

## **ABSTRACT**

*This research aimed to offer a strategic solution for Rumah Zakat with a timeframe of 10 years ahead. Scenario planning analysis was chosen to solve the problem at hand. This research uses qualitative research methods, with the aim of finding out the right scenario used by Rumah Zakat for the next 10 years.*

*In this study, an inductive approach was used, based on a theory development approach. Based on the time of implementation, researchers obtain data by cross section. Driving Forces for the zakat industry are identified based on the results of the PESTEL and Porter Five Forces analysis obtained from the interview process to the interviewees identified 29 driving forces for the Zakat Industry.*

*There are 4 scenarios generated namely Jumping Frog, Accelerate to Excellence, The Struggle, and Business as Usual as a reference description of the conditions that need to be considered in dealing with uncertain conditions in the future, so that the institution can determine the strategic direction of the institution more optimally. Institutions need to consider the implication and option strategies in each scenario to strengthen the ability of today's institutions to deal with various conditions that will arise in the future.*

*Implementing Common Strategy recommendations, namely (1) Creating a new business model / new strategy (2) implementing digitalization on all lines of the institution (3) becoming a collaborator of government zakat institutions, (4) establishing partnerships with companies to access CSR funds as an alternative to financing empowerment programs, and ((5) Preparing new talents to increase organizational competitiveness. As a concrete step, the institution responds to all scenarios that are formed.*

*Keywords : scenario planning, strategic management, zakat, Philanthropy*