

Analysis of Competitive Strategies in Micro Credit Marketing at BANK BTPN Tangerang Region

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Abstract

This research aims to identify the strengths, weaknesses, threats, and opportunities for marketing micro-credit at Bank BTPN. Identifying the applied micro credit marketing strategy. Identifying strategies to win the microcredit competition. The research method used is the mixed method combining qualitative and quantitative. The population is the Regional Business Sales Support Manager, Regional Credit Manager, Business Area Leader, and Branch Manager, all of whom are in the Tangerang region. The conclusion in the analysis of the micro-credit strategy set at Bank BTPN Tangerang Region is that the micro-credit marketing development strategy is carried out by analyzing the strengths, weaknesses, opportunities, and threats, using a SWOT analysis. Identification of threats, strengths, weaknesses, and opportunities regarding microcredit marketing at Bank BTPN Tangerang Region. Being able to develop the business according to the SWOT analysis, Bank BTPN as a people's business partner has four strategies that are weighted according to the highest score. SO (strength-opportunity) strategy (1). Expanding the regional market network by utilizing branch networks in the regions (2). Developing products and services based on digital technology, for new customers and prospective customers, Btpn launched the Genius digital application and Bank btpn WOW

Keywords: *Analysis, Competitive Strategies, Micro Credit*

1. Introduction

Micro entrepreneurs get capital credit to develop their businesses. One of the inhibiting factors is that usually micro-entrepreneurs do not have collateral to get a loan. BTPN opened its first btpn Mitra Usaha Rakyat branch office located in the Bandung region, where this branch office specifically serves customers in the Micro and Small Business sector. BTPN Mitra Usaha Rakyat offers a business development solution in one package, namely the Mitra Usaha Package, to provide plus loans and training. Pinjaman Plus has the advantages of an easier and faster process, a loan ceiling of up to 500 million, automatic loan top-up, flexible installments in difficult times according to bank analysis, insurance for customers where the loan is paid off in part or in full if the customer dies, shuttle savings where saving and withdraw cash at the location of the customer's place of business.

Product Features BTPN started to enter the MSME segment at the end of 2008, along with the entry of new management. This business is designed to serve Micro & Small Enterprises that require loans of between IDR 2 million and IDR 500 million. BTPN Mitra Usaha Rakyat offers an 'opportunity to grow' in 1 (one) package: your package. Your product package consists of Capital to Grow and Capacity to Grow. Capital for Growth offers unique advantages such as an easy and fast credit process, additional loans, flexible installments in

difficult times, free credit life insurance, customers can deposit and withdraw cash at the place of business. Capacity to Grow provides training programs, business development information, and micro business franchises.

The Competition Issue of 2016 has passed. Several failures should be a valuable lesson. Some achievements build confidence to look forward to 2017. As a result, this year can be seen as a recovery period but it can also be a period full of challenges. For banking, challenges have not receded. From the upstream side, with the slowdown in third-party funds, the loan-to-deposit ratio grew by only 8% on an annual basis. From the downstream side, bank credit grew by 9%. Both are much lower when compared to the previous three years which were able to grow by double digits. Consequently, the loan-to-deposit ratio rose to 94%. This means that almost all of the DPK has been channeled into credit. With limited space for movement, banks are still entangled in bad loans which exceed the ratio of 3%. As a result, the banking intermediation function is faced with a classic obstacle, namely the problem of liquidity.

Liquidity, banking does not seem to lose optimism in navigating the business ship. Following OJK projections, credit in rupiah nominations can grow 9-11%. BI's forecast is even slightly more optimistic by 10%-12%. As a result, the banking sector is a bit nervous about entering 2017. The big question is whether the banking industry is still sufficiently capable of aligning facts with optimism. Facts are facts that have happened, while optimism is an uncertain hope. The single-digit interest rate regime with restrictions makes it difficult for banks to move in collecting DPK. At the same time, other instruments offer more attractive yields. As a result, the bank's loan-to-deposit ratio has shifted to the trading floor to meet long-term funding needs.

Competition between micro banking services has also become a trigger for the current worsening performance of BTPN - Tangerang where micro banks which are categorized as having strong Book I capital include: Mandiri, BRI, BNI-46, and BCA are strong competitors that can weaken and even beat Banks banks that are categorized as having medium and small capital (Buku-III to Buku-IV) include BTPN, but in facing current and future challenges BTPN has advantages compared to other micro banks, one of which is having and continuing to develop digital-based technology to product marketing and operational processes. Examples of GENESIS, BTPN WOW, and cooperation with Lazada online marketing, etc.

2. Research Methods

This research uses an approach with the type of research used is a combination of qualitative and quantitative, the research method is a research combination of theories related to research and the presentation of data that is specific, systematic, planned, and also structured from the beginning to the conclusion.

2.1. Population and Sample

In this research, data sources were taken in the form of samples related to the marketing department at the Tangerang Region National Pension Savings Bank, with data sources from respondents as many as four managers in each of the marketing and support marketing departments, namely as follows:

- a. Regional Business Sales Support Manager
- b. Regional Credit Manager
- c. Leader Business Area Tangerang
- d. Branch Manager Tangerang

2.2. EFAS and IFAS analysis

The steps in compiling the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) tables by determining the factors that become Strengths and Weaknesses, then giving each factor a weight on a scale starting from 0.0 (not important) up to 1.0 (very important) where all the weights do not exceed the total score of 1.00. Calculates the rating for each factor by giving it a scale ranging from 1 (below average) to 4 (very good). The values of the Strength and Weaknesses branches are always opposite, as well as Opportunities and Threats.

3. Results and Discussion

3.1. Bank BTPN Profile - Tangerang Region

Bank BTPN - will provide loans with a value ranging from Rp. 1 million to Rp. 50 million according to the needs of each business actor. The term of the loan is up to two years. Loans with a short term are highly recommended so as not to burden the accumulation of loans at the end of the period. In a short term, the customer should prefer to maximize the ceiling without having to try a large ceiling but the ability to pay is still below the bank's analysis of the Installment to Disposable Income Ratio. BTPN has supported the success of micro and small entrepreneurs in Indonesia not only through loans but also through training to increase their skills and capacity to grow business quality.

Program Activities that have been implemented by BTPN, as a Mitra Usaha Rakyat bank, are as follows

- a. Collecting funds from the public in the form of demand deposits, deposits, certificates of deposit, and savings.
- b. Give credit.
- c. Transferring money, both for the benefit of the customer and for the benefit of the bank itself.
- d. Receive payments from bills on securities and perform calculations or with third parties.
- e. Provide a place to store securities.
- f. Placement of funds from customers to other customers.
- g. Provide training to micro customers
- h. Providing health services/consultation services to pension customers.

3.2. Analysis of The Micro Credit Strategy Set By Bank BTPN Tangerang Region

The National Pension Savings Bank as a partner for the People's Business of the Tangerang Region is one of the Bank's financial institutions that has unique micro-credit products and services. Bank BTPN - Tangerang Region has several micro-credit products that are marketed including PaketMu Micro Credit. Free, Microcredit, PaketMu Mapan Microcredit, and PaketMu Medium Microcredit. However, Bank BTPN is not the only bank that markets micro-credit products in the Tangerang Region, so an effective strategy for marketing development is urgently needed. Bank BTPN - needs to recognize the strengths and weaknesses of the company in the competition.

The microcredit marketing development strategy is carried out by analyzing the strengths, weaknesses, opportunities, and threats so in this study the SWOT analysis method was used. The internal factor of the company's environment is the first important thing because a company is not able to provide a change and improvement if the company itself has not done

it. After that, the external environment in this study focuses on the micro section, namely narrowing down the target to small and medium entrepreneurs who at Bank BTPN Region Tangerang choose entrepreneurs who have been running their business for at least 1 year to be allowed to develop their business with loans according to the facilities they are interested in. prospective customer. This tends to make marketing able to easily find entrepreneurs who are in the office environment because the conditions are light.

3.3. Identification of Threats, Strengths, Weaknesses, and Opportunities in micro-credit marketing at Bank BTPN - Tangerang Region.

- a. The internal factors that become the strengths of Bank BTPN - Tangerang Region are (1). The good name of the company has been known for a long time (1960), especially among retirees (TNI, Polri, and civil servants). (2). Having good service quality combined with entrepreneurship training activities and health services (3). Having a product development division that is always creative in creating innovative products following developments from time to time.
- b. The internal factors that are the weaknesses of Bank BTPN - Tangerang Region credit products are (1). Do not yet have an extensive network of ATMs (automatic teller machines) like those owned by large banks. (2). There is still a limited number of employees in the marketing department who have special competence in serving micro customers. (3). The condition of the loan interest rates provided by btpn is still quite high considering the existing risks so it is competitive with other micro-competitive bank credit products in the Tangerang region.
- c. External factors that become opportunities for Bank BTPN's micro-credit in the Tangerang Region are (1). There is still a large potential market share for trade and micro-industry in the middle of the region and on the outskirts of the Tangerang region. (2). The potential for financing the plantation, agriculture, livestock, and fisheries sectors have not been maximally worked on. (3). Has a network of Branch Offices & Sub-Branch Offices that are quite extensive and strategic and easy to reach by debtors and prospective debtors.
- d. External factors that become threats (Threats) for Bank BTPN's micro-credit - Tangerang Region are (1). The emergence of new financial institutions that operate and have products such as micro banking credit. (2). There is a Government policy (Jokowi's Cabinet) with the provision of single-digit interest rates by banks distributing People's Business Credit (3). There are competing banks that have micro-products by providing more complete facilities and substitute products for micro-credit following changes & current market demands.

Table 1 Number Value as a Questionnaire

No	Questionnaire	Mark				Average
		Sample 1	Sample 2	Sample 3	Sample 4	
1	Strength 1	0,30	0,40	0,30	0,40	0,35
2	Strength 2	0,30	0,50	0,30	0,50	0,40
3	Strength 3	0,30	0,20	0,30	0,20	0,25
4	Weaknesses 1	0,10	0,15	0,10	0,15	0,15
5	Weakness 2	0,10	0,10	0,10	0,10	0,10
6	Weakness 3	0,40	0,10	0,40	0,30	0,10
7	Opportunity 1	0,30	0,30	0,30	0,30	0,35
8	Opportunity 2	0,30	0,30	0,30	0,20	0,30
9	Opportunity 3	0,30	0,20	0,30	0,30	0,25

	Government's program.) (7.60)	cannot be found in other banks. and middle-up customers with Genius. (5.00)
<p>THREATS (T)</p> <p>The emergence of new financial institutions that operate and have products such as micro banking credit.</p> <p>a. Bank credit is difficult for conventional banks to compete.</p> <p>b. There are competing banks that have micro-products by providing more complete facilities and substitute products for micro-credit following changes & current market demands.</p> <p>c. There is a Government policy (jokowi's Cabinet) by providing single-digit interest rates by channeling banks</p>	<p>S-T STRATEGY</p> <p>a. The S-T strategy was created with the aim of internal strength to overcome external threats, several strategies can be used to increase competitive strength to maintain good relations with customers and maintain customers by the Managers of btpn</p> <p>b. The product development division immediately releases cost-effective products from funding To use digital technology</p> <p>c. Continue to improve special services for loyal customers and new prospective customers with professional entrepreneurship training programs and health services that are more up-to-date to keep up with current developments. (7,30)</p>	<p>W-T Strategy</p> <p>Created to improve the company's internal weaknesses and avoid external threats, several strategies can be used to increase the strength compete:</p> <p>a. During the development period of the ATM network, payments and financial transactions at btpn can be utilized through Agents</p> <p>b. Some salespeople who are less competent in doing credit marketing are directed to become marketing funding to raise funds</p> <p>c. It is necessary to make a policy for the Head Office Credit Division to provide incentives to loyal customers and ease of service and speed of credit decisions for prospective customers that are different from competitors. (4.70)</p>

3.4. Strategy to win the micro-credit competition at Bank BTPN Tangerang Region

Based on the total SWOT Matrix score above, it can be recommended to be the chosen strategy that is currently running or being implemented in the future based on the highest score as follows:

- a. S-O Strategy with Total Score: 7.60
- b. S-T Strategy with Total Score: 7.32
- c. WO Strategy with Total Score: 5.00
- d. W-T Strategy with Total Score: 4.72

Realizing the challenges ahead, that companies are required to change the way they do business, Bank BTPN Region Tangerang decided to take a further step, by creating and launching the “Daya Program” in 2011. Based on the business philosophy of "Opportunity and Calling", Daya is here to offer opportunities to all BTPN Stakeholders for participating in the mission to empower millions of mass markets in Indonesia. Daya is an empowerment program that is sustainable and measurable, by capitalizing and providing training programs to customers so they understand business strategies in competition in a large market share. Using an online and non-online process work system, Bank BTPN provides easy facilities by

presenting the Gemilang Project for employees and customers to start a business with easy and fast services and can make any transactions wherever the BTPN branch is located.

In terms of competition, the conditions for applying for micro-credit and its benefits include Bank Mandiri, BRI and BNI Bank BTPN can compete by providing lighter conditions, one of which is being able to provide a loan ceiling of up to Rp. 2 Billion even with mild interest. Other banks can only provide a maximum of 200 million provided that the nominal top-up is used. Bank BTPN also invites customers to provide business facilities and teaching within three months, while other banks do not provide these facilities. Bank BTPN - Tangerang Region is superior and in the future, it will be even better in growing and developing among other banks.

4. Conclusions and Suggestions

4.1. Conclusion

Based on the research findings and discussion above, several important conclusions can be obtained, including the following:

- a. Analysis of the micro-credit strategy set at Bank BTPN - Tangerang Region, namely the micro-credit marketing development strategy is carried out by analyzing strengths, weaknesses, opportunities, and threats so that SWOT (strengths, weaknesses, opportunities, threats) can be used. Identification of threats, strengths, weaknesses and opportunities for marketing micro-credit at Bank BTPN - Tangerang Region can continue to develop its business, namely based on SWOT analysis, Bank BTPN as Mitra Usaha Rakyat has 4 strategies that have been weighted based on the highest Total Score, namely: SO (strength) strategy -opportunities) (1). Expanding the market network outside the region by leveraging the branch network in the regions and the big name of BTPN, especially among retirees (2). Develop digital technology-based company products & services specifically for customers in the region and new prospective customers. Btpn launched the Genius & btpn WOW digital application
- b. ST Strategy (strength-threats) of Bank BTPN Tangerang Region (1). Maintain and maintain good relations with existing customers (customer loyalty program) and maintain customers involving BTPN Managers to build a good emotional relationship between customers & btpn Managers. (2). The product development division will soon issue -ah-cost products from -ah funding (DPK) & -ah promotions (utilization of digital technology), so it is hoped that btpn can market -ah cost lending (credit). (3). Continue to improve special services for loyal customers and new prospective customers with professional entrepreneurship training programs and health services that are more up-to-date to keep up with current developments. (Total Score: 7.30)
- c. The WO (weakness-opportunity) strategy of Bank BTPN Tangerang Region, namely (1). Increasing the provision of service appreciation to customers who are loyal to make payments and routine transactions at BTPN, providing incentives in the form of cash-back, free penalties for late installment payments, and free transaction fees. (2). Improving the competence of existing salespeople (marketing) by training and practicing micro-customer service and product adjustments that are right on target with the needs of prospective customers. (3). Providing more and different services for loyal customers (existing) and prospective customers that are not found in other banks. Example: digital banking services for middle-low customers with the btpn-WOW product and middle-up customers with the Genius product and the launch of the Gemilang service. Total Score: 5.0)
- d. The WT (weakness-threats) strategies of Bank BTPN - Tangerang Region are: (1). During the development of the ATM network, payments and financial transactions at

btpn could be utilized through Agents, namely the BTPN WOW & Genius program, coupled with the use of the ATM Bersama network with a fee -ah for btpn savings account transactions. (2). Some salespeople who are less competent in doing credit marketing are directed to become marketing funding, namely Savings & Deposits, to seek funds from community savings. (3). A policy needs to be made by the Head Office Credit Division to provide incentives to loyal customers and ease of service and speed of credit decisions through SLA programs for prospective customers who are different from competitors, sometimes interest rates are not the only choice for customers to make decisions in choosing, other important factors determine the choice, one of which is the speed of credit decision services. (Total Score: 4.70)

4.2. Suggestion

Based on the discussion and conclusions above, the researcher can provide several suggestions to related parties, including the following:

- a. Bank BTPN Tangerang Region employees should always increase their pro-activeness in responding to changes/developments that occur in the work environment (internal) as well as the current business environment among customers, by providing the best service facilities so that customers become more loyal so that they can maintain their business and compete positively with conventional banking competitors, micro banking and other financial institutions that participate in marketing micro and small scale business credit products.
- b. Area and regional Branch Managers or leaders should always pay attention to the activities of employees under their respective coordination to identify weaknesses in the knowledge that they should always have up-to-date following current developments and changes as needed and useful for Bank BTPN Region Tangerang customers in following the developments and changes that occur in the marketing of the field of microcredit.
- c. Customers of Bank BTPN Region Tangerang should also always prioritize their knowledge in the process of running a business or trading that is correct and up to date so that they tend to be more able to contribute to their business and are active in developing the business by properly utilizing the internet media system so that they can compete with other entrepreneurs.

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