



## ANALYSIS PROPOSED STRATEGIC MARKETING INITIATIVES TO ATTRACT GEN Z CUSTOMERS TO PT BANK PERTAMA MASYARAKAT

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Received: 2024-10-23

Published: 2024-12-30

DOI: 10.54443/ijebas.v4i6.2292

Accepted: 2024-11-21

### Abstract

Throughout 2023, PT Bank Pertama Masyarakat achieved a net profit of IDR 209 trillion, marking a 142% increase from the previous year. Despite this notable growth, PT BANK PERTAMA MASYARAKAT's profitability remains significantly lower than its competitors, including BCA, BRI, and Bank Mandiri, which achieved profits of IDR 486 trillion, IDR 604 trillion, and IDR 550.6 trillion, respectively. Additionally, PT BANK PERTAMA MASYARAKAT's market capitalization lags behind, at only IDR 165 trillion compared to BCA's IDR 1,031 trillion. A preliminary study revealed that PT BANK PERTAMA MASYARAKAT struggles to attract Gen Z users, primarily due to the perceived complexity and limited functionality of its Mobile Banking services. These challenges underline the need for strategic innovations to strengthen PT BANK PERTAMA MASYARAKAT's competitive position. This study adopts a mixed-methods approach, combining qualitative and quantitative data collection to provide a comprehensive analysis. Structured interviews were conducted with internal stakeholders at PT BANK PERTAMA MASYARAKAT to identify internal challenges and opportunities. Simultaneously, survey questionnaires targeting 150 non-customers of PT BANK PERTAMA MASYARAKAT were used to gather external insights. The collected data underwent rigorous reliability and validity tests and were analyzed using SWOT and TOWS frameworks to formulate actionable strategies. Key frameworks such as PESTEL, Porter's Five Forces, and VRIO were also integrated to enhance the analysis. The findings highlight that PT BANK PERTAMA MASYARAKAT's strengths lie in its robust digital infrastructure, extensive physical and digital reach, and strong brand reputation. However, weaknesses include limited differentiation in digital features, high investment costs, and a smaller user base. Opportunities in digital financial services, sustainable finance, and FinTech collaborations can be leveraged to address these weaknesses. Threats such as intense competition and rising customer expectations necessitate operational efficiency and innovation. Based on these insights, targeted strategies were proposed to enhance PT BANK PERTAMA MASYARAKAT's Mobile Banking platform, expand market reach, and optimize customer engagement, positioning PT BANK PERTAMA MASYARAKAT as a competitive player in the Indonesian banking sector.

**Keyword:** *Strategic Marketing, Gen Z, PT BANK PERTAMA MASYARAKAT*

### 1. INTRODUCTION

Throughout 2023, Bank PT BANK PERTAMA MASYARAKAT achieved a net profit of IDR 209 trillion, marking a 142% increase from the previous year. However, this performance still lags behind major competitors such as BCA, BRI, and Bank Mandiri. The following table compares the performance and strategic focus of Indonesia's leading banks

Table 1. PT BANK PERTAMA MASYARAKAT Comparison with Competitor

Aspect	PT BANK PERTAMA MASYARAKAT	BCA	BRI	Bank Mandiri
Net Profit	IDR 209 Trillion	IDR 486 Trillion	IDR 604	IDR 550 Trillion

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<b>(2023)</b>			Trillion	
<b>Credit Segment Focus</b>	Corporations	Corporations and Consumer Credit	MSME	Corporations and Commercial Credit
<b>Key Notes</b>	Positive growth but lagging	Highest profit among private banks	Strong MSME focus	Record-high profit since founding

**Source:** CNBC Indonesia (2024)

PT BANK PERTAMA MASYARAKAT also trails significantly with a valuation of IDR 165 trillion, less than 40% of Bank Mandiri’s and 16% of BCA’s, reflecting weaker investor confidence and market position. Additionally, PT BANK PERTAMA MASYARAKAT struggles to capture Gen Z users, as seen in interviews where only 1 out of 20 participants cited using PT BANK PERTAMA MASYARAKAT, primarily due to its payroll system. Key barriers include a less intuitive mobile banking interface and limited advanced features, making the platform less appealing compared to BCA or Bank Mandiri.

To compete effectively and attract younger users, PT BANK PERTAMA MASYARAKAT must enhance its digital banking platform by redesigning its interface for better usability and introducing advanced features such as financial planning tools, seamless e-wallet integrations, and loyalty programs. These initiatives will not only improve customer satisfaction but also strengthen PT BANK PERTAMA MASYARAKAT’s position in the highly competitive digital banking landscape.

**2. THEORITICAL FOUNDATION**

**2.1 Marketing Strategy**

A marketing strategy is a comprehensive, long-term plan designed to achieve business objectives by engaging target customers effectively (Istikomah, Saputra, & Yusuf, 2022). It involves identifying target markets, positioning the brand, selecting channels, and defining promotional methods. A well-crafted strategy emphasizes customer value and competitive differentiation, fostering loyalty and growth (Kwok, Tang, & Yu, 2020). While a marketing strategy outlines "what" and "why," a marketing plan focuses on "how" and "when" (Ganesha et al., 2020).

**2.1.1 Marketing Mix**

The Marketing Mix is a framework for planning and executing strategies to meet customer needs and achieve goals (Yusuf & Matiin, 2022). It combines elements like product, price, promotion, and place, guiding companies in market positioning and consumer engagement (Hanaysha et al., 2021). Adaptable and dynamic, the marketing mix evolves with market conditions, supporting both strategic and operational objectives (Riaz, 2011).

**2.1.1.1 Product**

The product encompasses physical goods and services designed to meet consumer needs (Yusuf & Matiin, 2022). Quality, innovation, and alignment with customer preferences are central to its success, fostering loyalty and competitive advantage (Istikomah et al., 2022).

**2.1.1.2 Price**

Pricing reflects the perceived value of offerings and influences purchasing decisions (Yusuf & Matiin, 2022). Effective pricing balances profitability with consumer expectations, adapting to market dynamics and cultural contexts (Wichmann et al., 2022).

**2.1.1.3 Promotion**

Promotion communicates value and fosters customer engagement through tailored campaigns (Yusuf & Matiin, 2022). Digital and traditional methods play a vital role in driving awareness and trust (Khalayleh & Al-Hawary, 2022).

**2.1.1.4 Place**

Place ensures product accessibility through efficient distribution channels (Yusuf & Matiin, 2022). It includes physical and digital platforms that align with customer convenience and operational goals (Wichmann et al., 2022).

#### 2.1.1.5 People

People highlight the role of human resources in delivering customer satisfaction. Well-trained employees directly enhance customer experiences and loyalty (Hanaysha et al., 2021).

#### 2.1.1.6 Process

Processes ensure efficient delivery of goods and services, enhancing reliability and customer satisfaction (Yusuf & Matiin, 2022). Streamlined processes support competitiveness and adaptability in dynamic markets (Hanaysha et al., 2021).

#### 2.1.1.7 Physical Evidence

Physical evidence includes tangible elements like environment and design that shape customer perceptions, especially in service sectors (Yusuf & Matiin, 2022). Attention to physical details reinforces trust and satisfaction (Khalayleh & Al-Hawary, 2022).

#### 2.1.2 STP Analysis

##### 2.1.2.1 Segmenting

Market segmentation divides a broad market into smaller, homogeneous groups to target specific customer needs (Kotler & Keller, 2018). Effective segmentation considers demographics, psychographics, and behaviors to optimize marketing strategies (Andaleeb, 2016).

##### 2.1.2.2 Targeting

Targeting identifies and prioritizes customer groups based on shared needs and profitability (Kotler & Keller, 2018). This ensures marketing resources are efficiently allocated.

##### 2.1.2.3 Positioning

Positioning creates a distinct image in the consumer's mind, emphasizing unique product attributes and advantages (Rosyida et al., 2020). Effective positioning differentiates brands and builds consumer loyalty.

#### 2.1.3 PESTEL Analysis

PESTEL examines Political, Economic, Social, Technological, Environmental, and Legal factors influencing business operations (Matovic, 2020). These insights guide organizations in adapting to external challenges and opportunities.

#### 2.1.4 Competitor Analysis

Competitor analysis evaluates competitors' strengths, weaknesses, and strategies to identify opportunities for differentiation (Kotler & Keller, 2016). Tools like SWOT and benchmarking help refine competitive strategies.

#### 2.1.5 Customer Analysis

Customer analysis identifies needs, preferences, and behaviors, enabling tailored strategies to enhance satisfaction and loyalty (Homburg et al., 2017). Methods like surveys and analytics provide actionable insights.

#### 2.1.6 SWOT Analysis

SWOT Analysis evaluates internal strengths and weaknesses and external opportunities and threats to align strategies with organizational goals (David et al., 2023).

#### 2.1.7 Value Chain Analysis

Value Chain Analysis identifies activities that add value to products or services, enhancing competitiveness and operational efficiency (Gamble et al., 2021).

##### 2.1.7.1 Primary Activities

Includes inbound logistics, operations, outbound logistics, marketing and sales, and service to deliver value to customers.

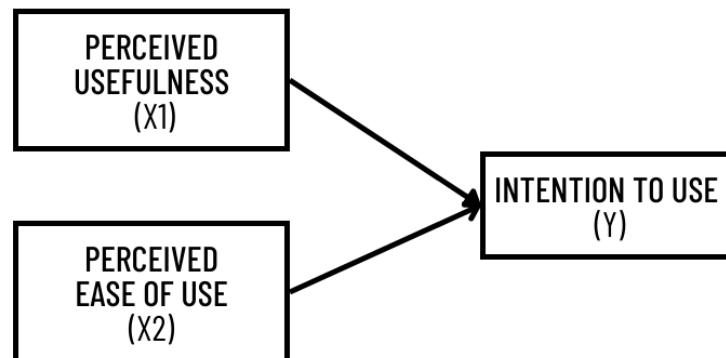
**2.1.7.2 Support Activities**

Support functions like HR, technology, procurement, and infrastructure enhance primary activities and overall efficiency.

**2.1.8 Resource-Based View (RBV)**

RBV emphasizes leveraging unique internal resources for competitive advantage (Hirmansah, 2024). Resources must be valuable, rare, inimitable, and well-organized (VRIO framework).

**2.2 Conceptual Framework**



The image illustrates a conceptual framework where two independent variables, Perceived Usefulness (X<sub>1</sub>) and Perceived Ease of Use (X<sub>2</sub>), directly influence the dependent variable, Intention to Use (Y). This structure implies that both independent variables are hypothesized to have either simultaneous or partial effects on the dependent variable. This framework visually demonstrates the causal relationships being tested, where each arrow indicates a hypothesized direct effect of the independent variables (X<sub>1</sub> and X<sub>2</sub>) on the dependent variable (Y).

**3. RESEARCH METHOD**

**3.1 Research Flow**

This research flow adopts a structured approach starting from problem identification to actionable solutions. It begins with pinpointing key challenges like market share decline or brand awareness issues. Next, a literature review incorporates frameworks such as PESTEL, SWOT, STP, and the Marketing Mix to establish a theoretical foundation. Data collection involves both external analysis (e.g., Porter’s Five Forces, Competitor Analysis) and internal analysis (e.g., VRIO, STP), ensuring a holistic understanding. Insights are integrated through a SWOT analysis, leading to the development of a proposed marketing strategy. Finally, recommendations and conclusions are drawn to guide PT PT BANK PERTAMA MASYARAKAT in refining strategies for sustainable growth.

**3.2 Data Collection Methods**

**3.2.1 Interviews**

Structured interviews with PT PT BANK PERTAMA MASYARAKAT stakeholders gather qualitative insights into internal challenges and opportunities. These interviews uncover valuable perspectives on customer engagement, internal processes, and market positioning, complementing other data sources.

**3.2.2 Survey Questionnaire**

Quantitative data is collected from non-customers through a questionnaire focusing on perceived usefulness, ease of use, and intention to use PT BANK PERTAMA MASYARAKAT services. It provides insights into customer preferences.

**3.2.2.1 Population**

The study targets banking customers in Indonesia

### 3.2.2.2 Sample

A purposive sampling method involves 200 respondents with customer using mobile banking

## 3.3 Data Analysis Methods

### 3.3.1 Validity Test

Measures how accurately indicators reflect constructs using Pearson correlation. Indicators with  $r$ -count  $>$   $r$ -table are deemed valid.

### 3.2.2 Reliability Test

Ensures internal consistency of indicators through Cronbach's Alpha, with values  $\geq 0.7$  indicating acceptable reliability.

### 3.3.3 Multicollinearity Test

Assesses variable independence using Tolerance ( $>0.1$ ) and VIF ( $<10$ ).

### 3.3.4 Heteroscedasticity Test

Evaluates residual variance constancy to ensure unbiased regression results.

### 3.3.5 Coefficient of Determination ( $R^2$ )

Determines how well independent variables explain variance in the dependent variable.

### 3.3.6 F-Test

Tests overall model significance;  $p$ -value  $<$  0.05 indicates significance.

### 3.3.7 T-Test

Assesses the individual impact of predictors on the dependent variable with significant  $p$ -values  $<$  0.05.

## 3.4 Research Design

The study uses a mixed-methods approach combining qualitative insights from interviews and quantitative descriptive analysis from surveys.

- Qualitative to explore internal challenges and opportunities at PT BANK PERTAMA MASYARAKAT through structured interviews.
- Quantitative to identify impact of perceived usefulness, ease of use to intention to use PT BANK PERTAMA MASYARAKAT services

## 4. RESULTS AND DISCUSSION

### 4.1 External Analysis

#### 4.1.1 Five Forces Analysis

The bargaining power of buyers in the Indonesian banking industry is notably strong due to the ease with which customers can switch banks, particularly with the rise of digital banking. Consumers, both individual and corporate, have access to a wide range of options, compelling banks to continuously innovate to retain loyalty. The high expectations for fast, secure, and affordable digital services, coupled with increasing customer awareness of product offerings, intensify the pressure on banks to meet evolving demands and offer superior value.

The threat of substitute products is equally strong, driven by the growing presence of FinTech and BigTech companies like OVO, GoPay, and ShopeePay. These platforms offer convenient, cost-effective financial services such as digital wallets and peer-to-peer lending, which appeal to tech-savvy users seeking simplicity and affordability. The accessibility and user-friendly nature of these substitutes present a formidable challenge to traditional banking services.

In contrast, the bargaining power of suppliers is moderate. Banks depend on technology providers for core banking systems, digital transformation, and cybersecurity. While partnerships with FinTech firms drive innovation, they also create dependencies on external providers.

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However, the availability of multiple technology vendors allows banks to maintain some negotiating power, mitigating supplier influence to a degree.

The threat of new entrants is moderate to strong. Stringent regulations enforced by the Otoritas Jasa Keuangan (OJK) and substantial capital requirements act as significant barriers to entry for new players. Established customer loyalty and trust toward incumbent banks also serve as deterrents. Nevertheless, advancements in digital platforms lower the entry barriers for FinTech startups, creating opportunities for smaller players to enter the market with innovative offerings.

The rivalry among competitors is intense due to the high number of established banks such as BRI, BCA, and Bank Mandiri, alongside regional players targeting overlapping market segments. The push for differentiation through digital innovation, mobile applications, and tailored financial services heightens competition. Larger banks compete for broad customer bases, while smaller players often focus on niche markets, contributing to the overall competitiveness of the industry. The Indonesian banking sector faces strong pressures from buyer power, substitutes, and competitive rivalry. While supplier power and the threat of new entrants are moderate, banks must focus on innovation, customer-centric strategies, and digital transformation to maintain their competitive edge.

**4.1.2 PESTEL Analysis**

The PESTEL framework analyzes the external factors impacting PT BANK PERTAMA MASYARAKAT's strategic direction.

Factor	Description	Impact on PT BANK PERTAMA MASYARAKAT
<b>Political</b>	Regulations by OJK and Bank Indonesia focus on financial inclusion and digitalization.	<b>Positive:</b> Supports digital strategies. <b>Challenge:</b> High compliance costs.
<b>Economic</b>	Macroeconomic growth increases financial product demand, but inflation and interest rates add pressures.	<b>Positive:</b> Growth in loan demand. <b>Challenge:</b> Fluctuations reduce lending activity.
<b>Social</b>	Younger demographics demand digital services and sustainability.	<b>Positive:</b> Aligns with digital platforms like Wondr by PT BANK PERTAMA MASYARAKAT. <b>Challenge:</b> Meeting dynamic consumer expectations.
<b>Technological</b>	Advances in AI, blockchain, and big data enhance efficiency and customer satisfaction.	<b>Positive:</b> Drives innovation through partnerships. <b>Challenge:</b> High IT infrastructure costs.
<b>Legal</b>	Compliance with AML, data protection, and international standards increases trust.	<b>Positive:</b> Builds reputation. <b>Challenge:</b> Operational complexity and costs.
<b>Environmental</b>	Emphasis on ESG initiatives like renewable energy financing and carbon footprint reduction.	<b>Positive:</b> Enhances brand image. <b>Challenge:</b> Balancing profitability with sustainability.

PT BANK PERTAMA MASYARAKAT is well-positioned to leverage regulatory support, technological advancements, and social trends while addressing economic pressures and compliance complexities.

**4.1.3 Customer Analysis**

This customer analysis offers a structured framework, starting from problem identification to actionable solutions. It combines theoretical and practical insights to guide PT PT BANK PERTAMA MASYARAKAT in refining its marketing strategies and achieving competitive success.



### 4.1.3.1 Validity Test

Variabel	Indikator	r-count	r-table (0138)	Category
X1	X11	0,808	0,138	Valid
	X12	0,848		Valid
	X13	0,877		Valid
	X14	0,925		Valid
X2	X21	0,886		Valid
	X22	0,919		Valid
	X23	0,930		Valid
	X24	0,885		Valid
Y	Y1	0,926		Valid
	Y2	0,936		Valid
	Y3	0,922		Valid
	Y4	0,899		Valid

The validity test ensures indicators measure their intended variables effectively. Using the Pearson correlation coefficient (r-count), all indicators for variables X1, X2, and Y surpassed the r-table value of 0.138 at a 5% significance level. With r-count values ranging from 0.808 to 0.936 and p-values < 0.005, all indicators are confirmed valid for further analysis.

### 4.1.3.2 Reliability Test

Cronbach's Alpha confirms internal consistency for each variable.

Variabel	Cronbach Alpha	Category
X1	0,884	Reliable
X2	0,926	Reliable
Y	0,940	Reliable

All values exceed the 0.7 threshold, indicating strong reliability.

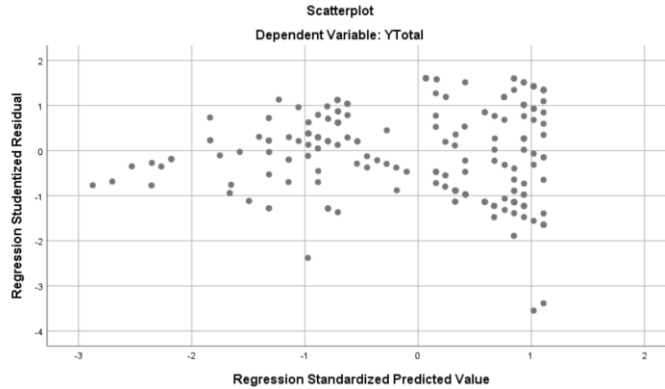
### 4.1.3.3 Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	3.645	1.110		3.283	.001		
	X1Total	.341	.107	.362	3.188	.002	.202	4.950
	X2Total	.336	.108	.354	3.115	.002	.202	4.950

a. Dependent Variable: YTotal

The Tolerance value (0.202) and VIF (4.950) for independent variables indicate no multicollinearity. This ensures the model's predictors do not excessively correlate, maintaining its reliability.

**4.1.3.4 Heteroscedasticity Test**



Scatterplot analysis shows residuals are evenly distributed, confirming no heteroscedasticity. This validates the assumption of homoscedasticity, ensuring unbiased regression results.

**4.1.3.5 Coefficient of Determination Test (R<sup>2</sup>)**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697 <sup>a</sup>	.486	.481	4.04175

a. Predictors: (Constant), X2Total, X1Total  
b. Dependent Variable: YTotal

The R<sup>2</sup> value of 0.486 indicates that 48.6% of the variation in the dependent variable (YTotal) is explained by X1Total and X2Total. The adjusted R<sup>2</sup> of 0.481 accounts for sample size and predictor count, confirming the model's reliability while suggesting additional factors influence 51.4% of the variation.

**4.1.3.6 F-Test**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3041.281	2	1520.641	93.087	.000 <sup>b</sup>
	Residual	3218.139	197	16.336		
	Total	6259.420	199			

a. Dependent Variable: YTotal  
b. Predictors: (Constant), X2Total, X1Total

The F-statistic (93.087) with a p-value < 0.005 confirms the regression model's statistical significance. X1Total and X2Total jointly have a significant effect on YTotal, validating the model for explaining and predicting dependent variable behavior.

**4.1.3.7 T-Test**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.645	1.110		3.283	.001		
	X1Total	.341	.107	.362	3.188	.002	.202	4.950
	X2Total	.336	.108	.354	3.115	.002	.202	4.950

a. Dependent Variable: YTotal

- **X1Total:** B = 0.341, t = 3.188, p < 0.005
- **X2Total:** B = 0.336, t = 3.115, p < 0.005

Both variables positively and significantly influence YTotal, reinforcing their relevance as predictors.



## 4.2 External Analysis

### 4.2.1 STP Analysis

#### 4.2.1.1 Segmenting

PT BANK PERTAMA MASYARAKAT segments its Gen Z target market into four groups based on age and life stage. Younger Gen Z (17-19 years) focuses on affordable, trendy banking solutions with gamified apps and seamless e-wallet integrations. Those aged 20-22, including university students and early career starters, seek cost-effective and flexible services with loyalty rewards. Early professionals aged 23-25 prioritize integrated savings, investments, and budgeting tools, while mid-level professionals aged 26-27 demand premium services with wealth management options. These segments reflect varying financial priorities, enabling PT BANK PERTAMA MASYARAKAT to tailor its offerings effectively.

#### 4.2.1.2 Targeting

University students and early career starters (20-22 years) are PT BANK PERTAMA MASYARAKAT's primary target due to their transition into financial independence. This group values affordable, convenient, and digitally accessible banking solutions. Concentrated in urban and university cities, they align with PT BANK PERTAMA MASYARAKAT's strong branch network and mobile banking capabilities. By meeting their current needs through seamless services and loyalty rewards, PT BANK PERTAMA MASYARAKAT can nurture long-term relationships, positioning itself as their preferred financial partner as they progress into more advanced financial stages.

#### 4.2.1.3 Positioning

PT BANK PERTAMA MASYARAKAT positions itself as a modern financial partner that combines innovation, trust, and customer-centricity. Through its *wondr by PT BANK PERTAMA MASYARAKAT* app, it offers three dimensions: Insight (financial history analysis), Transaction (seamless management tools), and Growth (investment and savings features). This aligns with the digital-first lifestyle of younger generations. Additionally, lifestyle elements like events and merchant partnerships make PT BANK PERTAMA MASYARAKAT part of daily life. By balancing digital innovation with robust security, PT BANK PERTAMA MASYARAKAT appeals to tech-savvy users while maintaining its legacy of trust and reliability.

## 4.2.2 Marketing Mix Analysis

### 4.2.2.1 Product

PT BANK PERTAMA MASYARAKAT Mobile Banking offers a comprehensive suite of core banking services, including savings accounts, loans, and investment solutions. Advanced features such as QRIS payments, budgeting tools, and personalized financial insights cater to tech-savvy users. Security measures like biometric login and fraud detection build trust, while seamless integration with e-wallets enhances convenience. Premium services like PT BANK PERTAMA MASYARAKAT Emerald provide tailored wealth management options for high-net-worth clients, ensuring PT BANK PERTAMA MASYARAKAT addresses diverse customer needs.

### 4.2.2.2 Price

PT BANK PERTAMA MASYARAKAT adopts competitive and transparent pricing strategies, offering affordable fees for basic services and attractive interest rates for loans like PT BANK PERTAMA MASYARAKAT Griya. Seasonal promotions, such as cashback on QRIS transactions and utility payment discounts, encourage engagement. Premium pricing for services like PT BANK PERTAMA MASYARAKAT Emerald provides added value for affluent customers. The clear fee structure for cross-border transactions ensures cost predictability, fostering trust among users.

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**4.2.2.3 Place**

With over 1,000 branches and thousands of ATMs, PT BANK PERTAMA MASYARAKAT ensures accessibility in both urban and semi-urban areas. The PT BANK PERTAMA MASYARAKAT Mobile Banking platform offers 24/7 service, cross-platform compatibility, and global transaction capabilities, enabling seamless banking experiences. International offices in financial hubs support cross-border transactions, and branch assistance ensures onboarding support for less tech-savvy customers.

**4.2.2.4 Promotion**

PT BANK PERTAMA MASYARAKAT employs targeted digital campaigns on platforms like Instagram and TikTok to engage Gen Z users. Collaborations with e-commerce platforms provide cashback and discounts, while gamification strategies enhance user engagement. Educational initiatives, including tutorials and webinars, promote app adoption, and seasonal promotions ensure sustained activity. Events like *wondrFEST* further strengthen PT BANK PERTAMA MASYARAKAT’s brand visibility and customer loyalty.

**4.2.2.5 People**

PT BANK PERTAMA MASYARAKAT’s customer-focused staff, trained at PT BANK PERTAMA MASYARAKAT Corporate University, ensure exceptional service delivery. Dedicated relationship managers cater to corporate and high-net-worth clients, while IT teams maintain app performance and security. A 24/7 contact center and in-app helpdesk offer real-time support, and branch staff assist with onboarding and troubleshooting, bridging digital divides.

**4.2.2.6 Process**

PT BANK PERTAMA MASYARAKAT Mobile Banking emphasizes streamlined processes, with intuitive interfaces and efficient onboarding supported by digital KYC. Real-time fund transfers, instant confirmations, and automated loan disbursements enhance operational efficiency. Regular app updates based on user feedback ensure relevance, while strict compliance with OJK regulations reinforces trust and transparency.

**4.2.2.7 Physical Evidence**

PT BANK PERTAMA MASYARAKAT’s app design reflects professionalism through a modern and intuitive interface, consistent branding, and user-friendly navigation. Customer reviews and social media testimonials showcase satisfaction and trust. Branches feature premium zones for PT BANK PERTAMA MASYARAKAT Emerald clients, and an extensive ATM network complements the digital experience, providing a cohesive and accessible banking solution. PT BANK PERTAMA MASYARAKAT effectively integrates the 7Ps of the marketing mix, creating a robust, customer-centric digital banking platform. Its focus on innovation, accessibility, and trust ensures its leadership in Indonesia’s banking landscape, attracting and retaining diverse customer segments while fostering long-term loyalty.

**4.2.3 Value Chain Analysis**

Activity Type		Description
Primary Activities	Inbound Logistics	Efficient management of customer deposits, interbank transfers, and payment handling with advanced IT systems for real-time monitoring.
	Operations	Delivery of financial services like account opening, loan disbursements, and investment solutions supported by digital platforms like PT BANK PERTAMA MASYARAKAT Mobile Banking.
	Outbound Logistics	Distribution of services via 1,000+ branches, ATM networks, and digital platforms, ensuring timely transactions and secure data management.
	Marketing and Sales	Digital campaigns, merchant partnerships, and data-driven offers like bundling accounts with insurance or investments to enhance market reach.



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	<b>Service</b>	Post-sale support through 24/7 contact centers, financial literacy programs, and specialized advisory services for corporate and high-net-worth clients.
<b>Support Activities</b>	<b>Firm Infrastructure</b>	Robust governance, risk management, and compliance frameworks supported by advanced IT systems for secure and efficient operations.
	<b>Human Resource Management</b>	Training through PT BANK PERTAMA MASYARAKAT Corporate University, competitive compensation, and employee engagement programs to maintain a high-quality workforce.
	<b>Technology Development</b>	Investments in AI, blockchain, and mobile app enhancements to improve efficiency and customer experience while fostering fintech collaborations.
	<b>Procurement</b>	Cost-efficient and sustainable acquisition of hardware, software, and services aligned with ESG commitments and vendor management systems.

#### 4.2.4 Resource Based View

Category	Resource/ Capability	Description	Heterogeneous	Immobile
<b>Tangible Resources</b>	Financial Resources	Strong financial capacity for operations, digital transformation, and service expansion.	Yes	No
	Physical Infrastructure	Extensive branch and ATM network across Indonesia for accessibility and service delivery.	Yes	Yes
	Technology Infrastructure	Advanced IT systems, AI fraud detection, blockchain integration, and predictive analytics.	Yes	Yes
<b>Intangible Resources</b>	Brand Reputation	Trusted reputation in Indonesia fostering customer loyalty and competitive advantage.	Yes	Yes
	Customer Relationships	Personalized products, loyalty programs, and exceptional service strengthen customer bonds.	Yes	Yes
	Skilled Human Resources	Expertise developed through PT BANK PERTAMA MASYARAKAT Corporate University in leadership, digital banking, and service.	Yes	No
<b>Organizational Capabilities</b>	Technological Innovation	Continuous innovation in digital platforms and blockchain for secure transactions.	Yes	Yes

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	Operational Efficiency	Automated credit approvals and fund management ensure smooth operations.	Yes	No
	Customer-Centric Services	Tailored financial solutions and 24/7 support for diverse client needs.	Yes	No
	Sustainability Practices	ESG-aligned procurement and operations enhance reputation and commitment to sustainability.	Yes	Yes

**4.2.4.1 VRIO Analysis**

Resource/Capability	Value	Rarity	Imitability	Organization	Competitive Advantage
Financial Resources	Yes	No	No	Yes	Competitive Parity
Physical Infrastructure	Yes	Yes	No	Yes	Temporary Competitive Advantage
Technology Infrastructure	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Brand Reputation	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Customer Relationships	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Skilled Human Resources	Yes	Yes	No	Yes	Temporary Competitive Advantage
Technological Innovation	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Operational Efficiency	Yes	Yes	No	Yes	Temporary Competitive Advantage
Customer-Centric Services	Yes	Yes	No	Yes	Temporary Competitive Advantage
Sustainability Practices	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage

**4.2.5 SWOT Analysis**

Category	Details	
<b>Strengths</b>	Digital Innovation	Advanced platforms like "wondr by PT BANK PERTAMA MASYARAKAT" offer features like AI-driven insights and secure transaction systems.
	Strong Brand Reputation	78-year legacy as a trusted financial institution enhances customer loyalty.
	Diverse Product Offerings	Comprehensive solutions for savings, loans, investments, and Sharia-compliant services cater to various customer segments.
	Youth-Centric Strategy	Features like gamification, loyalty rewards, and lifestyle partnerships attract Millennials and Gen Z.
	Physical and Digital Reach	Extensive branch and ATM network, combined with robust digital platforms, ensure accessibility.



	Sustainability Practices	Initiatives in renewable energy financing and ESG standards enhance brand image.
	Customer-Centric Services	Tailored solutions, relationship managers, and 24/7 support ensure high customer satisfaction.
<b>Weaknesses</b>	Small Digital User Base	PT BANK PERTAMA MASYARAKAT lags competitors like BCA and BRI in mobile banking adoption.
	Operational Efficiency	Competitors' automated systems outperform PT BANK PERTAMA MASYARAKAT in speed and scalability.
	High Technology Costs	Maintaining innovative digital services requires significant investment.
	Limited Differentiation	Features like QRIS payments and loyalty programs are similar to competitors, reducing uniqueness.
	Physical Dependency	Heavy reliance on branches slows digital adoption compared to fully digital competitors.
	Regulatory Costs	High compliance costs create operational challenges.
	Low Penetration in Premium Segments	Premium offerings like PT BANK PERTAMA MASYARAKAT Emerald have less market share compared to competitors like BCA.
<b>Opportunities</b>	Growth of Digital Financial Services	Increasing demand for digital banking services among Millennials and Gen Z, aligned with PT BANK PERTAMA MASYARAKAT's digital platforms like "wondr by PT BANK PERTAMA MASYARAKAT."
	Financial Inclusion	Government initiatives enable PT BANK PERTAMA MASYARAKAT to expand services in rural and underserved areas.
	Collaboration with FinTech	Partnerships with FinTech firms and use of AI, big data, and blockchain technologies enhance efficiency and personalization.
	Sustainable Finance	ESG standards and renewable energy financing position PT BANK PERTAMA MASYARAKAT as a leader in sustainability.
	Macroeconomic Growth	Economic expansion increases demand for loans, savings, and investment products.
	Government Support	Regulatory backing for digitalization fosters innovation in PT BANK PERTAMA MASYARAKAT's financial services.
<b>Threats</b>	Intense Competition	Major competitors like BCA and BRI dominate various segments, challenging PT BANK PERTAMA MASYARAKAT's market share.
	FinTech and BigTech Substitutes	Threats from digital wallets and peer-to-peer lending platforms offering low-cost alternatives.
	High Customer Expectations	Increasing demand for convenience and personalized services pressures PT BANK PERTAMA MASYARAKAT to innovate consistently.
	Economic Volatility	Inflation and interest rate fluctuations may reduce lending activity and operational stability.
	Regulatory	High costs and complexity in adhering to strict

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	Compliance	regulations from OJK and Bank Indonesia.
	Technology Investment	Significant investments in IT infrastructure and cybersecurity strain financial resources.
	Environmental Pressures	Balancing ESG initiatives with short-term profitability is challenging.

**4.2.5.1 TOWS Matrix**

<b>SO Strategies (Strengths - Opportunities)</b>	<b>WO Strategies (Weaknesses - Opportunities)</b>
Leverage strong digital infrastructure (S1) and brand reputation (S2) to attract Gen Z and Millennials (O1) through targeted campaigns for PT BANK PERTAMA MASYARAKAT Mobile and wondr by PT BANK PERTAMA MASYARAKAT	Accelerate user acquisition (W1) by expanding gamified features and loyalty programs to meet growing demand (O1)
Use comprehensive product offerings (S3) to support financial inclusion initiatives (O2), offering Sharia banking and SME-targeted solutions	Improve operational efficiency (W2) through FinTech partnerships (O3) to optimize automation and reduce turnaround times
Promote sustainable finance solutions (S6) to capitalize on ESG trends (O4) and attract environmentally conscious investors	Address high investment costs (W3) by collaborating with technology providers (O3) for cost-effective solutions
Enhance customer-centric services (S7) to provide flexible financial solutions in alignment with macroeconomic growth opportunities (O5)	Expand market reach (W7) by introducing premium digital solutions for underserved high-net-worth individuals (O5)
<b>ST Strategies (Strengths - Threats)</b>	<b>WT Strategies (Weaknesses - Threats)</b>
Use strong brand reputation (S2) and extensive reach (S5) to counter competition (T1) by differentiating services and building customer loyalty	Reduce dependency on physical branches (W5) by enhancing fully digital onboarding to attract tech-savvy customers (T1)
Invest in technology infrastructure (S1) to meet rising customer expectations for seamless digital experiences (T3)	Optimize operational efficiency (W2) and manage regulatory compliance costs (W6) through automation and process improvement (T2)
Introduce innovative sustainability-driven products (S6) to mitigate the impact of economic volatility (T4) and build a resilient financial portfolio	Improve differentiation (W4) by integrating unique lifestyle features to compete with both banks and FinTechs (T3)
Focus on customer-centric services (S7) to maintain competitive advantage amid rapid technological advancements (T5)	Develop cost-effective technology investment strategies (W3) to remain competitive while balancing profitability (T4)



## 4.2.6 Implementation Plan Proposed Marketing Strategy

WHAT (Recommended Action)	HOW (Implementation Steps)	WHO (Responsible)	WHEN															
			2025				2026				2027				2027			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1 Leverage strong digital infrastructure and brand reputation to attract Gen Z and Millennials	- Launch targeted campaigns on social media (Instagram, TikTok, YouTube) promoting BNI Mobile and wondr by BNI - Offer gamification features and loyalty rewards tailored to Gen Z behavior	Marketing Division, IT Division	█															
2 Use comprehensive product offerings to support financial inclusion initiatives	- Introduce tailored Sharia-compliant products and SME-targeted financial solutions - Promote these products through educational campaigns in underserved markets	Product Development Team, Marketing Division		█														
3 Promote sustainable finance solutions to capitalize on ESG trends and attract investors	- Develop and market green financing products for renewable energy and ESG-compliant investments - Highlight ESG benefits through campaigns targeting environmentally conscious stakeholders	Sustainability Team, Product Development Team			█													
4 Enhance customer-centric services to align with macroeconomic growth opportunities	- Introduce flexible loan options and investment tools for individuals and SMEs - Enhance advisory services to meet evolving customer financial needs	Relationship Managers, Operations Division				█												
5 Accelerate user acquisition by expanding gamified features and loyalty programs	- Integrate new loyalty programs offering cashback and rewards for app usage - Introduce referral bonuses for peer recommendations	Marketing Division, Product Development Team								█								
6 Improve operational efficiency through partnerships with FinTech companies	- Collaborate with FinTechs to automate loan approvals and credit risk assessments - Integrate AI-based analytics to enhance process efficiency	Operations Division, Technology Development Team												█				
7 Address high investment costs by collaborating with technology providers for cost-effective solutions	- Partner with scalable technology providers to reduce costs while maintaining advanced IT infrastructure - Prioritize high-ROI digital projects	Technology Development Team, Finance Division																█
8 Expand market reach by introducing premium digital solutions for high-net-worth individuals	- Develop exclusive digital products for BNI Emerald clients, including advanced investment and wealth management tools - Host premium client events for engagement	Premium Banking Team, Relationship Managers																█
9 Use strong brand reputation and reach to counter competition and build loyalty	- Highlight BNI's 78-year legacy through digital and traditional media campaigns - Promote secure and reliable digital infrastructure to build trust	Marketing Division, Communications Team																█
10 Invest in technology infrastructure to meet rising customer expectations	- Upgrade BNI Mobile and wondr apps with lifestyle features, personalized tools, and seamless user interfaces - Implement continuous IT updates to improve user experiences	IT Division, Product Development Team																█
11 Reduce dependency on physical branches by enhancing fully digital onboarding	- Streamline digital KYC processes for faster account setup - Promote digital onboarding through targeted advertisements and support services	IT Division, Operations Division																█
12 Optimize operational efficiency and manage regulatory compliance costs through automation	- Automate regulatory reporting systems to reduce manual processes and costs - Train compliance teams for streamlined adherence to OJK regulations	Compliance Division, Technology Development Team																█
13 Improve differentiation by integrating unique lifestyle features to compete with banks and FinTechs	- Add exclusive partnerships (eg. merchant discounts, lifestyle integrations) within mobile banking platforms - Incorporate personalized budgeting and spending insights	Product Development Team, Partnerships Team																█
14 Develop cost-effective technology investment strategies to balance competitiveness and profitability	- Prioritize technology investments that provide high ROI - Collaborate with external vendors to share costs and leverage expertise	Finance Division, Technology Development Team																█

The table outlines a strategic action plan for PT BANK PERTAMA MASYARAKAT, focusing on leveraging digital infrastructure, enhancing customer-centric services, and optimizing operational efficiency. Key actions include launching targeted campaigns on social media to attract Gen Z and Millennials, introducing tailored products like Sharia-compliant solutions and SME-targeted services, and promoting ESG initiatives through sustainable financial products. Collaboration with FinTechs is emphasized to streamline operations, while technology providers are engaged to manage investment costs effectively. Responsibility for implementation is distributed across divisions such as Marketing, IT, Product Development, and Sustainability, with each team ensuring seamless execution. The timeline, spanning 2025 to 2027, prioritizes phased rollouts of high-impact initiatives like digital engagement and operational automation, positioning PT BANK PERTAMA MASYARAKAT for sustainable growth and competitive advantage in Indonesia's financial market.

## 5. CONCLUSION

PT BANK PERTAMA MASYARAKAT appeals to Gen Z customers through its strong digital infrastructure, including PT BANK PERTAMA MASYARAKAT Mobile Banking and the wondr by PT BANK PERTAMA MASYARAKAT app, which feature user-friendly interfaces, gamification, and seamless integration with popular e-wallets like GoPay, OVO, and ShopeePay. These platforms cater to Gen Z's tech-savvy nature and need for convenience. PT BANK PERTAMA MASYARAKAT also offers affordability through low transaction fees and cost-effective financial solutions, while its innovative features, such as personalized financial insights and loyalty rewards, attract budget-conscious and financially independent young individuals.

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Lifestyle integrations, like cashback and promotions with partners such as XXI and Gyu-Kaku, resonate with Gen Z's preference for rewards and experiences. PT BANK PERTAMA MASYARAKAT's trusted brand reputation and events like wondrFEST further solidify its appeal.

To engage Gen Z, PT BANK PERTAMA MASYARAKAT should adopt targeted marketing strategies emphasizing digital innovation and lifestyle integration. Social media campaigns on Instagram, TikTok, and YouTube, featuring influencers and gamified content, can showcase PT BANK PERTAMA MASYARAKAT's benefits. Referral programs and gamified loyalty rewards, such as cashback and vouchers, will enhance engagement. Collaborations with lifestyle brands offering exclusive deals and financial literacy initiatives in schools and universities can position PT BANK PERTAMA MASYARAKAT as a supportive partner. Finally, seamless digital onboarding with enhanced KYC processes, promoted through personalized ads, ensures an easy and engaging entry point for Gen Z customers.

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