

## Business Marketing Strategy of BRI for the BRImo Product Using SOAR Analysis (Strengths, Opportunities, Aspirations, Results)

Eva Yolanda Simatupang<sup>1</sup>, Mirwan Surya Perdhana<sup>2</sup>

<sup>1,2</sup>Universitas Diponegoro, Semarang, Indonesia  
Email: feb@live.undip.ac.id

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**Abstract:** BRI must leverage its internal strengths and capitalize on external opportunities to sustain and enhance its market position. Strategic tools such as SOAR (Strengths, Opportunities, Aspirations, Results) play a vital role in formulating marketing strategies that prioritize these strengths and opportunities while aligning with long-term aspirations to strengthen the company's capabilities. This research investigates the marketing strategies employed by BRImo to drive its business development, utilizing a qualitative case study approach. Data were gathered through interviews with the Head of Retail Payment and Merchant Regional Office Medan. The findings reveal six strategic themes critical to BRImo's success: (1) Multisegment Approach and Educational Campaigns, emphasizing targeted outreach and customer education; (2) Rapid Response and Data-Based Analysis, enabling agile decision-making; (3) Adaptation to Competition and Digital Literacy, fostering resilience in a dynamic market; (4) Continuous Innovation for Customer Empowerment, enhancing service delivery; (5) Data-Based Evaluation and Customer Experience, ensuring insights-driven improvements; and (6) Feature Development and Strategic Partnerships, promoting growth and collaboration. These results contribute to the literature on strategic marketing in digital banking by offering actionable insights into how a financial institution can align its strategies with evolving customer needs and competitive pressures. Practically, the study underscores the importance of integrating data-driven approaches, innovation, and strategic partnerships in enhancing customer engagement and maintaining a competitive edge in the financial technology sector.

**Keywords:** SOAR Strategic, BRImo, Marketing.

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### INTRODUCTION

The Industrial Revolution 4.0 marks a transformative chapter in global industrial development. First introduced at the 2011 Hannover Fair in Germany, this era highlights the integration of "cyber-physical systems" that blend digital technology and automation, driving significant change across sectors. Central to the Industrial Revolution 4.0 is automation powered by advancements in information technology, aiming to reduce reliance on human labor (Kurt, 2019). The banking industry, as a cornerstone of financial systems, plays a pivotal role in economic growth. Its impact is evident in the public's increasing dependence on a variety of services and products driven by technological innovations, particularly during the Industrial Revolution 4.0 (Müller et al., 2018).

In this context, the digital transformation of the banking sector offers two notable benefits. First, it enhances public accessibility to banking services. Second, it intensifies competition within the industry, motivating banks to innovate and improve service quality. This digitalization not only boosts productivity but also expands public access to banking services, thereby fostering broader economic growth (Syahdiyah Sugiartia, 2023).

BRImo, a mobile banking application from Bank BRI, exemplifies this transformation. It enables users to conduct various transactions seamlessly without visiting branch offices, offering unparalleled convenience and accessibility (Nupi Hasyim, 2023). Despite its success as an inclusive, modern, and trusted platform, BRImo faces challenges, including fierce competition in the digital banking

landscape. Additionally, technical issues such as bugs, cache buildup, and compatibility problems with some user devices hinder optimal functionality.

This research aims to address these challenges by analyzing BRI's marketing strategy in the development of BRI<sub>mo</sub>. Using the SOAR analysis framework, the study identifies the strengths, opportunities, aspirations, and measurable results that can guide BRI in overcoming barriers to technology adoption and sustaining its competitive advantage in digital banking. By emphasizing aspirations and results, SOAR analysis fosters a proactive, innovation-driven approach to strategic planning (Cole & Stavros, 2019).

Furthermore, the study underscores the role of strategic marketing in the digital era, where segmentation, targeting, and positioning are critical for effectively reaching and retaining customers. Segmentation helps identify opportunities within diverse markets, targeting allocates resources efficiently, and positioning creates a strong consumer perception of BRI<sub>mo</sub>'s unique value proposition. These elements, combined with insights from SOAR analysis, provide a foundation for addressing current obstacles and driving BRI<sub>mo</sub>'s long-term success (Karamanou et al., 2024).

**MATERIALS AND METHODS**

This research adopts a qualitative approach with a focus on case studies. Qualitative research, in a broader and more complex context, is defined as an approach that seeks to interpret natural phenomena by analyzing the realities that occur in specific contexts. The data collection technique in this research involves the interview method, with the data analyzed using thematic analysis. Thematic analysis is conducted through several steps: familiarization with the data, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the final report. The selection of informants is based on their relevance and expertise in the research context, ensuring they can provide rich, detailed, and diverse insights into the phenomena being studied. This purposive sampling technique ensures the validity and depth of the qualitative findings.

**RESULTS AND DISCUSSION**

This section presents the research results. Research results can be supplemented with tables, graphs (images), and/or charts [Times New Roman, 11, normal]. This research resulted in 6 main themes, namely, Multisegment Approach and Educational Campaigns, Rapid Response and Data-Driven Analytics, Continuous Innovation to Empower Customers, Data-Driven Evaluation and Customer Experience, and Feature Development and Strategic Partnerships.

In addition, this research also produced the results of the SOAR analysis shown in the following table:

**Table 1. Results of the SOAR Analysis**

	<b>Strength</b>	<b>Opportunities</b>
Internal		
External		
<b>Aspiration</b>	Collaboration with fintech and digital education to expand access to financial services, especially in remote areas.	Collaboration with fintech and digital education to expand access to financial services, especially in remote areas.
<b>Result</b>	Using customer trust and transaction growth to increase the number of active users	Leverage ecosystem expansion and fintech integration to increase digital transactions.

**BRIimo Marketing Strategy to Increase Market Penetration.** BRIimo has become one of PT Bank Rakyat Indonesia's (BRI) flagship products in facing competition in the digital banking sector. The marketing strategy implemented includes various holistic approaches, such as partnerships with merchants using QRIS, improved application features, and targeted digital campaigns. For example, integration with the fintech ecosystem and micro, small and medium enterprises (MSMEs) is an important step in attracting new users and strengthening BRIimo's position in the Indonesian digital banking market (Mulyana et al., 2024).

**Challenges in Digital Service Development.** Although BRIimo has achieved impressive growth, there are a number of challenges, including uneven digital literacy, intense competition with other banking applications, and data security issues. The lack of digital literacy in some segments of the society hinders the adoption of this service, especially in areas with low internet penetration (Salemink et al., 2017).

**Innovation and Technology in Supporting Services...**The application of modern technology is the key to the success of BRIimo. BRI continues to improve the integration of its digital services with various fintech and e-commerce. The development of this digital ecosystem allows customers to enjoy a more connected and user-friendly experience. Innovations such as the introduction of QRIS-based payment features, cardless transactions, and integration with digital wallets are concrete examples of BRI's efforts to meet market needs (Erawan & Sirait, 2024).

The success of BRIimo's strategy was evaluated through key performance indicators (KPIs) such as the number of active users, transaction volume, and customer satisfaction levels (Wirabuana et al., 2024). The data collected showed significant growth, signaling the effectiveness of the strategy implemented. However, the evaluation also revealed areas of improvement, such as the need to expand service coverage in disadvantaged areas.

## **CONCLUSION**

The importance of implementing an effective marketing strategy to increase the number of users of the BRIimo application at Bank Rakyat Indonesia (BRI) Putri Hijau Medan Branch Office is crucial in today's digital era. Through in-depth analysis, it was found that factors such as practicality, efficiency, superior features, and security are the main determinants of public interest in using BRIimo. The marketing strategy implemented by BRI Medan Putri Hijau includes cross-selling by customer service and promotion through social media by all employees, with results demonstrating that promotion through social media is significantly more effective in increasing the number of users. This research aligns with previous findings highlighting the critical role of digital marketing strategies in the banking industry, such as Anam (2020), who suggests using the SOAR (Strengths, Opportunities, Aspirations, Results) analysis as a positive thinking framework to tackle challenges and opportunities in the banking sector during the Industrial Revolution 4.0 era, and Setyaningsih (2021), who emphasizes that an effective marketing mix strategy can enhance customer acquisition in the financial services industry. To further improve digital literacy in remote areas and enhance the adoption of the BRIimo application, BRI Medan Putri Hijau is advised to optimize marketing strategies through social media while also implementing practical approaches such as organizing digital literacy workshops in underserved areas, developing localized promotional materials, deploying mobile banking teams to provide hands-on assistance, encouraging user referrals through incentives, and applying the SOAR framework to assess strengths, uncover opportunities, and align marketing efforts with customer aspirations and desired outcomes, ensuring increased competitiveness and sustained growth of BRIimo users.

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