




Analysis of third-party fund management strategies in supporting sustainable financing growth at Bank Sumut Syariah Binjai Sub-Branch

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Article Info	ABSTRACT
<p>Article history:</p> <p>Received May 25, 2026 Revised Jun 3, 2026 Accepted Jun 12, 2026</p> <hr/> <p>Keywords:</p> <p>Financing Growth; Relationship Marketing; Strategy; Syariah; Third-Party Funds.</p>	<p>This study aims to analyze Third-Party Fund management strategies in supporting financing growth at Bank Sumut Syariah Binjai Sub-Branch. The study employed a qualitative approach using a descriptive method. Data were collected through interviews, observations, and documentation, then analyzed using the Miles and Huberman model and BCG Matrix approach. The results showed that relationship marketing and service quality improvement strategies in supporting the collection of third party funds and the growth of islamic bank financing. Financing distribution increased during the 2021–2025 period; however, the growth of Third-Party Funds tended to fluctuate, resulting in an increase in the Financing to Deposit Ratio and Non-Performing Financing. Overall, the Third-Party Fund management strategies have supported financing growth, but their effectiveness still needs to be improved to maintain funding stability and the sustainability of bank performance.</p> <p style="text-align: right;"><i>This is an open access article under the CC BY-NC license.</i></p> 

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1. INTRODUCTION

The development of Islamic banking in Indonesia has experienced significant growth along with increasing public awareness of Sharia-based financial services and the expansion of Islamic financial institutions (Tuzzuhro et al., 2023). Islamic banking has become an important part of the national financial system because it offers financial services based on Islamic principles, including fairness, transparency, and profit-sharing mechanisms (Yudi et al., 2024);(Yusrizal & Rahmani, 2024).

The growth of Islamic banking institutions has also been encouraged by the increasing demand for financial services that are free from *riba* and more aligned with Islamic values(Faadilah, 2024). As a result, competition among Islamic banks has become increasingly competitive, requiring banks to continuously improve their performance, service quality, and funding management strategies to maintain public trust and ensure business sustainability.

In Islamic banking operations, the intermediation function represents one of the most important banking activities. Through this function, banks collect funds from the public and redistribute them in the form of financing to individuals, businesses, and other economic sectors that require funding support (S. Hidayat & Zain, 2021);(Whardana et al., 2025). The success of Islamic banks in carrying out their intermediation role is highly dependent on their ability to collect and

maintain stable Third-Party Funds (TPF) (Anggraini & Hasibuan, 2023). Third-Party Funds consist of public funds collected through savings accounts, demand deposits, and time deposits. These funds represent the primary funding source used by Islamic banks to support financing distribution activities and maintain operational liquidity (Musdalifah et al., 2022);(Iftiani & Nurlaila, 2022);(Sipahutar et al., 2023).

Stable Third-Party Funds are essential in supporting financing sustainability in Islamic banking. The ability of banks to maintain stable funding sources directly affects their financing capacity, liquidity condition, and operational sustainability (Wulandari et al., 2026). Effective Third-Party Fund management strategies are therefore required not only to increase the amount of funds collected but also to maintain customer loyalty, strengthen public trust, and ensure funding stability over time. In increasingly competitive banking conditions, customers no longer prioritize only Sharia compliance, but also consider convenience, accessibility, transaction speed, digital services, and relationship-based banking services (Ghadizah et al., 2025);(Rerung et al., 2025). Consequently, Islamic banks are required to implement various strategies such as relationship marketing, service quality improvement, institutional partnerships, and digital optimization to maintain the stability of public funds and strengthen customer loyalty (Anjelisa et al., 2023);(Sitorus & Santri, 2025).

Relationship marketing theory emphasizes the importance of long-term relationships between organizations and customers in maintaining loyalty and sustainable business performance (Fatmariyah et al., 2021). In the banking sector, relationship marketing becomes highly relevant because banking activities are strongly dependent on customer trust and long-term relationships (Hidayati et al., 2025). Banks that are able to maintain good communication, provide personalized services, and respond effectively to customer needs tend to have stronger customer loyalty and more stable fund collection. Therefore, relationship marketing is considered one of the most important strategies in maintaining Third-Party Funds within Islamic banking institutions (Nuriatullah et al., 2024).

In addition to relationship marketing, service quality also plays an important role in maintaining customer satisfaction and trust. High-quality banking services encourage customers to continue using banking products and maintain their funds within the bank (Nuriatullah et al., 2024). Institutional partnerships and community approaches are also important strategies because they allow banks to access broader customer segments and generate relatively stable funding sources through payroll cooperation and institutional financial services. Furthermore, digital optimization has become increasingly important in modern banking competition because digital platforms provide wider access to information, improve service efficiency, and strengthen customer engagement (Syahrani & Siregar, 2025).

Despite the importance of Third-Party Fund stability, Islamic banks often face challenges in maintaining a balance between financing growth and funding growth. Financing expansion that is not supported by stable Third-Party Funds may create liquidity pressure and increase financing risk (Tanjung, 2020). This condition may also lead to a higher Financing to Deposit Ratio (FDR), indicating that financing distribution is growing faster than the bank's ability to collect funds from the public. In addition, excessive financing expansion may contribute to increasing Non-Performing Financing (NPF), which reflects financing quality deterioration and potentially affects banking stability (Syafina et al., 2022).

A similar phenomenon occurred at Bank Sumut Syariah Binjai Sub-Branch during the 2021–2025 period. The bank experienced continuous financing growth; however, the growth of Third-Party Funds tended to fluctuate. This condition indicates that financing growth was not fully supported by stable public fund collection.

The management of Third-Party Funds at the sub-branch level has distinctive characteristics compared with that of the main branch. Sub-branches generally operate with a more limited operational scope, a smaller customer base, and lower authority in strategic decision-making. As a result, sub-branches rely more heavily on direct customer relationships, community engagement, local institutional partnerships, and personalized service approaches to maintain funding stability.

Unlike main branches, which often benefit from larger corporate accounts and broader market coverage, sub-branches must compete more intensively for local customers while ensuring sufficient funding to support financing activities within their service areas. Therefore, understanding Third-Party Fund management strategies at the sub-branch level is important for identifying practical approaches that contribute to sustainable financing growth in Islamic banking.

During the 2021–2025 period, financing growth at Bank Sumut Syariah Binjai Sub-Branch continuously increased, while Third-Party Funds (TPF) experienced fluctuations. Total financing increased from Rp50,215 million in 2021 to Rp79,033 million in 2025. However, total TPF grew at a slower pace and slightly declined in 2025. This condition caused the Financing to Deposit Ratio (FDR) to increase significantly from 102.7% in 2021 to 126.2% in 2025, indicating that financing growth outpaced funding growth. In addition, Non-Performing Financing (NPF) increased from 2.15% to 3.89% during the same period. These conditions indicate that financing growth has not been fully supported by stable Third-Party Fund growth, potentially increasing liquidity pressure and financing risk within the bank.

Previous studies generally focused on the quantitative relationship between Third-Party Funds, Financing to Deposit Ratio, Non-Performing Financing, and financing distribution in Islamic banking institutions (Aryani, 2025);(Siregar, 2021);(Gusdifa & Atsarina, 2022). Other studies emphasized the importance of marketing strategies, customer loyalty, and service quality in increasing public fund collection and strengthening Islamic banking competitiveness (Asmawati et al., 2022);(Fitriani & Azizoma, 2022). These studies demonstrate that Third-Party Funds play a significant role in supporting financing activities and maintaining banking sustainability.

However, despite the importance of Third-Party Fund stability, strategic studies focusing on branch-level Islamic banking practices remain limited. Previous studies mostly concentrated on statistical relationships among Third-Party Funds, Financing to Deposit Ratio, Non-Performing Financing, and financing growth, while studies examining how Third-Party Fund management strategies are implemented in supporting financing sustainability remain relatively limited, particularly at the sub-branch level. In addition, previous studies rarely identified which strategies are the most dominant and effective in maintaining funding stability and supporting sustainable financing growth in Islamic banking.

To address this gap, the present study adopts a modified BCG Matrix approach as a strategic evaluation framework. Unlike the conventional BCG Matrix, which classifies products based on market growth and market share, this study applies the framework to evaluate Third-Party Fund management strategies according to their effectiveness in supporting funding stability, financing sustainability, and their level of implementation within the bank. Through this approach, management strategies can be categorized into Star, Cash Cow, Question Mark, and Dog positions to identify their relative strategic importance and contribution to sustainable financing growth.

The novelty of this study lies in the analysis of Third-Party Fund management strategies in supporting financing growth at Bank Sumut Syariah Binjai Sub-Branch using *BCG Matrix* approach. Unlike conventional *BCG Matrix* applications that focus on product portfolio analysis, this study applies the approach to map the effectiveness and dominance of Third-Party Fund management strategies in supporting financing sustainability in Islamic banking. Therefore, this study aims to analyze the implementation of Third-Party Fund management strategies and identify the most effective strategies in supporting sustainable financing growth at Bank Sumut Syariah Binjai Sub-Branch.

2. RESEARCH METHOD

This study employed a qualitative approach using a descriptive method to analyze Third-Party Fund management strategies in supporting financing growth at Bank Sumut Syariah Binjai Sub-Branch. The study was conducted purposively because financing distribution continued to increase, while Third-Party Funds tended to fluctuate during the observation period.

The research utilized both primary and secondary data. Primary data were obtained through interviews with branch management, the Third-Party Fund management division, and the financing

division. Meanwhile, secondary data were collected from financing reports, Third-Party Fund reports, Financing to Deposit Ratio (FDR), Non-Performing Financing (NPF), and other supporting documents.

The study focused on the 2021–2025 period because this period reflects the most recent and complete trend of financing growth, Third-Party Fund development, liquidity conditions, and financing risk at Bank Sumut Syariah Binjai Sub-Branch. Furthermore, the period captures post-pandemic banking recovery and business expansion dynamics, enabling a comprehensive assessment of the effectiveness of Third-Party Fund management strategies in supporting sustainable financing growth.

Data collection techniques included interviews, observation, and documentation. Furthermore, data analysis was conducted using the Miles and Huberman interactive analysis model (Hidayat, 2026), including data reduction, data presentation, and conclusion drawing. This study also applied a modified BCG Matrix approach to identify the most dominant and effective Third-Party Fund management strategies in supporting sustainable financing growth in Islamic banking.

To classify strategies into the Star, Cash Cow, Question Mark, and Dog categories, the study adapted the BCG Matrix framework to the context of Islamic banking strategy evaluation. The classification was based on two analytical dimensions: (1) the effectiveness of each strategy in supporting Third-Party Fund collection, funding stability, customer loyalty, and financing sustainability; and (2) the intensity and consistency of strategy implementation within the bank.

Strategies demonstrating high effectiveness and strong implementation intensity were categorized as Star. Strategies providing stable contributions and demonstrating mature implementation were classified as Cash Cow. Strategies with considerable potential but not yet fully optimized were categorized as Question Mark. Meanwhile, strategies showing relatively low effectiveness and limited contribution to funding growth were classified as Dog..

3. RESULTS AND DISCUSSIONS

Results

Third-Party Fund Management Strategies in Supporting Financing Growth

Based on interviews, observations, and documentation, Bank Sumut Syariah Binjai Sub-Branch implemented several Third-Party Fund (TPF) management strategies to maintain funding stability and support sustainable financing growth. Third-Party Funds represent the primary funding source used by the bank in carrying out its intermediation function. Therefore, the bank's ability to collect and maintain public funds directly affects its financing capacity and operational sustainability.

The implementation of Third-Party Fund management strategies was not only intended to increase the amount of funds collected but also to strengthen customer loyalty, maintain public trust, expand the customer base, and ensure sufficient funding availability to support sustainable financing growth. This condition is important because increasing financing distribution must be supported by stable Third-Party Fund growth in order to avoid excessive liquidity pressure within the bank.

Table 1. Third-party fund management strategies at Bank Sumut Syariah Binjai Sub-Branch

Strategy	Implementation	Objective
Relationship Marketing	Direct visits, routine communication, and personal relationships with customers	Maintaining customer loyalty and funding stability
Service Quality Improvement	Fast, responsive, and consultative services	Increasing customer satisfaction and trust
Institutional and Community Approach	Payroll cooperation and partnerships with institutions and communities	Increasing stable fund collection
Digital Media Optimization	Utilization of social media and digital platforms for promotion and communication	Expanding product information access
General Product Promotion	Promotion through brochures, socialization activities, and direct offers	Attracting new customers

Source: Research Data Processed (2026)

Based on table 1, Third-Party Fund management strategies were implemented through a combination of customer relationship approaches, service quality improvement, institutional partnerships, digital optimization, and promotional activities. These strategies indicate that Third-Party Fund collection activities were not limited to offering deposit products but also focused on building long-term customer relationships and maintaining public trust. The findings also demonstrate that relationship-based strategies and service quality improvement played an important role in supporting funding stability and financing sustainability in Islamic banking institutions.

Analysis of Third-Party Fund Management Strategies Using *BCG Matrix*

To identify the most dominant and effective strategies in supporting financing growth, this study applied a modified *BCG Matrix* approach. In this study, the *BCG Matrix* was not used to analyze product portfolios as commonly applied in conventional business concepts, but rather as a strategic mapping tool to evaluate Third-Party Fund management strategies based on their effectiveness, strategic dominance, and contribution to funding stability and financing growth.

This mapping aimed to classify strategies according to their strength, stability, potential, and effectiveness. Therefore, the findings not only describe the strategies implemented by the bank but also identify which strategies should be maintained, strengthened, further developed, or evaluated in supporting sustainable financing growth.

Table 2. Analysis of TPF management strategies using *BCG matrix*

TPF Management Strategy	BCG Position	Evaluation Basis	Contribution to Financing Growth
Relationship Marketing	Star	Most dominant and consistently implemented strategy with a direct impact on customer loyalty	Maintains Third-Party Fund stability and supports financing sustainability
Service Quality Improvement	Star	Strong contribution to customer satisfaction, trust, and loyalty	Helps maintain customer funds and supports financing activities
Institutional and Community Approach	Cash Cow	Provides relatively stable funding through institutional partnerships	Supports funding availability for financing distribution
Digital Media Optimization	Question Mark	High potential but not yet fully optimized	Potential to expand fund collection and financing information access
General Product Promotion	Dog	Still implemented but relatively less effective than other strategies	Limited contribution to fund collection and financing growth

Source: Research Data Processed (2026)

Based on table 2, relationship marketing and service quality improvement were categorized as *star* strategies because they represented the most dominant and effective approaches in supporting Third-Party Fund collection. Relationship marketing was implemented through personal approaches, routine communication, and direct customer visits. This strategy enabled the bank to maintain long-term relationships with customers, encouraging them to retain their funds within the bank.

Similarly, service quality improvement was positioned as a *star* strategy because high-quality services increased customer satisfaction, trust, and loyalty. In Islamic banking, customer trust is an essential factor in maintaining Third-Party Funds because customers tend to place their funds in banks that provide responsive, secure, and consultative services. Therefore, service quality not only affects customer satisfaction but also contributes to funding sustainability and financing continuity. The institutional and community approach was categorized as a *cash cow* strategy because it generated relatively stable funding contributions through cooperation with educational institutions, government agencies, business communities, and organizations. Institutional funding tends to be more stable than individual customer funds, making this strategy important for supporting financing liquidity.

Digital media optimization was categorized as a *question mark* strategy because it demonstrated considerable potential but had not yet been fully optimized. Digital platforms can be utilized to expand promotional reach, improve communication with customers, and increase access

to banking information. However, this strategy still requires further development to become a more effective instrument for increasing Third-Party Fund collection.

Meanwhile, general product promotion was categorized as a *dog* strategy because its effectiveness remained relatively lower than relationship-based strategies and service quality improvement. Although promotional activities through brochures, social media, and public campaigns are still necessary, their contribution to Third-Party Fund collection and financing growth remained relatively limited. Therefore, promotional strategies should be directed more specifically toward potential customer segments to improve their effectiveness in supporting funding growth and financing sustainability.

Impact of Third-Party Fund Management Strategies on Financing Growth

The implementation of Third-Party Fund (TPF) management strategies at Bank Sumut Syariah Binjai Sub-Branch contributed to financing growth during the 2021–2025 period. The continuous increase in financing distribution indicates that the bank was able to maintain its intermediation function by channeling funds to the public through various Islamic financing schemes.

Table 3. Financing growth by financing type at Bank Sumut Syariah Binjai Sub-Branch (2021–2025)

Year	Murabahah (Rp Million)	Mudharabah (Rp Million)	Musyarakah (Rp Million)	Qard (Rp Million)	Total Financing (Rp Million)
2021	46,180	-	4,035	-	50,215
2022	50,742	-	4,688	-	55,430
2023	56,512	-	4,629	-	61,141
2024	63,849	-	4,647	151	68,647
2025	73,281	-	5,705	47	79,033

Source: Internal Data of Bank Sumut Syariah Binjai Sub-Branch (2026)

Based on table 3, total financing continuously increased from Rp50,215 million in 2021 to Rp79,033 million in 2025. The findings indicate that *murabahah* financing dominated the bank's financing portfolio throughout the observation period. The dominance of *murabahah* financing suggests that the bank preferred trade-based financing schemes with relatively lower and more measurable risks compared to profit-sharing contracts.

Meanwhile, *musyarakah* financing also experienced moderate growth, although its contribution remained relatively smaller than *murabahah* financing. In addition, *qard* financing only appeared in 2024 and remained limited in value. These conditions indicate that the financing structure at Bank Sumut Syariah Binjai Sub-Branch was still dominated by trade-based or consumptive financing rather than profit-sharing financing schemes.

The findings also demonstrate that Third-Party Fund management strategies played an important role in supporting financing growth. However, financing expansion still requires stable Third-Party Fund growth to maintain liquidity balance and financing sustainability. Continuous financing growth accompanied by fluctuating public fund collection may potentially increase liquidity pressure and financing risk within the bank.

Analysis of Third-Party Fund Growth

Third-Party Funds (TPF) represent the primary funding source in supporting financing growth within Islamic banking institutions. Therefore, funding stability becomes an important factor in maintaining financing sustainability and liquidity balance. Based on the research findings, Third-Party Funds at Bank Sumut Syariah Binjai Sub-Branch experienced fluctuations, particularly in savings and demand deposit products.

Table 4. Growth of third-party funds at Bank Sumut Syariah Binjai Sub-Branch (2023–2025)

Year	Savings (Rp Million)	Demand Deposits (Rp Million)	Time Deposits (Rp Million)	Total TPF (Rp Million)
2023	27,298	1,986	27,495	56,779
2024	27,289	4,823	31,345	63,457
2025	25,420	1,726	35,476	62,622

Analysis of third-party fund management strategies in supporting sustainable financing growth at Bank Sumut Syariah Binjai Sub-Branch (Ika Damai Sari)

Source: Internal Data of Bank Sumut Syariah Binjai Sub-Branch (2026)

Based on table 4, Total Third-Party Funds increased from Rp56,779 million in 2023 to Rp63,457 million in 2024 but slightly declined to Rp62,622 million in 2025. The fluctuation mainly occurred in savings and demand deposit products. Savings decreased from Rp27,298 million in 2023 to Rp25,420 million in 2025, while demand deposits fluctuated significantly during the observation period.

In contrast, time deposits continuously increased from Rp27,495 million in 2023 to Rp35,476 million in 2025. The increase in time deposits indicates that customers tended to place their funds in longer-term deposit instruments. However, the decline in savings and demand deposits requires attention because these products represent relatively low-cost funding sources for the bank.

These findings indicate that Third-Party Fund management strategies should focus more on maintaining the stability of savings and demand deposits in order to strengthen efficient funding sources and support sustainable financing growth. Stable low-cost funds are essential for maintaining liquidity efficiency and reducing funding pressure in Islamic banking operations.

The decline in savings and demand deposits may also affect the bank's funding cost efficiency. Savings and demand deposits are generally categorized as low-cost funds because they require lower profit-sharing expenses compared with time deposits. As their proportion decreases, the bank becomes more dependent on time deposits, which typically involve higher funding costs. This condition may increase the overall cost of funds and reduce the bank's financing margin. Consequently, maintaining the stability of savings and demand deposits is not only important for liquidity management but also for improving funding efficiency and supporting the long-term sustainability of Islamic financing operations.

Analysis of the Balance between Third-Party Funds and Financing Growth

To examine the relationship between Third-Party Fund collection and financing distribution, it is necessary to analyze the development of total financing, total Third-Party Funds, and the gap between the two variables. This analysis is important to determine whether financing growth has been supported by adequate funding growth and stable liquidity conditions.

Table 5. Analysis of financing and third-party funds (2021-2025)

Year	Total Financing (Rp Million)	Total TPF (Rp Million)	Financing-TPF Gap (Rp Million)	Description
2021	50,215	48,860	1,355	Financing growth began to increase
2022	55,430	53,117	2,313	Financing distribution continued to increase
2023	61,141	56,779	4,362	FDR started to increase
2024	68,647	63,457	5,190	TPF growth became fluctuating
2025	79,033	62,622	16,411	Liquidity pressure increased

Source: Internal Data of Bank Sumut Syariah Binjai Sub-Branch (2026)

Based on table 5, the gap between total financing and Third-Party Funds continuously increased from Rp1,355 million in 2021 to Rp16,411 million in 2025. This condition indicates that financing growth was faster than Third-Party Fund growth during the observation period. These findings suggest that Third-Party Fund management strategies contributed to financing expansion; however, they were not fully capable of maintaining a balance between funding growth and financing distribution. The increasing gap between financing and public fund collection may potentially increase liquidity pressure if not supported by stronger funding stability.

Therefore, strengthening relationship marketing, service quality improvement, and institutional partnership strategies remains important in maintaining stable Third-Party Funds. More stable fund collection would provide stronger liquidity support for financing distribution and help maintain sustainable financing growth without excessively increasing liquidity pressure within the bank.

Analysis of Financing to Deposit Ratio and Non-Performing Financing

The increase in financing growth that was not fully supported by stable Third-Party Fund collection contributed to the rise in Financing to Deposit Ratio (FDR). In addition, financing expansion was also followed by an increase in financing risk, as reflected in the growth of Non-Performing Financing (NPF).

Table 6. Development of financing to deposit ratio and non-performing financing (2021–2025)

Year	Total Financing (Rp Million)	Total TPF (Rp Million)	FDR (%)	NPF (%)
2021	50,215	48,860	102.7	2.15
2022	55,430	53,117	104.3	2.42
2023	61,141	56,779	107.7	2.78
2024	68,647	63,457	108.2	3.24
2025	79,033	62,622	126.2	3.89

Source: Internal Data of Bank Sumut Syariah Binjai Sub-Branch (2026)

Based on table 6, the Financing to Deposit Ratio increased from 102.7% in 2021 to 126.2% in 2025. This increase indicates that financing distribution grew faster than the bank's ability to collect Third-Party Funds from the public. The findings suggest that financing expansion was not fully supported by stable funding growth, potentially increasing liquidity pressure within the bank.

In addition, Non-Performing Financing (NPF) also increased during the observation period, indicating that higher financing growth was accompanied by increasing financing risk. These conditions imply that the bank needs to strengthen its funding collection strategies and maintain more balanced financing growth in order to preserve liquidity stability and financing quality. Therefore, strengthening stable Third-Party Fund collection, particularly low-cost funds such as savings and demand deposits, remains essential for maintaining healthy and sustainable financing distribution in Islamic banking operations.

The increase in Non-Performing Financing (NPF) has important implications for the sustainability of Islamic financing. A higher NPF ratio indicates a growing proportion of problematic financing, which may reduce the quality of earning assets and increase the need for financing loss reserves. If this condition persists, the bank may face limitations in expanding financing because a larger portion of its resources must be allocated to managing financing risks. Furthermore, a sustained increase in NPF may weaken profitability, reduce public confidence, and affect the bank's ability to maintain sustainable financing growth. Therefore, financing expansion should be accompanied by prudent risk management and continuous monitoring of financing quality.

Discussions

The findings indicate that Third-Party Fund (TPF) management strategies play an important role in supporting financing distribution at Bank Sumut Syariah Binjai Sub-Branch. Relationship marketing and service quality improvement emerged as the most dominant strategies because they are directly associated with customer loyalty and trust. The higher the level of customer loyalty, the greater the bank's ability to maintain Third-Party Funds, particularly in the form of savings, demand deposits, and time deposits.

These findings are consistent with (Asmawati et al., 2022), who explained that service quality, promotional activities, and profit-sharing systems are important factors influencing customer decisions to use Islamic banking funding products. However, financing growth has not been fully balanced by stable Third-Party Fund growth. This condition is reflected in the increase in the Financing to Deposit Ratio (FDR), which reached 126.2% in 2025. These findings indicate that Third-Party Fund collection strategies need to be strengthened, particularly in savings and demand deposit products as relatively low-cost funding sources.

In addition, the increase in Non-Performing Financing (NPF) indicates that higher financing growth should be accompanied by stricter financing risk management. In this context, Third-Party Fund management strategies function not only to increase public fund collection but also to maintain liquidity stability and support healthier financing growth.

Using *BCG Matrix* approach, this study found that relationship marketing and service quality improvement should remain the bank's primary strategic focus because both strategies were categorized as *star* strategies. Institutional and community approaches should continue to be strengthened because they were categorized as *cash cow* strategies and provided relatively stable funding contributions. Meanwhile, digital media optimization still requires further development to improve its effectiveness and move from the *question mark* category toward a stronger strategic position. General product promotion strategies also need to be evaluated to ensure that promotional activities are more targeted and not merely informative.

4. CONCLUSION

Based on the findings, it can be concluded that Third-Party Fund (TPF) management strategies at Bank Sumut Syariah Binjai Sub-Branch were implemented through relationship marketing, service quality improvement, funding product promotion, institutional and community approaches, and digital media optimization. Based on the modified *BCG Matrix* analysis, relationship marketing and service quality improvement emerged as the most dominant and effective strategies in supporting Third-Party Fund collection and financing sustainability in Islamic banking. The findings further indicate that relationship marketing contributes significantly to the long-term sustainability of Islamic banking performance by strengthening customer loyalty, maintaining stable Third-Party Funds, and enhancing public trust. Sustainable customer relationships enable banks to secure more stable funding sources, improve liquidity resilience, and support continuous financing activities, thereby contributing to long-term operational stability and competitiveness.

The findings also indicate that financing growth at Bank Sumut Syariah Binjai Sub-Branch continuously increased during the 2021–2025 period. However, Third-Party Fund growth tended to fluctuate, contributing to the increase in Financing to Deposit Ratio (FDR) and Non-Performing Financing (NPF). Overall, the implemented Third-Party Fund management strategies were able to support financing distribution. Nevertheless, the effectiveness of these strategies still needs to be strengthened in order to maintain more stable fund collection, better control of Financing to Deposit Ratio, and lower financing risk.

In addition, the findings imply that sustainable financing growth in Islamic banking requires not only financing expansion but also stronger liquidity management and stable low-cost funding sources, particularly savings and demand deposits. Therefore, Islamic banks need to continuously strengthen customer relationship-based strategies, improve service quality, and optimize digital banking services in order to maintain customer loyalty and enhance funding stability. These efforts are important to support healthier financing growth, maintain banking stability, and improve the long-term sustainability of Islamic banking operations. To ensure that financing growth remains healthy and sustainable, Islamic banks should strengthen low-cost fund collection through savings and demand deposit products, enhance customer relationship management, expand institutional partnerships, and optimize digital banking services. In addition, financing expansion should be accompanied by prudent risk management, continuous monitoring of financing quality, and efforts to maintain an appropriate balance between financing growth and Third-Party Fund growth. These strategies are essential for preserving liquidity stability, controlling financing risk, and supporting sustainable banking performance.

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