



An Analysis of Bank Syariah Indonesia Digitalization

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ABSTRACT

The purpose of this research is to explain how digitalization is happening in Islamic banking, especially Indonesian Islamic Banks. This research method uses a descriptive qualitative approach by describing and analyzing the data obtained. This research model uses character study research that is based on the personality or individual of a character who is considered to have an important role or special event that is written. The results of this research are that Islamic banking, especially Bank Syariah Indonesia, has taken advantage of increasingly sophisticated technological developments by creating digital-based services and products. One of the digital services available at Bank Syariah Indonesia is the BSI Mobile application. BSI Mobile application provides a variety of banking transaction features, including Cardless cash withdrawal service.

Kata Kunci:

Analisis SWOT,
Digitalisasi, Bank
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ABSTRAK

Analisis Digitalisasi Bank Syariah Indonesia. Penelitian ini yaitu untuk menjelaskan bagaimana digitalisasi yang terjadi pada perbankan syariah khususnya Bank Syariah Indonesia dalam pemikiran Adinugraha. Metode penelitian ini menggunakan pendekatan kualitatif deskriptif yaitu dengan menguraikan dan menganalisis data yang diperoleh. Model penelitian ini menggunakan penelitian studi tokoh yaitu berdasarkan pada kepribadian atau individu dari seorang tokoh yang dianggap memiliki peranan penting ataupun kejadian istimewa yang dituliskan. Hasil dari penelitian ini yaitu bahwa perbankan syariah khususnya Bank Syariah Indonesia telah memanfaatkan perkembangan teknologi yang semakin canggih dengan menciptakan layanan dan produk berbasis digital. Layanan digital yang ada pada Bank Syariah Indonesia salah satunya yaitu aplikasi BSI Mobile. Aplikasi BSI Mobile yang menyediakan beragam fitur transaksi perbankan, termasuk layanan tarik tunai tanpa kartu.

INTRODUCTION

The use of technology in human daily activities has become a necessity. Technology is developed and used to make it easier for humans to carry out various activities. With technology, life becomes easier, cheaper, more effective, and more efficient so that it can support human tasks as caliphs on this earth.

In Islamic Economics, efficiency is one of the keys that cannot be released, both in the process of production and consumption. The greater the degree of benefit that can be generated to accomplish Falah, the more efficient an individual must be; vice versa. Efficiency is also one of the important pillars of an increasingly competitive economic activity. In Islamic teachings,

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it is also stated that inefficient (wasteful) behavior is expressly prohibited by the Koran. Inefficient behavior is associated with a behavior that is close to satanic activity that is close to disbelief (Wu et al., 2020).

Technology is a tool that enables humans to be more efficient in carrying out production and consumption actions, whereas digital technology is a form of technology that is currently the epicenter of technological development which continues to move dynamically. The development of information technology brings many changes and shifts. Today's business success is more influenced by how quickly companies can respond to these changes (Vargo et al., 2021). The urgent transformation of the banking world is the digitization of services. Digitization does not only aim to move manual transactions to become automatic. Banking digitalization has a broader meaning, especially to meet the needs of the banking business concept, providing the latest services to strengthen customer transaction behavior. The emergence of technology-based financial companies or financial technology (fintech) has forced the Islamic banking industry to improve. Fintech has the technology and innovation to reach the customers who cannot access traditional banking systems (Mohd Akram Laldin & Fares Djafri, 2019).

In the midst of the rapid use of technology by the general public, the banking industry inevitably has to follow this trend. Online and mobile banking services are something that is inevitable in banking. Digital banking is an early innovation in understanding service gaps and the huge potential for utilizing technology, banking has also given birth to mobile and internet banking which have proven effective in expanding service coverage, and dealing with geographical challenges (Kaur et al., 2021). This innovation has also succeeded in creating efficiencies and opening up options for a wider selection of banking products and services, in line with the public's preference for online marketing methods. Rapid digitalization has made the banking world change its business strategy by placing technology as the main element in the product and service innovation process. With the existence of an increasingly sophisticated information technology network, the relationship between banks and their customers becomes closer, economical, efficient, fast, and inexpensive.

Digital technology will continue to change the banking landscape in Indonesia. A survey (Barquin et al., 2019) of financial service customers in Indonesia shows a sizable growth in internet and mobile banking adoption, indicating that digital channels will become increasingly important in building loyalty and generating growth for financial institutions. Digital banking, which was originally an application with standard transaction features, has now turned into an application with a variety of functions, from opening savings and investment accounts, cardless withdrawals, real-time gross settlements, point exchange, shopping, and several other types of transactions. Banks carry out digitalization to achieve customer satisfaction (Dan et al., 2022). Customer satisfaction is an important thing in the banking industry which is a service sector. Customers will move from one bank to another if they don't get what they expect. Therefore Islamic banks must be able to keep up with the pace of technological developments in providing digital-based services.

In line with the development of information technology that has entered the banking industry, services from banks have changed to digital-based banking services, namely services that focus on meeting customer needs by utilizing digital technology through the provision of devices or applications that are part of the bank's distribution channel. Digital-based banking services can be accessed anytime and anywhere, and minimize direct physical interaction between customers and banks (Shabri et al., 2020). This bank operations can be carried out efficiently and service to customers can be maintained. Digital banking-based banking services have very high benefits and can help improve Islamic bank services to customers, but have

several problems such as high costs, limited infrastructure, and security factors because all transactions are carried out by customers. However, this problem should not be used as a threat but should be interpreted as a challenge to generate innovation and face competition in the banking world.

The use of technology for transaction purposes also needs attention, because now is the time when the manual banking system is no longer the main option for making transactions. High mobility, lifestyle, and necessity factors make banking transactions possible anywhere, banks must automatically be able to adjust to this rhythm. In terms of improving this service, Islamic banks must be adaptive to customer needs and be more innovative in making new breakthroughs to pamper customers (Husna, 2020).

Various service product offering issued by banks as derivatives of E-Banking services in easy access by banks and customers, one of which is using Mobile Banking. Mobile banking is a part of E-Banking, which is the newest wireless banking information service offered by banks using mobile phone technology to support smooth and easy banking activities. The advantage of mobile banking is user-id security which not everyone can know except the owner. Based on these advantages, banks are confident that they can attract customers by providing similar services. In strategic management SWOT analysis is the systematic identification of various factors to formulate corporate strategy (Mainata, 2018). This analysis is based on logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats. The decision-making process must be related to the company's vision, mission, goals, strategies and policies.

Banking services that use electronic or digital media are one of the efforts made by banks to expand access to finance in society. One of the efforts to broaden public financial access includes the initiation of opening bank accounts that can be carried out directly by customers, commonly known as Customer on Boarding. However, the implementation of digitization in Islamic banking products still has several obstacles, including the not yet widespread information that Islamic banks have digital products due to limited promotion and outreach, limited availability of human resources in Islamic banks who fully understand digital bank business processes, and doubts about compliance with the application of sharia principles to digital contracts and the reliability of other supporting infrastructure. Therefore, research on digitalization carried out by Islamic banking is carried out to find out how the digitalization process is occurring in Islamic banking in Indonesia, especially Bank Syariah Indonesia (BSI) in Adinugraha's thoughts.

LITERATURE REVIEW

The strategic planning stage is very crucial in realizing the company's vision and mission. One of the strategic management systems is Strength, Weakness, Opportunity, Threat (SWOT) analysis. SWOT analysis is strategic management that is carried out systematically to assess the company from an internal and external perspective as a framework in the company's strategic planning system (Mainata, 2018). Strengths (Strengths) is an analysis that helps the company in knowing what are the advantages of the company so that it can compete with other companies in the same field. The goal is to help companies formulate strategies that can strengthen the company's position with existing advantages. The explanation of each component in the SWOT analysis, namely: Strength factors are the strengths possessed by a company, including the business units within it, among others, the special competencies contained within the organization which result in the business unit having a comparative advantage in the market.



Weaknesses in a business unit are limitations or deficiencies in terms of resources, skills and abilities that are a serious obstacle to the appearance of satisfactory organizational performance (Azizah, 2021). The purpose of this analysis is to assist the company in knowing whether the company's policies have been implemented correctly and eliminate deviations that occur within the company. So that it is expected to help realize the vision, mission, main goals of the company.

Opportunities is an analysis that helps companies find and find out what are the opportunities for companies to run their business so that companies can compete with their competitors in the industry. Opportunity is an important situation that is profitable for the survival of the company (Mudrikah & Yafiz, 2022). Important situations are a source of opportunities for companies, for example, technological developments and increased corporate relations with consumers or suppliers, this is an illustration of opportunities for companies. The purpose of this analysis is to help the company determine the strategy to be taken by the company, in order to maintain the continuity of the company.

Threats are the opposite of opportunities. It can be said that threats are environmental factors that are unfavorable to a business unit. If not addressed, the threat will become an obstacle for the business unit concerned both now and in the future. Various examples of threats include, the entry of new competitors in markets already served by business units, slow growth, increased bargaining position of buyers of products produced, strengthening of the bargaining position of suppliers of raw materials or raw materials needed for processing further into certain products, technological developments and changes that have not been mastered, changes in laws and regulations that are restrictive in nature (Mainata, 2018).

Research that is relevant to this research is research conducted by Nasir Tajul Aripin et al (2022) explaining that digital banking services marketed by Islamic banks are an effort to create more competitive Islamic bank products so as to increase Islamic financial inclusion in society. Regulatory support to encourage the digitization of Islamic banking has been included in several policies such as the Indonesian Islamic Finance Masterplan, the Indonesian Sharia Banking Development Roadmap, the Digital Banking Transformation Blueprint, and the Indonesian National Financial Literacy Strategy as well as the issuance of several regulations governing digital banking services. In addition, there are many digital banking products and services that Islamic banks can optimize so that they become more competitive in order to increase Islamic financial literacy and inclusion in Indonesia (Dan et al., 2022).

Research conducted by Fathayatul Husna (2020) concluded that the development of information technology is an important matter that needs to be considered properly. One of the most important sectors in the Industrial Revolution 4.0 era is integrating the process of utilizing information technology with the banking system. However, in fact, Islamic banking is considered to be a little slow compared to the performance of conventional banking, so Islamic banking needs to implement special policies related to the use of information technology such as increasing digital outreach strategies, designing Islamic bank products that are more energetic, millennial and contain Islamic values, and building Collaboration with a number of Muslim millennial youth partners. This is expected to improve service quality and maintain customer resilience, so as to create a more efficient sharia banking system (Husna, 2020).

Research conducted by Husni Shabri et al (2020) explained that the process of digital transformation of Islamic banking was accelerated due to the Covid-19 pandemic which had greatly limited direct activities. Product innovation and digital-based sharia bank services continue to be carried out following the pace of development of technological advances in order to meet the needs of customers and society in general. Currently, Islamic banks are able to provide a variety of digital products and digital services such as mobile banking, internet



banking, SMS banking, and phone banking services, which are easy, convenient, and safe to use. Meanwhile, there is only one Islamic digital bank, namely Bank Aladin Syariah (Shabri et al., 2020).

METHODOLOGY

The research method used in this research is using a qualitative approach. This research uses descriptive analysis, with this analysis the researcher can find out more deeply after collecting the data. It aims to describe, describe and analyze to gain understanding or information. Meanwhile, this study uses a biographical model or often referred to as a character study (Rahmadi, 2019).

Primary data and secondary data are used in this research. Secondary data is carried out through literature reviews related to relevant research titles. The primary data was obtained through direct interviews with Mr. Hendri Hermawan Adi Nugraha.

RESULT AND DISCUSSION

Bank Syariah Indonesia

The banking industry in Indonesia recorded a new history with the presence of PT Bank Syariah Indonesia Tbk (BSI), which was officially born on 1 February 2021 and was inaugurated directly by President Joko Widodo at the State Palace. BSI is a bank resulting from a merger between PT BRI Syariah Tbk, PT Bank Mandiri Syariah, and PT BNI Syariah. The Financial Services Authority officially issued a permit for the merger of the three Islamic bank businesses on January 27, 2021, through letter Number SR-3/PB.1/2021 (Febrina, 2021).

The composition of BSI shareholders consists of PT Bank Mandiri (Persero) Tbk 50.83%, PT BNI (Persero) Tbk 24.85%, and PT BRI (Persero) Tbk 17.25%. The rest are shareholders, each of which is under 5% (Muhammad Rauuf Ramadan, 2021). This merger brings together the advantages of the three Islamic banks, thereby providing more complete services, wider coverage, and better capital capacity. With the support of synergies with companies and government commitment through the Ministry of BUMN, BSI is encouraged to be able to compete at the global level.

BSI is an effort to create an Islamic bank that is the pride of the people. The presence of BSI is expected to be able to become a new energy for national economic development and can contribute to the welfare of the wider community. The existence of BSI is also a reflection of the new face of Islamic banking in Indonesia which is modern and Universal and provides goodness for the whole world.

BSI's potential to continue to grow and become part of the leading Islamic bank group at the global level is very wide open. In addition to positive growth performance, climate support that the Indonesian government has a mission to create a halal industrial ecosystem and has a large and strong national Islamic bank, the fact that Indonesia is a country with the largest Muslim population in the world can be an opportunity for the development of BSI. It is in this context that the presence of BSI becomes very important. Not only being able to play an important role as a facilitator in all economic activities in the halal industrial ecosystem, but also an effort in order to realize the hopes of the country (Febrina, 2021).

Digitalization of Islamic Banking

Digitalization of Islamic banking has a very important role and is part of strengthening the identity of Islamic banking (Utama, 2021). This is motivated by technological developments that continue to run rapidly which demands that the world seems without boundaries Islamic banking is required to always develop technology-based infrastructure so that it can serve customers more efficiently, more effectively, and faster, provide more convenience and guarantee transaction security.

Islamic banks have been encouraged to digitize concrete products by carrying out strategic steps such as encouraging the readiness and reliability of information technology infrastructure that can support the acceleration of digitalization of Islamic banking through optimizing the Synergy Financial Services Authority Regulation, supporting the implementation of digitalization of Islamic banking by issuing agile policies towards the latest technology, encouraging the digitization of Islamic Rural Banks business processes, and encouraging the development of funding and financing modules that comply with sharia principles (Sari & Adinugraha, 2021).

Thus, the initiation of issuing and developing digital-based products and services in order to improve the services and operations of Islamic banks can be added value (value added) for Islamic bank customers. (Adinugraha, 2021) Referring to this, currently, almost all Islamic banks compete to market digital products and some of them have even declared themselves as digital banks. This is expected to be a driving factor to increase the Islamic financial inclusion index in Indonesia.

Information Systems at Bank Syariah Indonesia

PT Bank Syariah Indonesia Tbk or which has the BRIS code was born as a traditional bank, so BSI still has branches and is not fully digital. Therefore, BSI combines services through physical branches with digital technology. This method is considered quite effective in providing services to customers, ranging from the simplest transactions to complex transactions (Adinugraha, 2021).

Digitalization that is currently being developed by BSI is bionic banking. Just as the term bionic describes robots and machines in one body, bionic banking also describes digital services in one branch. In bionic banking, services that are carried out digitally are product services that are not too complex, such as opening a savings book, pawning gold, and banking transactions for private or state employees. Meanwhile, there are BSI products that require more complex services, such as investment products or wholesale products, so these product services are carried out through branch offices (Yusuf et al., 2022).

Bionic banking can be used by BSI to be able to evaluate the branch offices it has. If in the evaluation a branch office experiences poor performance, the branch office may be relocated or closed. In addition, the bionic banking strategy is also more efficient, so that employees who have a spare time can be used it to sell BSI products (Adinugraha, 2021). BSI also has the vision to build super apps that not only offer easy transactions but also become applications that are used daily by customers. Through this application, customers can read newspapers, work, buy food, and connect with Gojek accounts or other features (Zouari & Abdelhedi, 2021).

Mobile Banking of Indonesia Islamic Banking

PT Bank Syariah Indonesia (Tbk) continues to develop product innovation and digitization to provide the best service for customers and the Indonesian public in general.

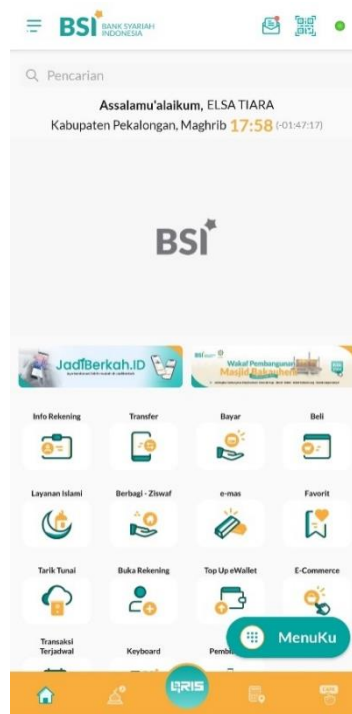


Currently, BSI already has a BSI Mobile application that provides a variety of banking transaction features, including cardless cash withdrawal services. BSI also continues to add new features such as Pay later. Not only banking transactions, through BSI Mobile, but customers can also save gold, pawn gold, Ziswaf transactions, and buy sacrificial animals. Customers can even check prayer times and the location of the nearest mosque(Adinugraha, 2021). BSI Director of Information Technology Achmad Syafii added the most important thing in digitalization in banking is when opening an account. The reason is, if the opening of an account has been done digitally, it is already half of all digital transactions in banking(Satria et al., 2021).

By opening an account through BSI Mobile, customers are able to carry out complete banking transactions, including cash withdrawals(Yusuf et al., 2022). The customer also does not need to come to the branch to collect the card because using the card is only optional. Going forward, BSI will continue to improve mobile banking services by adding reliability, security systems, and features. BSI will also use an open banking system and build application programming interfaces (APIs) connected to e-commerce and fintech companies that comply with sharia principles. So far, there is Linkaja, a fintech that offers sharia principles. Through collaboration with Linkaja or other sharia fintech, BSI has a point of sale (POS) not only through branches but through third parties(Adinugraha, 2021).

BSI records transactions through BSI Mobile cumulatively reaching 187.2 million per quarter III/2022, this figure has increased by 152% (yoy). This pushed BSI's fee-based income up 86% in the third quarter of 2022 to Rp 173 billion compared to the same period last year, Rp 93 billion. Meanwhile, the number of BSI Mobile service users rose 43% (yoy), to 4.44 million users. BSI also noted an acceleration of customer shifting from offline to online channels, where currently 97% of transactions up to the third quarter of 2022 are carried out via electronic channels(Vadly Azhar Lubis, 2021).

Figure 1: BSI Mobile Features



Source: BSI Mobile Application

SWOT Analysis on the Use of the BSI Mobile

SWOT analysis is generally in the form of a matrix that clearly describes the opportunities and threats (external factors) faced by the company. These two aspects are adjusted to the strengths and weaknesses (internal factors) of the company. The goal is to find out the internal conditions that are still controlled by management and the external environment of a company that are generally beyond management's control. Based on the results of an interview with Mr. HendriAdinugraha, a SWOT analysis was obtained as follows:

Strength

In terms of strength, this BSI Mobile service has advantages over the previous service, because it can be accessed from anywhere and at any time as long as the service is available. BSI Mobile provides several conveniences for everyone to simply check savings balances, change accounts or transfer funds to other accounts. This means that activities that previously had to be done in front of a teller can now be done under any circumstances, at any time, without having to come to a bank branch office or an Automated Teller Machine (ATM). BSI Mobile services are very appropriate for those who may be due to a very tight and busy schedule(Mainata, 2018). The features offered in BSI Mobile are very interesting, for example in the features available in BSI Mobile you can see there are products and prayer times. Some of the same features in BSI Mobile are account information, transfers, purchase transactions and payments. BSI is trying to develop BSI Mobile by adding Islamic service features, ziswaf-sharing, and financing. In addition to attractive features, BSI Mobile is also easy to operate.

Weakness

The weakness of BSI Mobile is its dependence on the availability of the operator's cellular network. If there is a blank spot or network unavailability, the BSI Mobile service cannot be performed. This is actually not the responsibility of the bank but the responsibility of cellular operators and internet providers used by customers to access BSI Mobile services. However, this can disrupt customer transactions, especially if the customer is in an urgent condition. In addition, the security system is still a concern for customers. Electronic transaction security makes customers feel confident that the confidentiality of their personal data is guaranteed when transacting through BSI Mobile. Data security is an important thing to consider when using BSI Mobile services. In online transactions, the risk of loss of confidentiality is a significant factor affecting trust and use(Putri et al., 2022).Another factor is the customer's level of ability to use a mobile phone, this factor also influences the customer's interest in using BSI Mobile services. Customers who are unable to use a mobile phone will experience difficulties in operating BSI Mobile services.

Opportunity

Several opportunities for the development of BSI Mobile services include proof of transactions that have used email so far, which can be developed using WhatsApp (WA), BBM or other social media applications such as Bank Mandiri, transfer receipts can be shared on social media. Another opportunity is to develop the BSI Mobile so that it can be used on Android Oreo. Another opportunity is to further improve application performance including customer convenience(Mazza Basya & Utami Silfia Ayu, 2020). Adding server bandwidth so that access



is smooth and improving functions so that they are easy to use will be very beneficial and as an opportunity as a selling point for Bank Syariah Indonesia so that they have the potential to increase their customers because their customers make transactions easier.

Threat

Convenience, effectiveness and efficiency are one of the focuses of customers in choosing a bank, especially in its BSI Mobile services. Another challenge for Bank Syariah Indonesia in the development of BSI Mobile is minimizing blank spots, ease of access to proof of transactions, developing applications so that all smart phones can be downloaded, as well as low server bandwidth and improving the function and performance of BSI Mobile services (Mainata, 2018).

Figure 2: SWOT Analysis Matrix Using BSI Mobile

<p style="text-align: center;">Internal Factors</p> <p style="text-align: center;">External Factors</p>	<p>Strengths (S):</p> <ol style="list-style-type: none"> 1. Cost-effective 2. Save time 3. Interesting features 4. Easy to operate 5. Easy to download 6. Islamic content info 	<p>Weaknesses (W):</p> <ol style="list-style-type: none"> 1. Security of customer data 2. Not all customers understand M-Banking
<p>Opportunities (O):</p> <ol style="list-style-type: none"> 1. Development of server performance, functions and bandwidth has the potential to increase the number of customers 2. Development of BSI Mobile technology so that it can international financial transactions 	<p>SO strategy:</p> <ol style="list-style-type: none"> 1. Performance development 2. Expanding the international financial transaction cooperation network 	<p>WO Strategy:</p> <ol style="list-style-type: none"> 1. Layered security 2. Development of functions and performance of BSI Mobile services 3. Socialization of BSI Mobile to the public
<p>Threats (T):</p> <ol style="list-style-type: none"> 1. Competition between banks 2. Confidentiality of customer data 3. Ease, effectiveness and efficiency of BSI Mobile services 4. Improving the function and performance of M Banking services 	<p>ST Strategy:</p> <ol style="list-style-type: none"> 1. Improving the quality of M-Banking services 2. Development of functions and performance of BSI Mobile services 	<p>WT Strategy:</p> <ol style="list-style-type: none"> 1. Layered security 2. Increased bank creativity in improving BSI Mobile services 3. Increased socialization of BSI Mobile to the public

Source: author analysis

Based on the analysis above, several strategies can be identified, including; SO strategy. This strategy is made by taking advantage of all the opportunities that exist. The SO strategy that can be implemented is the development of BSI Mobile performance and the development of an international financial transaction cooperation network. This strategy can be implemented to retain customers and attract potential new customers using BSI Mobile.

WO strategy to support the Turn Around strategy. This strategy is carried out to overcome weaknesses by taking advantage of existing opportunities. The strategy that can be implemented is to improve data security, develop the function and performance of BSI Mobile services, and increase BSI Mobile socialization to the public so that people are more aware of using BSI Mobile.

The ST strategy is carried out by using the strengths possessed to overcome threats. The ST strategy is to improve the quality of BSI Mobile services and develop the functions and performance of BSI Mobile services. Improving service quality and development is carried out to respond to market competition and address the challenges faced.

The WT strategy is carried out by minimizing existing weaknesses and trying to turn threats into opportunities. The WT strategy that can be implemented is to improve data security, increase the creativity of Bank Syariah Indonesia in improving BSI Mobile services, and increase BSI Mobile outreach to the public. This strategy is carried out to retain existing customers so that they remain loyal in using BSI Mobile

Figure 3: SWOT Analysis Matrix: IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation)

Description		Value	Position Index
			(A) - (B)
Analysis Internal Factors	Strenghts	13.21	
	Weakness	9.42	
Basis Point			3.79
Analysis External Factors	Opportunities	15.38	
	Threats	10.21	
Ordinat Point			5.17

Source: author analysis

Based on the results of the IFE (Internal Factor Evaluation) matrix, the strength score is 13.21 and the weakness score is 9.42 (strength > weakness). Based on these results, the assessment of the strengths of Bank Syariah Indonesia (BSI) is higher than its weaknesses. Likewise, for the results of the EFE (External Factor Evaluation) analysis, the opportunity weight score was 15.38 and the challenge weight score was 10.21 (opportunity > challenge). Based on these results, the assessment of opportunities owned by Indonesian Sharia (BSI) is higher than the challenges.

Furthermore, for the value of the Basis Point and Point Ordinat respectively 3.79 and 5.17 which shows the results of the SWOT analysis are in quadrant 1 which means that The Company implements an aggressive strategy (Growth Oriented Strategy). This shows that Bank

Syariah Indonesia (BSI) has internal strength that can be utilized to seize existing opportunities so that it can improve BSI's performance and be able to compete with other banks.

Figure 4: SWOT Analysis Diagram



Source: author analysis

CONCLUSIONS

In line with the development of information technology that has entered the banking industry, services from banks have changed to digital-based banking services, namely services that focus on meeting customer needs by utilizing digital technology through the provision of devices or applications that are part of the bank's distribution channel. Digital-based banking services can be accessed anytime and anywhere, and also can minimize direct physical interaction between customers and banks. This bank operations can be carried out efficiently and service to customers can be maintained. One of the digital services available at Bank Syariah Indonesia is the BSI Mobile application. BSI Mobile application provides a variety of banking transaction features, including cardless cash withdrawal services. BSI also continues to add new features such as Pay later. Not only banking transactions, through BSI Mobile, but customers can also save gold, pawn gold, Ziswaf transactions, and buy sacrificial animals. Customers can even check prayer times and the location of the nearest mosque. In addition, opening a BSI account is also carried out through the BSI Mobile application. By opening an account through BSI Mobile, customers are able to carry out complete banking transactions, including cash withdrawals.

Based on the SWOT analysis of BSI Mobile services, it can be concluded that the Strengths of BSI Mobile are cost-effective, time-saving, attractive features, easy to operate, easy to download, attractive promos, Islamic information content. While the Weaknesses that are owned are data access speed is still slow, customer data security, network limitations, not all customers understand BSI Mobile, BSI Mobile performance is improved again. Apart from

that, the opportunities for developing performance, functions and server bandwidth have the potential to increase the number of customers and the development of BSI Mobile (Threats) faced are competition between banks, confidentiality of customer data, convenience, effectiveness and efficiency of BSI Mobile services, improvement of functions and performance of BSI Mobile services.

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