

Software As A Service (SAAS) Based Digital Business Development: Case Study of Zakat Management Platform "Record Zakat" at PT Titik Terang Teknologi

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Abstract

This study aims to develop a comprehensive business plan for the Catat Zakat Software as a Service (SaaS) platform, analyze business development planning across multiple aspects, and evaluate financial investment feasibility. Catat Zakat is a B2B SaaS platform developed by PT Titik Terang Teknologi to help Zakat Management Institutions (LAZ) automate zakat management from collection to distribution. The research employs a qualitative descriptive method with a single case study approach, involving semi-structured interviews with 25 LAZ managers in West Java, DKI Jakarta, and East Java. The analytical framework integrates Design Thinking, Business Model Canvas, SWOT-TOWS analysis, Timmons Model, and financial feasibility analysis (NPV, IRR, Payback Period, Profitability Index). Results show that 92% of LAZ still prepare PSAK 109 reports manually, 88% face multi-channel reconciliation difficulties, and 84% lack adequate donor tracking systems. The Timmons Model evaluation yields a score of 4.11/5.00 (Highly Attractive Opportunity). Financial feasibility analysis under the moderate scenario shows NPV of IDR 8.7 billion, IRR of 42%, Payback Period of 4.8 years, and Profitability Index of 2.71 — all metrics exceeding minimum feasibility standards.

INTRODUCTION

The global Software as a Service (SaaS) industry is experiencing exponential growth with a market value of USD 186.6 billion in 2023 and is projected to grow at a Compound Annual Growth Rate (CAGR) of 18.7% until 2030 (Insights, 2024). In Indonesia, the SaaS market is predicted to reach USD 3.4 billion by 2026 with an annual growth rate of 17.2%.

In the context of zakat, Indonesia has a huge market potential but has not been optimized. BAZNAS (2024) recorded that the potential for national zakat reached IDR 327.6 trillion, but the realization of new collections reached IDR 27.8 trillion or around 8.5% of the total potential. Of the more than 500 amil zakat institutions in Indonesia, 85% still use manual or semi-digital systems (Finance, 2024).

Sahut et al. (2021) stated that the current era is "The Age of Digital Entrepreneurship," where the entrepreneurial paradigm has shifted fundamentally. Daspit et al. (2023) define an entrepreneurial mindset as a mindset that cognitively processes uncertainty into opportunities. Kaniawati (2024) explained that digital entrepreneurship in Indonesia is growing rapidly along with increasing internet penetration, emphasizing the importance of strategic agility and innovation capability.

Brown (2009) formulated Design Thinking as a human-centered innovation approach consisting of five stages: Empathize, Define, Ideate, Prototype, and Test. Osterwalder & Pigneur (2010) developed the Business Model Canvas (BMC) as a visual tool to describe a business model in 9 integrated blocks. Timmons & Spinelli (2009) identified three core elements that must be

balanced: opportunity, team, and resources. Berk and DeMarzo (2020) identified four methods of evaluating financial viability: NPV, IRR, Payback Period, and Profitability Index.

Sabarine & Hendri (2025) used the Design Thinking approach as the initial stage of preparing a Montessori First Indonesia business plan, which shows the effectiveness of this method to understand customer needs. Kaniawati et al. (2024) found that strategic orientations are the foundation of a strong business plan through cross-border analysis.

Based on this background, this study formulates three questions: (1) How to prepare a business plan for Zakat Records which includes Design Thinking, BMC, business environment analysis, and SWOT analysis? (2) How is the development planning of Zakat Records from the aspects of finance, marketing, operations, human resources, innovation, risk management, and legality? (3) What is the feasibility of the business based on NPV, IRR, Payback Period, and Profitability Index?

METHODS

The research uses a qualitative descriptive method with a single case study approach to PT Titik Terang Teknologi (Creswell & Creswell, 2023; Yin, 2018). Primary data was obtained through semi-structured interviews with 25 LAZ managers in the West Java, DKI Jakarta, and East Java regions, direct observation of the operational processes of active LAZ clients, and data on the company's internal business traction. Secondary data includes BAZNAS reports (2022–2024), related regulations, and SaaS industry benchmarks.

The analytical framework includes six frameworks: (1) Design Thinking for validation of user needs, (2) BMC for business model mapping, (3) PESTEL for macro environment analysis, (4) Porter's Five Forces for competition structure, (5) SWOT-TOWS for strategy, and (6) financial analysis of NPV, IRR, Payback Period, PI with a 20% WACC discount rate and five-year projections (Berk & DeMarzo, 2020)

RESULTS AND DISCUSSION

Application of *Design Thinking*

Interviews with 25 LAZ revealed five key pain points:

Table 1. *LAZ Main Pain Points*

Yes	<i>Pain Point</i>	Frequency
1	Manually reconcile multi-level reports	92% (23 LAS)
2	Risk of <i>human error</i> and <i>data loss</i>	88% (22 LAS)
3	No muzakki tracking system	84% (21 LAS)
4	Reporting to BAZNAS is not standardized	80% (20 LAZ)
5	Unstructured data for audits	68% (17 LAS)

Source: Processed by researchers based on interview results (2026)

From the Ideate process, the B2B SaaS platform approach was chosen because it meets three criteria: *desirability* (needed by the user), *feasibility* (buildable), and *viability* (profitable). Five core

modules are designed: (1) *Zakat Collection*, (2) *Distribution Management*, (3) *PSAK 109 Reporting*, (4) *Muzakki Portal*, and (5) *Analytics Dashboard*.

Validation through the program pilot on 5 LAZ anchors confirmed that the platform managed to reduce the reconciliation time from months to real-time, and increased the NPS from 42 to 71.

Business Model Canvas

Table 2. *Business Model Canvas* Records Zakat

Block	Main Contents
<i>Customer Segments</i>	56 National LAZ (primary) + 123 provincial/urban LAZ (secondary)
<i>Value Propositions</i>	Automatic reconciliation, automated PSAK 109 report, muzakki transparency portal, SIMBA BAZNAS integration, complete trail audit
<i>Revenue Streams</i>	Subscription Rp 3.6–30 million/year (70–80%), transaction fee 0.5–2.5% (15–20%), professional services (5–10%)
<i>Key Partners</i>	BAZNAS, DSN-MUI, Midtrans/Xendit, FOZ, POROZ
<i>Cost Structure</i>	R&D ~45%, Sales & Marketing ~25%, G&A ~15%, Customer Success ~15%

Source: Adapted from Osterwalder and Pigneur (2010), processed by researchers

Business Traction 2020–2025

PT Titik Terang Teknologi was established in 2019 in Bandung. As of March 2026, the company has 8 active SaaS clients with an MRR of IDR 10,499 million. The evaluation using the *Timmons Model* resulted in a score of 4.11/5.00 (*Highly Attractive Opportunity*), supported by a *Total Addressable Market* of IDR 327.6 trillion. The SWOT analysis places the Zakat Record in Quadrant I (*Grow and Build*).

Hendri (2025) in various studies *Business Plan* consistently using all four feasibility evaluation methods (NPV, IRR, *Payback Period*, PI), validates that this framework is a *Best practice* for the evaluation of new ventures in Indonesia. Kaniawati and Latifah (2022) found that *Strategic agility* affect performance through *Innovation Capability* As a mediator, implying that adaptability should translate into real innovation on the platform.

Development Planning

The marketing aspect is designed through STP which focuses on national and provincial LAZ in Java, supported by *Marketing Mix* 7P and *Sales Funnel* six stages. The operational aspects include technology-based architecture *cloud* with SLA *Uptime* 99,5%. The HR aspect is planned in stages from 8 FTEs in Y1 to 25 FTEs in Y3. Risk management aspects were analyzed using ISO 31000:2018 with 12 risks identified (Godionenko, 2025; Schulte, 2025). The legality aspect is mapped through compliance with eight main regulations.

Financial Eligibility

Table 3. Financial Feasibility Analysis

Metrics	Pessimistic	Moderate	Optimistic	Standard	Evaluation
NPV	IDR 3.2 billion	IDR 8.7 billion	IDR 22.4 billion	> 0	Worthy
IRR	28%	42%	68%	> 20% (WACC)	Worthy
<i>Payback Period</i>	6.5 years	4.8 years	3.2 years	< 5 years	Pessimists cross the threshold

<i>Profitability Index</i>	1,88	2,71	4,82	> 1.0	Worthy
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Source: Processed researcher (2026)

In a moderate scenario with a target of 20 active LAZ in Y1, an ARPU of IDR 18 million/year, and a churn rate of 10%, all eligibility metrics are met. Even in a pessimistic scenario, the NPV remains positive and the IRR exceeds the WACC

DISCUSSION

The results of the study show that the digitization of zakat management through the Catat Zakat platform is able to answer the main problems faced by LAZ, especially related to data reconciliation, reporting, and transparency of fund management. These findings support the concept of Design Thinking which emphasizes the importance of developing solutions based on user needs (Brown, 2009). The success of the pilot project that increased the NPS from 42 to 71 shows that the features developed are in accordance with the operational needs of zakat institutions.

From a business model perspective, the value proposition in the form of PSAK 109 report automation, integration with the BAZNAS system, and a comprehensive audit trail are competitive advantages that support the company's growth strategy. This finding is in line with Osterwalder and Pigneur (2010) who stated that the success of a business model is determined by the company's ability to create value that is able to solve specific customer problems.

The results of the financial analysis show that Zakat Records has viable prospects to be developed. A positive NPV value, an IRR that exceeds the WACC by 20%, and a Profitability Index above one in all scenarios indicate the business's ability to generate added value for investors. These findings indicate that the subscription-based SaaS business model has sustainable growth potential because it is supported by recurring revenue and the increasing need for digitization of the zakat sector. Thus, Zakat Records is not only operationally and market-viable, but also financially feasible to be developed in the long term.

CONCLUSION

1. The Catat Zakat business plan that integrates Design Thinking, BMC, SWOT-TOWS analysis, Timmons Model, and Focused Differentiation strategy confirms that the platform has a strong business foundation to transition from the initial traction phase to structured growth.
2. The development plan has been prepared covering seven aspects: finance (ARR Rp 360 million – Rp 3.6 billion in 5 years), marketing (STP and 7P), operations (cloud architecture, SLA 99.5%), HR (8–25 FTE), innovation (4 phases of roadmap), risk management (12 risks, ISO 31000:2018), and legality (8 regulations).
3. Financial feasibility is evident in all scenarios with a positive NPV, an IRR exceeding the WACC of 20%, and a PI of > 1.0. In the moderate scenario, NPV reaches IDR 8.7 billion with an IRR of 42% and a Payback Period of 4.8 years.

Key recommendations: formalizing the sales system, replicating the multi-branch model, and building a proactive customer success program before the client reaches the 9th month.

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