



**OPPORTUNITIES ANALYSIS OF INDONESIAN SHARIA BANK (BSI)
BECOME TOP 5 BANK IN INDONESIA BASED ON ASSET STRENGTH
AND VISION MISSION****Aang Kunaifi¹****Institut Agama Islam Al-Khairat Pamekasan, Pamekasan, Indonesia**angkunaifi@alkhairat.ac.id**Achmad Ali Said²****Institut Agama Islam Al-Khairat Pamekasan, Pamekasan, Indonesia**esy@alkhairat.ac.id**Ahmad Mawardi³****Institut Agama Islam Al-Khairat Pamekasan, Pamekasan, Indonesia**ebis@alkhaurat.ac.id

Abstract

The company's organizational goals can be achieved through several strategies used in determining competitive advantage, namely by using various strategies, namely by identifying the company's internal and external factors, including the role of the workforce or employees. In addition, it also develops product services through digitization that is more flexible and convenient for customers, such as the use of a single system, which means that now Bank Syariah Indonesia has one core banking system, one enterprise data, one bank code code 451, and one financial reporting. under the name Bank Syariah Indonesia (BSI). This study aims to measure BSI's opportunities in achieving the target of becoming the top 5 in the national banking industry. This research is a research with a qualitative descriptive approach. This research was carried out at Bank Syariah Indonesia KCP Molyosari Surabaya, the subjects of this research were the Branch Manager (BM), Micro Relationship and Manager Team Leader (MRMTL), Consumer Bussines Staff (CBS), Customer Service (CS), Branch Operation and Service Manager (BOSM). The data collection method in this study used interviews, observation, and documentation, then analyzed descriptively qualitatively. Through the findings in this study, it is hoped that the right and measurable strategy will be obtained in achieving the target of the top 5 banks in Indonesia.

Keywords: Opportunity, top five, strength of vision, assets, Islamic banking



INTRODUCTION

One of Indonesia's commitments to become a sharia economic power in the world is to strengthen the existence of sharia banking. February 1, 2021, which coincides with 19 Jumadil Akhir 1442 H, is proof of this commitment, namely the merger of Bank Syariah Mandiri, BNI Syariah and BRI Syariah into one entity, namely Bank Syariah Indonesia (BSI). This merger will unite the strengths of the three Islamic Banks to provide more complete services, wider coverage, and have better capital capacity. Supported by synergies with parent companies (Mandiri, BNI, BRI) and government commitment through the Ministry of BUMN, Indonesian Sharia Banks are encouraged to be able to compete at the global level.

The merger of the three Islamic Banks is an initiative to create a Sharia Bank that is the pride of the people, which is expected to become a new energy for national economic development and contribute to the welfare of the wider community. The existence of Bank Syariah Indonesia is also a reflection of the face of Islamic banking in Indonesia which is modern, universal, and provides goodness for all nature (*Rahmatan Lil 'Alamiin*).

PT Bank Syariah Indonesia Tbk. (BRIS) or BSI wants the company to become the top 5 assets in Indonesia. Not only being in the top 5 of assets in Indonesia, BSI also wants to become the top 10 market capital in global Islamic banking. After the process of consolidation into one system, the bank's energy is 100 percent, in sha Allah will be aimed at achieving the vision and mission of Bank Syariah Indonesia, namely to become the top 5 assets in Indonesia and in sha Allah to become the top 10 market capital global sharia banks. Therefore, several parameters or indicators are needed to be prepared to achieve this target.¹

Based on the description above, the author feels interested in researching the vision and mission of BSI, namely becoming the top 5 assets in Indonesia, which we all realize and know that BSI has only been established for one year or was

¹ Adapted from Bank Syariah Indonesia website.. in https://www.ir-bankbsi.com/comporate_history.html accessed on 24th February 2022.



formed from a merger or merger of three state-owned banks including BRI. sharia, BNI Syariah and Bank Mandiri Syariah. Therefore, it is recognized or not that there are many other financial institution competitors, both sharia and conventional, that require BSI to focus on strengthening networks in all Branches, Regions as an effort to build effective business communications. Effective business communication will determine community support in realizing company goals (Kunaifi and Syam 2021). Each BSI personal must synergize with other sharia businesses so that the sharia financial industry will grow even bigger.

Based on the description above, the title is “Opportunity Analysis Of Indonesian Sharia Bank (BSI) Become Top 5 Bank In Indonesia Based On Asset Strength And Vision, Mission”.

RESEARCH METHOD

This type of research is descriptive exploratory research, namely research that tries to explore real life through detailed and in-depth data collection involving various sources of information, namely in the form of interviews, observations, documentation or reports by describing the object of the research case. The research approach uses a qualitative approach (qualitative research), namely data management that is descriptive, argumentative and the application of data which is then analyzed. The qualitative method is research that uses a scientific framework, through the elaboration of data and facts based on ongoing phenomena and is carried out by linking several existing methods (Gunawan, 2020). In this case the researcher conducted direct research at the BSI Surabaya Molyosari sub-branch office.

Informan

Qualitative descriptive research requires informants to obtain the data or material needed, while the informants in this study are Mr. Rahman Suwondo as Branch Manager (BM), Mr. Aris as Micro Relationship and Manager Team Leader (MRMTL), Ms. Eva as Branch Operations and Service Manager (BOSM), Mrs. Ayu Fitria as Costuner Service Representative (CSR) and Customers.

Data analysis

Activities in qualitative data analysis are carried out interactively and continue continuously until the research is complete. Activities in the analysis include data reduction, data display and further conclusion drawing/verification according to Miles and Huberman in (Sugiyono, 2012), to analyze the results of the research, steps are taken -steps as follows:

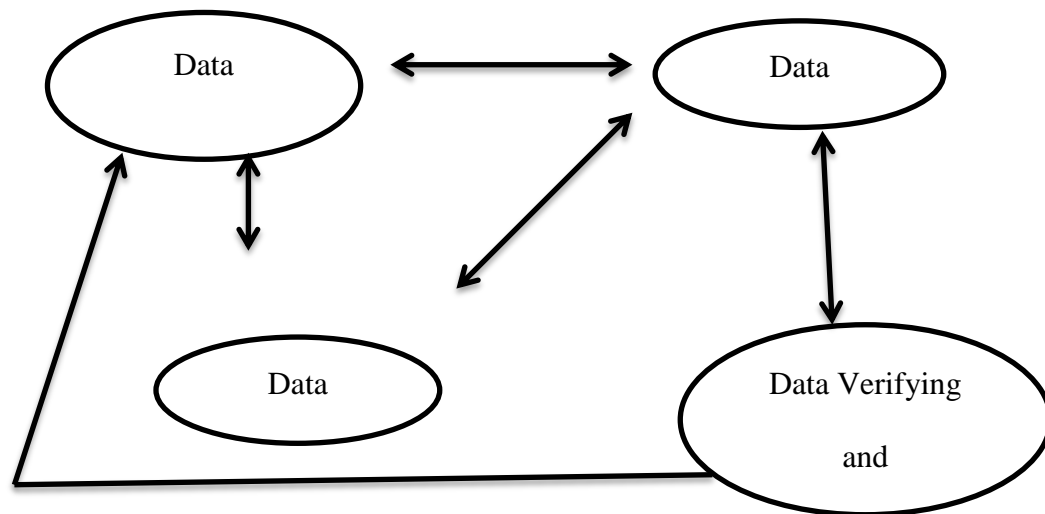


Figure 1
Research Data Analisis
(Source: Miles, Huberman, 1992).

Data Validation

The validity of the data can be obtained by using the right data collection process, one of which is the triangulation process. (Afifuddin, 2009), stated that triangulation is a technique for checking the validity of data that utilizes something other than the data for the purposes of checking or as a comparison of the data. Sugiono (2012), states that the triangulation technique is using different data collection to obtain data from the same data source (Hidayat, 2021).



RESULTS AND DISCUSSION

BSI on history

On February 1st, 2021, which coincides with 19 Jumadil Akhir 1442 H, marks the history of the joining of Bank Syariah Mandiri, BNI Syariah and BRI Syariah into one entity, namely BSI. This merger will unite the advantages of the three Islamic Banks so as to present a more complete service, a wider reach, and have a better capital capacity. Supported by synergies with industrial companies (Mandiri, BNI, BRI) and the government's commitment through the Ministry of BUMN, Indonesian Sharia Banks are encouraged to be able to compete at the global level. The merger of the three Islamic banks is an initiative to create an Islamic bank that is the pride of the people, which is expected to become a new energy for national economic development and contribute to the welfare of the wider community. The existence of Bank Syariah Indonesia which is modern, universal, and provides good for all nature (*Rahmatan Lil 'Aalamiin*).²

The establishment of BSI is proof of the existence of sharia economic and financial developments. The faster the response to Bank Syariah Indonesia, the impact on people's welfare can be felt immediately. In general, sharia banking has the opportunity to improve Indonesia's welfare now and in the future. Indonesia was ranked 10th in 2018, ranked 5th in 2019 and ranked 4th in 2020. Islamic bank assets increased by 10.9% The increase also occurred in third party funds of 11.56% compared to conventional funds of 11.49%. Financing at Islamic banks rose to 9.42%, which was greater than conventional banking at 0.55%. As a form of banking service, Bank Syariah Indonesia must be universal and

² Website resmi Bank Syariah Indonesia. 2021. Dalam https://www.ir-bankbsi.com/comporate_history.html diakses tanggal 24 Februari 2022.



inclusive. This means that banks can serve everyone regardless of religion and belief.

To attract everyone's interest, especially the younger generation, Bank Syariah Indonesia must be able to maximize digital technology (Kunaifi, Fikriyah, and Aliyah 2021). The use of technology can be seen in products and services that are competitive and meet the needs of all consumers. If Bank Syariah Indonesia is able to make this service possible, the younger generation will probably be very interested and choose Islamic banks. Furthermore, Indonesia is the leader of Islamic banking and is increasingly prosperous.

BSI is a bank resulting from the merger of 3 banks, namely BNI Syariah, BRI Syariah and Mandiri Syariah, where this merger is expected to increase the Islamic financial market in Indonesia which has great potential.

Vission and Mission

- a. *Vission: "Top 10 Global Islamic Banking"*
- b. *"Providing access to Sharia financial solutions in Indonesia" Serving > 20 million customers and becoming a top 5 bank based on assets (500T IDR) and book value of 50T in 2025*
- c. *"To be a big bank that provides the best value for shareholders"*
Top 5 most profitable banks in Indonesia (ROE 18%) and strong valuation (PBV>2))
- d. *"Become the company of choice and the pride of Indonesia's best talents" A company with strong values and community empowerment and a commitment to developing employees with a work-based culture.*

President Joko Widodo inaugurated the operation of BSI on Monday, 1 February 2021. BSI is the result of a merger (merger) of 3 state-owned Islamic banks, namely Bank BRI Syariah, Bank Syariah Mandiri, and Bank BNI Syariah. This merger will unite the advantages of the three Islamic Banks so as to present a more complete service, a wider reach, so that they have a better capital capacity. Supported by synergies with holding companies (Mandiri, BRI, BNI)



as well as government commitments through the Ministry of SOEs, Indonesian Islamic banks are encouraged to be able to compete at the global level (Ribhuna, 2022).

The merger of the three banks is an initiative to create an Islamic bank that is the pride of the people, which is expected to become a new energy for national economic development and contribute to the welfare of the wider community. The existence of Bank Syariah Indonesia is also a reflection of the obligation of Islamic Banking in Indonesia which is modern, universal and provides good for all nature (Kunaifi 2016).

The composition of BSI shareholders consists of PT Bank Mandiri (Persero) Tbk by 51.2%, PT Bank Negara Indonesia (Persero) Tbk (25.0%), PT Bank Rakyat Indonesia (Persero) Tbk by 17.4%, DPLK BRI – Sharia shares (2%), and the public (4.4%). Bank Syariah Indonesia has assets of IDR 245.7 trillion. While the core capital is IDR 20.4 trillion. With this amount, this Sharia Bank will immediately enter the top 10 largest banks in Indonesia in terms of assets. Precisely in 7th place. Furthermore, in 2025, the target is to become a global player. The target is to penetrate the top 10 Islamic banks in the world in terms of market capitalization.

In addition, Bank Syariah Indonesia has around 1,200 branch offices and more than 1,700 ATMs (Tiyanto, et.al, 2022). Currently, BSI is in the category of BUKU III banks. His ambition is to be included in the list of BUKU IV banks in 2022.

BSI Assets



PT. Indonesian Islamic Bank Tbk. It has even turned one year after the merger on February 1, 2021. The bank resulting from the merger of three Islamic banks belonging to the Association of State-Owned Banks (Himbara), recorded brilliant performance throughout last year. Based on the publication on Wednesday (02/02/2022), Bank Syariah Indonesia (BSI) recorded assets of IDR 265.29 trillion as of December 2021. This number grew 10.73 percent on an annual basis (yoy).

Meanwhile, the disbursed financing reached IDR 171.29 trillion or grew 9.32 percent yoy. Third Party Funds (DPK) amounted to IDR 233.25 trillion or grew 11.12 percent yoy. The company managed to record a net profit of IDR 3.03 trillion or grew 38.42 percent yoy. Cash coverage grew 14.57 percent yoy, while net financing quality (NPF) was maintained at the level of 0.87 percent or down 0.25 percent yoy.

Besides that, BSI also continues to innovate by presenting Beyond Banking services Experience in One Hand. This is reflected in the performance of the company's digital transactions which shot up over the past year. Bank Syariah Indonesia (BSI) noted that the number of BSI Mobile users reached 3.47 million users or grew 127 percent. The number of transactions grew 169 percent to reach 124.54 million transactions. Meanwhile, transaction volume reached IDR 150.84 trillion or grew 200 percent.

Management said that even though BSI was born in the midst of global economic uncertainty due to the Covid pandemic, the company is here to always build hope and bring blessed benefits. "Today, 1 February 2022, for a year we have endeavored to support the development of MSMEs, maintain the trust of the ummah, and support the development of the sharia financial



ecosystem and the national halal industry. In sha Allah, BSI will become new energy for the Indonesian economy.” Furthermore, Bank Syariah Indonesia (BSI) is ready to run fast to improve services and products for all customers. Bank Syariah Indonesia is ready to become an economic bridge between the Middle East and Indonesia as well as become a global player and the pride of Indonesia.

Focusing on BSI Targets

To achieve this, BSI will focus on five of them:

- a. *Distribution of the future. So Bank Syariah Indonesia will focus on reorganizing the network. Not only moving, reducing, but also changing several branch operational patterns, so that the bank has good efficiency.*
- b. *Digital banking plan. Services for customers are no longer only through branches but through digital.*
- c. *Wholesale and retail banking. This business is the main business of Bank Syariah Indonesia (BSI). Therefore, the company will improve the process, service, price. That way, customers get the best experience.*
- d. *Focus on massive and aggressive Islamic ecosystem. With this focus, the company hopes to be a differentiator between Bank Syariah Indonesia (BSI) and other traditional and conventional banks.*
- e. *Synergy with non-organic. Bank Syariah Indonesia (BSI) realizes that the company needs synergy through non-organic growth and other sharia businesses so that the sharia financial industry will grow even bigger.*

Competitive Advantage Analysis (Saleh, 2021)

Strategic Planning

Aang Kunaefi et al

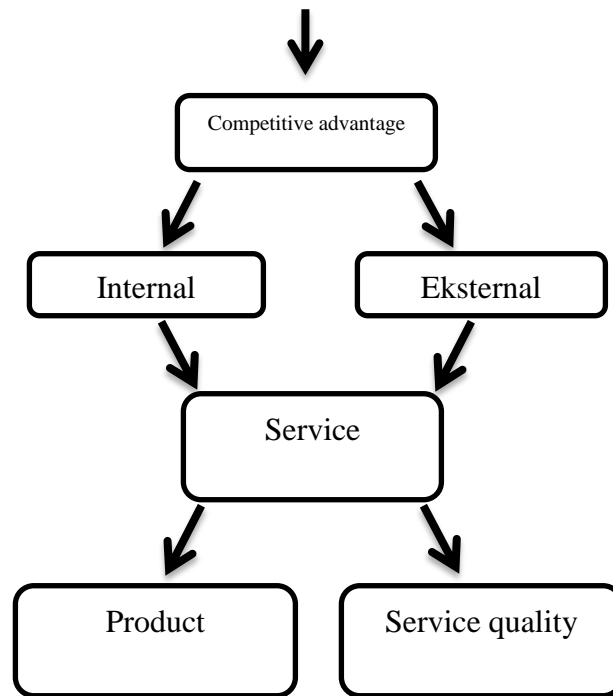


Figure 2
Competitive advantage analisis

Internal and external factors identify

Identification of internal factors and external factors of the company is carried out to find out what strategic factors can influence the formulation of strategies to achieve company goals. The results of the identification of internal factors are used to determine the strengths and weaknesses of the company while the identification of external factors is used to determine the opportunities that are owned and threats to the company. Based on the results of the researcher's interview with BSI Molyosari Surabaya, as follows. Results of interviews with Mr. Rahman Suwondo as Branch Manager (BM). Mr. Rahman stated (Suwondo, 2022):

“Kalau untuk faktor internalnya itu bisa dilihat dari cara pemasarannya, kemudian modal yang dimiliki perusahaan, budaya perusahaan, tanggung jawab karyawan,



kemudian dari teknologi juga terutama yang sangat mempengaruhi daya saing perusahaan”.

Based on the results of the interview above, it can be concluded that the identified internal factors that are considered to be able to influence Bank Syariah Indonesia Surabaya Molyosari Sub-Branch Office to formulate a competitive strategy in the Sharia Banking industry in Surabaya Molyosari are as follows:

Marketing

The results of the interview with Mr. Rahman Suwondo as the Branch Manager (BM). Mr. Rahman Suwondo stated:

"Usually we introduce directly to customers who come to the bank when the customer opens a new account, for example when a customer wants to open a new account, we also introduce existing digitalization service products at Bank Syariah Indonesia (BSI) such as mobile banking and distribute or provide product brochures - financing products that have stated terms and conditions for monthly installments. In addition, we also market our digitization services through social media marketing and search engine marketing."

Based on the interview results above, it can be concluded that the marketing strategy implemented by BSI Surabaya Molyosari is through direct communication and interaction, social media marketing, and search engine marketing. The weakness of this marketing is that not all customers understand how to use and function digitalization services such as mobile banking and the digitalization products offered. This is one consequence.

Capital



Results of interviews with Mr. Rahman Suwondo as Branch Manager (BM). Mr. Rahman Suwondo stated:

"Bank Syariah Indonesia (BSI) is a combination of three Islamic banks, yes, Bank Syariah Mandiri, BRI Syariah and BNI Syariah. So the shares themselves are a combination of the three banks, because BSM is a bigger Sharia Bank so that the share capital is more dominant than BSM".

Capital in the BSI Surabaya Molyosari sub-branch office received back-up from Bank Syariah Mandiri, Bank BRI Syariah and Bank BNI Syariah. This capital strength has a large impact in terms of the ability to cover losses and the ability to make other investments. Nationally, namely at the head office level, BSI has received commitments from a number of government-owned non-profit institutions such as pension funds and other institutions to place their funds in BSI. The existence of this commitment can directly strengthen the strength of capital for Indonesian Sharia Banks (Kunaifi, Handayati, dan Bahri 2022).

Human Resource

Human Resources is the main factor for the sustainability of a company and is the most decisive in measuring the level of success of a company. Results of interviews with Mr. Rahman Suwondo as Branch Manager (BM). Mr. Rahman Suwondo stated:

"The employees of Bank Syariah Indonesia (BSI) are now complete and in accordance with their respective duties and functions."

Based on the results of the interviews, it can be concluded that the human resources owned by Bank Syariah Indonesia at the Surabaya



Molyosari sub-branch office are currently complete and adequate in the development of services at Bank Syariah Indonesia (BSI). Besides that, Bank Syariah Indonesia has prepared additional training from internal BSI to produce competent personnel such as training seminars, short, medium and long term workshops held by the company in order to improve the quality of its human resources..

Corporate Culture

BSI Surabaya Molyosari uses Islamic values in its management aspects. The spirit that is built as a shared value is a business activity based on friendship that is not only profit oriented. Regardless of the result, all stakeholders will consider it a blessing because it is part of worship to God. Results of interviews with Mr. Rahman Suwondo as Branch Manager Mr. Rahman Suwondo stated:

"Bank Syariah Indonesia (BSI) is a Sharia bank that is clearly based on Islam, so God willing, all of its employees are also Muslim. And for all work activities always use sharia principles.

Technology

So far in terms of technology, Islamic banking is still very behind when compared to conventional banks. The results of the interview with Mr. Rahman Suwondo as the Branch Manager of Mr. Rahman Suwondo stated:

"As can be seen nowadays, it is already sophisticated, now Bank Syariah Indonesia (BSI) does not want to be left behind by other banks, so the formation of Bank Syariah Indonesia (BSI) is one way to be able to improve the quality of its services, especially in terms of digitalization, As for here, Bank Syariah Indonesia (BSI) in Molyoari Surabaya itself can be said to be equipped and sophisticated in technology, and in some big cities, Bank Syariah Indonesia (BSI) is not left behind in terms of technology from other banks."



BSI has started implementing and utilizing existing technology as a form of service that can facilitate customers in choosing products offered by BSI Surabaya Molyosari Sub-Branch Office, namely by starting new innovations by presenting digitization-based products to be able to compete with other banks and even better in the future.

New entry competitors

Mr Rahman suwondo stated:

"As I said earlier, today's era is sophisticated, you could say generation Z and people now want things to be easier and less complicated. For this reason, Bank Syariah Indonesia (BSI) is also trying to make developments in its digitalization services. Especially now that there are many financial technology companies that are developing, not to mention other banks that are making new innovations in developing their digitalization services."

This phenomenon makes it possible for other Islamic banks and conventional banks to offer more potential digitization products from BSI Surabaya Molyosari Sub-branch Office. This possibility can come from existing Islamic banks or the emergence of new Islamic banks.

Rivalry among existing Firms

Rivalry among competitors takes the form of a race for a favorable position in the industry. Competition can occur because one or more of the industry players feel pressure or see an opportunity to improve their position. Currently, there are 13 (thirteen) banks in the banking industry in Surabaya Molyosari consisting of Bank Mandiri, Bank Rakyat Indonesia (BRI), Bank Jatim, Bank Mega, PT Bank Maybank, Bank Central Asia (BCA), Bank Bukopin KCP, Bank BTN, CIMB Niaga, Bank Danamon, Bank Permata, Bank Benta, and Bank Syariah Indonesia (BSI). The focus of discussion in this



research is competition in the banking industry which is limited only in digitalization product services. In this case Mr. Rahman Suwondo stated that:

"Compared to digitization products from other conventional banks such as BCA, Bank Syariah Indonesia (BSI) is still in the process of developing or transitioning, because like BCA and other banks, they have already implemented their digitization services and it is impossible not to have errors in their digital network. For this reason, so that Bank Syariah Indonesia (BSI) is not left behind by other banks, Bank Syariah Indonesia (BSI) has also begun to develop digitization services which hope that in the future it will be better than other conventional banks, such as the vision and mission of Bank Syariah Indonesia (BSI), which is to become Number 1 Islamic bank in Indonesia and can compete with other countries.

To respond to digitalization product services owned by other financial institutions so that Bank Syariah Indonesia (BSI) becomes the company of choice and the pride of the best talents in Indonesia and becomes the Top 5 most profitable banks in Indonesia in accordance with the vision and mission of BSI, then Branch Office carried out the following strategy:

Maintaining Market Share

To retain existing customers, Bank Syariah Indonesia (BSI) Surabaya Molyosari Sub-Branch Office always pays close attention to the strategies pursued by competitors and then imitates them by providing several advantages not offered by competitors. The advantage in question is creating innovative digitalization product services that are different from other financial institutions. For example, adding product features that other financial institutions do not have, such as gold savings and gold installments.

Attracting New Customers from Conventional Banks



New customers according to the identification made by Bank Syariah Indonesia (BSI) Surabaya Molyosari Sub-Branch Office can be categorized into 2 (two), namely customers with rational economic considerations and customers with emotional-spiritual considerations, namely religious factors. The first type of customer withdrawal process is carried out by providing flexible and cost-saving services as well as good time efficiency. For the second customer, this is done by providing digitalization product services for Muslim friends through the features found in mobile banking (Wulandari, et.al, 2020).

Adding Product Lines

The strategy of adding a product line is derived from the financial strength of Bank Syariah Indonesia (BSI) Surabaya Molyosari Sub-Branch Office regarding making new investments. This is in accordance with the theory of increasing turnover through a diversification strategy. (Saputra, Kunaifi, and Azizah 2021)

Digitalization service

1) *Product Development*

The product development strategy is part of an intensive strategy, namely a strategy that requires in-depth efforts to increase the company's competitive position by modifying or improving existing services or products. The results of the interview with Mrs. Ayu Fitria as Customer Service. Bak Ayu stated (Fitria, 2022):

"In developing products, Bank Syariah Indonesia (BSI) will provide a paylater feature to complement the digital services contained in BSI mobile. Apart from that, we also have pawn and gold installment features. So customers can pawn and repay gold via mobile banking, BSI also provides Islamic features such as prayer times, Qibla



direction, zakat, alms, and many other features, for complete details, you can see directly through the mobile banking application.

Based on the interview results above, it can be concluded that the digitalization product development strategy at Bank Syariah Indonesia (BSI) is to create product differentiation that focuses on innovating features contained in mobile banking, especially sharia-based digitalization services..

2) Improving *service* quality

Service quality is a form of consumer assessment of the level of service received and the level of service expected. Improving the services of a bank company is a real way to win services and retain customers. The results of the interview with Mrs. Ayu Fitria as customer service. Ayu's mother stated:

"So if now there is such a thing as a digital banking bot, so tellers will no longer be able to serve customers, for example in saving, cash deposits or cash withdrawals, customers don't need to queue at the teller, customers only need to fill out forms themselves via tablet. provided by Bank Syariah Indonesia (BSI), the teller's job is only to provide explanations or advice if there are problems or things that need to be asked by the customer. In addition, the innovations that have been carried out are strengthening mobile banking services so that they become super apps that can meet all customer needs.

Based on the results of the interview above, it can be concluded that the strategy of Bank Syariah Indonesia (BSI) Surabaya Molyosari Sub-Branch Office in improving the quality of its services is to utilize technology by using digitalization services and strengthening mobile banking by adding features needed by customers so that it becomes a



super application that can fulfill all the needs of nasabah. Innovations used by Bank Syariah Indonesia (BSI) in improving service quality by providing digitization services in the form of (BSI, 2021):

- 1) *BSI Qris, which is a transaction service by scanning a QR code that uses Bank Indonesia's QR code Standard Indonesia (QRIS).*
- 2) *BSI Cardless withdrawal is a cash withdrawal feature without a BSI ATM card or Indomaret outlets throughout Indonesia using mobile banking services.*
- 3) *BSI Aisyah is a chatbot developed by utilizing Artificial Intelligence Technology and machine learning. Aisyah utilizes chat platforms and provides services to Aisyah's followers, with the millennial segment. The value proposition offered is simple, personalize, familiar. It will also help provide information on the latest products, services and promos from Bank Syariah Indonesia.*
- 4) *BSI NET is an internet banking service launched by BSI to make it easier for its customers to carry out various financial transactions in real-time.*
- 5) *BSI Jadi Berkah.id is a crowd-funding platform for zakat, infaq, shadaqoh and waqaf.*
- 6) *BSI Merchant Business is a service provided by banks to customers who have a business to provide convenience for ATM debit card payment transactions to their customers.*
- 7) *BSI API Platform is an API-based digital capability that provides convenience, speed, security for integrated BSI financial service needs*



throughout the digital business ecosystem that is currently developing.

- 8) *BSI Smart Agent is a selling service (financial services without an office in the context of financial inclusion) BSI provides banking services or other financial services not through an office network, but through collaboration with other parties supported by information technology facilities.*
- 9) *Know Your Customer-Biometric, which is a more effective and efficient online savings opening service without the need to come to the office.*

The results of an interview with Mrs. Lutfiah Nur Rumiya as a customer of Bank Syariah Indonesia Surabaya Molyosari Sub-Branch Office stated (Luthfia, 2022):

"In my opinion, with Mobile Banking, it will be easier for me if I want to transfer or check balances, I don't need to go to the bank. If it's easier to top up credit or top up for electricity, you can do it directly from M-Banking. Apart from that, it is also equipped with a very useful prayer schedule and juz amma feature. Moreover, at BSI there are Hajj savings as well."

Based on the interview above, it is known that BSI Surabaya Molyosari Sub-Branch Office has digitization services such as Mobile Banking which makes it easier for its customers to make transactions anywhere and anytime.

CONCLUSION

Based on the results of the analysis and discussion, several conclusions can be drawn as follows:



1. Factors that can make BSI competitive advantage into the top 5 (top five assets) in Indonesia based on the strength of assets and vision, namely the strengths and weaknesses of the company. The strengths of BSI Surabaya Molyosari include: large financial capital and a good service culture that reflects work principles in accordance with Islamic sharia. Apart from that, it is also the quality and quantity of the HR sector that is considered to be able to run well. In addition, the technology used is more practical, effective and efficient. In this case, the opportunity for BSIbranch Office is to have a promising market share, besides that there is information technology that is growing, the emergence of filtech companies can make it easier for BSI to develop its digitalization products. The potential threat of Indonesian Islamic banks is that information technology is rapidly increasing which can make competitors switch to developing better digitalization product services. The emergence of financial technology can also be a threat to Indonesian Islamic banks if one day there will be Islamic banks that work with fintech by establishing digital banks specifically without constructing physical buildings.
2. The strategy of competitive advantage through digitizing product services for the Indonesian Islamic bank KCP Surabaya Molyosari has been going well in terms of fulfilling services for increasingly digital customer needs. This can be achieved by developing new products, increasing product or service quality, and increasing access to a wider market.

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