



THE UTILIZATION OF VRIO ANALYSIS TO MEASURE SUSTAINABLE COMPETITIVE ADVANTAGE AT BANK BTN COMPONENTS

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Abstract

This research aimed to analyze Bank BTN's internal resources based on the conceptual framework of Valuable, Rareness, and Inimitable, and Organized by the framework of grounded theory and the Gioia method. The Primary data was obtained from internal Bank BTN as the unit of analysis. Data was sourced from the interview results with informants chosen by researchers. In addition to primary data, this study also combined secondary data sourced from company documents and reports. The categorical analysis uses to parse interview data and find internal resources which spotted Bank BTN's competitive advantage. This research has discovered four dimensions of a company's competitive advantage: strategic financial capital, strategic human resources capability, strategic business innovation, and business sustainability. The majority of categories still classify as a temporary competitive advantage.

Keywords: Grounded Theory, Gioia Method, Resources Based View, VRIO, Sustainable Competitive Advantage.

INTRODUCTION

The impact of the Covid pandemic on the macroeconomy is quite significant, particularly on the banking sector in Indonesia. Although the performance of banking intermediation still shows positive developments, its growth has slowed slightly. Some business actors hold back expansion, hampering bank lending in 2020. Apart from being caused by external factors, the slowdown in lending also causes by relatively high average bank lending rates. The deceleration can show from the credit growth rate starting from 2018 with 11.75 per cent (y-on-y), 6.08 per cent in 2019, and until the end of December 2020, which experienced a contraction of minus 2.7 per cent. In addition, the slowdown in bank credit also causes by the issue of banking caution in distributing credit along with indications of an increase in non-performing loans (NPLs), namely 2.37 per cent in 2018, 2.53 per cent in 2019, and increased to 3.06 per cent in 2020.

In contrast, the increase in NPLs is due to delays in business activities, reduced working hours, to termination of employment, which highly impact decreasing purchase power and capacity to pay. The intermediary function can then reflect from the Third Party Funds (DPK), which collect by the banking industry and shows an increasing trend. One of the factors increasing the third Party Funds is the segment of people who have savings prefer to save their funds and postpone investment and other consumption, starting from 2018,

which is 6.45 per cent (y-on-y), 6.54 per cent in 2019, and 11.10 per cent in 2020. The need for banking liquidity mirrors the Loan Deposit Ratio (LDR) indicator. In 2020, the LDR was 82.54 per cent or lower compared to the end of 2019, which was 93.64 per cent. Third-Party Funds are not maximally absorbed in the form of loans.

Furthermore, banking profitability shows a declining trend when it was viewed from an increase in the Return on Assets (ROA) indicator from 2.44 per cent in 2019 to 1.59 per cent in 2020. Profits have decreased due to restrictions on credit realization due to Covid-19, where the focus of banking is on relaxation in the form of restructuring; this could be reflected in the decline of credit realization and the decline in LDR. BOPO (Operating Costs and Operating Income) has increased due to costs in handling Covid-19 and CKPN (allowance for impairment losses).

After the economic slowdown in 2020, it is expected in the following year, 2021; there will be an emergence and recovery that will lead to positive growth of the economy, the Coordinating Ministry for the Economic Affairs (Kemenko Per Ekonomi, 2021) has been forecast that Indonesia's GDP will grow from the range of 4, 5 per cent to 5.3 per cent. However, there are still several risks that could affect this growth in 2021, namely downside risk, there is an imbalance in the distribution of vaccines and global economic recovery, as well as from the domestic side, risks arise from the financial sector due to the high demand for restructuring credit reflected in Loan at Risk (LAR) which increased by 135 per cent. LAR was only recorded at 9.33 per cent in December 2019 and overgrew to 23.38 per cent at the end of 2020.

And the optimism data was conveyed by the World Economic Outlook (2021), which declared that after global growth attracted 3.3 per cent in 2020, the global economy would advance to 6 per cent in 2021, moderate would be 4.4 per cent in 2022, this global economy certainly raises up but in slow recovery which Varies in each country amidst to the high uncertainty. The challenges for the Indonesian economy in 2021 are still tough, but on the other hand, this could be an opportunity that can exploit. The prospects related to global economic improvement in 2021 were issued by the IMF and the World Bank, which brought opportunities for Indonesia's economic growth in the future.

This economic slowdown was also affecting Bank BTN's performance. However, the commission in 2020 has improved the growth trend has slowed down from previous years, this creates a challenge for Bank BTN to achieve its vision of becoming the Best Mortgage Bank in South East Asia in 2025. In 2020 Bank BTN posted a profit that exceeded the set

target by growth reaching 655.71 per cent compared to last year's position (profit in 2019 amounted to IDR 209 billion because part of it was reserved for CKPN (allowance for impairment losses) in 2020 based on the implementation of PSAK 71. While third-party funds also soared by more than 23.78 per cent compared to last year, assets grew by 15.85 per cent and credit amidst the uncertain conditions for business activity slowed but still grew by 1.68 per cent. The NPL is far better than in 2019, which is still maintained at 4.37 per cent. The trend of ROA and ROE decreased because the increase of NPL and BOPO still burdens both; BOPO increased due to the formation of allowance for impairment losses which cost relatively high. As a whole, LDR, ROA, ROE, NIM, and BOPO are well maintained.

The financial performance during 2020 was full of challenges and opportunities; when Bank BTN plans to achieve its vision, these challenges and opportunities will undoubtedly arise on both external and internal sides of the company. Bank BTN needs to adjust to new normal conditions, survive and excel in global economic uncertainty and this pandemic. Quoted from David & David (2015) argues that companies capable of continually adapting to external changes will have a sustainable competitive advantage which is also in line with Jacobs & Maritz (2019), who found that organization has the adaptive capacity and fast response to crises. Therefore, its adaptability will strengthen its competitive strategy and boost performance (Chryssochoidis, Dousios & Tzokas, 2016).

The performance of Bank BTN can be affected by the influence of external factors such as the uncertain world economic situation, declining commodity prices, weakening of the rupiah in the exchange rate, predictions of tight liquidity resulting from the widespread issuance of state bonds to cover the state budget deficit, as for internal factors it can also be influenced by portfolio funding which high-cost funds still dominate, credit quality which affected by the decreased in purchase power due to sluggish economy, technology development which is still in progress, increased operating expenses or the strategy is not by the current situation. We need an appropriate method to achieve the goals of an organization. For example, a procedure created to meet consumer satisfaction. Not only that, but sometimes the plans they choose differ from expectations. That causes poor implementation or wrong methods. It is also because of the VUCA climate (volatility, uncertainty, complexity, and ambiguity) that lead the strategy becomes invalid very quickly. This new average era has resulted in a shift in human behaviour, such as a stay-at-home lifestyle, working virtually, work from home, which increases digital acceleration; the emergence of

these changes also brings challenges and business opportunities (Consumer Behavior New Normal After Covid -19, 2020).

The results of research conducted by Anichiti & Butnaru (2020); Do & Mai (2020); Baia, Ferreira & Rodrigues (2019) states that organizations with superior performance need to catch up with market changes. The research related to sustainable competitive advantage in achieving vision has been conducted by Kantabutra (2020), Miotto, Feito & Gonzales (2020), Karman & Savaneviciene (2020), and Jacobs & Maritz (2020). Although these studies talked about adaptation and sustainable competitive advantage, the author wants to examine further strategic research to justify the change in the context of sustainable competitive advantage and achieving the vision.

This research aims to reveal the strategic design used as business practices at Bank BTN through VRIO analysis (Barney, 1991). The analysis results would become a measurement of the capacity of Bank BTN's resources to face the challenge of new normal conditions. The research results could be an insight into Bank BTN's management, so they would not only be able to adapt but also have a sustainable competitive advantage to achieve their vision of becoming the Best Mortgage Bank in South East Asia for the year 2025.

LITERATURE REVIEW

The strategy could be an exclusive action to win the competition. Strategy is a potential action requiring top management decisions and considerable company resources. The strategy has the objective key in gaining a competitive advantage, which aims to achieve the long-term goals of the Indonesian Ministry of Economy (2021). Corporate strategy refers to a theory on how to gain a competitive advantage as well as good strategy is a tactical way capable of generating profits (Jacobs & Maritz, 2020). Quoted from Barney & Hesterley (2017) defined the strategy as a specific action to achieve the goals decided with systematic planning.

The importance of company adaptation to the changes is closely associated with the strategic management process. Companies require this adaptive strategy by changing the way companies operate to a market-oriented company that focuses on directed actions to the market, along with justifying with competitor businesses that grow faster than competitors (Nguyen, 2016); Anichiti & Butnaru, 2020; William & John, 2018). Internally optimizing resources with adaptive and agile capacities, possessing dynamic capabilities to create opportunities and produce sustainable innovation performance. Adapt effectively to change

by continuously monitoring external events and trends so that changes will be timely controlled (Anichiti & Butnaru, 2020). A successful organization effectively manages change and continues to adapt to its bureaucracy, strategies, systems, products, and culture to survive threats. It has the strength to win the competition (Wheelen et al., 2018; Ion & Criveanu, 2016). Adaptation strategies in response to the economic crisis include externally directed actions that directly effected to the market and internally directed activities such as an internal action directed the changing the structure, process, system, or the use of resources within the organization (Karman & Savaneviciene, 2020; William & John, 2018).

With sustainable competitive advantage and consistent growth, business organizations must focus on the activities presented in financial reports and on perspectives outside financial reports, such as working conditions, ethics and innovation (Shen et al., 2020). Selection and allocation of resources, social norms, corporate beliefs and expectations are important. Companies with scarcity, a combination of resources (human abilities and intellectuals), and the capacity of managers to make decisions will gain a competitive advantage and superior performance (Do & Mai, 2020).

Based on Rosmadi (2021), the appearance of competition consists of four elements. Those four elements are competitive companies, ambitious companies and companies interested in creating competition with business similarities, market proximity, scarcity and price wars and innovation. Kantabutra (2020) explains that a vision with sustainable content attributes a vision that is brief, clear, future-oriented, stable, challenging, abstract and inspiring, as well as satisfies stakeholders. There are pressures in the economic environment, such as demands for innovation, social and ecological care, and environmentally friendly products. An organization must have ambidexterity to pursue sustainable performance improvements (Polook, Williams, & D'Adderio, 2022).

Sustainable competitive advantage is based on competition formed because of the elements that build it. Anichiti & Butnaru (2020) stated that companies with similar businesses likely compete in facing consumers and regulators. Companies are interested in creating competition, market proximity, scarcity, and those performed to develop a sustainable competitive advantage for a company. Companies need to value themselves with competitive advantages, such as building ethics, maintaining social norms, innovating, allocating resources, having scarcity, skills, and knowledge from human resources, having a future-oriented vision, and inspiring to innovate. Concerned social and ecological products are environmentally friendly and can ambidexterity. Ambidexterity is an organizational

capability which dynamically explored and exploited to balance short and long-term goals. Goals are sustainability-oriented, increasing flexibility so organizations can strengthen their competitiveness and generate long-lasting performance. Having responsiveness and competitiveness to markets and culture, adopting information technology and building the reputation and legitimacy of society.

Banking institutions in Indonesia must adapt to the emergence of financial technology, which must be used as a threat and opportunity. Financial technology is a phenomenon that should embrace to increase economic growth and prosperity (YuSheng, & Ibrahim, 2020). The problems and challenges faced by participatory (Islamic) banking have been studied by Hunger & Wheelen (2020), with the results stating that there is a strategy to increase the development of participatory (Islamic) banks. The research through mixed methods, namely qualitative and quantitative, by the use of SWOT analysis and ANP (Analytic Network Process) had results that the main strength of Islamic Banks is the existence of a Sharia Supervisory Board in the internal Participatory Banks. They are products with low competitiveness (the majority in Murabahah). The foremost opportunity is significant support from the government, and the threat is the need for separate laws for participatory banks. The significance of this research is also a reference for regulators in formulating appropriate policy strategies to increase the market share of participatory banks.

The future development of the participatory banking industry from the strategic viewpoint of the participatory banking situation itself (Maryanti, Hussein & Ratnawati, 2020). The research method used was the SWOT model with PEST analysis (political, economic, social and technological) and Porter's five forces analysis. These results confirm that SWOT generates promising alternative strategies with tactical options for the future. The supply of human resources is also crucial for developing the participatory banking industry because it requires many people to work in the banking sector. The connection between the application of SWOT analysis towards the achievement of competitive advantage (Oukili & Hamiche, 2020). Conduct this research towards six banks. Three were government banks, and the others were private commercial banks. Research methods used qualitative and quantitative. And the results show that the banking industry has become competitive because there is an advance in the information technology revolution, rapid changes in the business environment, liberalization of the global business market economy, and so on. Thus, to achieve competitive advantage in a competitive market, sample banks need to carry out a

SWOT analysis on an ongoing basis to identify their strengths, opportunities, weaknesses, and threats.

Competitive Advantage

Elicited from David & David (2015), competitive advantage can be defined as everything a company does that can compare to competitors. Kainama (2022) describes that to gain a sustainable competitive advantage with consistent growth, business organizations need to centre on activities presented in financial reports. Moreover, they also need to focus on perspectives outside financial reports, such as working conditions, ethics and innovation. And remember to mention the role of selection and allocation of resources, social norms, corporate beliefs, and social expectations.

Baia, Ferreira & Rodrigues (2019) explains that companies with scarcity, a combination of resources (human abilities and intellectuals), are the capacity of managers to make decisions to boost competitive advantage and superior performance. The emergence of competition according to Johnston & Sherman (2021) could be stated that competition is formed by four elements that build it, namely competitive companies, ambitious companies and companies that have an interest in creating competition which then has business similarities, market proximity, scarcity and price wars and innovation.

Kantabutra (2020) states that the vision has a content of sustainability. An organization will be effective if it has the attributes of a vision that is concise, clear, future-oriented, stable, challenging, abstract, and able to inspire and satisfy stakeholders. Kainama (2022) states that because of pressures in the economic environment, such as demands for innovation, social and ecological care such as environmentally friendly products, and pursuing sustainable performance improvements, an organization must have ambidexterity capabilities. Ambidexterity is an organizational capability that is dynamically explored and exploited to balance short-term and long-term sustainability-oriented goals and increase flexibility so that organizations can strengthen their competitiveness and produce sustainable performance.

Do & Mai (2020) state that high-performing organizations improve organizational performance and maintain responsiveness and competitiveness in the market, using quality management components, execution-oriented and long-term, continuous improvement, and quality human resources. , leadership, accountability, learning process, and culture. The importance of adopting information technology as a form of service innovation, in the form

of process innovation and product innovation (Chen & Tsou, 2007). It requires the support of information technology infrastructure, strategic alignment, management processes, and organizational structures that support these innovations to increase the company's competitive advantage. According to Zhou, Brown & Dev (2009), the orientation of customers and competitors emphasizes customers who are sensitive to price, the need for innovation and market differentiation. Innovation and differentiation advantages lead to greater market performance, such as perceived quality and customer satisfaction which results in higher financial performance, such as profit and market share.

According to Miotto, Feito & Gonzales (2020), reputation and legitimacy are intangible assets which are key factors for gaining a sustainable competitive advantage. Jacobs & Maritz (2020), the main capability for organizations in a dynamic and changing environment is ambidexterity. Ambidexterity is the ability to exploit to improve and optimize current business operations while simultaneously exploring new things and innovations to prepare for tomorrow's market. With ambidexterity, companies can improve short-term performance that can be sustained in the long term due to the dual focus on current and future market opportunities, resulting in potentially sustainable performance.

The synthesis of several studies on sustainable competitive advantage above, based on competition, is formed because of the elements that build it. There are actors, which in this case are companies that have the same business, those who judge the competition, in this case, consumers and regulators. Those with a stake in creating competition, market proximity, and scarcity. For a company to have a sustainable competitive advantage, it must have something in particular that it is capable of: comparing with competitors, building ethics, maintaining social norms, innovating and allocating resources. Companies must have scarcity, human ability and intellect, have a future-oriented vision, inspire innovation, care socially and ecologically, such as environmentally friendly products, and have the ability to ambidexterity. Ambidexterity is an organizational capability that is dynamically explored and exploited to balance short-term and long-term goals and is oriented towards corporate sustainability. Increasing flexibility so that organizations can strengthen their competitiveness and produce sustainable performance. Having responsiveness and competitiveness to markets and culture, adopting information technology and building the reputation and legitimacy of society.

METHOD

Researchers used grounded theory as a research framework because grounded theory is a practical method for conducting research that centres on interpretive processes by analyzing the actual meanings and concepts used by social actors in current conditions (Giovanni, 2018). Thus, using grounded theory as a research framework is appropriate, representing the actual conditions of the unit of analysis. Thus, the VRIO concepts and strategies found will be more reliable with the actual conditions of Bank BTN. The implications of grounded theory for Bank BTN's VRIO strategy, which is based on RBV theory, have been performed in several stages to discover the VRIO aspects of Bank BTN through the method of Gioia et al. (2013), can write as:

Table 1. Stages of Discovering VRIO Aspects

Stage	Process
1	Conduct literature reviews in scientific journals to search for critical points related to VRIO aspects as an assessment in the banking industry based on RBV theory.
2	Preparing an interview protocol based on previously obtained VRIO critical point assessment items.
3	Collecting data (data selection) through the interview method.
4	Compile transcripts of interview results from sources.
5	Reducing residual information or unrelated information obtained from the interview process and rearranging the information that can use in interview transcripts.
6	The first stage of the coding process focuses on 1 st order analysis, such as finding information saturation points in the results of interview transcripts obtained from vital information and maintaining data reliability, as well as increasing the number of sources needed as part of the data triangulation process to maintain the validity of the data used.
7	The second stage of the coding process focuses on 2 nd order analysis, which is the first stage of categorical analysis. The categorical analysis provides a category for each find in the 1 st order that has similarity or is in the same theoretical dimension.
8	The third stage of the coding process focuses on aggregate dimension analysis, and the second stage is categorical analysis. Aggregate dimensions are the crystallization process of findings at the 2 nd order analysis stage, which is a concept found empirically as a form of Bank BTN's VRIO strategy development. The

	direction of aggregate dimensions results has theoretical and practical implications for RBV theory.
9	Interpret the results of aggregate dimensions using induction and deduction. Interpretation by induction, namely through discovering concepts obtained from the interview results. Meanwhile, the deductive interpretation is intended to develop RBV theory in the form of the VRIO framework at Bank BTN.
10	Develop a VRIO framework for Bank BTN.

Source: Researcher (2022)

The unit focus of this study was PT Bank Tabungan Negara (Persero) Tbk (Bank BTN), whose head office stated at Menara Bank BTN Jl. Gajah Mada No. 1 Central Jakarta 10130. The unit of analysis was a State-Owned Enterprise in the form of a limited liability company engaged in banking financial services, with the core business serving and supporting housing sector financing through three main products, personal banking, business, and sharia. The research conducted the main unit of analysis is the Head Office, and the embedded units of analysis are the Divisions, Regional Offices and Branch Offices. The research has been centred on research relevance, namely conducting a study on the company's competitive advantage, internal competency capabilities and company resources as the framework of sustainable competitive advantage in achieving the vision.

This research copes with places, activities and people involved in the research domain, which in head office under the director of commercial banking, consumer banking, distribution network, chief credit officer, IT & operations, finance & treasury, strategy, compliance & risk, human capital strategy, corporate secretary, internal audit, sharia business, regional offices and branch offices. Based on Neuman (2019), qualitative data comes in various forms, such as photos, maps, open interviews, observations, documents, etc. The author collects primary data from in-depth interviews with key informants who understand the current issue studied, observe and direct involvement from the author on the activities in the unit of analysis.

Researchers conducted several interviews with members of the company. To maintain consistency, the researcher conducted all interviews. The researcher asked all informants to speak collectively (using a representative voice for Bank BTN). The researcher used semi-structured interviews at the beginning to provide the widest possible scope for data collection. The initial interview protocol was largely standardized across the information.

This interview involves questions about the company's values, resources and how it is managed within the company. The researcher then recorded the information provided by the informants and transcribed it. Secondary data is used in the form of internal data analysis such as company financial reports, company business plans, internal discussions and observational data that focus on research problems, then external data from the literature, articles, and journals, as well as data gathered from the Financial Services Authority, Ministry of Finance, Ministry Coordinator of Economics, Finance and Industry, Ministry of Public Housing, Bank Indonesia, workshops, webinars and analysis of economic observers. The sources of data and information come from highly credible institutions in terms of quality and validity so that the authors could guarantee the quality of data and information submitted.

This study uses a homogenous sampling method to determine the sample in the study. Homogeneous sampling is a purposive sampling technique that aims to obtain a homogeneous sample; that is, a sample whose units (e.g. people, cases, etc.) share the same (or very similar) characteristics or traits (e.g., groups of people who are similar in terms of age, gender, background, occupation, etc.). Homogeneous samples are often selected when the research questions are aimed specifically at the characteristics of a particular interest group, which are then examined in detail. This study uses a homogenous sampling method to gather information related to the unit of analysis in detail from samples that occupy key positions in the unit of analysis. As a result, six samples were obtained as respondents in this study, as follows:

Table 2. Profile of Respondents

No	Name	Position/Title
1	Respondent 1	CBC Manager for Central Java Region
2	Respondent 2	Developer (Ex BTN)
3	Respondent 3	Head of Sub Branch KCS Karawang
4	Respondent 4	Associate Auditors
5	Respondent 5	Head of Regional Business Control RO 3 Wil East Java

6	Respondent 6	Regional Retail Lending & SME Business Head RO 3 Wil Jawa Timur
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Source: Researcher (2022)

FINDINGS AND DISCUSSION

Valuable of Bank BTN

In aggregate strategic financial capital, the aspect of financial capability is considered to have characteristics of a valuable resource. The financial capacity (financial capability) owned by Bank BTN is considered valuable because its financial capacity owned by Bank BTN is also supporting the company's performance improvement.

Regarding aggregate strategic human resource capability, aspects of human resource competency, human resource as a strategic partner and human resources governance are considered to have a value of resource characteristics. The human resource competencies owned by Bank BTN are valuable because they have good competence and knowledge about the banking sector. The aspect of human resources as a strategic partner owned by Bank BTN is considered valuable because Bank BTN sees these human resources as an important asset that should be maintained, developed, and managed through the company's internal policies and programs. Bank BTN has managers who are adjusting to the competitive environment. Meanwhile, aspects of human resource governance owned by Bank BTN are valuable because the job assignment mechanism is properly implemented and evaluated, resulting in maximum employee performance.

Aspects of business alignment and technological transformation in the aggregate strategic business innovation are considered to have valuable resource characteristics. Business alignment (business alignment) carried out by Bank BTN is considered valuable because the company's products and services are aligned with company goals, thus encouraging the achievement of company goals, as well as integrated business units and supporting units of Bank BTN, thus encouraging the smooth running of the company's business processes. Meanwhile, aspects of technological change owned by Bank BTN are worthwhile because technology is required to support and accelerate the company's business processes.

Aspects of market development and business impact in aggregate business sustainability are considered to have valuable resource characteristics. Market development performed by Bank BTN is valuable because Bank BTN carries out massive marketing

activities through various communication channels. Meanwhile, the aspect of business impact owned by Bank BTN is considered worthy because the marketing activities that carried out in the form of good corporate image, besides that there is an increase in company performance from marketing activities as well as value-added processes that provide maximum value from the Bank's products and services to customers.

Rareness of Bank BTN

In the strategic financial capital aggregate, the aspect of financial capability is considered to have resources with rare characteristics. The financial capacity (financial capability) owned by Bank BTN is considered scarce because Bank BTN has funding sources that are slightly different from competitors. Bank BTN's source of funding comes from the FLPP (housing financing liquidity facility) due to its function as a Bank that distributed the one million houses program, especially for the low-income segment of society; therefore, it has full support from the government. In addition, Bank BTN's captive market is a housing ecosystem, so one of the sources of BTN funds comes from cash flow from developers and businesses originating from the housing ecosystem.

Aspects of human resource competency and governance in the aggregate strategic human resource capability are considered to have resources with rare characteristics. Bank BTN's human resource competency is rare because employees have special expertise in the banking sector, especially in the housing loan or mortgage sector. Meanwhile, aspects of human resource governance owned by Bank BTN are considered rare because employees are given wide space to develop creativity and innovate in the company's business processes.

Resources in the strategic business innovation aggregate, technological change aspects are considered to have resources with rareness characteristics. Technological change implemented by Bank BTN is considered rare because of the use of technology as an innovation in business processes, namely the technology-based mortgage program. Meanwhile, in aggregate business sustainability, the market development aspect is considered to have resources with rare characteristics. Market development implemented by Bank BTN is considered rare due to several unique programs that are adaptive and justify target segmentation. For example, the ease of the mortgage process for low-income people.

Inimitable of Bank BTN

Bank BTN's resources in the aggregate strategic financial capital, which in aspects of financial governance, are considered to have resources with inimitable characteristics. Bank BTN's financial governance is considered difficult to imitate by competitors due to its mandatory status, which the government has officially appointed as the regulator of the FLPP program. These mandatories are difficult to imitate and certainly become a competitive advantage for Bank BTN.

Aspects of human resource governance in the aggregate strategic human resource capability are considered to have resources with inimitable characteristics. Bank BTN's human resource governance is considered difficult to imitate by competitors because the skill and knowledge related to managing the housing business owned by Bank BTN employees which irreplaceable. Knowledge and skills are obtained from the selection process since recruitment, as well as training and education conducted by Bank BTN, are exclusive and difficult to imitate by competitors.

In the strategic business innovation aggregate, the organizational capital aspect has resources with inimitable characteristics. Organizational capital owned by Bank BTN is considered difficult to imitate by competitors due to the implementation of corporate culture in marketing activities. Corporate culture seems difficult to transfer/imitate because it carries employees' values and beliefs.

Organized Bank BTN

Resources in the aggregate financial capital strategy in financial governance are considered to have well-organized resources. Financial governance owned by Bank BTN is recognized as well-managed because the company's financial resources have been successfully utilized to improve the company's performance. Thus, Bank BTN has successfully managed its resources in terms of financial governance properly.

Resources in human resources as a strategic partner and human resource governance in the aggregate strategy of human resource capability are considered well organized. Human resources as strategic partners owned by Bank BTN are considered well managed because the quality of the resources owned and managed by the company are aligned in supporting the company's vision. The company's vision supports the quality of human resources owned by Bank BTN as "Best Mortgage Banking in Southeast Asia in 2025". Meanwhile, aspects of human resource governance owned by Bank BTN are recognised as well managed because of its good planning and governance of human resource training based on employee needs;

besides that, the compensation system has also been well structured, which leads to the satisfaction of the employees.

Meanwhile, from the strategic business innovation aggregate, resources in the aspects of organizational capital and technological change are considered to have been well organized. Organizational capital owned by Bank BTN is considered well managed in terms of management support to fulfil Bank BTN's products and services, such as the fulfilment of funding for the KPR program and system that accelerates the KPR process. The aspect of technological change implemented by Bank BTN is also recognized as well managed due to its development of information technology that is used to assist the company's business processes, which is through the ease and speed of business processes the ease in applying mortgages for customers.

Research Results Discussion

The competitiveness of Bank BTN is quite good. It is reflected in the competitive advantages possessed by Bank BTN, which is very match in every aspect. Bank BTN has a competitive advantage in every aspect of company resources, such as financial, human resources, business processes, marketing, and technology. However, the majority of competitive advantages are still temporary, so competitive advantages can be lost or adopted by competitors if the company needs to manage properly. The company's competitive advantage can identify through four aspects of resource advantage developed by Barney (1991), namely the VRIO framework. Suppose a resource has these four characteristics from VRIO (valuable, rare, inimitable, and organized). In that case, it can assume that the resource is the company's sustainable or long-term competitive advantage.

For Aggregate strategic financial capital, the advantages possessed by companies in financial governance and financial capability are temporary competitive advantages. In financial governance, Bank BTN only has two out of four VRIO-based advantages, namely inimitable and organized, so competitive advantage in financial governance is temporary. Meanwhile, in terms of financial capability, Bank BTN only has two of four VRIO-based advantages, namely valuable and rare, so competitive advantage in financial capability is classified as temporary.

By Aggregate strategic human resource capability, the advantages possessed by the company in human resources competency and human resources as a strategic partner are still temporary competitive advantages. In contrast, human resources governance is classified as a

sustainable competitive advantage. In human resources competency, Bank BTN only has two out of four VRIO-based advantages, namely valuable and rareness, so the competitive advantage of human resources competency is classified as a temporary competitive advantage. Then, in human resources as a strategic partner, Bank BTN only has two of four VRIO-based advantages, namely valuable and organized, so that competitive advantage in human resources as a strategic partner could be a temporary competitive advantage. Meanwhile, in human resources governance, Bank BTN has four VRIO-based advantages, namely valuable, rareness, inimitable and organized, so that competitive advantage for human resources governance could be classified as a sustainable competitive advantage.

In the strategic business innovation aggregate, the advantages companies possess a competitive part, and advantages in organizational capital and technological change are temporary competitive advantages. In business alignment, the competitive advantage possessed by Bank BTN only has one out of four VRIO-based advantage characteristics, namely valuable, so that competitive advantage in business alignment is still classified as competitive parity. The competitive advantage possessed by Bank BTN only has two out of four VRIO-based advantage characteristics, namely inimitable and organized, so the competitive advantage in organizational capital could be classified as temporary. Whereas in technological change or transformation, the competitive advantage of Bank BTN only has three out of four VRIO-based advantages, namely valuable, rareness and organized. In other words, the competitive advantage in technological change is classified as temporary.

In aggregate business sustainability, the advantage possessed by the company in market development is seen as a competitive advantage, while in business impact still seen as competitive parity. In market development, Bank BTN only has two out of four VRIO-based advantages, namely valuable and rareness, so competitive advantage in market development could be classified as temporary. Whereas in business impact, the advantage possessed by Bank BTN only has one out of four VRIO-based advantage characteristics, namely valuable, so that competitive advantage in business impact is classified as competitive parity.

CONCLUSIONS

The competitiveness of Bank BTN is quite good, and it can be seen from the competitive advantages possessed by Bank BTN in every aspect of the company, such as financial, human resources, business processes, marketing, and technology. However, most of the competitive advantages possessed by Bank BTN still see as temporary competitive

advantages. Through the aggregate strategic financial capital, the advantages possessed by companies in financial governance and financial capability are still temporary competitive advantages. Through the aggregate strategic human resource capability, companies' advantages in human resources competency and human resources as strategic partners are still temporary competitive advantages. In contrast, human resources governance is just classified as sustainable competitive advantages. Through strategic business innovation aggregate, the advantages possessed by companies in business alignment are still competitive parity, and advantages in organizational capital and technological change are temporary competitive advantages. In aggregate business sustainability, the advantage possessed by the company in market development is still a competitive advantage, while in the business impact, it seems to be competitive parity.

Those respondents involved in this study were randomly selected from people who occupy key positions in the unit of analysis. It makes the information collected less focused and detailed, even though the respondent is an informant who occupies a key position in the unit of analysis. It is advisable to map respondents based on their position in the unit of analysis during the sampling process.

Future research has to classify respondents' profiles who participated as resource persons. Respondents who participated as resource persons can be mapped based on hierarchical levels in the company structure. Thereby, the information obtained can be more varied and comprehensive. The number of participating informants should be adjusted to the quantity of information to be extracted, so the collective data can truly represent the actual conditions on the field. The research variables Fully appear qualitatively. As for upcoming research, it is necessary to perform a quantitative test on those factors in the 2nd order or aggregate dimensions used to validate these variables.

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