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Strategy to Increase Commercial Credit Growth at PT. Bank Central Asia Tbk Region V - Medan

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Abstract

BCA in credit provisions has 3 categories of productive credit, namely SME, commercial and corporate. The research was conducted at PT. Bank Central Asia Tbk Region V-Medan and focused on commercial credit. The research was conducted to determine the factors that influence commercial credit growth, competitive dynamics through Porter's Five Forces analysis, and analyze strategies in increasing commercial credit growth at PT. Bank Central Asia Tbk Region V-Medan. The research is descriptive qualitative with primary and secondary data through interviews, observations and documentation, and analyzed using Porter's Five Forces, SWOT and QSPM. Factors that influence commercial credit growth at PT. Bank Central Asia Tbk Region V-Medan consists of internal and external factors. The competitive dynamics of PT Bank Central Asia Tbk Region V-Medan in the evaluation of commercial credit growth are influenced by Porter's five forces, namely the threat of new entrants, substitute products/services, buyer bargaining power, supplier bargaining power, all of which are high, and very tight industry competition. IFE scores of 3.18 and EFE 3.24 place PT Bank Central Asia Tbk Region V-Medan in quadrant I (Grow and Build). The main strategy is to increase the offering of reputation-based commercial credit through a relational approach to large business actors in the growing trade and services sector in Medan with a TAS value of 6.68 as the most attractive option.

Keywords: Banking; Commercial Credit; Growth Strategy

1. Introduction

Indonesia's economic development is implemented in stages, planned, and sustainably to improve people's lives by combining high growth and equity across various sectors, including employment and entrepreneurship. Banking plays a crucial role in driving business growth through commercial credit as a source of funding for working capital and investment, amidst intense competition that demands innovative marketing strategies. Easily accessible financial services also play a crucial role in improving people's livelihoods and achieving the Sustainable Development Goals (SDGs) (Khatun et al., 2024).

For over 68 years, PT. Bank Central Asia Tbk (BCA) has been actively serving the financial needs of the community since its operations in 1957. It has grown into one of the largest private banks, becoming a foreign exchange bank in 1977 and expanding its network in the 1980s with an online system. BCA offers financial solutions for business and individual development with the tagline "Always by Your Side," focusing on customer satisfaction, stakeholder value, and franchises.

The benchmark used by PT. Bank Central Asia Tbk in measuring the company's success rate each year is the growth in the number of customers which includes deposit customers and debtors receiving credit loan facilities. In terms of credit, in the productive credit category in accordance with the credit provisions manual applicable at PT. Bank Central Asia Tbk has three main categories, namely SME (Small Medium Enterprise) Credit with a maximum total loan of IDR 30,000,000,000 (thirty billion rupiah), Commercial Credit with a total loan above IDR 30,000,000,000 (thirty billion rupiah) to IDR 500,000,000,000 (five hundred billion rupiah), and Corporate Credit with a total loan above IDR 500,000,000,000 (five hundred billion rupiah). This is as in Table 1 below which displays the total data on Region V commercial credit ceilings along with the position of credit usage during the period 2019 to 2023, namely

Table 1. Total Ceiling and Usage of Commercial Productive Credit in Region V – Medan (in Billions of Rupiah)

| Year | Initial Ceiling | Final Ceiling | Position of Use | |
|----------------|-----------------|---------------|-----------------|--------------|
| | | | Outstanding | % |
| 2019 | 11,305 | 11,600 | 7,386 | 63.67 |
| 2020 | 11,600 | 9,983 | 7,056 | 70.68 |
| 2021 | 9,983 | 9,634 | 7,726 | 80.20 |
| 2022 | 9,634 | 9,801 | 7,262 | 74.09 |
| 2023 | 9,801 | 10,962 | 7,621 | 69.52 |
| Average | | | | 71.63 |

Source : PT. Bank Central Asia, Tbk (2024)

When providing productive credit facilities to debtors, Account Officers calculate and analyze the debtor's working capital and investment credit needs, so that the debtor can maximize the use of the credit limit. However, based on the data presented in Table 1, it can be seen that there has been a decrease in the use of the credit limit (outstanding) and the average use of the commercial credit limit in BCA region V over the past 5 years (2019 to 2023) only reached 71.63%, indicating that the commercial credit limit that has been provided to debtors has not been optimally utilized.

Each marketing staff (Account Officer/Relationship Officer) in the Commercial Business Center Unit at BCA Regional Office V has carried out routine marketing activities by recruiting new debtors, providing solutions to debtors' business needs in accordance with the facilities or services provided by the bank, and continuing to foster good relationships with debtors, namely sending gifts or parcels for debtors on birthdays or other celebrations, gathering events and other events aimed at building strong emotional relationships with debtors.

The objective of this activity is to enable debtors at BCA Regional Office V to maximize the use of their existing credit. The Head of the Commercial Business Center unit at Regional Office V has conducted internal coordination activities by holding weekly team discussions and monthly meetings to discuss the achievement of targets for the current month and to identify obstacles and problems faced by marketers. A high level of non-performing loans can signal financial difficulties and poor management practices for investors and stakeholders, resulting in a loss of confidence in the bank's ability to generate profits and maintain solvency (Baffour et al., 2024).

Based on the problems that have been described, it is necessary to analyze the factors that influence the competitiveness of PT Bank Central Asia, Tbk. Juhari et al (2023) mentions the media that can be applied in analyzing the competitiveness of a company and the competitiveness of competing companies using the Porter's Five Forces method. The Porter's Five Forces method can be used to analyze opportunities and risks that could potentially arise along with the running of operations in order to create strategies to improve market position. In addition, Fan (2023) added Porter's Five Forces as an important approach to analyzing the advantages and attractiveness of a company in the market. Therefore, researchers will analyze the five elements of Porter's Five Forces of PT Bank Central Asia, Tbk, namely competition with competitors, the threat of new competitors entering, the threat of substitute products, the bargaining power of buyers and the bargaining power of suppliers (Elsinah et al., 2023).

2. Literature review

2.1 Credit Category

There are several types of credit as Firdaus (2022) states. Credit purposes are divided into two types: productive credit and consumptive credit. Productive credit is credit intended for productive purposes and involves financing a business. Consumptive credit is credit intended for personal needs. In this study, the type of credit discussed is productive credit, which is used for productive purposes to finance the borrower's/debtor's business.

However, the effects of credit enhancement vary across providers of different sizes due to heterogeneity in the credit supply. All risks must be compensated, and business profitability determines their repayment capacity. Poor profitability requires alternative risk compensation methods from lending banks, such as providing collateral or third-party guarantees, and credit enhancements include guarantee agencies, corporate mergers, and relationship lending. Different lending models across different bank sizes result in a structural match between different types of firms and their corresponding banking models (Yang & Chen, 2025).

2.2 Marketing strategy

When conducting operations and facing increasingly competitive banking sectors, banks require effective strategies to maintain their position and increase market share. Therefore, banks need to formulate marketing strategies to maintain their position and increase their market share. Khoualed and Bouzerb (2023) explain that banks can use Porter's Five Forces approach to formulate marketing strategies in the face of increasingly fierce competition. Porter's Five Forces can be used to determine the potential of a bank compared to its competitors.

2.3 Porter's Five Forces Analysis

Porter's Five Forces is an approach taken by analyzing five elements to determine the advantages of a company (Fan, 2018). Elsinah et al., (2023) said that Porter's Five Forces is widely used to analyze the strategies to be implemented. The five elements to be analyzed can be competition with other competitors, the threat of new competitors, the threat of substitute products, the bargaining power of buyers and the bargaining power of suppliers. Porter's Five Forces can be used as a reference in determining the right strategy to facilitate the analysis of the advantages and strengths of a company. By using Porter's Five Forces analysis, companies can form more precise and more objective strategies, thereby improving company performance so that it can run better and optimally.

2.4 SWOT Analysis

SWOT analysis is a strategy formulation tool that systematically analyzes various factors to formulate a research strategy. The collected data is processed and analyzed descriptively by adopting and adapting the SWOT analysis model to examine internal and external factors. Internal factors relate to strengths or potentials and weaknesses or constraints. External factors relate to opportunities and threats. The collected data is processed and analyzed descriptively by adopting and adapting the SWOT analysis model to examine internal and external factors. Internal factors relate to strengths or potentials and weaknesses or constraints. External factors relate to opportunities and threats (Moleong, 2017).

2.5 QSPM Data Analysis

The QSPM method aims to determine which strategy is best to implement. The main components of the QSPM are key factors, strategic alternatives, weights, Attractiveness Score (AS), Total Attractiveness Score (TAS) and sum attractiveness score (Rinawati et al., 2017). QSPM is generally used to simplify the decision-making or problem-solving process. Most efforts are selected for the best strategy using input from other management techniques and simple components. QSPM strategies are formulated based on Weaknesses and Threats (WT) and are regulated by the SWOT matrix method. This is calculated by adding up the total attractiveness scores in each category (by column) of the QSPM (Mallick et al., 2020).

3. Research methods

3.1 Types of research

This research uses a qualitative research type which aims to understand the phenomena experienced by research subjects by means of descriptions in the form of words and language in a specific natural context utilizing various natural methods (Moleong, 2019). This research is descriptive, meaning it seeks facts with appropriate interpretation. Descriptive research examines societal problems and the procedures that apply in society and certain situations (Nazir, 2017).

3.2 Data source

1. Primary Data

In this study, primary data was obtained from the results of interviews with 8 informants who have experience and deeper knowledge according to their respective fields at PT. Bank Central Asia Tbk Region V-Medan, as well as 4 people as active commercial debtors of BCA Region V.

2. Secondary Data

The secondary data in this study includes the number of Commercial credit debtors, the average credit ceiling of debtors, the average credit usage of debtors, BCA annual reports, banking publications as well as relevant previous literature and research.

3.3 Location and Time of Research

The location of this research was PT. Bank Central Asia Tbk Region V-Medan, which will be implemented in May 2025.

3.4 Research Subjects

The informants in this study were the Head of the PT. Bank Central Asia Tbk Region V-Medan Office and the Staff of PT.

Bank Central Asia Tbk Region V-Medan as well as active commercial debtors of BCA Region V.

3.5 Data collection technique

The data collection techniques used included observation, interviews, and documentation. Data were collected through semi-structured interviews with 12 informants, participant observation in the field, and documentation studies of 2019–2023 credit reports and data to gain in-depth understanding and strengthen the research findings.

3.6 Data Analysis Techniques

The data analysis used in this study is Porter's Five Forces analysis, SWOT analysis and QSPM analysis.

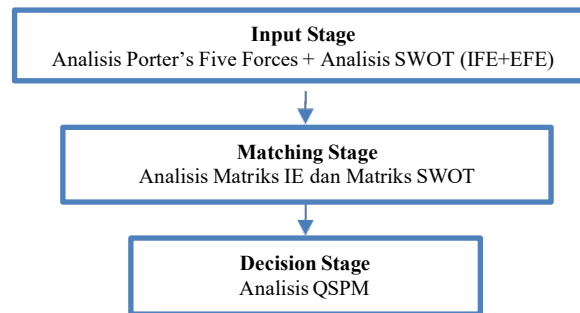


Figure 1. Research Stages

This study focuses on commercial credit growth to determine the factors that influence commercial credit growth, competitive dynamics through Porter's Five Forces analysis, and analyze strategies in increasing commercial credit growth at PT. Bank Central Asia Tbk Region V-Medan. There are several stages in the implementation of this research starting from the input stage, Porter's Five Forces analysis is carried out to identify 5 main factors, such as competition between players in the industry, the threat of substitute products, bargaining power against suppliers, bargaining power against buyers and the threat of new entrants. In the SWOT analysis, internal factors are first identified as the company's strengths and weaknesses into the IFE table and external factors that are the company's opportunities and threats into the EFE table. Next, in the matching stage, an IE Matrix analysis is carried out by combining IFE and EFE analyses to formulate various strategic alternatives (SO, ST, WO, WT) by matching internal strengths and external opportunities, as well as responding to weaknesses and threats. And in the decision stage, a QSPM analysis is carried out to assess various potential strategies so that the company can evaluate the strategy with the greatest opportunity based on the weight of each factor.

4. Results and Discussion

4.1 Results

4.1.1 Factors Influencing Commercial Credit Growth at PT. Bank Central Asia Tbk Region V-Medan

The role of banks in a country's economy can be categorized as agents of trust, meaning they carry out their duties as financial intermediaries based on public trust. Public trust is expressed in the form of mandates that banks must follow to manage and protect funds deposited by the public (Rahayu et al., 2023).

In this case, banks also face indirect exposure through lending, investment, and other financial activities (Christofi et al., 2025). The main principles of credit or financing regulations for conventional commercial banks in Indonesia include the provision of credit or financing made in the form of a written agreement. Banks must have confidence in the debtor's capabilities and abilities, obtained from a careful assessment of the debtor's character, capabilities, capital, collateral, and business prospects. Banks are obligated to develop and implement credit or financing procedures and provide clear information regarding credit or financing procedures and requirements. Meanwhile, banks are prohibited from providing credit or financing with different terms to debtors or affiliated parties (Febriansyah et al., 2022).

Various internal and external factors can influence credit distribution. Non-Performing Loans (NPLs), also known as problem loans, are defined as loans that experience obstacles during the repayment period due to deliberate circumstances or factors originating from the debtor themselves. A high NPL ratio will impact the reduction in credit disbursed by banks (Rahmatullah & Iryani, 2023). Furthermore, social factors such as employment practices, legal issues, and reputational pressures as well as governance aspects including board independence, ethical practices, and regulatory quality also play a significant role in shaping credit risk (Porenta & Rant, 2025).

This is as happened at PT. Bank Central Asia, Tbk Region V-Medan which made various efforts to increase commercial

credit growth. Internal factors that influence include: (1) Credit management policies include the capacity and competence of the credit team, service quality, risk management effectiveness, marketing strategy, customer relations, economic conditions and fiscal incentives; (2) HR quality includes the solidity of the marketing team, internal communication, unit coordination, system integration and HR capacity; (3) Technology and digitalization include work efficiency, fast processing systems and inter-divisional coordination; (4) Bank reputation and image include internal risk control, accuracy of the rating system, workflow and SLA; (5) Availability of funds supported by sector trend data, NPL ratio and coverage ratio.

Furthermore, there are external factors that influence this, including: (1) Macroeconomic conditions including inflation, benchmark interest rates, purchasing power, fiscal policy, commodity price fluctuations and the BI rate; (2) Government and regulatory policies including OJK credit relaxation or tightening, expansionary fiscal policies and changes in tax regulations; (3) Competition between banks and financial institutions, where BCA excels in service; (4) Changes in the local industrial structure in the form of interest subsidy policies and post-pandemic economic recovery.

4.1.2 Competitive Dynamics of PT. Bank Central Asia, Tbk Region V-Medan Through Porter's Five Forces Analysis in Evaluating Commercial Credit Growth

This technological development can reduce distribution and production costs, making it a crucial factor in interbank competition. The growth of product innovation in the banking sector has the potential to drive fiercer competition and increase efficiency. The banking industry possesses unique characteristics compared to other industrial sectors, shaped by the competitive performance of various banking institutions (Salsabila et al., 2024).

Customers tend to be less impressed by a product's core attributes when all companies offer similar offerings, as many of these services are essentially parity offerings. One key way banks can differentiate themselves from competitors is by implementing a well-articulated marketing communications program that aligns with current developments in the banking sector. Marketing communications conducted through mass media or direct marketing channels, aim to motivate the purchase of specific financial products or encourage specific financial behaviors (Zephaniah et al., 2020).

Porter's five forces approach is implemented to understand market conditions that can influence product marketing strategies. This method helps companies identify external opportunities and threats they may face. By understanding these five forces, organizations can formulate strategies to mitigate competitive pressures and find untapped market niches (Humariatunnisa et al., 2025). This method also identifies relevant industries and boundaries, assesses the factors influencing each force, determines the overall industry structure, and understands industry dynamics (Dias et al., 2023).

Similar things are also applied in PT. Bank Central Asia, Tbk Region V–Medan to increase commercial credit growth through Porter's Five Forces. The results of interviews with several informants show five main factors, namely: 1) The threat of new entrants includes economies of scale, product differentiation, switching costs, capital requirements and government policies; 2) The threat of substitute products/services includes substitute products, substitute product rates and substitute product market share; 3) The bargaining power of buyers includes buyer product share, product information, switching costs and buyer profits; 4) The bargaining power of suppliers includes supplier dominance, supplier products, forward integration and supplier markets; and 5) Rivalry between competitors in the same industry includes the number of competitors, product differentiation, industry growth and fixed costs.

4.1.3 Strategies Implemented to Increase Commercial Credit Growth at PT. Bank Central Asia Tbk Region V-Medan

Financing is defined as funds allocated to finance pre-planned investment projects. Banks and financial institutions can facilitate individuals and businesses in carrying out their assigned tasks with confidence in the form of fundraising, proper and fair management, and clear obligations. The provisions applicable to the parties are in the best interests of each party (Alya & Rahman, 2024).

A loan is the provision of money or a promissory note of equivalent value based on a contract or arrangement between a bank and a party, where the borrower receives the money or promissory note after a specified period of time. This means that banks and financial institutions facilitate individuals and businesses in carrying out their assigned tasks with confidence in the form of fundraising, proper and fair management, and clear obligations. The provisions applicable to the parties are in the interests of the parties (Irsadunas & Adif, 2024).

The strategy implemented by PT. Bank Central Asia, Tbk Region V–Medan to increase commercial credit growth is based on the application of SWOT analysis. SWOT analysis is a tool used to identify and evaluate internal aspects that indicate strengths and weaknesses, external factors that cause problems or threats, and other elements that can be utilized to provide opportunities for an organization, project, or specific situation (Ronda et al., 2025).

Interview results revealed indicators of strengths, weaknesses, opportunities, and threats. Strengths include a high reputation and trustworthiness, a robust customer network, digital technology infrastructure, professional human resources, and high liquidity from third-party funds. Weaknesses include a formal and complex credit process, a lack of product innovation, reliance on centralized policies, limited responsiveness to fintech penetration, and internal readiness for strategy optimization. Opportunities include growth in the trade and services sector, capitalizing on economic momentum, government policies for economic recovery, expanding strategic partnerships, and utilizing data analytics for credit scoring. Threats include intense competition, industry risk mitigation, economic and interest rate fluctuations, strict regulations from the Financial Services

Authority (OJK) and Bank Indonesia (BI), and geopolitical or global supply chain conditions. This strategy maximizes strengths and opportunities, addresses weaknesses, and anticipates threats through selective risk monitoring and sector analysis to be adaptive and responsive to industry dynamics.

4.2 Discussion

4.2.1 Factors Influencing Commercial Credit Growth at PT. Bank Central Asia Tbk Region V-Medan

The allocation of commercial bank credit resources refers to the process of distribution and reasonable credit resources by commercial banks in their operations according to the credit status, repayment capacity, business situation and other factors of various borrowers (Yao & Fan, 2025). Commercial credit growth at PT. Bank Central Asia, Tbk Region V-Medan is influenced by internal and external factors that increase or inhibit credit distribution. Internal factors include credit management policies, human resource quality, technology utilization, bank reputation and liquidity, while external factors include macroeconomic conditions, government and regulatory policies, competition between financial institutions, and local industry dynamics. All of these factors are interrelated and form the basis for BCA in formulating business strategies to encourage optimal commercial credit growth. Based on the interview results, these factors can be categorized into two main groups:

a. Internal Factors

1) Credit Management Policy

BCA's internal credit management policies play a crucial role in driving commercial credit growth. This includes the capacity and competence of the credit team, prompt and personalized service, and an effective risk management system. Furthermore, a strategic approach focused on marketing and long-term customer relationships is believed to foster loyalty and expand the credit portfolio.

2) Quality of Human Resources (HR)

Competent human resources in the marketing and credit divisions influence the speed and accuracy of credit disbursement. A strong team with strong internal communication can expedite the credit analysis and approval process.

3) Technology and Digitalization

The application of technology in the credit process, including digital processing systems and automated risk analysis, has enabled work efficiency and accelerated service times. However, high workloads and a lack of integration between divisions remain challenges that must be addressed.

4) Bank Reputation and Image

BCA's reputation as a trusted and professional bank is a key asset in attracting commercial customers. An accurate internal risk rating system, along with consistent workflows and service standards (SLAs), help build customer confidence in the quality of the credit products offered.

5) Availability of Funds (Liquidity)

High liquidity from third-party funds (TPF) allows BCA to offer credit at more competitive interest rates. The ability to internally manage the Non-Performing Loan (NPL) ratio and coverage ratio is a crucial foundation for healthy credit distribution.

b. External Factors

1) Macroeconomic Conditions

Commercial credit growth is heavily influenced by national economic fluctuations, such as inflation, the benchmark interest rate (BI rate), and consumer purchasing power. When the economy is stable or improving, demand for credit from the commercial sector tends to increase. Conversely, during economic downturns, demand tends to decline, requiring banks to be more selective in approving credit applications.

2) Government and Regulatory Policies

Regulations from the Financial Services Authority (OJK) and government fiscal policies have a direct impact on credit growth. For example, during the pandemic, credit relaxation provided banks with the opportunity to continue disbursing financing without burdening customers.

3) Competition Between Banks and Financial Institutions

The competitive banking environment pushes BCA to continuously maintain service quality, process efficiency, and strong communication with customers. Compared to other banks, BCA is considered to have a more professional and streamlined work system, a key advantage in attracting and retaining commercial customers.

4) Changes in Local Industrial Structure

Government policies in the form of interest subsidies and post-pandemic economic recovery programs have created positive stimulus, particularly in medium- to large-scale sectors that are beginning to expand their businesses. This opportunity is particularly relevant for PT Bank Central Asia Tbk Region V-Medan, which provides commercial loans to borrowers with financing needs exceeding IDR 30 billion. Due to the high credit value in this segment and the systemic risk, the bank continues

to apply prudent principles through a comprehensive feasibility analysis of the borrower's financial condition, business sector, and repayment capacity.

Non-performing loans can increase asset risk and lower a bank's equity capital to risk-weighted assets ratio. An increase in NPLs indicates more risky loans are at risk of default, reducing the bank's asset quality and forcing additional loan loss provisions, thereby weakening the capital structure and incurring additional costs for external capital (Abdat et al., 2024). The presence of NPLs in a financial institution's portfolio can indicate a failure of governance and oversight mechanisms designed to align the interests of the agent with those of the principal (Rahmania et al., 2024).

Bank Indonesia as the central bank influences commercial interest rates through its benchmark interest rate, while inflation drives interest rate adjustments to maintain attractiveness. Deposit interest rates also influence credit risk, and macroeconomic conditions influence economic growth, political stability, and unemployment rates. (Rajagukguk et al., 2025). This is as stated by Wijayani (2023) that high liquidity reduces a bank's ability to generate profits, while utilizing idle resources can increase revenue. Therefore, banks must maintain a balance between liquidity and profitability.

4.2.2 The Dynamics of Competition in PT Bank Central Asia, Tbk Region V-Medan Through Porter's Five Forces Analysis in Evaluating Commercial Credit Growth

The goal of competitive strategy is to achieve profit and a superior position in the face of industry competition. Companies can implement this strategy by offering low-priced products or reducing operational and production costs below industry standards (Vaddhano, 2022). To identify competitive strategies that companies can utilize, Porter's Five Forces Model is used to identify similar industry structures and enhance company competitiveness (Hintoro & Wijaya, 2021).

The competitive situation faced by PT. Bank Central Asia, Tbk Region V-Medan in commercial credit services is analyzed using Porter's Five Forces approach to identify and evaluate the threat of new entrants, the bargaining power of customers and suppliers, the threat of substitute products, and the intensity of competition between banks. This analysis aims to determine how competitive dynamics affect BCA's commercial credit growth in the region based on the results of interviews that have been conducted. Table 2 also shows the threat of new entrants in PT. Bank Central Asia, Tbk Region V-Medan as follows:

Table 2. Threat of New Entrants

| | Variables | Weight | Rating | Mark |
|----|-------------------------|---------------|---------------|-------------|
| 1. | Economies of Scale | 0.2 | 3 | 0.6 |
| | Product Differentiation | 0.2 | 4 | 0.8 |
| 3. | Switching Costs | 0.2 | 4 | 0.8 |
| 4. | Capital Requirements | 0.2 | 4 | 0.8 |
| | Government policy | 0.2 | 4 | 0.8 |
| | Amount | 1 | 19 | 3.8 |

Source: Processed data, (2025)

The threat of new entrants yielded a high score of 3.8, indicating significant barriers to entry into the industry. These barriers include high capital requirements, limited distribution access, customer loyalty to incumbents, stringent regulations, and technological superiority and economies of scale, requiring significant effort and resources for new entrants to compete. Table 3 below presents the threat of substitute products and services at PT. Bank Central Asia, Tbk Region V-Medan, namely:

Table 3. Threat of Substitute Products/Services

| No. | Variables | Weight | Rating | Mark |
|------------|-------------------------------------|---------------|---------------|-------------|
| 1. | Replacement Products | 0.3 | 3 | 0.9 |
| 2. | Replacement Product Rates | 0.3 | 4 | 1.2 |
| 3. | Market Share of Substitute Products | 0.3 | 4 | 1.2 |
| | Amount | 1 | 11 | 3.3 |

Source: Processed data, (2025)

The threat of substitute products or services is high, with a value of 3.3, and therefore has the potential to significantly impact the company. This situation requires appropriate strategies, such as improving quality, innovation, adjusting prices, and strengthening services to retain customers and remain competitive in the market. As seen in Table 4 below, the bargaining power at PT. Bank Central Asia, Tbk Region V-Medan is as follows:

Table 4. Bargaining Power of Buyers

| No. | Variables | Weight | Rating | Mark |
|--------|------------------------------------|--------|--------|------|
| 1. | Buyer Product Share | 0.2 | 3 | 0.6 |
| 2. | Product Information | 0.3 | 4 | 1.2 |
| 3. | Switching Costs to Another Product | 0.3 | 4 | 1.2 |
| 4. | Buyer Profit | 0.2 | 3 | 0.6 |
| Amount | | 1 | 14 | 3.6 |

Source: Processed data, (2025)

In the bargaining power of buyers, a high assessment of 3.6 was obtained, meaning there is a link between the threat of substitute products and the bargaining power of buyers, so that substitute products offer better prices and increase the income of buyers, which causes high bargaining power. The following is the bargaining power of suppliers at PT. Bank Central Asia, Tbk Region V-Medan in Table 5 below:

Table 5. Supplier Bargaining Power

| No. | Variables | Weight | Rating | Mark |
|--------|---------------------|--------|--------|------|
| 1. | Supplier Dominance | 0.2 | 3 | 0.6 |
| 2. | Supplier Products | 0.2 | 3 | 0.6 |
| 3. | Forward Integration | 0.3 | 4 | 1.2 |
| 4. | Supplier Market | 0.3 | 4 | 1.2 |
| Amount | | 1 | 14 | 3.6 |

Source: Processed data, (2025)

Supplier bargaining power was assessed at a high 3.6%, as suppliers have a vested interest in the company. This indicates that suppliers play a crucial role in supporting the company's operations, thus enhancing their bargaining power in the industry. Competition between competitors in the same industry at PT Bank Central Asia, Tbk Region V-Medan is shown in Table 6 below:

Table 6. Competition Between Competitors in the Same Industry

| No. | Variables | Weight | Rating | Mark |
|--------|-------------------------|--------|--------|------|
| 1. | Number of Competitors | 0.3 | 4 | 1.2 |
| 2. | Product Differentiation | 0.3 | 4 | 1.2 |
| 3. | Industrial Growth | 0.3 | 4 | 1.2 |
| 4. | Fixed Costs | 0.2 | 3 | 0.6 |
| Amount | | 1 | 15 | 4.2 |

Source: Processed data (2025)

High levels of competition within the same industry mean that competition creates barriers between competitors due to the potential entry of new competitors. This intense competition encourages every business to maintain market share through various strategies. The potential entry of new players intensifies the intensity of competition, requiring existing companies to build customer loyalty, expand distribution networks, and create product differentiation to maintain their market position.

4.2.3 Strategies Implemented to Increase Commercial Credit Growth at PT. Bank Central Asia Tbk Region V-Medan

The strategy for increasing commercial credit growth for PT Bank Central Asia Tbk Region V through a SWOT analysis encompasses leveraging strengths, managing weaknesses, exploiting opportunities, and mitigating threats. Table 7 presents the IFAS matrix, the results of the researcher's analysis, to maximize the effectiveness of credit restructuring in addressing NPLs, in terms of strengths and weaknesses:

Based on the results of the IFE/IFAS matrix in the table above, it shows that the total score obtained by PT. Bank Central Asia Tbk Region V is 3.18 (> 2.50) so it can be said that the internal strength of PT. Bank Central Asia Tbk Region V is strong, where the company is good at utilizing its strengths and overcoming existing weaknesses to increase commercial credit growth. Furthermore, Table 8 shows the EFAS matrix resulting from the researcher's analysis to maximize the effectiveness of credit restructuring in overcoming NPLs in the form of opportunities and threats, namely:

Based on the calculation of the EFE/EFAS matrix results in the table above, it shows that the total score obtained by PT. Bank Central Asia Tbk Region V is 3.24 (> 2.50) so that PT. Bank Central Asia Tbk Region V can be said to be good at utilizing existing opportunities and being able to overcome possible threats to increase commercial credit growth.

Table 7. Internal Factor Analysis Summary (IFAS) Matrix

| No | Internal Factors | Weight (0.0-1.0) | Rating (1-4) | Score (Weight x Rating) | Comment |
|---|---|------------------|--------------|-------------------------|---------|
| 1 | Strength | | | | |
| | High Reputation and Trust | 0.12 | 3.83 | 0.47 | - |
| | Strong Customer Network | 0.12 | 3.75 | 0.45 | - |
| | Digital Technology Infrastructure | 0.10 | 3.25 | 0.34 | - |
| | Professional HR | 0.10 | 3.25 | 0.34 | - |
| | High Liquidity of Third Party Funds (TPF) | 0.10 | 3.25 | 0.34 | - |
| | Amount | 0.55 | 17.33 | 1.93 | |
| 2 | Weakness | | | | |
| | Formal and Complex Credit Process | 0.09 | 2.67 | 0.23 | - |
| | Lack of Innovation in Commercial Credit Products | 0.10 | 3.08 | 0.30 | - |
| | Dependence on Centralized Policy | 0.09 | 2.92 | 0.27 | - |
| | Limited Response to Fintech in Commercial Credit | 0.08 | 2.42 | 0.19 | - |
| | Internal Readiness in Optimizing Commercial Credit Strategy | 0.09 | 2.83 | 0.26 | - |
| | Amount | 0.45 | 13.92 | 1.25 | |
| Total IFAS Weighted Score (Strengths-Weaknesses) | | 1.00 | 31.25 | 3.18 | |

Source: Processed data (2025)

Table 8. External Factor Analysis Summary (EFAS) Matrix

| No | External Factors | Weight (0.0-1.0) | Rating (1-4) | Score (Weight x Rating) | Comment |
|--|---|------------------|--------------|-------------------------|---------|
| 1 | Opportunity | | | | |
| | Growth of the Trade and Services Sector | 0.10 | 3.33 | 0.35 | - |
| | Leveraging Economic Momentum and Strengthening Commercial Credit Risk Selection | 0.12 | 3.75 | 0.44 | - |
| | Government Policy for Economic Recovery | 0.10 | 3.33 | 0.35 | - |
| | Expansion of Strategic Cooperation (business ecosystem) | 0.12 | 3.83 | 0.46 | - |
| | Utilizing Data Analytics for Credit Scoring | 0.11 | 3.42 | 0.37 | - |
| | Amount | 0.55 | 17.67 | 1.96 | |
| 2 | Threat | | | | |
| | Tight Competition From Other Banks | 0.09 | 2.92 | 0.27 | - |
| | Strategic Risk Mitigation against Industrial Threats in Commercial Credit | 0.08 | 2.58 | 0.21 | - |
| | Economic Fluctuations and Interest Rates | 0.09 | 2.83 | 0.25 | - |
| | Strict Regulations from OJK and BI | 0.09 | 3.00 | 0.28 | - |
| | Geopolitical Conditions or Global Supply Chain | 0.09 | 2.92 | 0.27 | - |
| | Amount | 0.45 | 14.25 | 1.28 | |
| Weighted Score (Opportunities- Threats) | | 1.00 | 31.92 | 3.24 | |

Source: Processed data (2025)

Next, there's the IE Matrix, which positions a company's strategic business conditions in a nine-cell display. This tool combines the company's external opportunities and threats with its internal strengths and weaknesses. The process of combining the two total scores obtained from the IFE/IFAS and EFE/EFAS matrices yields the IE Matrix scores shown in Table 9 below:

Based on the IE matrix, the average value of the IFE/IFAS matrix was 3.18 and the EFE/EFAS matrix was 3.24, indicating the position of quadrant I, which indicates that the strategy required by the business of PT. Bank Central Asia Tbk Region V-Medan is Grow and Build. Market strategies that can be carried out by PT. Bank Central Asia Tbk Region V-Medan so that the company continues to grow include intensive strategies (market penetration, market expansion and product improvement) or integrative strategies (backward integration, forward integration and horizontal integration). After identifying strengths, weaknesses, opportunities and threats, the researcher compiled a SWOT matrix to determine the appropriate strategy formulation for PT. Bank Central Asia Tbk Region V-Medan in increasing commercial credit growth. The SWOT matrix in question is listed in Table 10 below:

Table 9. IE Matrix

| Total IFE/IFAS Score | | | |
|----------------------|---------------------|-----------------|---------------------|
| Strong (3.0-4.0) | Moderate (2.0-2.99) | Weak (1.0-1.99) | |
| I | II | III | High (3.0-4.0) |
| IV | V | VI | Moderate (2.0-2.99) |
| VII | VIII | IX | Weak (1.0-1.99) |

Source: Processed data (2025)

Table 10. SWOT Matrix

| IFAS | STRENGTHS (S) | WEAKNESSES (W) |
|---|---|--|
| EFAS | High Reputation and Trust Strong Customer Network Digital Technology Infrastructure Professional HR High Liquidity of Third Party Funds (TPF) | Formal and Complex Credit Process Lack of Innovation in Commercial Credit Products Dependence on Policy Centralization Limited Response to Fintech Penetration in Commercial Credit Internal Readiness in Optimizing Commercial Credit Strategy |
| OPPORTUNITIES (O) | STRATEGY (SO) | STRATEGY (WO) |
| Growth of the Trade and Services Sector Leveraging Economic Momentum and Strengthening Commercial Credit Risk Selection Government Policy for Economic Recovery Expansion of Strategic Cooperation (business ecosystem) Utilizing Data Analytics for Credit Scoring | Increasing reputation-based commercial credit offerings through a relational approach to target business actors in the growing trade and services sector in the Medan region (S1, O1) Leveraging existing customer networks to expand business ecosystem collaboration, such as supply chain financing and investment credit between business partners (S2, O4) Optimizing digital technology and data analytics in the process of assessing and selecting prospective debtors to accelerate and expand the distribution of commercial credit in a targeted manner (S3, O5) Improving HR competency in analyzing creditworthiness comprehensively to capture economic growth opportunities and minimize the risk of problematic credit (S4, O2) Distributing third party funds strategically in the form of commercial credit with national economic recovery policies and government priority sectors (S5, O3) | Simplifying and digitizing commercial credit processes for the growing trade and services sector to accelerate access to financing and increase competitiveness (W1, O1) Develop innovative commercial credit products that are relevant to the needs of partners in the business ecosystem, such as flexible working capital credit or joint project credit (W2, O4) Propose the delegation of commercial credit policies to regions (regional empowerment) to be more responsive to national economic recovery policies that are local and sectoral in nature (W3, O3) Innovate by forming limited collaborations with fintech and adopting a data analytics-based credit scoring system to improve financing efficiency and accuracy (W4, O5) Conduct intensive training and internal restructuring to be more adaptive to market dynamics and able to optimize credit distribution strategies according to commercial risk profiles (W5, O2) |
| TREATHS (T) | STRATEGY (ST) | STRATEGY (WT) |
| Tight Competition from Other Banks Strategic Risk Mitigation against Industrial Threats in Commercial Credit Economic Fluctuations and Interest Rates Strict Regulations from OJK and BI Geopolitical Conditions or Global Supply Chain | Strengthening positioning as a trusted bank by providing personalized commercial credit services, in order to differentiate itself from competitors and maintain corporate customer loyalty (S1, T1) Utilizing a large customer network to diversify the financing sector, so that risks due to economic and interest rate fluctuations can be reduced through a balanced credit portfolio (S2, T3) Developing a digital technology-based early warning system to detect potential increased commercial credit risks due to changes in industry and market conditions (S3, T2) Optimizing HR competency in fulfilling regulations by forming a dedicated commercial credit team that is reliable in compliance and risk governance according to regulatory standards (S4, T4) Selectively allocating high liquidity to domestic sectors that are relatively resilient to geopolitical turmoil and global supply chain disruptions, such as local logistics and manufacturing sectors (S5, T5) | Undertake internal reforms to simplify and accelerate the commercial credit approval process to remain competitive with other banks that offer more flexible and faster processes (W1, T1) Redesigning the priority sector-based commercial credit product portfolio to be more adaptive to industry dynamics, while reducing the potential risk of default (W2, T2) Advocating for a semi-decentralized commercial credit policy within BCA to provide agility in responding to dynamic and frequently changing OJK and BI regulations (W3, T4) Developing a hybrid digital platform capable of integrating fintech features to expand market access, as well as stabilizing the risks of economic fluctuations and interest rates (W4, T3) Increase internal capacity through training and scenario planning to address external risks, such as geopolitics and supply chain, by establishing a dedicated global risk mitigation team (W5, T5) |

Based on the description above, it can be concluded that there are several strategies of PT. Bank Central Asia Tbk Region V-Medan in increasing commercial credit growth . The strategy is implemented using SWOT analysis to determine strengths, weaknesses, opportunities and threats. So that 20 alternative strategies were found that can be implemented through 5 (five) SO (Strengths-Opportunities) Strategies, 5 (five) WO (Weaknesses-Opportunities) Strategies, 5 (five) ST (Strengths-Threats) Strategies and 5 (five) WT (Weaknesses-Threats) Strategies. Furthermore, with the analysis of the QSPM (Quantitative Strategic Planning Matrix) matrix, decisions will be obtained for strategic priorities through the highest TAS (Total Attractiveness Score) value. These TAS values will be added up and obtain the STAS (Sum Total Attractiveness Scores) value. The calculation of the QSPM can be seen in Table 11 below:

Table 11. QSPM Analysis

| No. | Alternative Strategy | Total TAS | Ranking |
|-----|---|-----------|---------|
| 1. | Increasing reputation-based commercial credit offerings through a relational approach to large business players in the growing trade and services sector in the Medan region. | 6.68 | 1 |
| 2. | Leveraging existing customer networks to expand business ecosystem collaboration, such as supply chain financing and investment credit between business partners. | 6.67 | 2 |
| 3. | Optimizing digital technology and data analytics in the assessment and selection process for prospective debtors to accelerate and expand the distribution of commercial credit in a targeted manner. | 6.56 | 3 |
| 4. | Improving HR competency in analyzing creditworthiness comprehensively to capture economic growth opportunities and minimize the risk of non-performing loans. | 6.47 | 4 |
| 5. | Distributing third-party funds strategically in the form of commercial credit with national economic recovery policies and government priority sectors. | 6.12 | 5 |

Source: Processed Data, (2025)

Based on the QSPM analysis results above, the alternative strategy with the highest TAS value of 6.68 is increasing the offering of reputation-based commercial credit through a relational approach to large business actors in the trade and services sector which is experiencing growth in the Medan region. This means that the strategy is considered the most attractive and relevant to be implemented by PT. Bank Central Asia Tbk Region V-Medan because it is able to leverage the strength of strong business relationships with large business actors and seize opportunities for expansion of the leading economic sectors in the region.

5. Conclusion

Based on the results and discussions that have been described previously, there are conclusions in this study including:

- Commercial credit growth factors at PT Bank Central Asia Tbk Region V-Medan include internal factors (credit management policies, HR quality, technology and digitalization, bank reputation, liquidity) and external factors (macroeconomic conditions, government/regulatory policies, industry competition, changes in local industrial structure).
- Porter's Five Forces analysis shows that the threat of new entrants is high (economies of scale, product differentiation, switching costs, capital requirements, government policy), the threat of substitute products/services is high, the bargaining power of buyers is quite high, the bargaining power of suppliers is high, and industry rivalry is very high.
- SWOT Analysis shows that The IFE (3.18) and EFE (3.24) values place BCA in quadrant I (Grow and Build) with an intensive or integrative strategy. Suggested strategies include:
 - Increasing reputation-based credit offerings to large business players in the growing trade and services sector in Medan.
 - Leveraging customer networks to expand the business ecosystem (e.g. supply chain financing and investment credit between business partners).
 - Optimizing digital technology and data analytics for assessing potential debtors.
 - Improving HR competency in creditworthiness analysis.
 - Distributing third-party funds strategically in accordance with national economic recovery policies.

QSPM indicates that the alternative strategy with the highest TAS value of 6.68 is increasing reputation-based commercial credit offerings through a relational approach to large business actors in the trade and services sector which is experiencing growth in the Medan region. This means that this strategy is considered the most attractive and relevant to be implemented by PT. Bank Central Asia Tbk Region V-Medan because it is able to leverage the strength of strong business relationships with large business actors and seize opportunities for expansion of the leading economic sectors in the region.

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