

MARKETING STRATEGY ANALYSIS IN PT BANKALTIMTARA TENGGARONG

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Abstract:

The purpose of this research is to see the right strategy to be applied at PT. Bankaltimtara Tenggarong based on SWOT analysis. The impact of the global economic crisis, which attacks the banking sector. that some of banks experience enough problems such as customer savings to become unsecured, resulting in public distrust of the bank for their savings guarantee. Another impact is that the amount of funds that can be collected from the public to the bank is decreasing, so that the bank finds it difficult to turn its cash flow, and various other impacts. internal sample of 63 people and external as many as 74 customers. Data that can be analyzed using theoretical basics, namely SWOT analysis to identify the strengths and weaknesses of PT. Bankaltimtara Tenggarong and identify factors of opportunities and threats that come from the external environment. Based on the SWOT analysis conducted, PT Bank Kaltimtara can obtain several marketing strategies, namely: Increasing various types of competitive banking products. a). Increase customer loyalty and expand services to remote villages. b) Increase promotion to be known to remote villages. c) Focus on BUMDes and SMEs targets. d). Implement an attractive savings interest rate strategy and low credit interest rates.

Keyword : Marketing Strategic

Introductoin

The existence of banks as financial intermediation institutions has played a major role in economic growth. When observing Indonesia's economic growth that is evenly distributed to the regional level, the type of financial institution that is approaching is PT. Bankaltimtara Therefore, the growth and development of the regional economy is also heavily influenced by the performance of PT Bankaltimtara. PT. Bankkaltimtara is a bank in which more than fifty percent of its shares belong to the local government and the funds managed are mostly owned by the Government where the

bank is located. Regional potential can be raised through venture capital assistance from PT Bankaltimtara. The scope of PT. Bankkaltimtara is relatively insufficient because it generally only serves funding needs at the province and Regency .

PT. Bankaltimtara Tenggarong Branch is faced with competition with quite a lot of bank competition in the city of Tenggarong where each bank offers various products and marketing strategies. So it is absolute for PT. Bankaltimtara Tenggarong to be able to implement short-term and long-term strategies that can boost sales and generate the expected profit.

So far, the revenue that has been implemented by PT. Bankaltimtara Tenggara branch did not get optimal results where sales in the last 6 months tended to be stagnant / there was no significant increase in terms of both the number of customers, savers and debtors who borrowed loans. Including the packaging and product socialization is still lacking. capital of Branch office of PT. Bankaltimtara Tenggara obtains capital from Third Party Funds (DPK), and the largest share of capital comes from the largest shareholder of the Regional Government. However, the placement of funds is in the form of Bank Indonesia Certificates (SBI). In fact, these funds generally come from the Local Government and the Local Government funds are part of the allocation from the APBN.

On the other hand, the quality of human resources (HR) of branch office of PT Bank Kaltim is not yet capable of realizing regional champion, bankers must continue to improve insight and competence. The productivity of the banker will determine the output of the Bank. And the last is the lack of a partnership with branch office of PT Bank Kaltim does not have yet enough partners in building banking cooperation. Partnerships are needed to increase capital and service development. In facing AEC, branch office of PT Bank Kaltim must become a regional champion.

Literature Review

Strategic Management

Before defining what is strategic management, we need to know what is strategy . Alma (2005) defines strategy as a pattern of decisions within the company to determine and express goals, objectives or goals that produce the main policy and plan for the achievement of goals and detail the

range of business to be pursued by the company.

Meanwhile, Djaslim (2006; 13) defines strategic management as decisions and actions that lead to the development of an effective strategy or strategies to help achieve the company's goals.

Thus strategic management is a dynamic process because it takes place continuously in an organization. Every strategy requires reviewing and maybe even changes in the future. One of the main reasons is because of the conditions faced by an organization, both internal and external, which are always changing.

Marketing Strategic

Sofjan Assauri (2007) defines a marketing strategy as follows: A set of goals and objectives, policies and rules that give direction to the company's marketing efforts from time to time at each level and its references and locations, especially as a company's response to the environment and competitive circumstances.

The definition above implies that the determination of the marketing strategy must be based on environmental and internal analysis of the company through the strengths and weaknesses of the company, as well as analysis of opportunities and threats facing the company from its environment. Besides, the marketing strategy that has been established and implemented must be reassessed, whether it is still in accordance with the current situation. This assessment or evaluation uses an analysis of strengths, weaknesses, opportunities and threats.

The results of this assessment are used as a basis for determining whether the on going strategy needs to be changed, as well as being used as a basis for formulating a strategy that will be carried out by the company / organization.

SWOT Analysis

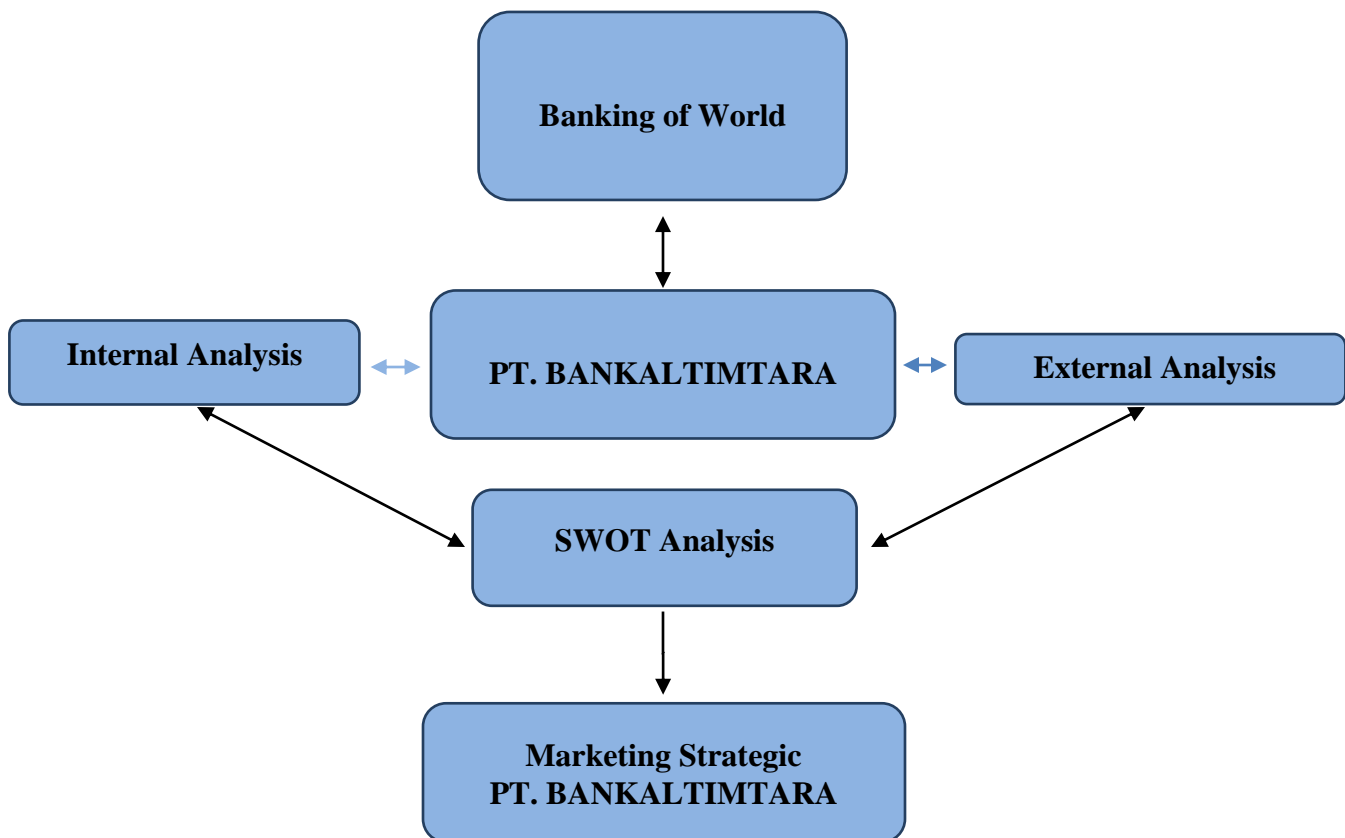
SWOT analysis is a systematic identification of various factors to formulate a company strategy. This analysis is based on logic that can maximize strengths and opportunities, but simultaneously can minimize weaknesses and threats. The strategic decision-making process is always related to the development of the company's mission, goals, strategies and policies. Thus the strategic planner must analyze the company's strategic factors (strengths, weaknesses, opportunities, and threats) in the current conditions. Anyone who is used

to being involved in corporate strategy formulation activities and is an actor in the decision-making process in an organization will know that a SWOT analysis is powerful analytical instrument when used appropriately.

According to Rangkuti (2006), SWOT analysis is a systematic identification of various factors to formulate a company strategy. This analysis is based on logic that maximizes strengths and opportunities, but at the same time minimizes weaknesses and threats.

Frame of Mind

Picture 1. Frame of Mind



Population and Sampling

Researcher conducted research on the analysis of the application of SWOT at PT. Bankaltimtara Tenggara on Jalan K.H. Akhmad Muhsin Timbau Village with the consideration of finding an effective strategy in marketing banking products in the city of Tenggara. The population in the study at PT. Bankaltimtara Tenggara branch is divided into two types, namely

1. Internal population, which includes employees and management of branch office PT. Bankaltimtara Tenggara totally 210 employees to provide information about the company's internal and external conditions.
2. External population, namely customers who are used to find out information about the assessment of the SWOT analysis strategy managed by Branch Office PT. Bankaltimtara, Tenggara
The number of special credit loan

customers recorded until July 2019 at Branch Office PT. Bankaltimtara, Tenggara totally 742 people.

The number of internal samples that researcher can take is 25%. From a total population of 210 people, a sample of 30% ($210 \times 30: 100 = 63$) is a sample of 63 people. From the total external population of 742 people, the sample that can be taken is as much as 10% ($742 \times 10: 100 = 74$) is 74 samples. The data collection technique uses random sampling techniques where the sample is taken randomly without paying attention to the background and strata of the sample.

Research Result

Based on the results of research analysis using SWOT analysis, the position of internal factor analysis and external factor analysis can be described as follows

**Tabel 1. Internal Factors Analysis
PT. BANKALTIMTARA Tenggara**

Variabel Internal	Bobot	Nilai	Skor
Strong:			
1. Bank owned by local government	0,11691	2,95	0,344
2. Image bank	0,12856	2,61	0,335
3. Competitive banking products	0,12640	2,76	0,348
4. Extensive service	0,12252	2,57	0,314
Weakness			1,341
1. Investment capital			
2. The number of units is limited	0,12726	2,94	0,374
3. Number of customers	0,12382	2,38	0,294
4. Credit Distribution	0,11519	2,61	0,300
	0,13934	2,57	0,358
			1,326
Total	1,00		0,015

Resources : Processed by researcher

Based on the internal - external SWOT matrix image above, PT. Bankaltimtara Tenggara

Gambar 3. Matrik QSPM

	<i>Strength (S)</i> Strength (S)	<i>Weakness (W)</i> Weakness (W)
	<ul style="list-style-type: none"> a. Local government owned bank b. Image of a bank c. Competitive banking product d. Extensive service 	<ul style="list-style-type: none"> a. Bank investment capital b. The number of units is limited c. Number of customers d. Credit distribution
<i>Opportunities</i>	<ul style="list-style-type: none"> a. Credit investment b. Partnership cooperation c. Big market target e. Competitive loan interest rates 	<ul style="list-style-type: none"> a. SO strategy a. The need to apply affordable and competitive interest rates b. Efficiency of investment costs and improving quality. c. Increase market share by targeting the employee and SME market d. Increased partnership cooperation with several related parties
<i>Threat</i>	<ul style="list-style-type: none"> a. The emergence of various competitors for the same b. Government regulations c. Decreasing community income d. Economic inflation 	<ul style="list-style-type: none"> a. WO strategy a. Increase investment capital for the future b. Increase the number of units to remote villages c. Increasing the types of credit to SMEs d. Increase sales volume through increasing sales targets, expansion of target markets.
	<ul style="list-style-type: none"> a. ST strategy a. Increase various types of competitive banking products b. Increase customer loyalty and expand services to remote villages c. Increase promotion so that it is known to remote villages d. The focus is on the target of BUMDes and SMEs e. Implement an attractive savings interest rate strategy and low credit interest rates 	<ul style="list-style-type: none"> a. WT strategy a. Implement new business strategies that are more efficient and effective b. Improving the quality of employee human resources c. The application of low credit interest rates d. Improve the overall quality of the organization

Discussion

Based on the SWOT matrix above, the position / strategy of PT. Bankaltimtara is a diversification / exit orientation strategy that is located in quadrant II, meaning that despite facing various threats, this company still has strength from an internal perspective. The strategy to be implemented is to use strengths to take advantage of long-term sales opportunities by means of a diversified strategy. Alternative strategies that can be done by PT. Bankaltimtara by looking at its position, namely the combination of ST (Strength - Threat).

The S-T strategy is a strategy that uses the company's internal strengths to avoid or reduce the impact of threats that come from outside the company. The resulting S-T strategy is to create good quality products and a skilled workforce. This strategy is taken based on the existing strengths and threats faced. This strategy is carried out to avoid or minimize the existing threats. The threat is the emergence of various banking companies of this kind in Tenggara.

From the SWOT matrix, it can be seen that the strength factor is greater than the weakness factor owned by the bank and

the opportunity factor is smaller when compared to the threat factor.

Therefore, with such conditions PT. Bankaltimara Tenggara should be capable enough to compete with other existing financial institutions, especially conventional financial institutions which have been its main competitors. The following is the development of a marketing strategy from the interpretation of the analysis of PT. Bankaltimara Tenggara namely: ST (Strengths Threats) Strategy (a strategy based on the strengths and weaknesses of PT. Bankaltimara Tenggara, namely as follows:

a. Increase various types of competitive banking products

Improving the quality of banking products needs to be done on an on going basis. Products offered by PT. Bankaltimara Tenggara should suit the needs and desires of the customers. It should also be remembered that the product has a cycle of life, birth, growth or development, maturity and death. Therefore, do not let the product die prematurely, so that the bank needs to make innovations on bank products so that these products still have a selling value to customers. The savings product offered should have advantages that other financial institutions do not have, both in terms of quality and profit sharing.

A strategy that seeks to increase sales by improving or modifying existing products or services. Product development usually requires a large expenditure on research and development. In this case, PT. Bankaltimara Tenggara has a medium and high strength internal environment that affects the external environment. For this reason, the basic use of a strategy in product development is to develop old products or provide the latest innovations, because in this era of globalization, people tend to look for integrated and appropriate services.

Therefore, PT. Bankaltimara Tenggara which is engaged in banking must be able to provide quality products and services according to customer satisfaction. In addition, PT. Bankaltimara Tenggara must be able to maximize the use of products and services for cash payments such as ATMs, because it makes it easier for customers to carry out their transactions.

b. Increase customer loyalty and expand services to remote villages.

One of the strategies to acquire new customers and retain existing customers can be a pick-up strategy (this strategy needs to be continuously developed in order to find as many customers as possible. This strategy is carried out with the aim of maintaining the existing market position). To increase customer loyalty (The role of customers, both customers in the market and financing customers, greatly affects the progress of PT. Bankaltimara, Tenggara branch. The rationale is that there are no customers, there will be no banks. PT. Bankaltimara, Tenggara branch needs to increase customer loyalty by cultivating and maintaining a sense of kinship. and trust by providing excellent service and satisfying facilities).

Improving service quality (Improving service quality must be continuously improved to attract sympathy for customers and prospective customers. Even if the services provided by PT. Bankaltimara Tenggara to customers have more value than services at conventional banks. and in the end, loyalty to customers also increases. In addition, banks can also attract new customers who are their target). So that such relationship is able to foster a sense of kinship, because what happens between the customer and the bank is a partnership relationship. The third relationship that needs to be improved is with potential existing customers.

This needs to be improved because potential customers (both savings / credit customers) are potential prospects that PT. Bankaltimtara Tenggara. If this relationship can be well established, it is hoped that existing customers can become partners who help in the development of PT. Bankaltimtara.

c. Increase promotion so that it is known to remote villages

Improvement of the profession / image of the bank PT. Bankaltimtara Tenggara through various media (The steps that should not be abandoned are promotion. Many media can be used both print and electronic media, or can also be done through direct contact. For example through Friday sermons, recitation and other events that involve society at large).

The basic use of market penetration is a strategy created to expand the market by increasing marketing efforts consisting of extensively distributing advertisements and product offerings, where PT. Bankaltimtara Tenggara provides information on products and services for the public via the internet, because the use of the internet has a wide network. It aims to introduce products and services owned by PT. Bankaltimtara Tenggara branch to the wider community. In addition to introducing PT. Bankaltimtara Tenggara branch to be more familiar through advertisements in mass media such as TV, newspapers or holding open exhibitions. For that, it is hoped that PT. Bankaltimtara must be able to compete in product and service offerings like other banks that have guaranteed quality.

d. The focus is on the target of BUMDes and SMES

Determining marketing targets (financial institutions that are tough competitors of PT. Bankaltimtara, Tenggara are national banks and sharia-

based banks. Therefore, PT. Bankaltimtara, Tenggara must determine target markets and marketing targets through strategic and defensive planning. the marketing target is wrong target. PT Bankaltimtara Tenggara must also have the ability to spotted opportunities that were missed by Islamic of banks).

PT. Bankaltimtara Tenggara can expand the existing market share. Of course, this step must also go through a careful planning process. So that the market that is entered does not occur wrongly. In addition, the expansion of this market share must also see the capabilities possessed by PT. Bankaltimtara Tenggara can see existing markets in the City and Regency, or more spread its wings in other villages that are still potential.)

The basic use of this strategy is to become a banking company seeking new markets from existing products by expanding the market network. The market segmentation chosen by PT. Bankaltimtara Tenggara consists of middle, lower and upper class. For this reason, the company must be able to expand the market to new areas, not only the scope of the city, but also to remote villages, so that it can achieve its goals and mission as a bank that has excellent service to customers.

So far, in the system of savings and credit loans at PT. The Tenggara branch of Bankaltimtara is more dominated by the State Civil Service (ASN) and the distribution of SME-type loans in remote villages is still inferior to other tough competitors such as BRI and Bank Mandiri which are widely recognized by the public. So that for an increase in PT. Bankaltimtara must focus on increasing loan targets to SMEs and working with BUMDes in rural areas whose numbers are now potential to be entered by offering competitive products and relatively affordable credit interest or with a 55: 45% profit sharing.

e.

Implement an attractive savings interest rate strategy and low credit interest rates

This right world is currently in an upward trend in interest rates, which is marked by increases that have occurred in a number of developed countries. The trend of rising interest rates has also occurred in Indonesia. Bank Indonesia (BI) raised its benchmark interest rate to maintain the attractiveness of interest rates for investors in Indonesia. Before changing to the BI 7-day Reverse Repo Rate in 2016, the BI benchmark interest rate or BI rate rose 200 basis points (bps) in the June 2013-January 2015 period with the highest position at 7.75 percent level. The increase in interest rates put pressure on the banking business, especially in terms of growth in third party funds (DPK) and credit, as well as the ratio of non-performing loans (NPL).

With the increasing trend in interest rates, PT. Bankaltimtara Tenggarong must be smart in finding ways and preparing business strategies. The era of high interest rates encourages banks to improve efficiency as well as governance (governance) so that they can generate profits. High double-digit bank lending rates have boosted the company's production costs, thereby reducing the competitiveness of local products in international trade. In 2018, the resilience of the banking industry such as PT. Bankaltimtara Tenggarong was again tested with plans to increase interest rates.

In order to achieve high enough economic growth within the next five years, a fairly large bank credit growth is required. Meanwhile, the current capital capacity of Indonesian banks indicates that high credit growth is difficult to achieve if national banks do not improve their capital conditions. In addition to constraints in terms of bank capital, lending was also

hampered in many ways by the reluctance of some banks to extend credit due to relatively inadequate risk management capabilities and core banking skills, and relatively high operational costs.

Conclusions

Based on the SWOT research that researchers have done at PT. Bankaltimtara Tenggarong branch, the following conclusions can be drawn:

1. Strength is an excess (internal) factor which is owned by PT. Bankaltimtara's Tenggarong branch includes local government-owned banks, image banks, competitive banking products and extensive services. The average value of strength is 2.72 and lies between 2.0 - 3.0, so Bankaltimtara's internal strength in this case is moderate.
2. Weakness is a weakness factor (internal) which is owned by PT. Bankaltimtara Tenggarong branch includes factors of bank investment capital, limited number of units, number of employees and lending. The average value of the existing weaknesses is 2.62 and lies between 2.0 - 3.0, so the internal weakness of PT. Bankaltimtara in this case is.
3. Opportunity is an opportunity factor (external) owned by PT. Bankaltimtara Tenggarong branch, namely credit investment, partnership cooperation, a large target market and competitive loan interest rates. The average value of the opportunity is 2.86 and lies between 2.0 - 3.0, so the (external) opportunity of PT Bankaltimtara in this case is moderate.
4. Threat is a threat factor (external) faced by PT. Bankaltimtara Tenggarong branch includes the factors of the emergence of the same competitors, government regulations, decreased public income and economic inflation.

The average value of threats is 3.17 and lies between 3.0 - 4.0, so the threat (external) of PT. Bankaltimtara in this big.

5. Based on the SWOT matrix above, the position / strategy of PT. The current Tenggara branch of Bankaltimtara is a diversification / exit orientation strategy that is located in quadrant II, meaning that despite facing various threats, this company still has strength from an internal perspective. The strategy to be implemented is to use strengths to take advantage of long-term sales opportunities by means of a diversified strategy. Alternative strategies that can be done by PT. Bankaltimtara Tenggara branch by looking at its position, namely a combination of ST (Strength - Threat).
6. Based on the SWOT matrix analysis and IE matrix, several alternative marketing strategies are produced. The resulting strategy will be organized into a QSPM matrix. Alternative strategies obtained from the QSPM matrix are:
 - a. Increase various types of competitive banking products.
 - b. Increase customer loyalty and expand services to remote villages.
 - c. Increase promotion so that it is known to remote villages.
 - d. The focus is on the target of BUMDes and UKM.
 - e. Implement an attractive savings interest rate strategy and low credit interest rates.

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