


**MARKETING STRATEGY IN BUILDING BRAND IMAGE AND STRENGTHENING THE FOUNDATION OF SHARIA BANK**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 20 February 2023</p> <p><b>Accepted</b> 08 May 2023</p>	<p><b>Purpose:</b> The aim of this study is to examine marketing strategies in building brand image and strengthening Islamic banking foundations.</p> <p><b>Theoretical framework:</b> The research focuses on Marketing Strategy by using the theory of (Kotler &amp; Armstrong, 2008) that Marketing as a process by which companies create value for customers and build strong relationships with customers, with the aim of capturing value from customers in return And the marketing mix concept (Product, Price, Place, Promotion, People, Process, Physical Evidence) so that the marketing strategy that is carried out certainly builds the brand.</p> <p><b>Design/methodology/approach:</b> The research method used is a qualitative grounded theory approach. Data collection techniques are interviews, questionnaires, literature studies and documentation with the SWOT analysis technique.</p> <p><b>Findings:</b> The results of the study show that the strength factors are greater than the weaknesses and the opportunity factors are smaller than the threats, so that Islamic Banks have the potential to grow and develop, the strategy that can be implemented is the Diversification Strategy.</p> <p><b>Research, Practical &amp; Social implications:</b> The study of this research offers a strategy for Islamic banks to be able to build a brand image and build a foundation for Islamic banks.</p> <p><b>Originality/value:</b> The value of the study this research provides and offers academic contributions regarding Islamic marketing strategies in building brand images and Islamic bank foundations.</p>
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**ESTRATÉGIA DE MARKETING PARA CONSTRUIR A IMAGEM DA MARCA E FORTALECER A FUNDAÇÃO DO SHARIA BANK**

**RESUMO**

**Objetivo:** O objetivo deste estudo é examinar as estratégias de marketing na construção da imagem da marca e no fortalecimento das fundações bancárias islâmicas.

**Referencial teórico:** A pesquisa se concentra na Estratégia de Marketing usando a teoria de (Kotler & Armstrong, 2008) que o Marketing é um processo pelo qual as empresas criam valor para os clientes e constroem relacionamentos fortes com os clientes, com o objetivo de capturar valor dos clientes em troca E o conceito de mix

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de marketing (Produto, Preço, Praça, Promoção, Pessoas, Processo, Evidência Física) para que a estratégia de marketing realizada certamente construa a marca.

**Desenho/metodologia/abordagem:** O método de pesquisa utilizado é uma abordagem qualitativa de teoria fundamentada. As técnicas de coleta de dados são entrevistas, questionários, estudos de literatura e documentação com a técnica de análise SWOT.

**Resultados:** Os resultados do estudo mostram que os fatores de força são maiores que os pontos fracos e os fatores de oportunidade são menores que as ameaças, de modo que os Bancos Islâmicos têm potencial para crescer e se desenvolver, a estratégia que pode ser implementada é a Estratégia de Diversificação.

**Implicações de pesquisa, práticas e sociais:** O estudo desta pesquisa oferece uma estratégia para os bancos islâmicos serem capazes de construir uma imagem de marca e construir uma base para os bancos islâmicos.

**Originalidade/valor:** O valor do estudo que esta pesquisa fornece e oferece contribuições acadêmicas sobre estratégias de marketing islâmico na construção de imagens de marca e fundações de bancos islâmicos.

**Palavras-chave:** Estratégia de Marketing, Imagem de Marca, Fortalecimento da Fundação, Banco Islâmico.

## ESTRATEGIA DE MARKETING PARA CONSTRUIR LA IMAGEN DE MARCA Y FORTALECER LA FUNDAÇÃO DEL BANCO SHARIA

### RESUMEN

**Objetivo:** El objetivo de este estudio es examinar las estrategias de marketing en la construcción de la imagen de marca y el fortalecimiento de los cimientos de la banca islámica.

**Referencia teórica:** La investigación se enfoca en la estrategia de marketing utilizando una teoría de (Kotler & Armstrong, 2008) de que el marketing es un proceso mediante el cual las empresas crean valor para los clientes y construyen relaciones sólidas con los clientes, con el objetivo de capturar valor para dos clientes a cambio y el concepto de marketing mix (Producto, Precio, Mercado, Promoción, Personas, Proceso, Evidencia Física) por lo que una estrategia de marketing realizada ciertamente puede construir la marca.

**Diseño/metodología/enfoque:** El método de investigación utilizado es un enfoque cualitativo de la teoría fundamental. Como técnicas de recogida de datos, entrevistas, cuestionarios, estudios bibliográficos y documentación con técnica de análisis FODA.

**Resultados:** Los resultados del estudio muestran que los factores de fortaleza son mayores que los puntos de falla y los factores de oportunidad son menores que las amenazas, por lo que los Bancos Islámicos tienen potencial para crecer y desarrollarse, estrategia que puede ser implementada como Estrategia de Diversificación. .

**Investigación, práctica e implicaciones sociales:** el estudio de esta investigación ofrece una estrategia para que los bancos islámicos puedan construir una imagen de marca y construir una base para los bancos islámicos.

**Originalidad/valor:** El valor del estudio que aporta esta investigación y ofrece aportes académicos sobre estrategias de marketing islámico en la construcción de imágenes de marca y fundaciones de bancos islámicos.

**Palabras clave:** Estrategia de Marketing, Imagen de Marca, Fortalecimiento de la Fundación, Banco Islâmico.

### INTRODUCTION

The Indonesian banking world is now more global with the development of the Islamic banking industry, where Islamic banks prioritize cooperation whose benefits can be received through a profit sharing system that has been mutually agreed upon between the customer and the bank. (Srisusilawati & Eprianti, 2017)(K. Firman et al., 2009).

The emergence of Islamic banking in Indonesia is a pure desire of the Indonesian people who want to carry out their financial transactions in accordance with Islamic law. Even though it is different from neighboring countries where the emergence of their Islamic finance industry was initiated by the government, therefore the growth of Islamic banks in Indonesia is not easy due to the lack of support from the government. We can imagine, in early 2014 after 28 Islamic

banks were established, the market share of Islamic banks in Indonesia only reached 5 percent (Habibah, 2020)(Wijayanti, 2019).

However, good news for the growth process of Indonesian Islamic banking finally came at the end of October 2019. As if it had managed to get out of the 5 percent market share curse since 2014, as of October 2019 Indonesia's Islamic banking market share had been able to penetrate up to 6 percent based on data from Otoritas Jasa Keuangan (OJK) or around Rp. 513 trillion. The biggest supporting factor for achieving this market share was due to increasing the growth of sharia banking assets in BUS and UUS units by 10.15 percent, which compared to the previous Rp. 499.98 trillion (Habibah, 2020) (Puspitasari et al., 2020).

Marketing activities must always exist in every business, both profit-oriented businesses and social businesses. The importance of marketing is carried out in order to meet the needs and desires of the community for a product or service. Marketing becomes increasingly important with increasing public knowledge. Marketing is also carried out in order to face competitors who from time to time are increasing and getting tougher (Habibulloh, 2022)(Widyastuti et al., 2022)(Srisusilawati, 2017).

According to Kotler and Armstrong, the marketing mix is controlled variables that are combined to produce the expected response from the target market. Supriyanto and Ernawaty explained that the main purpose of the marketing mix is to make an offer with the promotion and distribution of products in the hope that a product or service purchase process will occur. Kotler and Keller explained that the variables of the marketing mix currently applied are 7P (*product, price, promotion, place, people, process, physical evidence*) (Dwinanda & Nur, 2020)(Yaqin, 2019).

Nurhazirah Hashim and Muhammad Iskandar Hamzah, for example, have formulated an Islamic marketing concept by integrating the 7P's marketing concept with Islamic teachings (Islamic teaching). The 7P's referred to here are the 7 elements of the marketing mix, namely product, promotion, price, place, people, physical environment, and process. The seven elements of the marketing mix are then integrated with the 7 P's of Islam introduced by Wilson J. A. J., namely Pragmatism, Pertinence, Palliation, Peer, Pedagogy, Persistent, and Patience (Fathoni, 2018).

The marketing strategy is carried out by Islamic banks to increase brand image to the public and so that people are interested in becoming customers of Islamic banks. There are still many reasons and other factors that can influence consumer considerations so that they want to

become customers of Islamic banks. One of them comes from the marketing strategy carried out by Islamic banks through the marketing mix strategy (K. Firman et al., 2009).

Bank Syariah Indonesia (BSI) is a Sharia Bank resulting from a merger (merge) of 3 BUMN Syariah Banks in Indonesia, namely Bank BRI Syariah, Bank BNI Syariah and Bank Syariah Mandiri (BSM) which was established on 1 February 2021 during the Covid-19 pandemic. This merger has the objective of strengthening the performance of national Islamic banking. Mergers or mergers of banks are regulated in Government Regulation Number 28 of 1999, Company Law Number 40 of 2007 and Sharia Banking Law Number 21 of 2008 (Ulfa, 2021).

The merger of BSM, BNIS and BRIS must also be able to increase value for other stakeholders such as the Islamic banking industry, the business world (MSMEs), the world of education, Hajj fund management and for the development of the Islamic economic ecosystem in a broad sense (Ulfa, 2021).

Based on the background that has been described, the author is interested in studying the Marketing Strategy in Building Brand Image and Strengthening Islamic Bank Foundations. It is hoped that this will contribute to the development of Bank Syariah Indonesia (BSI) in competition with big banks and gain more interest and trust from the public. Because the existence of Islamic banks is still less compared to large conventional banks.

## **LITERATURE REVIEW**

Sharia Banking is everything that is concerned with Sharia Banks and Sharia Business Units, including institutions, business activities, as well as methods and processes in carrying out their business activities (Dyatama & Yuliadi, 2015). Islamic banking is one of the banking products based on the Islamic economic system. The Islamic economic system is currently being widely discussed in Indonesia (Marimin et al., 2015).

Marketing as a process by which companies create value for customers and build strong customer relationships, with the aim of capturing value from customers in return (Kotler & Armstrong, 2008).

In the world of banking business, the concept of marketing develops through five stages of evolution of Kotler's perceptions as follows:

1. Through advertising, Sales Promotion and Publication
2. Through Smiles and Friendly Atmosphere
3. Segmentation and Innovation

#### 4. Positioning

#### 5. Analysis, Planning, Implementation and Control (As'ad et al., 2020).

Based on Tati handayani citing the theory of Aang Kunaifi, the definition of marketing in Islam is the application of spiritual values in every strategy, program and value implemented in marketing. The spiritual values in question are religious values originating from the Qur'an and Habawi Hadith. Conceptually, Spiritual Marketing is a process of creativity, taste, heart and intention that is balanced by the integrity of faith, piety, and obedience to the Shari'a of Allah SWT. The understanding of spiritual marketing from an Islamic point of view is to place restrictions on human material orientation which tends to be limitless, to provide space and energy in realizing spiritual passion and goals. Instinctively, humans have noble ideals that are of non-material value but need material as a means of satisfying physiological needs, but fulfillment of spiritual needs cannot be ignored (Handayani & Fathoni, 2019).

One of the problems of Islamic microfinance institutions, especially BMT according to (Khoirul Anwar et al., 2023) , is the lack of management techniques and their application. There are 4 characteristics of Sharia Marketing which can be a guide for marketers, namely Theistic (rabbaniiyah); Ethical (akhlaqiyah); Realistic (al-waqiyyah); Humanistic (insaniyyah)(Mas'ud, 2016).

The Sharia marketing process, achieving strategy and value is referred to as a way to show how a company stands in a war torn market. The differentiation tactic has three components: differentiation, marketing and sales mix (Lestari & Aslami, 2022).

The purpose of Sharia Marketing is how customers, producers and companies get growth, prosperity, justice and blessings in the world and the hereafter. In addition there are several objectives of Sharia marketing to provide Correct Information (Promotion); understand the condition of the Market and Consumers; forming Products According to Market Taste that are Halal and good; reach Break Even Point; reach the Image You Want to Form; consumer satisfaction; Increase in Spiritual Values (Parakkasi, 2020).

Islamic banking marketing strategy is a method used by banks to survive in the future, in a strategy banking objective are broadly determined and specified in detail. With the existence of a marketing strategy used by companies producing goods or services on an ongoing basis in order to win market competition and to build a level of trust in customers in order to provide confidence in the products that will be offered to prospective customers, the bank tries to provide the best service (Agustina et al., 2021).

According to (Damak Turki & Sabbar, 2023) that marketing is very important, so that with the implementation of effective marketing can increase the competitiveness of banks. meanwhile according to (Palaniswamy & Raj, 2022) that perceived credibility, reference group, infotainment, and perceived benefits have a significant positive impact on the adoption of social media marketing.

The marketing strategy is selecting and analyzing the target market which is a group of people to be reached by a company and creating a marketing mix that is suitable and that can satisfy the target market. Companies need to establish a basic strategy or commonly called a grand strategy or core strategy. If this grand strategy is correct, it is hoped that the company will succeed in achieving this target, the targeted market will control a broad market share or a steady market position. Market share or market share means domination of market area, while market position is a solid position of a product in a market (Lanniza & Anggraini, 2021).

Strategic situation analysis includes winning the market through market-oriented strategic planning, looking for opportunities in the marketing environment, analyzing consumer markets and buyer behavior, analyzing internet community markets, analyzing business markets and business buyer behavior, dealing with competitors and identifying market segments and selecting target markets (Dimitha et al., 2021).

According to cashmere, the purpose of a marketing strategy carried out by a company is as follows:

- a. Assisting companies in improving business activities, providing convenience in controlling and supervising the marketing activities of a company.
- b. Determine the direction and objectives of the activities carried out by a company.
- c. To anticipate various problems and circumstances that will come. To achieve goals in a company also required certain steps. For example, companies that want to sell their goods or services to consumers need the right steps in order to dominate the market (Cahya & Jannah, 2022).

The functions of implementing a marketing strategy in a business organization or company are:

- a. Identify current and future needs of consumers.
- b. Creating products that can meet consumer needs precisely and profitably.
- c. Establish a strategic, rational and complete consumer base with information (Cahya & Jannah, 2022).

Brand image (brand image) is a representation of the overall perception of the brand and is formed from information and past experience of the brand. Brand image is related to attitudes in the form of beliefs and preferences for a brand. Consumers who have a positive image of a brand are more likely to make purchases. According to Ouwersoot and Tudorica, brand image is a collection of perceptions about a brand that are interrelated in the human mind (Cahya & Jannah, 2022).

The brand image which is an indicator representing consumer beliefs and perceptions as well as sales promotion as a marketing communication program play an important role in building the value of a brand. A positive brand image will provide added value to products and services so as to form brand equity which is an asset value for a company. In addition, by carrying out sales promotions, a company's brand will have its own more value when compared to competing brands that do not carry out promotional activities. Research conducted by Yoo et.al explains that the importance of marketing mix elements in forming a company's brand equity. Having brand equity shows a perception that the brand of an item or service has a set of unique and different characteristics so that it becomes an attraction for consumers to make purchases (Yuvita et al., 2019).

The goal of designing a brand with experiential benefits is to meet internal requirements. Functional requirements can be defined as needs about finding a product that solves a consumption-related problem (eg restructuring a frustrating situation). The goal of designing a brand with functional benefits is to solve externally generated consumption needs. Symbolic needs can be defined as the desire for products that satisfy needs such as ego identification, group membership, role positioning, and self-improvement (Saputra, 2018).

There are several opinions about the components of brand image, namely, According to Joseph Plummer, brand image consists of three components, namely:

1. Product attributes, namely things related to the brand itself, such as packaging, product content, price, taste, and others.
2. Consumer benefits, namely the use of products from the brand.
3. Brand Personality is an association regarding the personality of a brand if the brand is human (Rachmawati & Widana, 2019).

A great brand identity can create a major competitive advantage. Brands that are familiar to buyers will encourage more than one purchase. Brand is the power of selling a product. The stronger the brand value, the stronger the company is. The factors that support the creation of a

brand image in relation to brand associations are strength; uniqueness; uniqueness; Profitable (Mukminin & Latifah, 2020).

## **MATERIALS AND METHODS or METHODOLOGY**

This study used a qualitative research method, conducted at BSI KC Bandung Asia Africa with an empirical approach. Method The approach used in this study is the Grounded Theory approach, which is an approach based on efforts to collect field data, which is then developed and proven through systematic data analysis (Kosasih, 2018).

Data sources are primary data sources and secondary data sources (Purhantara, 2010) namely data obtained from direct interviews with BSI KC Bandung Asia Africa. As well as library books and documents about anything related to this discussion (Azizah, 2017). In analyzing the data, the writer uses a qualitative descriptive analysis technique, using a deductive mindset, namely the writer sees casuistic events from the field and then generalizes it in the form of a conclusion (Nasution, 1992). In data analysis using descriptive qualitative analysis techniques and SWOT analysis techniques. This research was conducted from July 2022 to October 2022.

According to Kotler & Armstrong, SWOT analysis is a thorough assessment of the strengths (weaknesses), opportunities (opportunities), and threats (threats) in a company. SWOT analysis can be said to be an analysis based on the assumption that an effective strategy comes from internal (strengths and weaknesses) and external (opportunity and threat) resources. The advantage of SWOT analysis is that it can link internal and external factors to get a new strategy, therefore planning based on resources and competencies can enrich SWOT analysis by developing an internal perspective (Safitri, 2020). By using this method of research with the SWOT analysis method, it shows that company performance can be determined by a combination of internal factors and external factors, these two factors must be considered in a SWOT analysis. SWOT analysis compares external factors of opportunities and threats with internal factors of strengths and weaknesses (Ayundari, 2018).

## **RESULTS AND DISCUSSION**

A business or enterprise requires a marketing strategy. Based on the results of interviews with Priority Banking Relationship Managers, the marketing strategy of Bank BSI KC Bandung Asia Africa uses and is in accordance with the 7P Marketing Mix Concept, namely Product, Place, Price, Promotion, People, Kotler and Armstrong's Process and Physical Evidence, all of



which are important indicators in a business or company. On product indicators it can compete with conventional banks because Bank BSI KC Bandung Asia Africa also has investment products such as sukuk, mutual funds and insurance, then on the location indicator even though it is located on one way but the office location for Bank BSI KC Bandung Asia Africa is strategic because it is in the middle of the city center , then on the price indicator Bank BSI KC Bandung Asia Africa offers prices that are relatively cheaper than non-state-owned Islamic banks (private Islamic banks) so that the profit sharing ratio is also not as big as private banks, then on the Promotion indicator Bank BSI KC Bandung Asia Africa carries out promotions via television, radio and social media such as Instagram, on the Process indicator the service provided to customers from the start of the transaction to completion is carried out properly, on the People Bank BSI KC Bandung Asia Africa indicator has qualified human resources, on the physical evidence indicator BSI KC Bank Bandung Asia Afrika has an attractive building and attractive office interior on the 2nd floor of its employee rooms without any partitions like google office (Yantie, 2022).

Table 1. 7P variable indicators and SWOT Analysis

No	Indicator	Statement	SWOT
1.	Product	Products are varied and complete Products that comply with Sharia principles and are verified by DPS Easy and attractive Mobile Banking features	Strenght
		Products are less competitive than conventional bank products Not many ATM outlets (BSI)	Weakness
		Customer's desire to be sharia in terms of (savings, investment and financing) Installments will not change under any circumstances	Opportunities
		Conventional banks provide sukuk which are products of Islamic banks Competition (Profit Sharing, Margin, Service)	Threats
2.	Promotion	Extensive Advertising Coverage through Social Media, Social Media and Television Media	Strenght
		Attractive promotions	
		Entering the Top 10 Islamic banks with the largest assets makes people confident in making transactions	Opportunities
3.	Price	Appropriate prices, discounts, payment periods and credit terms Competitive pricing	Strenght
		Pricing Lose to Profit Sharing with Private Banks	Weakness
		Low Cost offered (Products and Services)	Opportunities

		Pricing (Price) from other banks (Savings and Financing) Unstable economic conditions	Threats
4.	Place	Strategic place/office location close to the city center	Strenght
5.	People	Responsive and solutive service	Strenght
		Human resources are not much	Weakness
		IT can be compared with other banks	Opportunities
		Lack of customer understanding in digitalization Lack of public awareness regarding Islamic Banks	Threats
6.	Physical Evidence	Attractive office design The atmosphere of the room is comfortable, friendly, quiet and conducive Open space/unlocked office layout and interior such as Google Office, there is a billiard and fitness center	Strenght
7.	Process	The customer is guided in determining the service	Strenght
		There are complaints from customers (regarding queues, etc.)	Threats

Source: Prepared by the authors (2023)

After getting the results of the 7P variable indicators (Product, Place, Price, Promotion, People, Process and Physical Evidence) at BSI KC Bandung Asia Africa, the next step the writer takes is to analyze the SWOT.

Following are the results of the Author's SWOT analysis at Bank BSI KC Bandung Asia Africa:

Table 2. IFAS BSI KC Bandung Asia Afrika

No	Internal factors	Weight	Ratings	Score
<b>Strength (Kekuatan)</b>				
1	Strategic place/office location	0,080	5,0	0,398
2	Responsive and solutive service	0,074	4,5	0,335
3	Various and complete products	0,080	4,3	0,338
4	Interesting promotions	0,080	4,3	0,338
5	Competitive Pricing	0,080	3,8	0,298
6	Outlets are widely spread in big cities	0,080	5,0	0,398
7	Easy and attractive mobile banking features	0,080	3,8	0,298
8	Layout and interior of an open space/unlocked office such as a Google office, there is a billiard and fitness center	0,064	4,3	0,338
<b>Strength amount</b>				<b>2,741</b>
<b>Weakness</b>				
1	Less HR	0,064	3,3	0,208
2	Outlets have not reached remote areas	0,064	2,8	0,176
3	Not many ATM outlets (BSI)	0,064	3,3	0,207
4	One-way office location and not passed by angkot and Damri	0,044	3,3	0,142

5	The office location is near the 5th intersection so it's often missed	0,075	4,5	0,335
6	Profit Sharing Pricing is inferior to Private Banks	0,074	3,3	0,242
<b>Number of Weaknesses</b>				<b>1,309</b>
<b>Total IFAS</b>				<b>4,051</b>

Source: Prepared by the authors (2023)

Based on Table 2, we can see that the total strength at BSI KC Bandung Asia Africa is 2.741 and the total weakness at BSI KC Bandung Asia Africa is 1.309 so that the total IFAS is 4.051.

Table 3. EFAS BSI KC Bandung Asia Afrika

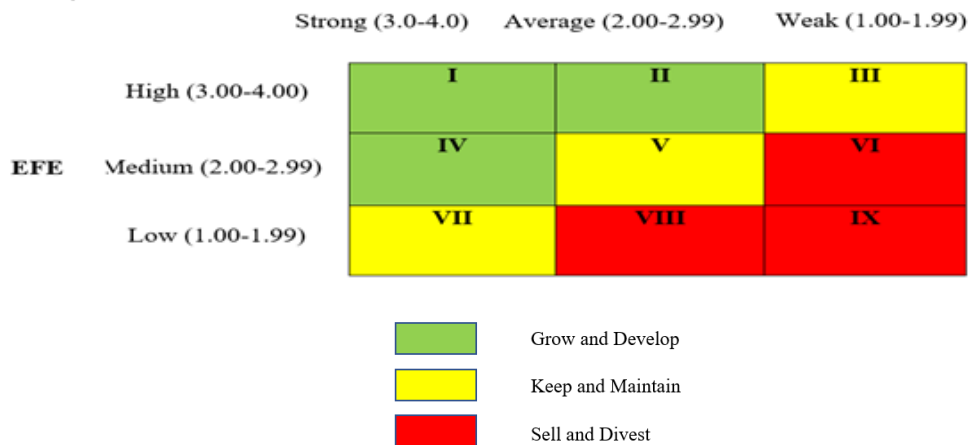
No	External Factors	Weight	Ratings	Score
<i>Opportunities</i>				
1	The desire of the customer to be sharia in terms of (savings, investment and financing)	0,087	4,3	0,369
2	Entering the Top 10 Islamic banks with the largest assets makes people confident in making transactions	0,094	4,3	0,399
3	IT can be compared with other banks	0,094	3,3	0,305
4	Installments will not change under any circumstances	0,087	4,5	0,390
5	Cheap Costs offered (Products and Services)	0,087	4,8	0,412
<b>Number of Opportunities</b>				<b>1,875</b>
<i>Threats</i>				
1	Pricing (Price) from other banks (Savings and Financing)	0,074	4,0	0,296
2	Unstable economic conditions	0,074	3,8	0,277
3	Conventional banks provide sukuk which are products of Islamic banks	0,076	3,0	0,227
4	There are complaints from customers (regarding queues, etc.)	0,081	3,8	0,304
5	Lack of customer understanding in digitalization	0,080	4,3	0,338
6	Competition (Profit Sharing, Margin, Service)	0,081	4,0	0,325
7	Lack of public awareness about Islamic Banks	0,087	4,5	0,358
<b>Number of Threats</b>				<b>2,125</b>
<b>Total EFAS</b>				<b>4,00</b>

Source: Prepared by the authors (2023)

Based on the results of Table EFAS 3, we can see that the total Opportunities for Bank BSI KC Bandung Asia Africa is 1.875 and the total Threats for Bank BSI KC Bandung Asia Africa are 2.125 so that the total EFAS is 4.00.

Furthermore, after the authors got the results of IFAS/EFAS BSI KC Bandung Asia Africa, the authors conducted a second SWOT analysis, namely determining the IFAS/EFAS Matrix. The following is the IFAS/EFAS Matrix BSI KC Bandung Asia Africa:

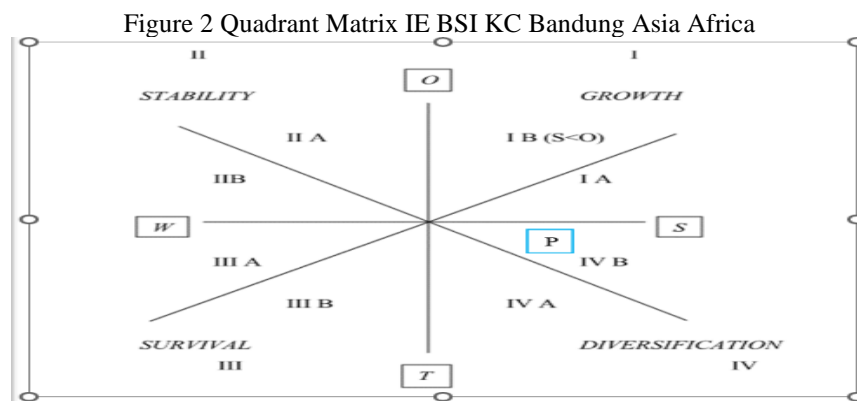
Figure 1 IE Matrix BSI KC Bandung Asia Africa  
**IFE**



Source: Prepared by the authors (2023)

The position of BSI KC Bandung Asia Africa [IFE 4.051, EFE 4.00] is in quadrant I, namely Grow and Develop.

Furthermore, after getting the results of the IFAS/EFAS matrix BSI KC Bandung Asia Africa, namely, determining the IFAS/IFAS Matrix Quadrant. And the result is as follows:



P Position of the BSI KC Bandung Asia-Africa Matrix Quadrant

Source: Prepared by the authors (2023)

So based on the picture above, the position of the IE BSI KC Bandung Asia Africa Quadrant Matrix is in IV B.

The results of IFAS/EFAS in table 2 and table 3 show that the total strengths are 2,741, the weaknesses are 1,309, the opportunities are 1,875 and the threats are 2,125, the total IFAS is the sum of internal factors, namely Strength + Weakness of 4,051 and Total EFAS is the sum of external factors, namely Opportunities+ Threats of 4.00.

Based on Figure 1 above, it shows that the position of BSI KC Bandung Asia Africa is located in Quadrant I, this shows that BSI KC Bandung Asia Africa can grow and be further developed to compete with other competitors.

Then, based on Figure 2, it shows that the position of BSI KC Bandung Asia Africa is in Quadrant IV B, Strategic Techniques in Quadrant IV B is Diversification, namely efforts to diversify business fields, the choice of this strategy is based because the internal score of the Strength factor is greater than the Weakness  $S > W(+)$  and on the external score, the Opportunities factor is smaller than the Threats  $O < T(-)$  factor, and for the choice of strategy, namely Conglomerate, which means adding new types of products. The choice of this strategy is because the Strength factor is greater than the Threats factor. So, the Diversification Conglomerate Strategy is the right choice of strategy for Bank BSI KC Bandung Asia Africa.

After analyzing IFAS/EFAS, IE Matrix, IE Matrix Quadrants, the results of the SWOT at BSI KC Bandung Asia Africa were obtained, namely as follows:

Table 4. SWOT BSI KC Bandung Asia Africa

	<b>Strength</b>	<b>Weakness</b>
	1) Strategic office place/location	1) HR is not much
	2) Responsive and solutive services	2) Outlets have not reached remote areas
	3) Various and complete products	3) Not many ATM outlets (BSI)
	4) Attractive promotions	4) One-way office location and not bypassed by public transportation and Damri
	5) Competitive pricing	5) The office location is near intersection 5 so it is often missed
	6) Outlets are widely spread in big cities	6) Pricing for results is inferior to private banks
	7) Easy and attractive mobile banking features	
	8) Layout and interior of an open space/unlocked office such as a google office, there is a billiard and fitness center	
<b>Opportunities</b>	<b>SO</b>	<b>WO</b>
1) The desire of the customer to comply with sharia in terms of (savings, investment and financing)	1) Make product variations according to the needs and desires of customers	1) Add Marketing HR
2) Entering the Top 10 Islamic banks with the largest assets makes people confident in making transactions	2) Utilizing social media (IG, YT, Tiktok, FB, etc.) to carry out promotions	2) Establish consistent profit sharing

3) IT can be compared with other banks	3) Adding mobile banking features according to existing trends	
4) Installments will not change under any circumstances		
5) Low Cost offered (Products and Services)		
<b>Threats</b>	<b>ST</b>	<b>WT</b>
1) Pricing (Price) from other banks (Savings and Financing)	1) Offers a higher Profit Sharing with the addition of an affordable price	1) Add HR to the Front Office (CS, Teller)
2) Unstable economic conditions	2) making sukuk investment services via mobile banking	2) Adding Sukuk Portfolio
3) Conventional Banks provide sukuk which are products of Islamic banks	3) Conduct free digitalization education for customers	3) Slightly increase product prices and increase profit sharing
4) There are complaints from customers (regarding queues, etc.)	4) Conduct counseling and socialization of Islamic Banks to the public	
5) Lack of customer understanding in digitalization		
6) Competition (Profit Sharing, Margin, Service)		
7) Lack of public awareness regarding Islamic Banks		

Source: Prepared by the authors (2023)

Based on the data above, there are 4 SWOT sections namely SO (Strength-Opportunities), WO (Weakness-Opportunities), ST (Strength-Threats) and WT (Weakness-Threats) where in each of these sections there is a strategy owned by the author, among which are:

**In the SO (Strength-Opportunities) or (Strength-Opportunities) Strategy**

- a) Make a variety of products according to the needs and desires of customers. This strategy is based on the various and complete Product Strength Factors and the Opportunities Factors of the Customer's desire to apply sharia in terms of (savings, investment and financing).
- b) Utilizing social media, especially Tiktok to carry out promotions because TikTok currently occupies the number 1 position of all existing social media. This

strategy is based on the attractive Strength Promo factor and IT Opportunities factor which can be compared with other banks.

c) Adding mobile banking features according to existing trends. This strategy is based on the Strength factor, the mobile banking feature is easy and attractive, and the IT Opportunities factor can be compared with other banks.

#### **In the WO (Weakness-Opportunities) or (Weaknesses-Opportunities) Strategy**

a. Add Marketing HR. This strategy is based on the lack of HR Weaknesses and the Opportunities factor of the Customer's desire to apply sharia in terms of (savings, investment and financing).

b. Establish consistent profit sharing. This strategy is based on the Weakness Pricing factor, profit sharing is inferior to private banks and the Installment Opportunities factor will not change under any circumstances.

#### **In the ST (Strength-Threats) or (Strength-Threats) Strategy**

a. Offers higher Profit Sharing with additional prices that remain affordable. This strategy is based on competitive Strength Pricing (Price) factors and Competition Threats factors (Profit Sharing, Margin, Service).

b. Making sukuk investment services via mobile banking. This strategy is based on the Strength factor. The easy and attractive mobile banking feature and the Threats factor. Conventional Banks provide sukuk, which is a product of Islamic banks.

c. Conduct free digitalization education for customers. This strategy is based on the responsive and solutive Service Strength factor and the Threats factor. Lack of customer understanding in digitalization.

d. Conduct counseling and socialization of Islamic Banks to the public. This strategy is based on the Strength factor of services that are responsive and solutive and the Threats factor. Lack of public awareness about Islamic Banks.

#### **In the WT (Weakness-Threats) or (Weaknesses-Threats) Strategy**

a. Add HR to the Front Office (CS, Teller). This strategy is based on the Human Resources Weaknesses factor and the Threats factor. There are complaints from customers (regarding queues, etc.).

b. Adding Sukuk Portfolio. This strategy is based on the Weakness Pricing factor, profit sharing is inferior to private banks and the Threats of Competition (Profit Sharing, Margin, Service) factor.

c. Slightly increase product prices and increase profit sharing. This strategy is based on the Weakness Pricing factor, profit sharing is inferior to private banks and the Threats Pricing factor (Price) from other banks (Savings and Financing).

Based on the SWOT results above, Bank BSI KC Bandung Asia Africa has IT that can be compared with other banks, BSI KC Bandung Asia Africa has good IT potential for the short term. It can be seen from the attractive Mobile Banking features, the menu is complete and the application is not complicated, there is even a Customer Service that can be contacted by customers who are still confused about the operation of Bank BSI's Mobile Banking system.

## CONCLUSION

The Marketing Strategy of Bank BSI KC Bandung Asia Africa in building a Brand Image on internal factors has greater strengths than weaknesses and on external factors the opportunities for Bank BSI KC Bandung Asia Africa are smaller than threats so that the position of BSI KC Bandung Asia Africa is in Quadrant I, which means Bank BSI KC Bandung Asia Africa has the potential to continue to grow and can be developed in the future, so the choice of strategic techniques for Bank BSI KC Bandung Asia Africa is the Conglomerate Diversification Strategy, namely the addition of new products and marketed in new markets that are not related to current markets. This. The limitation in this study is that the scope of the research object is still limited, so future researchers should upgrade their research object to a wider area and increase the number of questionnaires.

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