



Strategic Transformation at PT Bank Central Asia Tbk: Lessons in Market Adaptation and Leadership

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Abstract

This paper provides an in-depth analysis of strategic management practices employed by PT Bank Central Asia Tbk (BCA), one of Indonesia's leading banks. The study investigates BCA's strategic initiatives across multiple dimensions including organizational strategy, competitive positioning, customer service enhancement, digital transformation, and sustainability efforts. Through a strategic management lens, the analysis examines how BCA has navigated challenges and capitalized on opportunities in the dynamic banking landscape of Indonesia. Key strategic decisions, such as market segmentation, product innovation, and technology adoption, are explored to understand their impact on BCA's market leadership and financial performance. Additionally, the paper discusses the role of corporate governance and leadership in driving BCA's strategic objectives forward.

Keywords: Strategic management, PT Bank Central Asia Tbk (BCA), competitive positioning, customer service, digital transformation.

1. Introduction

The rapid advancement of technology has significantly contributed to PT Bank Central Asia's progress (Yuningsih, 2024). With continuous technological developments, understanding and dissemination of information about BCA have expanded. As Indonesia's largest private bank, PT Bank Central Asia (BCA) offers secure and guaranteed facilities, which have helped maintain customer and employee satisfaction. The bank also provides a variety of bank cards with attractive features for its customers.

New jobs are emerging while some traditional jobs are gradually disappearing. Routine tasks typically performed by human workers are being replaced by robots (Acemoglu, 2020). For example, with the presence of digital machines at BCA, employees' tasks can be assisted by these machines. While the introduction of robots may lead to the loss of human livelihoods, humans possess talents and creativity that robots lack, potentially creating new jobs that did not exist before (Aleksander, 2017). New job roles such as Gene designer, Big Data and AI scientist, eSport, Cybersecurity, Elderly Care, and others are already emerging.

The internship conducted at PT Bank Central Asia Tbk KCP Burangrang Bandung for two months is a mandatory course during the sixth semester at Universitas Informatika dan Bisnis Indonesia (UNIBI), providing valuable work experience for students in facing competition in the Industry 4.0 era. During the internship, students gain knowledge and skills such as using the latest technology, building good relationships with leaders and colleagues, communication skills, and more. Students are expected to apply theoretical knowledge directly in the workplace, absorbing knowledge and keeping up with developments, especially at PT Bank Central Asia Tbk KCP Burangrang Bandung, a private banking service provider in Indonesia, particularly in the Customer Service Officer department. Customer Service Officers are responsible for processing customer transactions such as account openings. To keep up with technological advancements, PT Bank Central Asia Tbk KCP Burangrang Bandung utilizes machines for transactions such as CS Digital, e-Service, which support customer transactions to be more practical and faster.

The CS Digital and E-Service machines are used for various transactions such as card replacements, book replacements, unblocking BCA Mobile, unblocking Klik BCA, and more (Kamila & Holida, 2024). These machines

lighten the workload of CSOs and accelerate transaction times for customers, reducing waiting times. The operational mechanism of these machines allows customers to use them independently without assistance from BCA staff.

Prior to the introduction of these machines, PT Bank Central Asia Tbk KCP Burangrang Bandung conducted all transactions at the CSO counter, which typically took 10-15 minutes per transaction. Over time, this method was considered less effective and efficient. Therefore, PT Bank Central Asia Tbk KCP Burangrang Bandung introduced these machines to support operational activities. In April 2019, PT BCA Tbk KCP Burangrang Bandung implemented these machines to streamline and expedite transaction processes.

Based on an interview with Mrs. Nidya Yuliandini S.E, Head of the CSO Department at PT Bank Central Asia Tbk KCP Burangrang Bandung, manual transaction systems (counter transactions) were deemed inefficient because they required the use of paper, which is not environmentally friendly. Additionally, the office required significant space for storing archives. Therefore, the introduction of these machines greatly assists CSOs in conducting transactions more effectively and efficiently.

This internship at PT Bank Central Asia Tbk KCP Burangrang Bandung serves as a pivotal opportunity for students from Universitas Informatika dan Bisnis Indonesia (UNIBI) to bridge academic learning with practical experience in the banking sector. Beyond academic obligations, this program aims to equip students with hands-on skills and industry knowledge essential for their professional development. By immersing themselves in daily operations, students will gain insights into modern banking practices, customer service protocols, and the integration of digital technologies like CS Digital and E-Service.

Moreover, this internship fosters invaluable networking opportunities and establishes collaborative ties between the university and the corporate world. It not only prepares students for future career endeavors but also contributes to the university's mission of producing competent graduates. Through rigorous training in a real-world setting, participants will cultivate adaptability, enhance interpersonal skills, and gain a deeper understanding of workplace dynamics and corporate culture.

Furthermore, the internship schedule, spanning two months from February to April 2024, underscores a commitment to professional growth and achievement. This structured timeframe, coupled with specific work hours and attire requirements, ensures that students engage meaningfully with their roles while adhering to industry standards and professional conduct. Overall, this internship is designed to enrich students' academic journey by providing practical relevance and preparing them for successful careers in the dynamic landscape of modern banking.

2. General Overview of the Company

2.1. Overview of PT. Bank Central Asia Tbk

PT. Bank Central Asia Tbk, commonly abbreviated as PT BCA, is a private Indonesian banking institution. PT. BCA KCP Burangrang Bandung serves as a branch subsidiary of BCA KCU Asia Afrika Bandung (the main branch office). The company's profile includes a brief history, vision and mission, logo, corporate culture, and organizational structure.

2.1.1. General History of PT. Bank Central Asia Tbk

The history of Bank Central Asia (BCA) dates back to 1955 when NV Perseroan Dagang Dan Industrie Semarang Knitting Factory was established as the precursor to BCA. On February 21, 1957, BCA commenced operations with its headquarters in Jakarta. In the 1970s, the bank officially adopted the name PT Bank Central Asia (BCA) and strengthened its branch network, evolving into a foreign exchange bank. During the 1980s, BCA diversified its product and service offerings and pioneered the use of information technology, implementing an online system for branch networks and launching the Tahapan BCA savings account. In the 1990s, BCA introduced ATM services (Anjungan Tunai Mandiri) and began partnerships with leading institutions, such as PT Telkom, for telephone bill payments through BCA ATMs.

Entering the 2000s, BCA continued to innovate and expand its electronic banking services, introducing Debit BCA, Tunai BCA, KlikBCA internet banking, m-BCA mobile banking, EDCBIZZ, and other services. In 2007, BCA led the market by offering fixed-rate mortgage products and launching the Flazz Card prepaid card. In 2008-2009, BCA completed the construction of a mirroring IT system to enhance business continuity and minimize operational risks. From 2010 to 2013, BCA diversified into new business lines such as Islamic banking, motorcycle financing, general insurance, and securities. They also developed a Disaster Recovery Center (DRC) in Surabaya to serve as an integrated backup data center. From 2014 to 2016, BCA introduced MyBCA, a digital banking service for self-service transactions, and launched Sakuku, an electronic wallet application.

From 2017 to 2018, BCA began collaborating with fintech companies and e-commerce platforms for cashless payment systems through BCA. In 2019, they launched BCA Keyboard to facilitate banking transactions on various online chat platforms and introduced account opening through BCA Mobile and WELMA (a mobile app for wealth management services). Looking forward, BCA aims to continue innovating with various digital technologies to strengthen customer experience and improve operational efficiency across its branch network (Aditya, et al., 2023).

2.1.2. Company Profile

Every company is defined by its emblem, which serves as a vital identity marker. The emblem of PT. Bank Central Asia Tbk KCP Burangrang Bandung can be seen below:

- Company Name: PT. Bank Central Asia Tbk KCP Burangrang Bandung
- Address: Jl. Burangrang No.44, Burangrang, Kec. Lengkong, Kota Bandung, West Java 40262
- Contact: (022) 7310646
- Website: <https://www.bca.co.id/>



Figure 1: Logo PT.BCA Tbk

2.1.3. Vision and Mission of PT. Bank Central Asia Tbk

PT. Bank Central Asia Tbk is recognized as a world-class company that grows, excels, and is trusted, anchored in human potential. Its vision is:

"To be the primary choice bank and a key pillar of Indonesia's economy."

The missions of PT. Bank Central Asia Tbk include:

- Building an institution that excels in payment settlement and financial solutions for both business and individual customers.
- Understanding diverse customer needs and providing appropriate financial services to achieve optimal customer satisfaction.
- Enhancing brand value and stakeholder value of BCA.

2.1.4. Business Activities of the Company

PT. Bank Central Asia Tbk KCP Burangrang Bandung serves customer banking needs related to various transactions. Services include account opening, ATM card replacement, registration for banking services, and customer service inquiries. In addition to visiting for complaints, customers can now conduct transactions via the Halo BCA application available on both App Store and PlayStore, which offers toll-free services. The company's general business activities include:

- (a) Banking Services: Providing a range of banking services including savings, deposits, loans, credit cards, investments, and digital banking services.
- (b) Banking Transactions: Facilitating financial transactions such as fund transfers, bill payments, mobile top-ups, e-commerce payments, and other transactions through ATM networks, internet banking, mobile banking, and other electronic banking services.
- (c) Corporate Financial Services: Serving corporate banking needs including corporate financing, treasury services, cash management, payment settlements, and other financial solutions for businesses.
- (d) Shareholding Services: As a leading bank in Indonesia, BCA also engages in shareholding services such as underwriting, securities brokerage, and related capital market services.
- (e) Development of New Products and Services: BCA continually develops new products and services to meet technological advancements and market needs, such as introducing new features in mobile banking apps, launching new savings or investment products, and more.
- (f) Corporate Social Responsibility (CSR): Apart from core business activities, BCA is involved in CSR initiatives including education, health, environmental, and social programs aimed at creating positive impacts on society.

2.1.5. Company Values of PT. Bank Central Asia Tbk

The core values of PT. Bank Central Asia Tbk include:

- (a) Customer Focus: Attention and care followed by efforts to provide services that meet specific customer expectations and needs.
- (b) Integrity: Firm commitment to upholding honesty and transparency, followed by consistent actions in fulfilling roles and responsibilities to build customer trust.
- (c) Teamwork: Interactions and synergy based on self-awareness and understanding of others to achieve organizational goals.
- (d) Striving for Excellence: Sustained efforts to achieve the best outcomes in order to provide added value to customers.

2.2. Company Organizational Structure

PT. Bank Central Asia Tbk operates with a well-defined organizational structure designed to facilitate efficient management and operational effectiveness. At the top of the hierarchy is the Board of Commissioners, responsible for overseeing strategic decisions and governance. This board consists of individuals with extensive expertise in banking, finance, and corporate governance, ensuring sound oversight and direction for the company's operations. Directly beneath the Board of Commissioners is the Board of Directors, led by the President Director (CEO). The Board of Directors manages the day-to-day affairs of the bank, including operational decisions and strategic initiatives. Each director oversees specific functions crucial to the bank's operations, such as finance, operations, marketing, technology, and human resources, among others.

Within the organizational framework, PT. Bank Central Asia Tbk is divided into various divisions and departments. These divisions, such as Retail Banking, Corporate Banking, Treasury, Risk Management, Legal, Compliance, and IT, are led by Vice Presidents or Managers who ensure the smooth functioning of their respective areas. Departments within these divisions specialize in tasks like customer service, credit analysis, investment banking, and other essential functions critical to banking operations. Supporting the operational structure are numerous branches spread across Indonesia. Each branch is managed by a Branch Manager and staffed with customer service officers, tellers, and administrative personnel. This extensive branch network enables BCA to deliver its banking services efficiently and effectively to customers nationwide.

In addition to core banking functions, PT. Bank Central Asia Tbk also maintains vital support functions. These include Human Resources, Finance and Accounting, Audit, and Corporate Communications, which play crucial roles in ensuring regulatory compliance, financial stewardship, and maintaining strong internal and external communications. Overall, PT. Bank Central Asia Tbk's organizational structure is designed to foster agility, efficiency, and effective decision-making, enabling the bank to adapt swiftly to market dynamics while continuing to uphold its position as a leading financial institution in Indonesia.

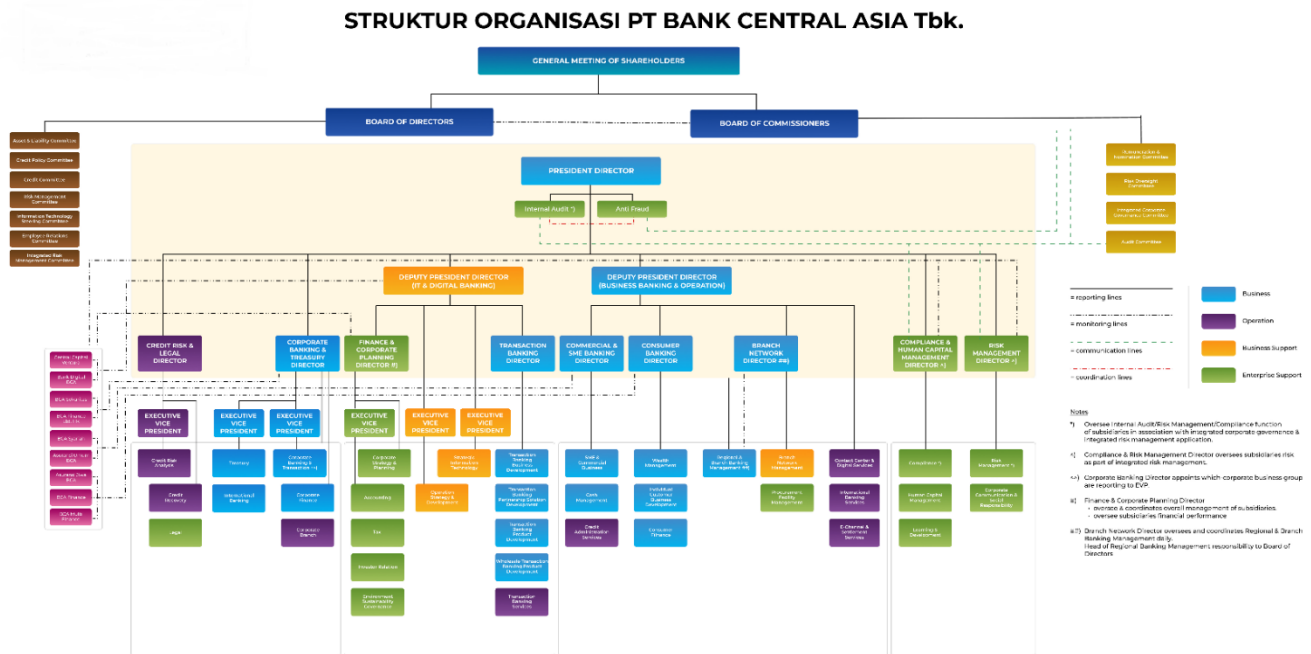


Figure 2: Organizational Structure of PT. Bank Central Asia Tbk

2.3. Job Duties and Functions of Divisions at PT. Bank Central Asia Tbk KCP Burangrang Bandung

At PT. Bank Central Asia Tbk KCP Burangrang Bandung, the organizational structure is designed to optimize operational efficiency and customer service delivery across various divisions. The Customer Service Officer (CSO) Division focuses on catering to customer needs, offering personalized banking solutions, and maintaining customer satisfaction through efficient service. With advanced digital tools like E-Service and CS Digital machines, customers can conduct transactions independently, supported by CSOs who ensure seamless service.

The Teller Division plays a crucial role in handling cash transactions, including withdrawals, deposits, and international transfers. This division is equipped with specialized counters, including those for priority customers and advanced machines like the Star Teller, ensuring quick and accurate financial transactions. Meanwhile, the Back Office and Treasury Division oversees financial operations, manages accounts, and prepares detailed reports, essential for maintaining financial integrity and operational oversight at the branch.

The office infrastructure at PT. Bank Central Asia Tbk KCP Burangrang Bandung is structured across a three-floor building, featuring dedicated spaces such as the Safe Deposit Box room, managerial offices, and specialized areas for customer service and back-office operations. This setup ensures a well-organized and functional workspace conducive to delivering comprehensive banking services while maintaining high standards of operational efficiency and customer satisfaction.

3. Internship Execution

During the internship at PT. Bank Central Asia Tbk KCP Burangrang Bandung, the role primarily focused on the Customer Service Officer (CSO) division. This division plays a crucial role in daily operations, directly engaging with customers to fulfill their banking needs and ensure satisfaction. The internship began with familiarization with the CSO counter setup, including E-Service machines and other necessary tools, to facilitate smooth customer interactions. This initial phase underscored the importance of preparation in delivering efficient service.



Figure 3: Customer Guidance at PT. Bank Central Asia

The routine tasks included greeting customers, handling transactions such as deposits, withdrawals, and transfers, and providing information on various banking products like savings accounts, loans, and investment options. Each day involved addressing customer inquiries, resolving issues promptly, and maintaining a welcoming environment at the CSO counter. This practical exposure allowed for the application of theoretical knowledge gained in academic studies to real-world scenarios, enhancing skills in customer interaction, problem-solving, and operational efficiency.

Throughout the internship, meticulous documentation of customer interactions and transaction details was essential. This documentation not only ensured accuracy but also served as a record for compliance and audit purposes, aligning with the bank's stringent operational standards. Supervisors provided guidance and feedback regularly, offering insights into areas for improvement and further skill development. This feedback loop was instrumental in refining interpersonal communication skills, learning effective service techniques, and understanding the importance of teamwork within a corporate environment.

Participation in team meetings and training sessions enriched the internship experience further. These sessions focused on enhancing product knowledge, discussing service strategies, and learning about the bank's policies and procedures. They provided opportunities to collaborate with colleagues, exchange ideas, and contribute to improving customer service delivery. Additionally, exposure to the operational backend, including back-office functions like account management and document processing, broadened understanding of the bank's holistic operations.

The internship also highlighted the significance of professionalism, confidentiality, and adherence to ethical standards in financial services. Handling confidential customer information responsibly and maintaining data security

were critical aspects emphasized throughout the internship. Moreover, exposure to digital banking platforms and their integration into daily operations underscored the bank's commitment to innovation and customer convenience in the digital era.

Overall, the internship at PT. Bank Central Asia Tbk KCP Burangrang Bandung provided a comprehensive learning experience. It combined practical application with theoretical knowledge, fostering professional growth and preparing for future roles in the banking sector. The hands-on experience in customer service, operational management, and teamwork was invaluable, equipping with skills essential for a successful career in banking and finance.

Continuing from the previous discussion, the internship at PT. Bank Central Asia Tbk KCP Burangrang Bandung encompassed various areas of responsibilities, including:

(a) Account Opening

Interns were involved in assisting customers with account opening procedures tailored to their needs (Susilawaty & Nicola, 2020). They facilitated the opening of different types of accounts such as Tahapan, Tahapan Xpresi, Tabunganku, Tapres, BCA Dollar, Simpanan Pelajar (Simpel), Giro, and Deposito. Notably, four of these account types Tahapan, Tahapan Xpresi, Tabunganku, and Tapres could be opened through the E-Service machines.

(b) E-Channel Registration

Interns assisted in registering customers for various electronic banking channels like BCA Mobile, My BCA, and Internet Banking using the E-Service machines (Novianti, 2023). In cases where registration failed through the E-Service machines, they facilitated registrations at the CSO counter using BDS and IBS applications.

(c) Printing Account Statements

Responsibilities included printing customer account statements, detailing their debit and credit transactions.

(d) Printing and Replacing Customer Cards

Interns were tasked with printing and replacing customer cards using the CS Digital machines. In cases where transactions failed on the CS Digital machines, customers could complete transactions at the CSO counter using BDS and IBS applications.

(e) Account Closure

Interns assisted in initiating account closure requests at the CSO counter using BDS and IBS applications. The final closure procedures were carried out by the Teller.

(f) Replacement of Savings Passbooks

Interns facilitated the replacement of savings passbooks using the E-Service machines. Subsequently, CSOs processed transactions using the MONICA application on tablets or office computers.

These tasks provided practical insights into banking operations, emphasizing customer service excellence, operational efficiency, and adherence to banking regulations. The internship not only enhanced practical skills in handling banking transactions but also underscored the importance of accuracy, confidentiality, and customer satisfaction in the financial services industry. By actively engaging in these responsibilities, interns gained valuable experience applicable to future roles in banking and finance.

During the internship at PT. BCA KCP Burangrang Bandung, non-routine tasks provided practical challenges and opportunities for learning beyond daily operations. These tasks were pivotal in expanding the interns' understanding of specialized functions within the bank:

(a) Product Class on Motor Vehicle Loans

On February 28, 2024, interns participated in a specialized class focusing on motor vehicle loans. This session aimed to deepen their knowledge of the bank's lending products, particularly concerning the financing of motor vehicles. Understanding the intricacies of loan products helps interns advise customers more effectively in the future.

(b) Product Class on Working Capital Loans and Preparation for BCA EXPOVERSARY

On February 29, 2024, interns attended a class focusing on working capital loans. This session provided insights into how businesses can leverage financial support for operational needs. Additionally, interns participated in preparations for the BCA EXPOVERSARY event, contributing to event planning and logistics, which included coordinating with various stakeholders and ensuring all aspects of the event were meticulously organized.

(c) BCA EXPOVERSARY Event at Kota Baru Parahyangan

On March 3, 2024, interns actively participated in the BCA EXPOVERSARY event held at Kota Baru Parahyangan. This engagement provided firsthand experience in customer engagement and promotional activities, showcasing the bank's products and services to the community. It involved interacting with potential customers, answering inquiries, and promoting banking solutions offered by BCA.

(d) Weekend Banking Overtime at BCA KCU Bandung

On April 20, 2024, interns engaged in weekend banking operations at BCA KCU Bandung, demonstrating flexibility and dedication beyond regular working hours. This experience underscored the importance of customer service continuity and operational efficiency during peak periods.

3.1. Challenges Encountered during the Internship

During their internship, interns encountered several challenges that required problem-solving skills and adaptability:

- (a) **Issues with CS Digital and E-Service Machines**
The CS Digital and E-Service machines occasionally encountered operational errors during transactions. Such interruptions could potentially disrupt customer service and transaction processing efficiency.
- (b) **Staff Shortage for CXO (Customer Service Digital Experience) Roles**
There was a shortage of staff capable of handling CXO roles, particularly those proficient in operating CS Digital and E-Service machines. This gap highlighted the need for adequate staffing to ensure seamless service delivery.

3.2. Proposed Solutions

In response to these challenges, interns proposed practical solutions to mitigate future issues and enhance operational effectiveness:

- (a) **Improving Electrical Infrastructure for CS Digital Machines**
To address issues with CS Digital machines, ensuring stable electrical supply and proper infrastructure maintenance was recommended. This proactive measure aimed to minimize operational disruptions and ensure uninterrupted service to customers.
- (b) **Enhancing Signal and Electrical Flow Control for E-Service Machines**
For E-Service machines, optimizing signal strength and electrical flow control was suggested. This initiative aimed to prevent transaction errors and improve overall reliability in customer transactions.
- (c) **Addressing Staff Shortages through Recruitment and Training**
To overcome the shortage of CXO-qualified staff, interns proposed recruiting and training additional personnel capable of operating CS Digital and E-Service machines proficiently. This strategy aimed to future-proof customer service operations and maintain service standards during peak demand periods.

In conclusion, the non-routine tasks and challenges encountered during the internship at PT. BCA KCP Burangrang Bandung provided invaluable learning opportunities. By actively participating in specialized classes, events, and addressing operational challenges, interns gained practical insights into banking operations and honed their problem-solving skills in a real-world environment. These experiences equipped them with essential competencies for future roles in the financial services industry.

4. Conclusion

After completing the Internship Program at PT. BCA KCP Burangrang Bandung, the interns have drawn several conclusions from their experience:

- (a) The Internship Program provided an opportunity for students to apply the knowledge gained at UNIBI according to their study program and concentration. It allowed them to bridge theory with practical application in a real-world setting within the banking industry.
- (b) The benefits derived from this internship include acquiring new knowledge and experiences in the professional world. The interns developed discipline, responsibility, and honed their skills throughout the internship period. They learned to navigate workplace dynamics and responsibilities, which contributed to their personal and professional growth.
- (c) The internship enabled students to refine their skills, acquire additional knowledge, and gain insight into the pressures, work environment, responsibilities, and discipline required in the workplace. This experience enhanced their efficiency and understanding of work concepts. Moreover, participating in the internship fostered networking opportunities, improving their ability to socialize and collaborate effectively within their work environment.

In summary, the Internship Program at PT. BCA KCP Burangrang Bandung was a valuable experience that enriched the interns' academic journey by providing practical application opportunities and preparing them for future professional endeavors in the banking sector.

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