

Designing Strategy Agent Link Using SWOT Analysis Based On Business Canvas Model Service Company: Indonesia Company Case Study

Eriza Nira Rismia¹, Bambang Syairudin¹, Fuad Achmadi¹

Abstract—OJK (Financial Services Authority) in collaboration with Indonesia Bank issued smart services and Bank XYZ (Persero) Tbk issued Agent link which is a non-office financial transaction service and link agent is an extension of XYZ Bank and XYZ (Persero) Tbk Branch X. Total agency x in 2018 as many as 57 agents. And the performance of link agents built by Surabaya branch X office for its transaction is low compared to the branch office built by Surabaya area office. This research is conducted to analyze the strategies implemented to help increase transaction agent linkage in Surabaya X branch office using SWOT analysis based on Business Model Canvas to improve performance in terms of several aspects and for decision stage using QSPM and the result with (TAS) on external factors is greater than the internal factor TAS, that's means the right strategy decision to improve performance of Agent Link on Bank XYZ is by extensification. method it is expected that the company can use it as a foothold in deciding policy or evaluation of improvement on company.

Keywords—Link Agent, Business Strategy, SWOT Analysis, Canvas Business Model, Quantitative Strategic Planning Matrix.

I. INTRODUCTION

In this era of globalization there are changes in the business environment as well as technology happens fastly and dynamic, from government regulations and policies also the dynamics of the macro and micro economic environment. OJK (Financial Services Authority) collaboration with Indonesian Bank with launched Program of Short of Branchless Service which makes the community (from the other side of eksternal bank or also called the Bank Agent) an extension of the bank to provide banking services and other financial services. Link Agent is a Smart Care service issued by XYZ Bank. Bank XYZ to conduct banking transactions. Agen link as one of the concept of expansion of Bank XYZ delivery channel using EDC, which is expected to increase X-Z Bank's e-Channel transaction and bring closer service to the customers. There are a problem with occurs in PT Bank XYZ (Persero) Tbk i.e. significant decrease in the number of link agents in the year 2018 therefore required the correct management strategy in order to improve its performance from the internal and external side. Strategic management is the art

and knowledge in formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals [1]. From the internal side of using SWOT is a framework that shows the importance of external and internal strength for the reason of understanding the source of competitive advantage. The SWOT element consists of the internal strengths and weaknesses of the company and opportunities (opportunities) and threats (threats) of the external environment encountered. SWOT is a logical approach that every organization should assess the external and internal environment to adopt its strategy according to [2]. And from an external using a business model canvas was designed by Alexander Osterwalder and Yves Pigneur which is used as a management tool to assist entrepreneurs or companies in knowing what their business, the Business Canvas Model design looks at 9 segments: Customer Segment, Value Proposition, Channel, Customer Relations, Revenue Streams, Key Resources, Key Activities, Key Partners, Value structures like Figure 1.

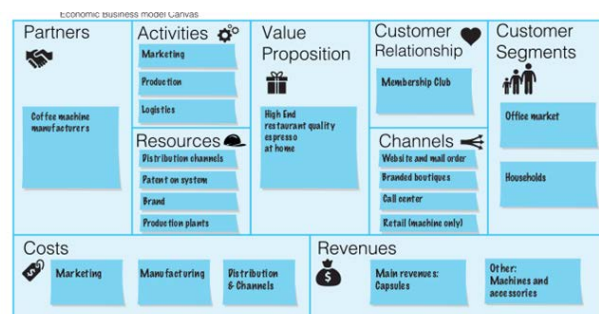


Figure 1. Bussines Canvas Model

II. METHOD

Based on the observation of the problems faced by the company, the researcher conducted this research with a step by step from distributing questionnaires to internal and external and the results of which will help to make long-term strategy decisions. Figure 2 describes the methodology of research.

Questionnaire was developed by integrating questions related to the reasons of link agen sustainability's needs and wants either from customers and Questionnaires were given to the internal and link agent in year 2018 of the company.

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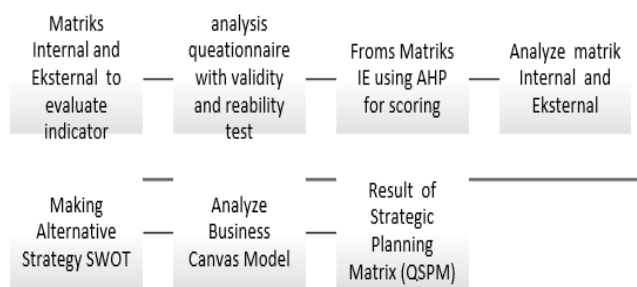


Figure 2. Methodology of Research.

III. RESULTS AND DISCUSSION

Development of Agent Link in Surabaya X from various units built in 2016 there are having 76 agents and in 2017 as many as 87 agents and in 2018 as many as 56 agents if analyzed there was a significant decrease in link agent due to demand of Surabaya area office will be closed agent link if transaction under 100 per mounth. The researcher constructed the questionnaire to obtain the weight of the assessment of the identified key factors. Through the distributed questionnaires, each respondent has assigned weight and rank to all the key factors identified both internally and externally. The weighting of these key factors is based on the beliefs of the respondents regarding the contribution of each major factor to the performance of the Surabaya branch office link agent. For internal factors can be in the researcher constructed the questionnaire to obtain the weight of the assessment of the identified key factors. Through the distributed questionnaires, each respondent has assigned weight and rank to all the key factors identified both internally and externally. The weighting of these key factors is based on the beliefs of the respondents regarding the contribution of each major factor to the performance of the Surabaya branch office link agent. For internal factors can be in Table 1 and external factors in Table 2.

TABLE 1.
INTERNAL FACTORS OF LINK AGENTS.

External factor	Weight	Priority
Competence of labor	0,088	5
Experience marketing for selling products	0,079	6
Have an EDC machine	0,064	7
Building good relationships with consumers	0,155	3
Standart quality in service on link agents	0,237	1
Promotions to improve products	0,127	4
Company strategy	0,202	2
Human Resource Development	0,047	8
Maintenance on Link Agent	0,088	5
Adequacy the number of EDC machines	0,079	6
Total	1	

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TABLE 3. FROM THE RESULTS OF WEIGHT ANALYSIS WILL BE USED TO CALCULATE THE SCORES SUCH AS EXAMPLE FIGURE 5 THAT ISINTERNAL FACTORS

Internal Factors	Bobot	Rating	Skor	
Strenght	Competent workforce	0,199	3,455	0,687
	Experience marketing products	0,077	3,545	0,274
	EDC machine	0,102	3,273	0,333
	Establish rapport with consumers	0,057	3,182	0,183
Weakness	Standard quality of service excellence	0,126	3,364	0,424
	Promotion in strengthening product image	0,042	3,182	0,133
	Company strategy	0,064	2,545	0,164
	Human resource development still weakness	0,048	4,000	0,194
	Maintenance on Link Agent was still lacking	0,171	3,364	0,575
	Lack of number of EDC machines	0,113	3,545	0,400
Total	1,00		3,37	

TABLE 4. FROM THE RESULTS OF WEIGHT ANALYSIS WILL BE USED TO CALCULATE THE SCORES SUCH AS EXAMPLE FIGURE 6 THAT EXTERNAL FACTORS

Eksternal Factors	Bobot	Rating	Skor	
Opportunites	The customer segment are still wides	0,088	3,273	0,290
	The market share are largest	0,079	3,091	0,245
	Less Cash Society	0,064	2,909	0,186
	Link Agent's work unit can still be expanded	0,155	3,364	0,523

Threats	Competition agents	0,237	1,909	0,452
	Network and infrastructure are inadequate	0,127	2,091	0,265
	Competitiveness is still lacking among indonsian branches	0,202	1,182	0,239
	Facing black campaign on Agent Link	0,047	2,273	0,107
Total		1,00	2,31	

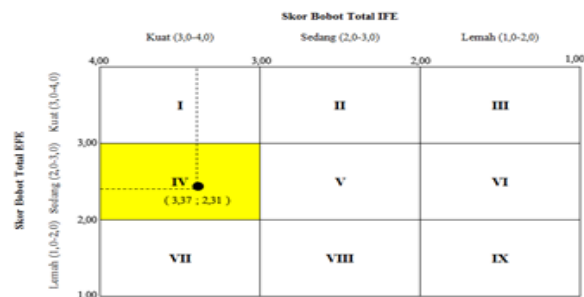


Figure 3. Total weight score

The result of the calculation of the previous internal and external factor table shows that the total score score on the strength factor is 2.03 and the weakness factor is 0.60, the probability factor is 1.24, and the threat factors is 1.26.

Strengths - Weakness = 1.48 - 1.89 = -0.41

Opportunities - Treath = 1,24 - 1,06 = +0,18

This industry is in quadrant III that supports the turnaround. The focus of corporate strategy are to further improve the weakness of the company to develop opportunities and market potential are largest. Can be seen in Figure 3.

EFE totals weight score yields a value of 3.37 (strong) while the total weight score of IFE produces a value of 2.31 (medium), so the IE matrix was in quadrant IV, so the resulting strategy is the growth and the building strategy, as well as expansion market,market development, and product and service development. The development of the nine block business model canvas that will be applied to the Link Agent at Bank XYZ is compiled based on the scores of business model canvas components. The results of the calculation of the average score of survey results to 50 Agent Link is presented in Table 5.

TABLE 5. SCORE BUSINESS MODEL CANVAS

No	Business Model Canvas	Mean Score
1	Product / service link agent is different than other agents.	3,120
2	Product / agency link services offered can increase agent revenue	3,640
3	Offering agent products and services	3,340
4	Products / services offered to assist customers in the work environment of a link agent	3,260
5	A broad market segment with different types of needs in different customers	3,260
6	There are many customers are using accounts in PT Bank XYZ (persero) Tbk	3,760
7	Customers who do not have an account	3,560
8	Long-term relationship with customers	3,900
9	Satisfying with agent link service	3,780
10	Invites customers for promotion	3,380
11	Creating community for customers	3,320
12	Using social media and internet for promotion link agents	3,480
13	Banner installation	3,860
14	Doing a promotion at the time of gathering and activities of the link agent business owners	3,240
15	Create brochures and put that in the shop around the unit link	3,140
16	Targetting for daily transactions	3,880
17	Maked good relationship with customers	3,940
18	Conduct financial transactions	3,880
19	EDC Machine Facilities	3,840
20	A great agen link	3,580
21	Training from internal bank	3,340
22	Cooperation with the surrounding in a link agency unit in the form of a strategy with non-competitors	3,100
23	Maintain relationships between agents and marketing	3,400
24	The need for maintenance on a regular basis	3,760

No	Business Model Canvas	Mean Score
25	Utility cost for agen link	3,100
26	The cost for renting a place	3,440
27	Employee salary costs	3,300
28	Sharing fee	3,700
29	Brokerage fee as a bonus from internal	3,820

TABLE 6.
 RESULTS BUSINESS MODEL CANVAS

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUST RELATIONSHIP	CUST SEGMENTS
1. Link agent conducted maintenance for assistance continuously and periodically. 2. Environment around Link Agent 3. Marketing from Agent Link who will continue to accompany. Agent Link in other activities.	1. Maintain relationship with consumers through excellent service quality standards (service excellent). 2. Targetting for daily transactions . 3. Conduct financial transactions	1. Link agent products / services offered can increase Agent Link revenue. 2. Offers Agent Link products and services that compete with other smart agents of other Banks. 3. Products / Services offered are able to assist customers in the working environmentAgen link in order to compete with other branches in around indonesia. 4. Designing different products than other Agents.	1. Establish a long-term relationship with Link Agent. 2. Provide services to Link Agent satisfactorily. 3. Inviting customers to promote products through the establishment of communities.	1. There are many number of costumers using account in PT. Bank XYZ 2. The number of customers who do not have an account. 3. The market segment was still wide with different needs.
	KEY RESOURCES			CHANNELS
	1. Competent work force through good recruitment system and continuous training system. 2. Inadequate EDC machines in the availability of networks and infrastructure			1. Social media for promoting link agen also for fortify in a black campaign 2. Banner installation in order to strengthen the product image. 3. Promotion with attending a gathering. 4. Brochure
COST STRUCTURE		REVENUE STREAMS		
The main cost components consist of the cost of renting the premises, the cost of employee salaries and monthly utility costs.		Brokerage Fee in the form of commissions from the management and the determination of fair sharing fee between management and Agent Link.		

IV. CONCLUSION AND SUGGESTION

The results of the evaluation on the internal and external environment show some key factors that can affect the performance of the results of SWOT analysis shows that the industry is in quadrant III (Weakness and Opportunity) that support the turnaround and the business model canvas strategy focus more on key activities, key resources and channels and the QSPM matrix results show the total score of attractiveness (TAS) on external factors is greater than the internal factor TAS, this means the right strategy decision to improve the performance of Agent Link on Bank XYZ is with extensification strategy and for performance improvement suggestion namely the need for improvement due to the maintenance of the link agent is still less such as the addition of PAB to be able to help the performance of Agent Link.

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