



## Strategic Analysis of PT Bank Perkreditan Rakyat (BPR) Citra Dana Mandiri

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### ABSTRACT

Indonesians are realizing the importance of safe and profitable savings. Thus, bank investment considerations are rising. People invest in People's Credit Banks (BPR) instead of traditional banks. Additionally, BPR provides village loans. Rural Banks (BPR) have helped many SMEs. This study examines PT. People's Credit Bank (BPR) Citra Dana Mandiri's external and internal environment and determines its best alternative strategy. IFE, EFE, SWOT, IE, and QSPM analysis tools are used in this study. Non-performing loans and market share were PT BPR Citra Dana Mandiri's biggest internal strengths. PT BPR Citra Dana Mandiri's biggest weakness was its lack of mobile-banking and 2 branch offices. Vehicle enthusiasts are a major external factor. the growth of MSMEs in Lampung Province, with competitors aggressively pursuing market share and offering credit and facilities. The TAS/Total Activeness Score QSPM, the first strategic alternative PT BPR Citra Dana Mandiri prioritizes, is market penetration. Market penetration can estimate PT BPR Citra Dana Mandiri's potential market

## INTRODUCTION

Indonesia's industrial sector – including banking – affects economic growth directly and indirectly. Banking promotes growth, equity, and seed stability. Banking serves society. Indonesians understand the value of safe, profitable savings. Bank investment considerations are rising. Konvensionalny Bank Public investment excludes rural banks (BPR). BPR serves villages too. Rural Banks (BPR) have helped many MSMEs. In Article 1, paragraph (4) of Law Number 10 of 1998 on Banking, Rural Banks (BPR) operate conventionally or Sharia-compliantly and do not offer payment services. BPR-Yuga People's Credit Bank. Dana Mandiri, a rural credit bank, does not accept demand deposits or foreign exchange business – the BPR prohibits it. PT. Citra Dana Mandiri raises and distributes funds to profit from loans and deposit interest. BPR's efforts. Like Dana Mandiri, People's Credit Bank (BPR) PT serves Lampung's micro, small, and medium entrepreneurs. Financial services company Citra Dana Mandiri must compete and excel, especially with the right strategy.

Kotler & Keller (2011) say change is the biggest business challenge. Global competition, extraordinary technological advances, consumer behavior changes, and new business opportunities require organizations/companies, private and public, to improve performance and determine precise strategies to survive and compete. Strategic management helps rural banks (BPR) compete. Rural banks need internal and external change strategies. BPR PT. Dana Mandiri symbolizes survival and competition. Bandar Lampung bank BPR Citra Dana Mandiri has grown and accomplished much. To fulfill the founders' vision of becoming Lampung's leading BPR and helping customers manage their finances, it must become a fast, high-quality bank. Every business needs strategies to stay ahead. Strategic management prioritizes competitive success, per Berisha Qehaja I sp. (2017).

Berisha Qehaja et al. (2017) found that a competitive company needs a dynamic, up-to-date management team that is open to organizational and technological change and prioritizes organizational members. Strategic planning and business state assessment are crucial for companies with management weaknesses. How to get there and make their business competitive. Rural banks (BPR) are vital to society, so the Financial Services Authority (OJK) requires professional and adequate management (Saleh & Winarso, 2021). SME-owned small businesses can borrow from rural banks. BPRs give businesspeople, especially MSME entrepreneurs, working capital and simple administrative requirements. Strategy drives company growth. Strategic management extends planning. Organizations are complex. Company strategies vary. Goals drive decisions. Developing winning strategies despite competitive changes requires strategic management. Strategic management helps companies survive fast-changing business environments.

To assess the company's condition, it is necessary to identify external opportunities and threats so that the next step can determine the company's internal strengths and weaknesses to set company goals, formulate alternative strategies, and choose specific strategies to successfully implement BPR's main tasks and functions – the image of Dana Mandiri in achieving company goals. PT

BPR Citra Dana Mandiri initially offered many products, including Home Ownership Loans (KPR). Mandiri began offering MSME players Car Ownership Credit (KPM). BPR Citra Dana Mandiri wanted to change the Car Ownership Credit (KPM) to guarantee more home loans. Involving the court in a lawsuit or home loan guarantee issue is difficult. PT. BPR Citra Dana Mandiri's fiduciary certificate simplifies car loans. Annually decreasing non-performing loans are PT BPR Citra Dana Mandiri's internal opportunities. Thus, PT. BPR Citra Dana Mandiri gradually switches home-guaranteed loans to KPM car ownership loans. Profitable, short-term car ownership loan.

Unlike a house guarantee loan, a vehicle guarantee loan is portable and easier to lose. Another internal threat is that insurance only replaces part of the vehicle's damage/last condition after an accident, which lowers its value and prevents it from covering the loan. Car-loving transportation entrepreneurs have outside opportunities. Despite competition, many vehicle enthusiasts live in districts with big banks, but fewer than in urban areas. Competition for public credit from many other institutions is the external threat. PT. BPR Citra Dana Mandiri can only get used vehicles, which is risky because commercial/large banks fund new vehicles. The commercial bank makes city competition tough. PT. BPR Citra Dana Mandiri spent more and lost control to find district debtors.

BPR Citra Dana Mandiri's 3.5% market share. Citra Dana Mandiri's revenue is divided by all Bandar Lampung BPRs' revenue multiplied by 100%. Profits depend on market share. Market share informs growth strategy. Market share indicates a company's strength compared to competitors. Based on the background above, the author will examine whether PT Bank Perkreditan Rakyat (BPR) Citra Dana Mandiri Bandar Lampung's strategy meets its initial goals/vision and mission to satisfy customers. PT Bank Perkreditan Rakyat (BPR) Citra Dana Mandiri's strategic management was examined using David Fred R & David Forest R (2009)'s strategy formulation analysis framework: Stage 1: Analyzing and summarizing company and competitor data. Stage 2 (Matching) examines external and internal company factors to determine alternative strategies. Stage 3 (The Decision Stage) objectively evaluates Stage 2 results to choose the best strategies using Stage 1 input.

"Designing Strategies using IFE, EFE, IE and QSPM analysis: Digital Village Case," by Alamanda (2019), proposes SWOT-based strategies for Baraya Digital UKM Village development. The QSPM chooses the best alternatives. SWOT analysis determines Baraya Digital UKM Village development strategies. The QSPM chooses the best alternatives. This study will demonstrate BPR's strategic management. Bandar Lampung Self-Funding. To survive corporate competition and take advantage of credit industry opportunities, does the company strategy need to be developed, improved, or changed?

## **LITERATURE REVIEW**

### **Strategic Management**

Strategic management involves making, implementing, and assessing cross-functional decisions to help an organization achieve its goals, according to David Fred R & David Forest R (2009). Strategic management integrates management, marketing, finance or accounting, production or operations, research and development, and computer information systems to succeed. Hunger & Wheelen (2011) define strategic management as managerial decisions and actions that affect the company's long-term performance. External and internal environmental scanning, strategy formulation, implementation, and control strategy evaluation are included.

Strategic management guides the company and is linked to organizational behavior, according to Eddy Yunus (2016). Strategic management is a leadership-led, organization-wide process of primary and comprehensive decision-making and implementation. Strategic management seeks competitive advantage. Strategic management seeks new opportunities, while long-term planning optimizes current trends for future gains. Strategic management is also a philosophy, mindset, and management style. Strategic management includes both managing internal activities and changing external attitudes. Strategic management goes beyond planning and includes vision, mission, and institutional goals.

### **Strategy Formulation Stages**

There are 3 Stages of Strategy Formulation using a strategic analysis framework, according to Fred David (2009) in his book entitled Strategic Management A Competitive Advantage Approach, as follows:

#### **The Input Stage**

To analyze and conclude essential company and competitor information needed to formulate strategies. In this stage, the information obtained from the EFE (External Factor Evaluation) matrix and the IFE (Internal Factor Evaluation) Matrix provides essential information for the Matching Stage and the Decision Stage. It enables strategists to effectively generate, prioritize, evaluate, and choose alternative strategies.

#### **The Matching Stage**

To analyze and conclude alternative strategies that can be implemented through a combination of external and internal factors of the company. In this stage, the strategy formulation framework consists of five techniques that can be used in any order: SWOT Matrix (The Strengths-Weaknesses-Opportunities-Threats), IE (Internal-External) Matrix. These tools rely on information coming from the input stage to match external opportunities and threats with internal strengths and weaknesses. Matching external and internal vital factors is essential to generate viable alternative strategies effectively.

#### **The Decision Stage**

Using input information from the Input Stage to objectively evaluate alternative strategies from the results of the Matching Stage that can be implemented to provide an objective analysis result for selecting the most appropriate strategies. can individually rate the strategy on a scale of 1 to 4 as desired, and then add up the ratings of all participants, so that a prioritized list

of the best strategies can be achieved. However, the QSPM, described later in this chapter, offers a more robust procedure for determining the relative attractiveness of alternative strategies.

### **Rural Banks**

In Law Number 10 of 1998 concerning Banking, in Article 1 paragraph (4), it is explained that "Rural Banks (BPR) are Banks that carry out business activities conventionally or based on sharia principles, which in their activities do not provide services in traffic payment."

The definition of Rural Banks explained on the official website of the Financial Services Authority (OJK), states that Rural Banks (BPR) are banks that carry out business activities conventionally or based on Sharia principles, which in their activities do not provide services in payment traffic. BPR activities are much narrower than commercial banks because BPRs are prohibited from accepting demand deposits, foreign exchange activities, and insurance. The following are efforts that BPR can carry out:

- Collecting funds from the public in the form of deposits in the form of time deposits, savings, and other equivalent forms.
- Give credit
- Provide financing and placement of funds based on Sharia Principles per the provisions stipulated by Bank Indonesia.
- Placing funds in the form of Bank Indonesia Certificates (SBI), time deposits, certificates of deposit, and or savings at other banks.

## **METHODOLOGY**

### **Object of Research**

Citra Dana Mandiri People's Credit Bank (BPR) in Bandar Lampung City hosted this research. The variable is Citra Dana Mandiri Rural Bank's (BPR) strategic management.

### **Research Methods**

Sugiyono (2013) states that the research method is a scientific data collection method. This survey research uses data analysis methods. Quantitative research collects qualitative data in numbers. Scientific research gathers data for specific purposes. Darmadi (2014) defines a research method as a research procedure. This thesis was researched and written quantitatively. PT Bank Perkreditan Rakyat (BPR) Citra Dana Mandiri, Bandar Lampung City, provided data for this study. Data will be collected, presented, and analyzed to determine strategic management.

### **Data Source**

This study used primary and secondary data. Data collection from the data source can use primary and secondary sources, according to Sugiyono (2016). Primary sources supply data directly to collectors, while secondary sources indirectly do so. The primary data sources in this study are data directly from the object of research, the Rural Credit Bank (BPR) PT. Citra Dana Mandiri, Bandar Lampung, obtained through observation and interviews with appropriate sources. Secondary data supports primary data. BPR publication report data on the Financial Services Authority (OJK) website is secondary data.

### **Finding Sources**

Informants are research participants with relevant knowledge and information. This study used BPR PT Citra Dana Mandiri's competent Executive Leaders/Employees, including the Heads of Credit & Legal Admin, Marketing, Compliance, Operations, and Internal Audit.

### **Collecting Data**

**Data Gathering** This study collected secondary data from economic and financial management principles, regulations, and other literature using library research. The problem under study and interviews (interviews) to gather data and information by asking people who know about the object under study. The researcher will interview BPR PT Head of Section/Manager Citra Dana Mandiri.

### **Data Analysis**

#### **EFE Matrix Creation**

EFE analyzes an organization's external factors. Economic, social, cultural, demographic, environmental, political, governmental, legal, technological, and competitive information is weighted from 0.0 (not necessary) to 1.0 (very important). The weight indicates these factors' importance to the company's industry success. If severe, threats can outweigh opportunities. Comparing successful and unsuccessful competitors, discussing factors, and reaching a consensus can determine weights.

#### **IFE Matrix Creation**

The Internal Factor Evaluation Matrix (IFE) is a strategy tool used to assess a company's external environment and identify opportunities and threats in management, marketing, finance, operations, and R&D. Internal Factor Evaluation Matrix. This strategy formulation tool summarizes and evaluates the business's functional areas' strengths and weaknesses and helps identify and evaluate their relationships.

#### **SWOT Matrix**

Managers/decision makers use SWOT to develop four strategies: SO, WO, ST, and WT. SO strategy capitalizes on company strengths. All managers want their organizations to capitalize on external trends and events using internal strengths. WO leverages external opportunities to improve internal weaknesses. A company may need more external opportunities due to internal weaknesses. ST leverages company strengths to mitigate external threats. WT defense reduces internal weaknesses and avoids external threats. An organization facing external threats and internal weaknesses may be vulnerable.

#### **Make IE (Internal-External) Matrix**

The IE (Internal-External) matrix is a strategic management analysis tool that analyzes a company's current position and suggests future strategies. The IE Matrix analyzes internal and external business factors. The IE matrix has two dimensions: the total score of IFE weights on the x-axis and EFE weights on the y-axis. Internal-External (IE) organizes the company's segments into nine cells. The IE Matrix has three strategy-relevant central regions despite having nine cells (quadrants).

Region 1: Cells I, II, and IV divisions are growth and development. Market penetration, product development, and integrative strategies are used.

Region 2: Cells III, V, and VII have hold-and-maintain divisions. Market penetration and product development are used.

Region 3: Cell VI, VIII, and IX divisions harvest or divest.

### **QSPM Matrix**

The QSPM (Quantitative Strategic Planning Matrix) helps strategists objectively evaluate alternative strategies based on external and internal key success factors. Stage 3's Quantitative Strategic Planning Matrix (QSPM) objectively determines the best alternative strategy.

The QSPM objectively compares Phase 1 and Phase 2 analysis results to choose a strategy. The QSPM (Step 3) is prepared using the EFE Matrix, IFE Matrix, SWOT Matrix, and Internal-External (IE) Matrix from Stage 1. Strategists can objectively evaluate alternative strategies using QSPM. QSPM requires an Attractiveness Score.

## **RESULT**

### **Profile of PT Bank Percreditan Rakyat Citra Dana Mandiri**

This research focuses on PT BPR Citra Dana Mandiri in Jalan Pangeran Antasari, Villa Citra Housing Block RC2, Bandar Lampung City, Lampung Province. Franky Wijaya founded BPR Citra Dana Mandiri on December 17, 2003, in Bandar Lampung City and opened two more branches in Bandar Jaya and Pringsewu districts. Like other banks, PT. BPR Citra Dana Mandiri offers credit and savings products. PT BPR Citra Dana Mandiri initially guaranteed more home loans. However, involving the court in a lawsuit or home loan guarantee issue makes it difficult. PT. BPR Citra Dana Mandiri's fiduciary certificate makes motor vehicle loans easy. Thus, PT. BPR Citra Dana Mandiri is gradually switching home-guaranteed loans to KPM car ownership loans. This car ownership loan has a short repayment period and is profitable. Thus, PT BPR Citra Dana Mandiri focused on Car Ownership Loans (KPM). PT BPR Citra Dana Mandiri has a Board of Commissioners, Directors, Section Heads/Managers, Section Staff, Customer Service, Back Office, and Tellers.

### **Internal Factor Evaluation (IFE) Matrix**

The internal Factor Matrix (Internal Factor Evaluation) shows internal factors that affect a company's operations. PT Bank Pekreditan Rakyat (BPR) Citra Dana Mandiri's internal factors were assessed using the IFE matrix. Internal funds analyze HR, Marketing, Operations, Finance, and other data. Internal factors include strengths and weaknesses. PT BPR Citra Dana Mandiri's five division heads were interviewed and discussed to determine these factors. Based on the interview results, the five-division heads rated each strength and weakness factor from 1-4. Rating 1 is the main weakness, 2 is a minor, 3 is a little, and 4 is the main strength. IFE Matrix analysis yields these results:

Table 1. PT BPR Citra Dana Mandiri Internal Factor Matrix

<b>INTERNAL FACTORS</b>				
	<b>STRENGTHS</b>	<b>WEI GHT</b>	<b>RAT ING</b>	<b>SCORE (B*R)</b>
1	There is a reward for employees if they can complete the job well / exceed the target	0,05	3,00	0,150
2	There is employee training to support worker competency	0,06	3,40	0,193
3	Low employee turnover (less than 1%)	0,05	3,20	0,171
4	There is an employee performance evaluation once a month	0,06	3,40	0,193
5	Computerized financial administration system	0,06	3,40	0,193
6	Facilities, equipment, machines in the office are in good condition	0,06	3,40	0,193
7	Non-Performing Loans decreased from the previous year	0,07	4,00	0,267
8	The company's retained earnings increased 3% from the previous year	0,05	3,00	0,150
9	Market share increased from the previous year	0,07	4,00	0,267
10	Permanent legal force based on the permit of the Financial Services Authority (OJK)	0,06	3,40	0,193
11	All managers in the company use information systems to make decisions	0,06	3,40	0,193
12	The data in the information system is updated regularly	0,05	3,00	0,150
13	Applying the principles of Good Corporate Governance	0,06	3,60	0,216
	<b>WEAKNESS</b>	<b>WEI GHT</b>	<b>RAT ING</b>	<b>SCORE (B*R)</b>
1	Lack of employees in the Information Technology division	0,02	1,40	0,033
2	It does not have a Research & Development division so it does not have R&D facilities	0,02	1,40	0,033
3	Collecting public funds has not been maximized	0,03	1,60	0,043
4	There are still problem loans around 8% per year	0,03	1,60	0,043
5	Not conducting market research in determining strategy	0,02	1,40	0,033
6	Technology is only for internal companies	0,02	1,20	0,024
7	Not doing online marketing through various social media platforms	0,02	1,40	0,033
8	ATM facilities are not yet available in various locations	0,03	1,80	0,054
9	Do not yet have m-banking as an online transaction medium	0,02	1,00	0,017
10	It only has 2 branch offices in Lampung district	0,02	1,00	0,017



1	Does not have a cash office	0,03	2,00	0,067
1				
<b>Total</b>		1,00		2,92

**Description value (rating):**

- 1 = Major weakness
- 2 = Minor weakness
- 3 = Little strength
- 4 = Main strength

Table 1 shows PT BPR Citra Dana Mandiri's internal factor score 2.92. With a score of 0.267, Non-Performing Loan (NPL)—bad credit—is a significant strength factor. NPL helps companies grow. According to Messai Selma Ahlem (2013), high NPLs slow economic growth and reduce company efficiency. NPL is necessary for banking companies to survive. Saba (2012). Non-Performing Loans increased market share by 0.267. Advertising, promotion, product/service quality and price, channels, customer relationships, and sales activities determine a company's market share. Farris et al. (2010) divide BPR Citra Dana Mandiri's revenue by the industry's revenue (All BPRs in Bandar Lampung) and multiply by 100%. Market share affects company strength. PT BPR Citra Dana Mandiri also follows Good Corporate Governance, scoring 0.216. Good corporate governance maximizes value, improves performance and contribution, and ensures long-term sustainability (Kaihatu et al., 2006).

The company should maximize positive strengths. With a 1.00 IFE matrix score, PT BPR Citra Dana Mandiri's biggest weakness does not have mobile banking. Technology should help a bank provide safe and accurate transaction services. Mobile banking improves service flexibility and efficiency. Mobile banking lets customers transact anywhere without waiting in line (Usman et al., 2020). PT BPR Citra Dana Mandiri weaknesses Others only have 2 Lampung branch offices with a score of 1.00. Branch offices serve district customers. If PT BPR Citra Dana Mandiri has branch offices in more than 2 districts, customers will not have to travel to the head office, which may be far from their homes. Branch offices can expand the company's market share and revenue.

**External Factor Evaluation (EFE) Matrix**

An external factor evaluation matrix shows internal and external factors affecting a business. The EFE matrix evaluates PT Bank Pekreditan Rakyat (BPR) Citra Dana Mandiri's external factors. External data is collected to analyze economic, social, cultural, environmental, demographic, and competition issues in the company's industrial market and other external data. External factors affect company situations. External factors include opportunities and threats. Interviews and discussions with the five PT BPR Citra Dana Mandiri division heads yielded these factors. Based on the interview results, the five-division heads rated each strength and weakness factor from 1-4. One is a significant weakness, 2 is a minor weakness, and 3 is a little strength. 4 for main strength. The weighting is the five division heads' ratings on each factor divided by the total assessment. After weighing and assessment, the rating value and weight value are multiplied to get the EFE Matrix analysis results:

Table 2. PT BPR Citra Dana Mandiri External Factor Matrix

<b>INTERNAL FACTORS</b>			
<i>OPPORTUNITES</i>	<b>WEI GH T</b>	<b>RAT ING</b>	<b>SCOR E (B*R)</b>
1 Credit growth rate increased	0,08	3,20	0,26
2 Increased population growth of 1.65% per year	0,06	2,40	0,15
3 Increasing MSMEs in Lampung Province	0,09	3,60	0,33
4 Increasing village community trust in BPR	0,07	2,60	0,17
5 Consumptive society lifestyle	0,09	3,40	0,30
6 Unemployment rate decreased	0,06	2,20	0,12
7 Vehicle enthusiasts have increased because Entrepreneurs engaged in transportation have increased	0,10	4,00	0,41
<i>THREATS</i>	<b>WEI GH T</b>	<b>RAT ING</b>	<b>SCOR E (B*R)</b>
1 Inflation Rate increased	0,05	2,00	0,10
2 The composition of the diverse population in the Lampung area	0,04	1,40	0,05
3 Many individual institutions that offer credit	0,09	3,40	0,30
4 Credit offers and facilities that vary from competitors	0,09	3,60	0,33
5 Competitors are aggressively pursuing the same market share	0,10	4,00	0,41
6 The number of individual businesses that buy vehicles in cash	0,08	3,00	0,23
<b>Total</b>	<b>1,00</b>		<b>2,92</b>

**Information:**

1 = Company Response is Lacking

1 = Mediocre Company Response

2 = Company Response Above Average

3 = High Company Response

Table 2 shows that PT Primajasa scored 3.19 for external factors. Because transportation entrepreneurs have increased with a score of 0.41, vehicle enthusiasts are a significant opportunity factor. Lampung Province MSMEs are growing with a 0.33 score. Because PT BPR Citra Dana Mandiri's primary market is transportation entrepreneurs and MSMEs, more vehicle enthusiasts and MSMEs can boost its revenue. The company must maximize positive opportunity factors. The EFE matrix shows that the company's biggest threat is competitors aggressively pursuing the same market share with a score of 0.41, followed by competitors' credit offers and facilities with 0.33. Threat factors must be countered with the company's strengths and opportunities to keep it going.

**Strength, Weakness, Opportunity, Threat (SWOT) Matrix**

The SWOT matrix helps develop four types of strategies: SO (Strengths-opportunities), WO (Weaknesses-opportunities), ST (Strengths-threats), and WT (Weaknesses-threats) (David Fred R, 2009). According to Rangkuti (2008), SWOT analysis helps develop strategies, product sales, and new business ideas. SWOT analysis helps companies develop strategies by identifying internal and external factors. This logic maximizes strengths and opportunities while minimizing weaknesses and threats. Strategic decision-making always involves developing the company's mission, goals, strategies, and policies. Thus, strategic planning must assess the company's strengths, weaknesses, opportunities, and threats.

Table 3. SWOT Matrix PT BPR Citra Dana Mandiri

	<b>STRENGTH</b>	<b>WEAKNESS</b>
<b>Internal</b>	<ol style="list-style-type: none"> <li>1. There is a reward for employees if they can complete the job well / exceed the target</li> <li>2. There is employee training to support worker competency</li> <li>3. Low employee turnover of less than 1%</li> <li>4. There is an employee performance evaluation once a month</li> <li>5. Computerized financial administration system</li> <li>6. Facilities, equipment, and machines in the office are in good condition</li> <li>7. Non-Performing Loans decreased from the previous year</li> <li>8. The company's retained earnings increased by 3% from the previous year</li> <li>9. Market share increased from the previous year</li> <li>10. Permanent legal force based on the permit of the Financial Services Authority</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of employees in the Information Technology division</li> <li>2. It does not have a Research &amp; Development division, so it does not have R&amp;D facilities</li> <li>3. Collecting public funds has not been maximized</li> <li>4. There are still problem loans of around 8% per year</li> <li>5. Not conducting market research in determining strategy</li> <li>6. Technology is only for internal companies</li> <li>7. Have not done online marketing through various social media platforms</li> <li>8. ATM facilities are not yet</li> </ol>
<b>Eksternal</b>	<ol style="list-style-type: none"> <li>11. All managers in the company use information systems to make decisions</li> <li>12. The data in the information system is updated regularly</li> </ol>	

	13. Implement the principles of Good Corporate Governance (GCG)	available in various locations 9. Do not yet have m-banking as an online transaction medium 10. Only has 2 branch offices in Lampung district 11. Does not have a cash office
<b>OPPORTUNITIES</b>	<b>STRATEGY S-O</b>	<b>STRATEGY W-O</b>
1. Credit growth rate increased 2. Increased population growth of 1.65% per year 3. The increase in MSMEs in Lampung Province is around 23% 4. Increasing village community trust in BPR 5. Lifestyle of a consumptive society 6. Unemployment rate decreased 7. Interest in vehicles has increased because entrepreneurs engaged in transportation have increased	1. Improving good relations with the public and customers for the smooth use of product promotions (S9, S7, O2, O3, O4, O5) 2. Maintain service and improve service quality to customers (S2, S4, S5, S6, O1, O4) 3. Carry out routine maintenance of facilities in BPR (S5, S6, O1) 4. Collaborating with communities/associations to increase market share (S10, S13, O2, O5) 5. Utilizing good relationships with MSME actors to carry out business development (S13, O3)	1. Increasing product marketing efforts through various social media platforms (W6, W7, O1, O2, O3, O4, O5, O7) 2. Provide regular marketing training so that employees can carry out business development in village/rural areas (W3, W5, O2, O3, O4) 3. Improve routine monitoring to avoid non-performing loans (W4, O1) 4. Carry out marketing efforts for MSMEs to village communities (W2, W7, W10, O2, O3, O4, O6)
<b>THREATS</b>	<b>STRATEGY S-T</b>	<b>STRATEGY W-T</b>
8. Inflation rate increased 9. The composition of the diverse population in the Lampung area	1. Improve credit innovation and periodic facilities to be the best (S5, S6, T11, T12, T13)	1. Add employees who are experts in information technology (W1, W6, T11)

10. The number of individual institutions that offer credit	2. Improving the quality of service to customers (S2, S4, T11)	2. Research so that it is more optimal in determining the strategy to be used (W2, W3, W5, T9, W12)
11. Credit offers and facilities that vary from competitors	3. Collaborating with the government to develop business (S9, S10, T9, S12)	3. Creating mobile banking facilities to facilitate online transactions (W6, W9, T11, T12)
12. Competitors are aggressively pursuing the same market share	4. Develop strategies according to the interests and needs of the community (S9, T9, T11, T12)	4. Minimizing the occurrence of problem loans (W2, W4, T9)
13. The number of individual businesses that buy vehicles in cash		5. Creating ATM facilities in various locations to be superior to competitors (W8, W10, T11, T12)
		6. Increase branch offices in districts to increase market share (W5, W10, T11, T12, T13)

**Internal-External (IE) Matrix**

The external, internal matrix helps determine the company's position into 9 cells. This matrix consists of 2 dimensions, namely the total score of the IFE matrix on the X-axis and the EFE matrix on the Y-axis. The Internal-External (IE) matrix is based on internal and external analysis factors; the companies are combined to produce a strategic position. Based on the external and internal environment analysis using the EFE and IFE matrices, a score of 3.19 was obtained for the EFE matrix, while the score for the IFE matrix was 2.92. The IE matrix can be compiled from the late scores obtained by the EFE and IFE matrices. Thus, the position of the transportation company PT BPR Citra Dana Mandiri in the IE matrix is as follows:

**IFE TOTAL SCORE**

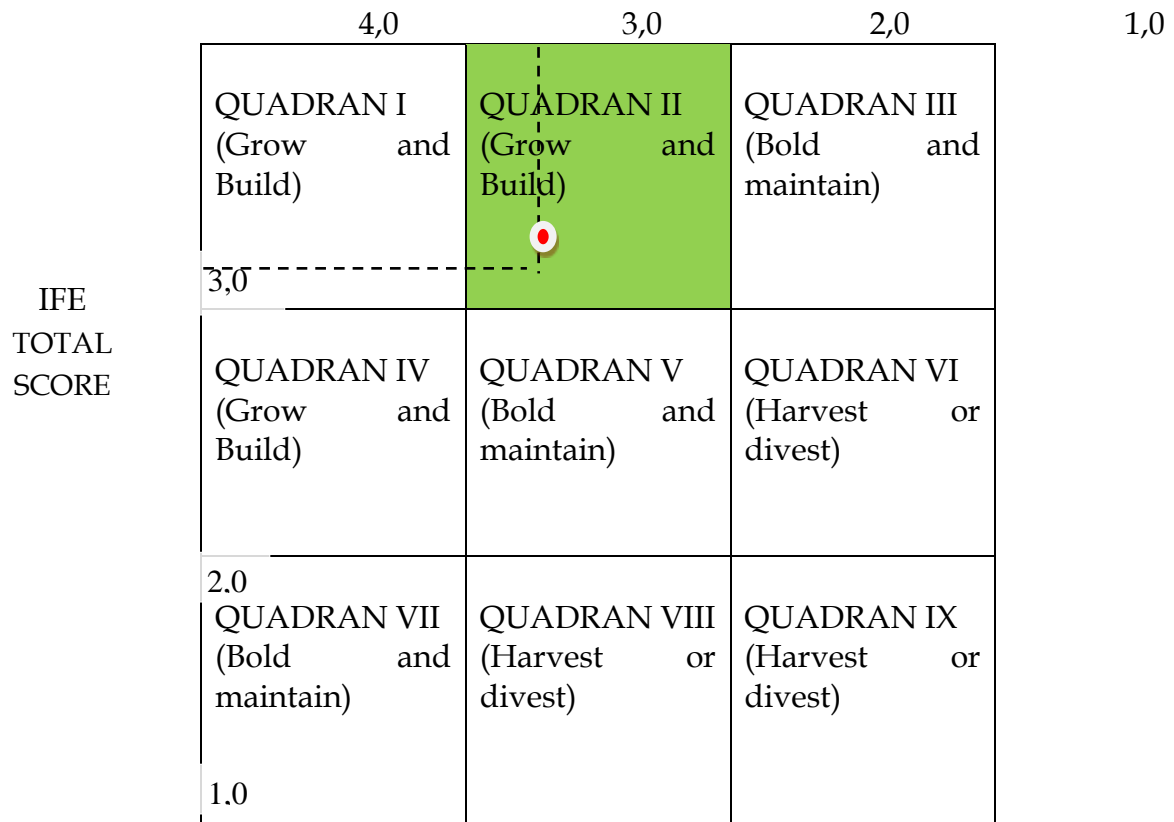


Figure 1. Internal-External Matrix PT BPR Citra Dana Mandiri

Based on Figure 1, it can be seen that PT BPR Citra Dana Mandiri occupies quadrant II in the IE matrix. According to the IE matrix theory, the appropriate strategy for companies that occupy quadrant II is a grow-and-build strategy. Thus, the appropriate strategy for PT BPR Citra Dana Mandiri based on the IE matrix theory is a grow-and-build strategy. The grow and build strategy that PT BPR Citra Dana Mandiri can implement is an intensive strategy such as market penetration which aims to increase market share in the same market with more intensive marketing efforts—the market development to introduce existing products to new target markets. Moreover, finally, the product development strategy aims to make PT BPR Citra Dana Mandiri improve existing products or develop new products so that these products can improve.

**Quantitative Strategy Planning Matrix (QSPM)**

Table 3. Quantitative Strategy Planning Matrix (QSPM) PT BPR Citra Dana Mandiri

No	Key Factors	STRATEGY 1 Market Penetration		STRATEGY 2 Market Development		STRATEGY 3 Product Development		
		Weight	A S	T AS	AS	TAS	AS	TAS
<b>Opportunity</b>								
1	Credit growth rate increased	0,08	4	0,33	3	0,25	2	0,16
2	Increased population growth of 1.65% per year	0,06	3	0,19	2	0,12	1	0,06
3	The increase in MSMEs in Lampung Province is around 23%	0,09	4	0,37	3	0,28	2	0,19
4	Increased public trust village against BPR	0,07	4	0,27	3	0,20	2	0,13
5	Consumptive society lifestyle	0,09	3	0,26	2	0,18	3	0,26
6	Unemployment rate decreased 0.17%	0,06	3	0,17	2	0,11	1	0,06
7	Vehicle enthusiasts have increased because entrepreneurs engaged in transportation have increased	0,10	4	0,41	3	0,31	2	0,21
<b>Threat</b>								
1	Inflation Rate increased	0,05	3	0,15	2	0,10	1	0,05
2	The composition of the diverse population in the Lampung area	0,04	4	0,14	3	0,11	2	0,07
3	Many individual institutions that offer credit	0,09	3	0,26	2	0,18	1	0,09
4	Credit offers and facilities that vary from competitors	0,09	4	0,37	3	0,28	2	0,19
5	Competitors are aggressively pursuing the same market share	0,10	4	0,41	3	0,31	2	0,21
6	The number of individual businesses that buy vehicles in cash	0,08	4	0,31	3	0,23	2	0,15

	<b>Total Strength</b>	<b>1,00</b>					
1	There is a reward for employees if they can complete the job well / exceed the target	0,05		0,0 0		0,00	
2	There is employee training to support worker competency	0,06	4	0,2 3	3	0,17	2 0,11
3	Low employee turnover less than 1%	0,05		0,0 0		0,00	
4	There is an employee performance evaluation once a month	0,06	3	0,1 7	2	0,11	1 0,06
5	Computerized financial administration system	0,06		0,0 0		0,00	
6	Facilities, equipment, machines in the office are in good condition	0,06	3	0,1 7	2	0,11	1 0,06
7	Non-Performing Loans decreased from the previous year	0,07	4	0,2 7	3	0,20	2 0,13
8	The company's retained earnings increased 3% from the previous year	0,05	4	0,2 0	3	0,15	2 0,10
9	Market share increased from the previous year	0,07	4	0,2 7	3	0,20	2 0,00
10	Permanent legal force based on the permit of the Financial Services Authority	0,06	3	0,1 7	2	0,11	1 0,06
11	All managers in the company use information systems to make decisions	0,06		0,0 0		0,00	
12	The data in the information system is updated regularly	0,05		0,0 0		0,00	
13	Applying the principles of Good Corporate Governance	0,06	3	0,1 8	2	0,12	1 0,06



<b>Weakness</b>							
1	Lack of employees in the Information Technology division	0,02		0,00		0,00	
2	It does not have a Research & Development division so it does not have R&D facilities	0,02		0,00		0,00	
3	Collecting public funds has not been maximized	0,03	3	0,08	2	0,05	1 0,03
4	There are still problem loans around 8% per year	0,03	3	0,08	4	0,11	2 0,05
5	Not conducting market research in determining strategy	0,02		0,00		0,00	
6	Technology is only for internal companies	0,02	3	0,06	2	0,04	1 0,02
7	Not doing online marketing through various social media platforms	0,02	3	0,07	2	0,05	1 0,02
8	ATM facilities are not yet available in various locations	0,03	4	0,12	2	0,06	3 0,09
9	Do not yet have m-banking as an online transaction medium	0,02	3	0,05	2	0,03	1 0,02
10	It only has 2 branch offices in Lampung district	0,02	4	0,07	3	0,05	2 0,03
11	Does not have a cash office	0,03	3	0,10	4	0,13	2 0,07
	<b>Total</b>	<b>1,00</b>		<b>5,93</b>		<b>4,36</b>	<b>2,74</b>

The results of the strategy selection obtained along with their rankings can be seen in table 5 as follows:

Tabel 4. Strategic Alternative Rating of PT BPR Citra Dana Mandiri

<b>Alternative Strategic</b>	<b>TAS Score</b>	<b>Rate</b>
Market Penetration	5,93	1
Market Development	4,36	2
Product Development	2,74	3

Based on Table 5, the results of the TAS/Total Activeness Score calculation, the first strategy alternative most prioritized by PT BPR Citra Dana Mandiri is market penetration, with a score of 5.39. Market penetration can be used to determine the size of PT BPR Citra Dana Mandiri's potential market. If the potential market is large, this can encourage newcomers/new customers at PT BPR Citra Dana Mandiri to gain market share or a percentage of the total number of potential customers in the banking/credit industry. Market penetration can be used to measure sales success from the results of sales and marketing campaigns. In this case, it can be used as a measuring tool to see whether market share is increasing or decreasing. Market penetration gives PT BPR Citra Dana Mandiri insight into how their customers and the entire market perceive PT BPR Citra Dana Mandiri's products.

## DISCUSSION

The results of the analysis using Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Strengths-Weaknesses-Opportunities-Threats (SWOT), and Internal-External (IE) show that PT BPR Citra Dana Mandiri is in quadrant II, namely grow and build. This shows the situation of PT Bank Perkreditan Rakyat (BPR) Citra Dana Mandiri, facing a significant market opportunity but with a relatively weak competitive position. Therefore, PT BPR Citra Dana Mandiri's current strategy is correct. It has market opportunities, but PT BPR Citra Dana Mandiri must continually improve the company's quality to face ample market opportunities with a solid competitive position.

The results of the analysis using the Quantitative Strategy Planning Matrix (QSPM) alternative strategy that PT BPR Citra Dana Mandiri can implement is market penetration. Market penetration is usually achieved by using a more aggressive marketing mix. This includes a strategy of high-interest rates and sales promotions, such as expanding distribution channels by conducting campaigns in the digital world/online media. According to Ansoff H. Igor (2007), Market penetration is an effort to increase company sales without deviating from the existing product-market strategy. Original. The company seeks to improve business performance by increasing sales volume to existing customers or finding new customers for existing products.

The second alternative strategy is Market Development, with a score of 4.36. In market development, PT BPR Citra Dana Mandiri tries to adapt its existing product lines (generally with some modifications in product characteristics) with new missions and new markets. Market Development is a strategy to identify new market segments, including entering and developing new geographic markets for current products. The last alternative strategy is Product Development, with a score of 2.74. PT BPR Citra Dana Mandiri does not focus on product development because, according to P. Kotler & Armstrong Gary (2010), product development is a strategy to grow the company by offering new products to predetermined target markets. Product development is done on physical products and ensures that existing ideas can be turned into new, more effective products. PT BPR Citra Dana Mandiri has focused on providing car ownership loans (KPM). PT BPR Citra Dana Mandiri has focused on expanding market share using market penetration and development.

## CONCLUSION AND RECOMMENDATION

The author concludes with his strategic analysis of PT BPR Citra Dana Mandiri. BPR Citra Dana Mandiri has two Lampung branch offices and needs mobile banking. According to the EFE (External Factor Evaluation) matrix, entrepreneurs in transportation are increasing interest in vehicles, and competitors aggressively pursuing market share is the company's biggest threat. According to the Strengths-Weaknesses-Opportunities-Threats (SWOT) Matrix, relations with external parties, service quality, maintenance, increased marketing efforts and regular credit monitoring, periodic credit and facility innovation, collaboration, and community interest strategy development. PT BPR Citra Dana Mandiri can use hiring, strategic research, ATM and mobile banking, and branch expansion. PT BPR Citra Dana Mandiri's growth and build strategy fits the IE matrix theory. IE matrix theory suggests a grow-and-build strategy for PT BPR Citra Dana Mandiri. PT BPR Citra Dana Mandiri's growth and build strategy involves market penetration, development, and product development. The Quantitative Strategy Planning Matrix (QSPM) analysis tool calculated the market penetration strategy's total score.

According to the research, PT BPR Citra Dana Mandiri's main weaknesses include the lack of mobile banking, which would allow customers to make payments and transactions without visiting the bank in today's digital age. PT BPR Citra Dana Mandiri only has two branch offices in Pringsewu and Bandar Jaya districts, which is another area for improvement. MSME players competing for market share and different credit and facility offers threaten PT BPR Citra Dana Mandiri. After analyzing the company's position in quadrant II using the QSPM analysis tool, the researcher suggests using the market penetration strategy to develop further and achieve the company's vision and mission goals. Aggressive marketing mixes usually penetrate markets. This includes high-interest rates, sales promotions like distribution channel expansion, and online campaigns. Market penetration increases sales without changing the product-market strategy. By selling more to existing customers or finding new ones, the company hopes to boost sales.

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