SWOT provides a firmer foothold for small and medium industries to determine a strategic competitive position without losing their Islamic identity (Trimulato et al., 2021).

This study aims to formulate a Competitive Strategy Model that not only uses SWOT analysis as a measure of strengths and weaknesses, but also filters each of these strategies through the lens of Maqasid Syariah (Hifz al-Din, al-Nafs, al-Aql, al-Nasl, and al-Mal). With the company's young age (3 years), PT. Umat Jaya Progress in Bau-Bau City faces a serious human resource dilemma. As a young company, there is a limited number of experts who understand the integration between bottled water production technology and sharia-based business


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management. Internal data shows that work productivity has not been optimal, which has an impact on the frequent occurrence of obstacles in the distribution lines in the Bau-Bau area. The formation of this model is crucial as a foundation for sustainable growth and future blessings. Considering all these factors, it is important for PT. Umat Jaya Berkemajuan to conduct strategic research to determine the most appropriate and sustainable competitive strategy model. This research is relevant to contribute to locally-based strategic management practices that have a national orientation. In addition, the results of this analysis are also expected to be a practical and academic reference in compiling a competitive strategy model for regional companies.

## RESEARCH METHODS

This study uses a descriptive qualitative method with a case study approach on PT. UmatJaya Berkemajuan which is located on Jln. Pahlawan Kel. Kadolo Katapi, Bau-Bau City, Southeast Sulawesi The data types include primary data (results of in-depth interviews and operational observations) and secondary data (internal sales reports, journals, and official documents).

The key informants of the research were determined purposively including: Dr. Azaluddin, S.E., M.Ak. (President Director), Dr. Lia Hanifa, S.E., M.E. (Vice Management), Roli, S.T. (Marketing Manager), Afrida Anggraini N., S.Si. (Laboratory Quality Assurance Staff), Ullimaz Syaharanie, S.Pd. (Administrative Staff), and Ladono, S.T. (Sales Officer). The data analysis technique uses the Miles and Huberman interactive model which consists of three flows: data reduction, data display, and conclusion/verification. The validity of the data is tested through triangulation of sources, techniques, and time (Sarwono, 2006).

## RESULTS AND DISCUSSION

### A. Competitive Strategy of PT. Ummah is progressing.

PT Umat Jaya Berkemajuan (UJB) executes a multi-dimensional competitive strategy to maintain its existence while expanding the penetration of the Bottled Drinking Water (AMDK) market in Baubau City and the region *Hinterland* The Great Button. In the dimension of the generic competitive strategy, the company applies a low-cost advantage (*cost leadership*) measurably by setting a selling price that is much more economical than national brands, which presents a price difference of around IDR 10,000 to IDR 15,000 more affordable per carton. This efficiency is achieved through the optimization of the internal manufacturing system as well as the suppression of inventory costs (*inventory cost*) which is adapted to the geographical dynamics of


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the archipelago (M. L. A. Pratama et al., 2024). In order to break down psychological barriers for price-sensitive consumers (*price sensitive*) and bypass distribution line blocking tactics (*distribution locking*) which is often applied by national-scale bottled water producers, PT UJB combines it with a market penetration strategy (*market penetration*). This step is realized through team penetration *Sales* field intensively to traditional food stalls and daily grocery retail partners to ensure a continuous and affordable supply of products at the retail level (Adhrianti et al., 2021).

In the second dimension, PT UJB builds a unique competitiveness through institution-based differentiation (*institutional differentiation*). The company optimizes *captive market* based on the Muhammadiyah ecosystem by controlling the supply chain of drinking water needs in all charities, activity units, and official events of the University of Muhammadiyah Buton (UMB). The defense of this internal market is strengthened by the structural support of the Muhammadiyah Regional Executive (PDM) as well as the driving force of autonomous organizations such as Aisyiyah and Muhammadiyah Youth which play an effective role as grassroots marketers (*grassroots marketers*) (Fikri & Rahmani, 2022) In addition, PT UJB synergizes UMB's academic reputation to obtain a reliable "quality predicate" without having to spend massive media promotion costs. The marketing narrative is rationally constructed based on scientific evidence through quality control and periodic laboratory tests by academics, which directly shapes *brand awareness* and a sense of safety of consumption (*halal and safety awareness*) in the midst of the local community (Hashim et al., 2023).

Furthermore, the pillars of strategic alliances and social sustainability (*social expansion*) is presented through the integration of the economic values of the community and social responsibility. PT UJB runs a non-commercial cooperation program in the form of distributing bottled water for free for the needs of worshippers in mosques in the Muhammadiyah network. At the same time, the company empowers the UMB alumni network spread across remote areas of the village as a distribution point for rural logistics in buffer areas (Ummah, 2019). This approach has gradually succeeded in transforming the regional view of "Defend Buying Local Products" into a circular economy da'wah movement that is inclusive, sustainable, and has a direct social impact on the people of Buton Raya (Zulfa et al., 2024).

Theoretically, PT UJB's move strengthens Porter's (1980) view on effectiveness *Cost Leadership* As an initial bulwark against price competition in emerging markets. In addition, the use of UMB's reputation and religious network is in line with *Resource-Based View* (RBV) from Barney (1991), in which sustainable competitive advantage can be formed from intangible assets (*intangible assets*) in the form of social capital and institutional attachments that are difficult to



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imitate (*inimitable*) by external competitors. These findings also confirm the study (Mirza, 2024) which concludes that market dominance is bound (*captive market*) in educational institutions and religious organizations is a survival strategy (*defensive strategy*) for MSMEs/regional business units before stepping into the wider commercial market.

**B. Internal and External Factors (SWOT) Analysis.**

Technically, the water quality of UM Buton Tirta is supported by an integrated filtration system, starting from the use of *sand filter*, *carbon filter*, to ozonization technology and ultraviolet (UV) light to ensure sterilization of pathogenic bacteria such as *E. coli* and *Salmonella*. This quality maintenance is carried out in layers, ranging from self-testing in internal laboratories to periodic external testing at regional health laboratories. Strict implementation of standard operating procedures (SOPs) in each production line from packaging to filling ensures that no cross-contamination occursBased on the results of in-depth identification of internal conditions (Wijaya & Siregar, 22 C.E.).

In the realm of sharia consumer behavior, the fulfillment of formal legality is not just a form of compliance with regulations (*regulatory compliance*), but acts as a guarantee of sharia compliance (*shariah compliance*) that instantly eliminates doubt (*Syubhat*) and build psychological calmness (*peace of mind*) consumers when making a purchase. This official recognition gives PT. Progressive Ummah is a reputation excellence (*reputational advantage*) solid, which effectively facilitates the penetration of products into institutional market sectors and local religious communities that demand absolute standards of hygiene and product purity. This is in line with Sari and Pradana's research that compliance with health regulatory standards on local bottled water products has been proven to be able to increase *perceived quality* (perception of quality) in the minds of consumers, which ultimately drives repurchase intent (*repurchase intention*) even though the company doesn't advertise massively. (Sari & Ahadiat, 2023)

PT. Through field observations, internal report documents, and comprehensive interviews with management, several key indicators were found that affected the company's operations. These indicators are then classified into *strengths* that need to be optimized and *weaknesses* that need to be minimized. Through the perspective of Maqasid Syariah, each of these internal factors is given weighting and rating to measure the extent of the company's internal capabilities in maintaining its competitive advantage in the bottled drinking water industry (AMDK) of Baubau City, as presented in the following IFAS (*Internal Factor Analysis Summary*) matrix table


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**Table 4.1 Matriks IFAS (*Internal Factor Analysis Summary)***

| No | Internal strategy factors (IFAS) | Weight | Rating | Score (BxR) | Explanation & relationship of maqasid sharia |
|---|---|---|---|---|---|
| **A. STRENGTHS** | | | | | |
| 1. | Clean, hygienic, and Halal-certified water quality as well as BPOM permits | 0,13 | 4 | 0,52 | The real implementation of the aspects *of Hifz al-Nafs* (safeguarding the soul) and *Hifz al-Din* (safeguarding religion). |
| 2 | The selling price of the product is very affordable (the difference between IDR 15,000 to IDR 20,000 is cheaper per dose than national brands). | 0,12 | 4 | 0,48 | Realizing *Hifz al-Mal* (safeguarding property) by implementing *fair pricing* and preventing *israf* (waste) |
| 3 | Brand *Equity* is strong through an official affiliation with the University of Muhammadiyah Buton (UM Buton Tirta brand). | 0,12 | 4 | 0,48 | Utilize social-institutional capital to cut initial promotion costs. |
| 4 | The application of *Islamic Branding* through the economic narrative of the ummah and the contribution of da'wah/education funds | 0,11 | 4 | 0,44 | Building spiritual-based loyalty (*In-group bias* of Muslim consumers). |
| 5 | Efficient local distribution channels in the Baubau City area. | 0,08 | 3 | 0,24 | Guarantee product availability and local logistics efficiency. |
| **B. WEAKNESSES** | | | | | |



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| No | Internal strategy factors (IFAS) | Weight | Rating | Score (BxR) | Explanation & relationship of maqasid sharia |
|---|---|---|---|---|---|
| 1 | Limited investment in production technology and factory automation. | 0,11 | 2 | 0,22 | The scale of production is still small, so the operational cost per unit is relatively high. |
| 2 | Limited distribution area (not yet optimal for inter-island delivery). | 0,10 | 2 | 0,20 | Causing supply chain bottlenecks outside the Baubau core area |
| 3 | The limitation of expert human resources who understand the integration of bottled water technology and sharia business management. | 0,09 | 2 | 0,18 | It has an impact on internal work productivity that is not optimal. |
| 4 | The promotion budget and *brand awareness* in the general retail market is still low outside the Muhammadiyah ecosystem. | 0,08 | 2 | 0,16 | Less aggressive when compared to the advertising spending of other national and local giant brands. |
| 5 | Limited working capital for massive expansion of production capacity. | 0,06 | 2 | 0,12 | Limiting the company's flexibility in taking on large market opportunities. |
| **TOTAL INTERNAL SCORE** | | **1,00** | | **3,04** | **Strong Internal Condition (> score 2.50)** |

Source: *data processed from the results of Interviews, 2026*

After mapping the internal environment, the next step is to analyze the external



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environment that is beyond the direct control of PT. Ummah is progressing. Through observation of bottled water market trends in Baubau City, analysis of local government policies, and mapping of competition maps with national-scale producers, a number of strategic factors were identified that became *opportunities* to be utilized and anticipated *threats*. By integrating the values of Maqasid Syariah, all of these external factors are then weighted and rated simultaneously to measure the extent of the company's responsiveness to market dynamics, as described in the following EFAS (*External Factor Analysis Summary*) matrix table:

**Table 4.2 EFAS (*External Factor Analysis Summary) Matrix***

| No | External Strategic Factors (EFAS) | Weight | Rating | Score (BxR) | Explanation & relationship of maqasid sharia |
|---|---|---|---|---|---|
| **A. PELUANG (OPPORTUNITIES)** | | | | | |
| 1. | Healthy lifestyle trends and increasing growth in public bottled water consumption up to above 15% | 0,13 | 4 | 0,52 | Increasing the demand for hygienic drinking water (*Hifz al-Nafs*) |
| 2 | The high awareness of local Muslim consumers towards products labeled Halal (*Halal awareness*). | 0,12 | 4 | 0,48 | A great opportunity for products with *strong* Islamic branding |
| 3 | The internal ecosystem of Amal Usaha Muhammadiyah (AUM) in the Buton area is massive (schools, campuses, orphanages, bank partners). | 0,12 | 4 | 0,48 | Become a *solid captive market* to ensure minimum sales volume. |
| 4 | Adoption of digital marketing and social media to expand market reach. | 0,09 | 3 | 0,27 | The solution expands the market efficiently without the |


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| No | External Strategic Factors (EFAS) | Weight | Rating | Score (BxR) | Explanation & relationship of maqasid sharia |
|---|---|---|---|---|---|
| | | | | | investment of large physical outlets. |
| 5 | Local government policies that support the growth of MSMEs and Baubau local products. | 0,08 | 3 | 0,24 | Opening opportunities for cooperation in the placement of distribution points in public facilities. |
| **B. THREATS** | | | | | |
| 1 | The dominance of giant national brands (Aqua & Le Minerale) which controls almost 70% of the retail market with strong capital. | 0,13 | 2 | 0,26 | Very aggressive competitive pressure in ad spending and distribution networks. |
| 2 | Slowdown in the growth rate of internal sales from 2023 (47.06%) to 2024 (33.33%) | 0,11 | 2 | 0,22 | A strong signal that the company is starting to hit the wall of competition of established competitors. |
| 3 | The rise of substitution products at very cheap prices such as gallon refillable drinking water depots. | 0,09 | 2 | 0,18 | Threatening a very price-sensitive share of the lower end of the market. |
| 4 | Strict environmental regulations regarding restrictions on the use of single-use plastic packaging. | 0,08 | 2 | 0,16 | Demand the adaptation of companies towards eco-friendly packaging |



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| No | External Strategic Factors (EFAS) | Weight | Rating | Score (BxR) | Explanation & relationship of maqasid sharia |
|---|---|---|---|---|---|
| | | | | | (*Hifz al-Bi'ah / Hifz al-Nasl*). |
| 5 | Fluctuations in the price of packaging raw materials (PET plastic seeds, bottle caps, and labels) in the market. | 0,05 | 2 | 0,10 | Potentially disrupting the stability of *the company's* fair pricing structure |
| **TOTAL EXTERNAL SCORE** | | **1,00** | | **3,15** | **External conditions Strong (Score > 2.50)** |

Source: *data processed from the results of the Interview, 2026.*

## C. Maqasid Shariah Competitive Strategy Model (SBMS)

The Maqasid Syariah Competitive Strategy Model (SBMS) at PT Umat Jaya Berkemajuan (UJB) is a business formulation framework that does not only rely on conventional analysis such as the SWOT Matrix (IFAS-EFAS), but also filters (*filtering*) every strategic decision through the pillars of Islamic welfare (Rido, 2025). In the midst of the dominance of national bottled water brands that control the retail network through *distribution locking*, PT UJB presents differentiation that relies on the creation of shared value (*shared value*)(Porter, 2020). This integration aims to ensure that every operational excellence achieved by the company is dual-oriented, namely achieving sustainable business profitability while presenting a social impact that is worth worship for the people of Baubau City and its surroundings (Dasmadi et al., 2025).

In the dimension of Religious Care (*Hifz al-Din*) and Soul Care (*Hifz al-Nafs*), the SBMS model is realized through systemic assurance of water quality and product halalness. PT UJB integrates halal certification and hygiene supervision through periodic laboratory tests academically to ensure that drinking water is safe and free from harmful contamination. From glasses *Hifz al-Din*, this compliance reinforces *Islamic branding* and *halal awareness* to strengthen the trust of the Muslim public(Amalia & Nurafini, 2024), while from the perspective of *Hifz al-Nafs*, the provision of healthy drinking water is a form of collective responsibility in maintaining the safety of life and physical health of the community as a whole (Risnawati et al., 2024).


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On the dimension of Mind Care (*Hifz al-Aql*) and Ancestry Care (*Hifz al-Nasl*), the company's strategy is translated through consumer education as well as sustainable environmental responsibility. PT UJB implements transparency of educational product information and avoids misleading promotions to maintain the objectivity of consumers' thinking. Meanwhile, *Hifz al-Nasl* implemented through ecosystem-friendly environmental impact management and programs *Corporate Social Responsibility* (CSR) that targets the well-being of future generations (Baihaki & Permana, 2025). so that the existence of the bottled water industry does not damage the sustainability of water resources and the local environment (Nikmah & Siswahyudianto, 2022);(Saka et al., 2025).

In the aspect of Asset Guard (*Hifz al-Mal*), PT UJB implements fair *pricing* by providing a price difference ranging from IDR 10,000 to IDR 15,000 more affordable per carton than national brands. This *cost leadership policy* is not just a market penetration tactic, but a tangible manifestation of efforts to prevent waste (*israf*) and maintain people's purchasing power. In line with the principles of the Qur'an Surah Al-Hasyr Verse 7, this strategy ensures that the turnover of economic flows is not only concentrated in large corporations, but is distributed fairly to the level of retailers and local communities.

Comprehensively, the implementation of the SBMS Model makes PT UJB able to transform its internal strength and social capital, especially *captive market* Muhammadiyah network and mosque partnership become sustainable competitiveness (Syafety & Samanhudi, 2023). The synergy between operational efficiency, institutional academic reputation, and community CSR commitment has succeeded in transforming the regional slogan "Defend Buying Local Products" into an inclusive circular economy da'wah movement (Cahyaningsih & Prabowo, 2025). Thus, the SBMS Model combined with SWOT analysis and *Business Model Canvas* (BMC) has proven to be an adaptive and solutive strategic instrument for regional business units in facing the pressure of macro competitors without sacrificing Islamic identity and values (Arifin & Agustin, 2023); (Juminawati et al., 2024).

## CONCLUSION

This article aims to discuss Social Learning Theory, particularly in the aspects of PT. Umat Jaya Berkemajuan has succeeded in maintaining its existence in the Bau-Bau City bottled water industry through the hybridization of low-cost strategies (*cost leadership*) and the captive market locking of *the* academic community. The resulting Maqasid Sharia Competitive Strategy Model (SBMS) proves that the Islamic normative analysis knife is able to filter the SWOT matrix into an


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alternative to ethical business policy. By focusing on fair pricing, guaranteed product sterilization, and profit distribution for the social sustainability of future generations, regional companies position manufacturing activities as an instrument of worship that brings benefits and blessings to all local communities.

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