

FORMULATION STRATEGY OF MERCHANT BUSINESS GROUP DIVISION OF PT. BANK CIMB NIAGA, TBK

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Abstract : Now a days, the transaction in Indonesia have a good growth and almost cashless. People like to using card for doing transaction in merchant or store. Along with that, banking industry see the opportunities in that situation, so they also provide facilities to process the transaction. PT. Bank CIMB Niaga, Tbk as one of acquiring bank in Indonesia should have a good strategy to dealing with the competition among acquiring bank. This study aims to analyze opportunities and threats faced by the Merchant Business Division of PT. Bank CIMB Niaga, Tbk, also possessed strengths and weaknesses of merchant business of PT. Bank CIMB Niaga, Tbk in developing the merchant product in acquiring business competition to improve the ranking of merchant business PT. Bank CIMB Niaga, Tbk in the merchant acquiring industry. Then to formulate and identify which strategy that should be applied in merchant business division of PT. Bank CIMB Niaga, Tbk.

Abstrak : Perkembangan transaksi di Indonesia menunjukkan perkembangan yang baik dan transaksi yang digunakan sudah hampir semuanya dilakukan dengan non tunai. Masyarakat senang menggunakan Alat Pembayaran Menggunakan Kartu (APMK) untuk melakukan transaksi di *merchant* atau toko. Bersamaan dengan itu, industri perbankan melihat peluang pada situasi tersebut, sehingga bank juga menyediakan fasilitas untuk memproses transaksi menggunakan kartu. PT. Bank CIMB Niaga, Tbk sebagai salah satu bank acquiring di Indonesia harus memiliki strategi yang baik untuk menghadapi persaingan diantara bank acquiring lainnya.

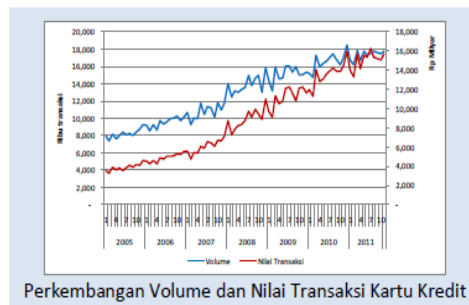
Key Words: Porter's Five Forces, Porter's Value Chain Analysis, External Factor Evaluation (EFE), Internal Factor Evaluation (IFE), SFAS Matrix, SWOT Matrix, IE Matrix, Grand Strategy Matrix, QSPM Matrix

1. Introduction

Indonesia's economic increase rapidly and fast so that it can give a nice environment to the traffic of Indonesia's economy. This was proven by market movement which more competitive and followed by consumer behavior who starting to use plastic money for daily transaction. This time, financial transaction often use plastic money in the process of the payment at retail shops. To make payment easier, the bank see business opportunities to provide facilities for payment that is called Electronic Data Capture (EDC). Bank which facilitates business transaction was named Acquiring Bank.

Merchant plays an important role in the growth of the credit card business. The number of merchants in Indonesia that received the credit card transaction in Indonesia currently more than 60,000 merchants and estimate volume of the merchant's sales reached Rp.16.000 billion in 2011 only to payment with visa credit card (Source: Bank Indonesia). In addition, transactions with cards in Indonesia is more secure, because the circulating of credit cards in Indonesia is equipped with a chip and in early 2015, Bank Indonesia requires that each transaction with a credit card must use the 6 digit pin (pin-based) and do not use signatures again (BI Regulation No. 14/2 / PBI / 2012 and Circular No. 14/17 / DASP).

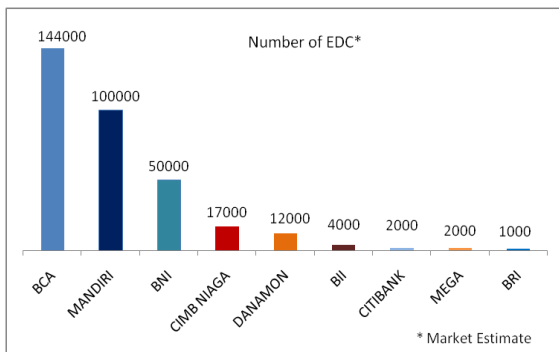
Table 1.1 Growth of credit cards in Indonesia



Source : BI, 2011

Acquiring business sector now become a concern of Bank Indonesia, where in 2014, Bank Indonesia launched the program for Non-Cash or Cashless Society, to raise public awareness of the use of non-cash instruments, so that gradually formed a community or society to use non-cash instruments, especially in the transaction on economic activities. In addition, Bank Indonesia also issued regulation No. 14/17 / DASP regarding Amendment to Bank Indonesia’s Circular Letter No. 11/10 / DASP Organization concerning the Card-Based Payment Instrument (APMK), where it aims to improve the security of transactions with APMK to require all credit card users to have a 6-digit pin for doing at transaction at EDC. With the existence of this rule, the coordination of credit card division and merchant business division is required so the transactions using credit cards in EDC still can run smoothly in 2015. Currently, Position of PT. Bank CIMB Niaga Tbk especially in acquiring business on the market is rank the fourth position from the number of the merchant and the amount of the EDC. Therefore, PT. Bank CIMB Niaga Tbk should conduct a comprehensive strategy to improve position in the market, especially in the segment of acquiring banks.

Table 1.2 The Number of EDC



Source : Frontier Consulting Group, 2012

From the graph above, it can be seen that at this time the bank that take the top three in the number of EDC and the number of merchants are three major banks that BCA, Mandiri and BNI. PT. Bank CIMB Niaga Tbk itself is in fourth position. This is a challenge for Bank CIMB Niaga Tbk, to increase the number of merchant and the amount of EDC in the market competition especially in acquiring bank. Moreover, to face top three banks for example BCA which already awarded as a bank the most number of installed unit of EDC and merchants in Indonesia in the business record event held by Tera Foundation in cooperation with Harian Seputar Indonesia and supported by Frontier Consulting Group with the number of EDC more than 144.000 units and the number of merchant more than 123.000 merchants. (source:Tempo,2012).

Because of many acquiring banks in Indonesia, it will cause a lot of competition among the banks, where the owner of the merchant would have to compare such as the interest rate (Merchant Discount Rate), service, and speed of transactions so the bank should develop a strategy to create competitive advantage and value to customer in order to compete with other acquiring banks. The challenge for merchant business of PT. Bank CIMB Niaga Tbk is also coupled with a policy of state-owned banks that issued EDC Link which is a cooperation synergy of state-owned banks. In this partnership, the three banks will develop EDC applications, back office and complaint handling, as well as implementation of the joint loyalty program of credit and debit cards (Source: Kompas.com).

PT. Bank CIMB Niaga Tbk as one of the acquiring bank realized that the merchant business product has a great opportunity for today's banking business such as the growing of business transactions which is grow very fast and complex, and quick movement of money from the trade. So, they need the support of banking services in support activities of their daily transactions, moreover now the frequent use of plastic money and electronic money from citizen in making payments at merchants. Currently, merchant division of PT. Bank CIMB Niaga Tbk also have to make strategic changes started from policy changes, pricing and product innovation. However, some of other acquiring banks also have done a similar strategy, so PT. Bank CIMB Niaga Tbk through division Merchant Business Group (MBG) should conduct a comprehensive and implementable strategies so can compete with acquiring other banks and raise ratings of PT. Bank CIMB Niaga Tbk in acquiring business.

2. Literature Review

Definition strategic management by Fred David (2011) can be defined as an art and a science in formulating, implementing and evaluating decisions between functions that enable the organization to achieve its objectives.

Meanwhile, according Wheelen & Hunger (2003), "Strategic Management is a set of managerial decisions and actions that determine the performance of the company in the long term".

In order to make the company's strategy analysis, the company need to analyze external environment and internal environment. External Environment Analysis are factors that affect the company indirectly and beyond the control of top management. Analysis of the external environment using five forces analysis model to observe the industrial environment according to the five powers, there are:

1. Threat of new entrants
2. Strength bargain of supplier
3. The power of bargain shoppers
4. The threat of substitute products
5. Competition among companies that exist

Internal environmental analysis performed to identify the factors of internal strategy that can be used to gain an advantage of opportunity while avoiding threats. Internal factors cover the resources and capabilities and some of these capabilities play an important role in the development of the company's core competencies (Hitt, 1999: 87). The core competence of a company arises from two complementary resources. First, the tangible resources (land, buildings, equipment) and intangible resources (brand, reputation, knowledge of technology). Second, the capability which meaning the ability to coordinate their resources productively. Analysis of the internal environment has included analysis of the resources owned by the company as well as the analysis of the activities of the value chain (value chain) company.

The Analysis to create a competitive advantage of a company that was introduced by Michael E. Porter (1985) is the Value Chain analysis. This analysis is useful to identify potential activities that create value (value-creating potential). Value chain describes a company activities into activities that strategically relevant to understand the behavior of costs and differentiation of existing resources. In this concept, the company's activities are divided into five main activities and four support activities, namely:

1. Main activities (Primary activities)

Main activities consist of operational activities, outbound logistics activities, marketing and sales activities, and services activities.

2. Support Activity (Support Activities)

Support activities consist of procurement activities, technology development activities, human resources management activities, and firm infrastructure activities.

Analysis of external and internal environment can be categorized as input in analyzing the strategy of the company. To analyze the external environment used EFE Matrix and to

analyze internal factors used IFE matrix. EFE matrix analysis produced a number of opportunities and threats that must be used and faced by merchant business division of PT. Bank CIMB Niaga Tbk. IFE analysis will measure the strengths and weaknesses of the merchant business division of PT. Bank CIMB Niaga Tbk. SFAS analysis will completing the above information by combining both external and internal factors, then choose which one is the dominant factor and greatly affect the company.

Furthermore, in the formulation stage, which uses SWOT Matrix, Internal-External Matrix, and Grand Strategy Matrix, and then formulate a strategy that will be used by the company with QSPM matrix. We conducted a SWOT analysis to develop four types of strategies: SO Strategy (strength-opportunity), WO Strategy (weaknesses-opportunities), Strategy ST (strength threats), and WT Strategy (weakness-threat). Matrix IE will generate competitive advantages that will be done so in the end determine the Grand strategies for creating the total competitive strategy which suited for the company. QSPM matrix is used as a tool to select an alternative strategy for merchant business division of PT. Bank CIMB Niaga Tbk.

3. Research Methods

Research metode that be used in this study is a qualitative research. This is a descriptive qualitative study aims to identify and describe the characteristics of the variable with related to the phenomenon under study in a situation. Descriptive method is used to explain how the strategies Merchant Business Division of PT. Bank CIMB Niaga Tbk compete with other banks.

Data collecting process in this study using survey on the merchant business division of CIMB Niaga. types and sources of data used in the writing of this research using primary data such as interviews with team merchant business PT. Bank CIMB Niaga Tbk, product development team merchant business, team merchant processing department, merchant service team as well as collecting data and internal documents merchant business division of PT. Bank CIMB Niaga Tbk such as, the amount of EDC and merchant of PT. Bank CIMB Niaga Tbk, fee-based income derived from the merchant business division of PT. Bank CIMB Niaga Tbk, qualified employees in the merchant business division of PT. Bank CIMB Niaga Tbk, employees training who have followed the merchant business division of PT. Bank CIMB Niaga Tbk, and the technology used in the product merchant business of PT. Bank CIMB Niaga Tbk. In addition to the primary data, the authors also use secondary data such as data obtained from the literature such as books, magazines banking, media writing and electronic media related to this journal. Moreover, the authors also look at the web sites of the bank's competitors, the website of Bank Indonesia, the data transaction using the card technology development, regulatory BI, and other data.

After getting the necessary data and then the data were analyzed using the concept of Fred. R. David to pass through three processes: first phase is input stage. In the input stage, the EFE and IFE matrix used to give weight and scoring between 1 to 4 of external factors and internal factors.

The second stage is matching stage by using SWOT Matrix, Matrix Internal External (IE), Matrix Grand Strategy. From the results of matching stage, each matrix produce a

strategy that will be used as an alternative strategy to be selected for the final strategy. phase

finally the last stage is step that output will be selected of some alternative strategies. Selection of the strategy employed using Quantitative Strategic Planning Matriks (Quantitative Strategic Planning Matrix / QSPM). This technique objectively indicate which strategy is the best one.

4. Result and Analysis

A. Eksternal Enviroment Analysis

After analyzed the results of of external environment through the level of competition in the industry, bargaining power of buyers, bargaining power of suppliers, threat of new entrants, and threat of products substitute, the opportunities and threats faced by the merchant business division of CIMB Niaga and made the EFAS matrix, it can be seen that the total EFAS Merchant Business Division is 2.98. According to David (2000) if the value above the average rate of 2.5 it means that factors of external strategy merchant business division of PT. Bank CIMB Niaga Tbk can be considered quite strong. It show that the external position of merchant business division of PT. Bank CIMB Niaga Tbk can take advantage of the opportunity to address the threat.

Table 4.1. Eksternal Enviroment Analysis

Faktor-Faktor Eksternal Utama	Bobot	Peringkat	Skor Bobot
Peluang			
Peraturan pemerintah mengenai Gerakan Nasional Non Tunai/ cashless society	0.15	4	0.60
Bertambahnya jumlah pengusaha di Indonesia dan makin berkembangnya ekonomi kreatif dan emerging market	0.07	3	0.21
Perkembangan produk rekening ponsel CIMB Niaga yang mengharuskan transaksi menggunakan mesin EDC	0.05	3	0.15
Tingginya kegiatan transaksi di sektor UMKM	0.05	3	0.15
Berkembangnya perekonomian dan perdagangan di Indonesia yang berdampak pada penambahan jumlah merchant di Indonesia, baik dari dalam negeri maupun luar negeri	0.10	4	0.40
Adanya call center khusus merchant di 14042 yang memudahkan pihak merchant.	0.03	2	0.06
Berkembangnya bisnis kartu kredit yang membutuhkan media transaksi EDC untuk bertransaksi	0.05	3	0.15
Perkembangan Teknologi	0.05	3	0.15
Berkembangnya program promo atau <i>discount</i> di <i>merchant</i> yang menarik masyarakat untuk bertransaksi menggunakan kartu di mesin EDC	0.05	3	0.15
TOTAL			2.02

Ancaman			
Adanya join EDC antara tiga bank BUMN yaitu Mandiri, BNI dan BRI yang dikenal dengan EDC Link.	0.15	2	0.30
Bertambahnya jumlah bank <i>acquiring</i> di Indonesia	0.15	2	0.30
Adanya produk pengganti untuk transaksi pembayaran seperti <i>E-Money, Mobile Banking</i> maupun <i>internet banking</i> .	0.05	3	0.15
Masih adanya masyarakat awam yang ragu bertransaksi menggunakan kartu	0.05	4	0.20
TOTAL	1.00		0.95
TOTAL EFAS			2.97

Source : Data Processed, 2015

B. Internal Environment Analysis

Internal analysis that will be used to analyze the environment in the merchant business division of PT. Bank CIMB Niaga Tbk is the value chain analysis, which the analysis to identify factors internal strategy (strength and weakness) so that these factors can be used to gain an advantages of opportunities while avoiding threats (threats). From the analysis of the internal environment will be found strengths and threats of Merchant Business Group PT. Bank CIMB Niaga Tbk and manufactured in the table IFAS below:

Table 4.2. Internal Enviroment Analysis

Faktor-Faktor Internal Utama	Bobot	Peringkat	Skor Bobot
Kekuatan			
Satu-satunya merchant yang memiliki kerjasama dengan jaringan prima (jaringan milik BCA)	0.10	4	0.40
Memiliki MDR yang bersaing	0.07	3	0.21
Memiliki dedicated Merchant Business Officer untuk membangun relasi dengan merchant	0.05	4	0.20
Memiliki diferensiasi produk merchant, yaitu EDC, E-Commerce dan Recuring	0.07	3	0.21
Memiliki produk terbaru yaitu Mobile Point of Sale (M-PoS)	0.10	3	0.30
Memiliki bundling program dengan Giro dan Kartu Kredit serta kartu debit	0.06	4	0.24
memiliki SLA kerja yang relatif cepat	0.05	2	0.10
Identitas CIMB Niaga yang sudah dikenal sebagai bank dengan inovasi teknologi perbankan yang canggih	0.05	3	0.15
TOTAL			1.81
Kelemahan			
Ketersediaan EDC yang kurang	0.10	2	0.20
Kurangnya koordinasi antara divisi di merchant business CIMB Niaga	0.07	2	0.14
Regulasi yang terlalu ketat di dalam internal Divisi merchant business CIMB Niaga melebihi regulasi di bank lain untuk pangajuan EDC	0.05	3	0.15
Publikitas/komunikasi tentang produk merchant business masih sedikit	0.08	2	0.16
Pelatihan-pelatihan untuk staf Divisi merchant business masih kurang	0.07	3	0.21
Promosi Bank Pesaing Semakin Cencar	0.05	1	0.05
Adanya Turnover karyawan yang tinggi di divisi Merchant Business CIMB Niaga	0.03	3	0.09
TOTAL	1.00		1.00
TOTAL IFAS			2.81

Source : Data Processed, 2015

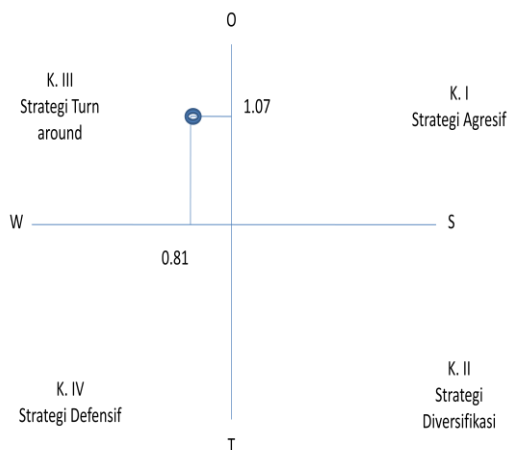
From the analysis it can be seen that total score of IFAS for the internal factors in merchants Business division of PT. Bank CIMB Niaga Tbk is 3,41 point where the score is more than 2,50 so we can said that the position of the PT. Bank CIMB Niaga Tbk strong enough to compete in acquiring banking business. From the table above, the biggest advantages of merchant business division of PT. Bank CIMB Niaga Tbk is the only bank in cooperation with Prima network (network BCA), where EDC other banks can not be used for BCA card, but the EDC of PT. Bank CIMB Niaga Tbk can be used for Prima card network (BCA). The other strong point of merchant business division of PT. Bank CIMB Niaga Tbk is Mobile Point of Sale (M-POS) product which this product has many advantages compared to the EDC, and not all acquiring bank have this product. In Indonesia only two acquiring banks that have this product, they are BNI and PT. Bank CIMB Niaga Tbk. Meanwhile, for weakness, PT. Bank CIMB Niaga Tbk such as the availability of EDC from the vendor, causing the installation to be delayed because lack of the EDC. another weakness is training for Merchant Business Division staff still lacking.

After analyzing the internal and external factors, then the results are analyzed with SFAS matrix (Strategic Factors Analysis Summary). SFAS matrix is analyzed by comparing the internal factors such as the strengths and weakness and external factors such as the opportunities and threats. SFAS analysis is combining external factors and internal factors, then choose the dominant factor that greatly affects the company

C. SWOT Matriks Analysis

After the internal factors and external factor were classified, then SWOT matrix are made to determine the position of the company that will be used as the basis for formulating alternative of corporate strategies. The result was get from the subtraction (0,81, 1,07), then plotted on a diagram SWOT analysis as shown below:

Table 4.3 SWOT Matrik Analysis



Source : Data Processed, 2015

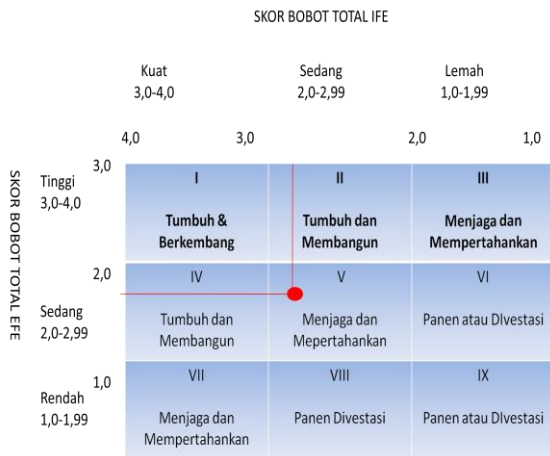
In the SWOT analysis above, it can be seen that the position of the company is located in quadrant III, where the strategy should be selected is turn around strategy and weakness-

opportunity strategy to improve the internal weaknesses using the opportunities in the environment.

D. Internal-Eksternal Matrix analysis

Based on the calculation of external factor evaluation (EFE) and internal factor evaluation (IFE) its obtained a total score 2.98 of EFE score and 2.81 of IFE score.

Table. 4.4 Internal Eksternal Analysis



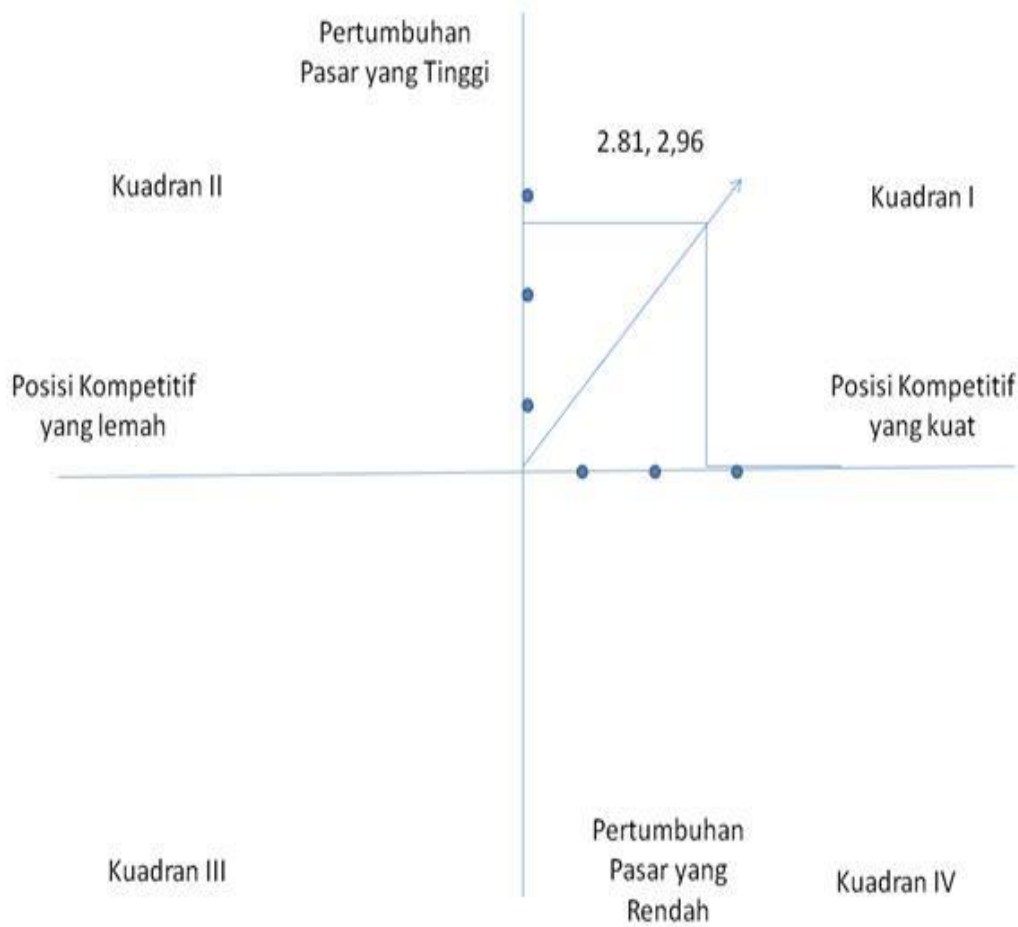
Source : Data Processed, 2015

In the picture above shows that the position of merchant business division is in quadrant five, and the strategies that should be implemented is a strategy to maintain and sustain through market penetration and product development.

E. Grand Strategy Matriks Analysis

From the results of the grand strategy matrix analysis, it appears that the current position of the merchant business division of CIMB Niaga is in quadrant I, which means that the company is able to take advantage of eksternal opportunities that exist, so companies will compete using the aggressive business strategy. When organizations in Quadrant I they have excess resources, then the backward integration, forward, or horizontally can be an effective strategy. When companies in Quadrant I, they more focus to the product, so concentric diversification can reduce the risks associated with a narrow product line. We can assume that the strategy that should be run from the current condition of the merchant business division of PT. Bank CIMB Niaga Tbk is the strategy of market penetration, market development and product development.

Table 4.5 Grand Strategy Matrik Analysis



Source : Data Processed, 2015

F. Weighting Dimensional of Analytical Hierarchy Process.

Analytical Hierarchy Process give weight to the dimensions that are important in decision making. There are four things that can be seen in the dimensions of the AHP analysis such as the strength, weakness, opportunity, and threat. From the results above, it can be seen that the greatest weight of strength dimension is the dimension of M-POS networking and technolog. The greatest weight of weakness dimension is supply of EDC and training for employees of the merchant business division. The greatest weight of opportunity dimension is government regulation (Bank Indonesia) on APMK as well as an increasing of the number of merchants. While the greatest weight to the threat dimension is increasing competitors in acquiring business and EDC Link combination of three state-owned banks.

Table 4.6 Weighting Dimensional of Analytical Hierachy Process

	Dimensi	Bobot		Dimensi	Bobot
Strength	Jaringan	0.40	Opportunity	Peraturan Pemerintah	0.61
	Rate	0.21		Jumlah Pengusaha dan perkembangan Ekonomi	0.21
	Relationship	0.20		Perkembangan Produk	0.15
	Produk	0.21		Volume Transaksi	0.15
	Teknologi M-Pos	0.30		Penambahan Jumlah merchant	0.40
	Program	0.24		Ceruk Pasar	0.06
	Services Level Agreement	0.10		Perkembangan Kartu Kredit	0.15
	Identitas Perusahaan	0.15		Perkembangan Teknologi	0.15
	Weakness	Persediaan EDC		0.20	Threats
Kurangnya koordinasi		0.14	EDC Link	0.30	
Regulasi		0.15	Bertambahnya pesaing	0.30	
Pemasaran/Publisitas		0.16	Produk Pengganti	0.15	
Pelatihan		0.21	Masyarakat awam yg belum mengerti penggunaan kartu/EDC	0.20	
Promosi		0.05			
Turnover karyawan		0.09			
Jumlah	2.81	Jumlah	2.98		

Source : Data Processed,2015

F. Matrix QSPM

From the analysis using the SWOT matrix, IE and Grand Strategy, there are three alternative strategy, there are market penetration strategies, product development, and market development. This selected strategy is the intensive strategy, because the implementation requires intensive efforts to improve the competitive position of the company through existing products (David, 2011). To see which strategy should be implemented first, we use QSPM Matriks.

After selected using all strategy using QSPM matrix, it can be seen from the value of TAS that product development strategy is a strategy that should be selected among other

strategic alternatives. The result of TAS product development strategy that is equal to 7.14 where the result is greater than the score of another alternative strategy in TAS Score which market penetration strategy's score is 6.89 and market development strategies's score is 7.04. This indicates that the merchant business division today must continually strive to develop products. After doing product development only then focus on the development of the market, after the new market penetration.

Table 4.7 Matrix QSPM

No	Faktor-Faktor Utama	Bobot	Alternatif Strategi					
			Penetrasi Pasar		Pengembangan produk		Pengembangan Pasar	
			AS	TAS	AS	TAS	AS	TAS
1	Peluang							
2	Peraturan pemerintah mengenai Gerakan Nasional Non Tunai/ cashless society	0.15	3	0.45	4	0.60	4	0.60
3	Bertambahnya jumlah pengusaha di Indonesia dan makin berkembangnya ekonomi kreatif dan emerging market	0.07	3	0.21	4	0.28	4	0.28
4	Perkembangan produk rekening ponsel PT. Bank CIMB Niaga, Tbk yang mengharuskan transaksi menggunakan mesin EDC	0.05	3	0.15	4	0.20	3	0.15
5	Tingginya kegiatan transaksi di sektor UMKM	0.05	3	0.15	4	0.20	4	0.20
6	Berkembangnya perekonomian dan perdagangan di Indonesia yang berdampak pada penambahan jumlah merchant di Indonesia, baik dari dalam negeri maupun luar negeri	0.10	4	0.40	4	0.40	4	0.40
7	Adanya call center khusus merchant di 14042 yang memudahkan pihak merchant.	0.03	3	0.09	3	0.09	2	0.06
8	Berkembangnya bisnis kartu kredit yang membutuhkan media transaksi EDC untuk bertransaksi	0.05	4	0.20	4	0.20	4	0.20
9	Perkembangan Teknologi	0.05	3	0.15	4	0.20	3	0.15
10	Berkembangnya program promo atau discount di merchant yang menarik masyarakat untuk bertransaksi menggunakan kartu di mesin EDC	0.05	3	0.15	3	0.15	3	0.15
11	Ancaman							
12	Adanya join EDC antara tiga bank BUMN yaitu Mandiri, BNI dan BRI yang dikenal dengan EDC Link.	0.15	4	0.60	4	0.60	4	0.60
13	Bertambahnya jumlah bank acquiring di Indonesia	0.15	4	0.60	4	0.60	4	0.60
14	Adanya produk pengganti untuk transaksi pembayaran seperti E-Money, Mobile Banking maupun internet banking.	0.05	3	0.15	3	0.15	3	0.15
15	Masih adanya masyarakat awam yang ragu bertransaksi menggunakan kartu	0.05	3	0.15	3	0.15	2	0.10
16	Kekuatan							
17	Satu-satunya merchant yang memiliki kerjasama dengan jaringan prima (jaringan milik BCA)	0.10	4	0.40	3	0.30	3	0.30
18	Memiliki MDR yang bersaing	0.07	4	0.28	3	0.21	3	0.21
19	Memiliki dedicated Merchant Business Officer untuk membangun relasi dengan merchant	0.05	3	0.15	3	0.15	3	0.15

20	Memiliki diferensiasi produk <i>merchant</i> , yaitu EDC, E-Commerce dan Recurring	0.07	3	0.21	4	0.28	4	0.28
21	Memiliki produk terbaru yaitu Mobile Point of Sale (M-Pos)	0.10	3	0.30	4	0.40	4	0.40
22	Memiliki bundling program dengan Giro dan Kartu Kredit serta kartu debit	0.06	3	0.18	3	0.18	3	0.18
23	memiliki SLA kerja yang relatif cepat	0.05	4	0.20	3	0.15	3	0.15
24	Identitas PT. Bank CIMB Niaga, Tbk yang sudah dikenal sebagai bank dengan inovasi teknologi perbankan yang canggih	0.05	3	0.15	4	0.20	3	0.15
25	Kelemahan			-		-		-
26	Ketersediaan EDC yang kurang	0.10	4	0.40	4	0.40	4	0.40
27	Kurangnya koordinasi antara divisi di <i>merchant business</i> PT. Bank CIMB Niaga, Tbk	0.07	4	0.28	3	0.21	3	0.21
28	Regulasi yang terlalu ketat di dalam internal Divisi <i>merchant business</i> PT. Bank CIMB Niaga, Tbk melebihi regulasi di bank lain untuk pengajuan EDC	0.05	4	0.20	3	0.15	3	0.15
29	Publisitas /komunikasi tentang produk <i>merchant business</i> masih sedikit	0.08	3	0.24	3	0.24	4	0.32
30	Pelatihan-pelatihan untuk staf divisi <i>merchant business</i> masih kurang	0.07	3	0.21	3	0.21	3	0.21
31	Promosi Bank Pesaing Semakin Gencar	0.05	3	0.15	3	0.15	4	0.20
32	Adanya Turnover karyawan yang tinggi di divisi <i>Merchant Business</i> PT. Bank CIMB Niaga, Tbk	0.03	3	0.09	3	0.09	3	0.09
	TOTAL	2.00		6.89		7.14		7.04

It can be seen in the table that the strategy which should be done in the first year is product development strategy s such as M-POS product development, development of e-commerce and procurement EDC CIMB Niaga. then in the second and third year merchant business division of cimb niaga have to focus on the development of the market by increasing the number of merchant which have a program with EDC of PT. Bank CIMB Niaga Tbk, inrease amount of Marketing and Direct Sales of EDC, and also increase the distribution channel of Merchant Business Division, and Using M-Pos as a tools of marketing. In the fourth and fifth, years, PT. Bank CIMB Niaga have to implemented the strategy by, market penetration strategy, where the strategy consists of a merchant program strategy, Complaints Management Strategy Merchant, merchant products and advertising strategy. Source : Data Processed, 2015

Table 4.8. Marketing Strategy

Strategic Action	Year 1 st	Year 2 nd	Year 3 rd	Year 4 th	Year 5 th
Product Development					
Market Development					
Market Penetration					

Source : Data Processed, 2015

5. Conclusion

Based on analysis of the strategy through the input, process and output, then we can found a competitive strategy formulation merchant business division that has to be implemented is using different strategies and focus each year such as product development strategy, market development strategy and market penetration strategies. The strategy contribution that be implemented should be monitored and viewed to the develop the merchant business division of CIMB Niaga. Than to run the strategy smoothly, the merchant business division has also had to do some things for internal and external improvements to increase the competitiveness among the acquiring business

6. Advice

Based on the results of discussion above, there is some suggestion that the authors proposed:

a. Suggestions for Merchant Business Division CIMB Niaga

1. To improve the internal weaknesses that exist in the merchant business division such as the lack of availability of EDC, strict regulation, lack of publicity and marketing of merchant business's product to improve competitiveness among the acquiring business.
2. Minimize the threats faced by the merchant business division of CIMB Niaga such as new entrants, substitute products, etc to increase the chances to compete in the acquiring business.
3. Merchant business division should run product development strategy in the first year, market development strategy in the second and third year, as well as market penetration strategy in the fourth and fifth year.

b. Advice to reader

For readers who will do further research, expected to research more factors that affect the internal and external competitiveness of acquiring business in the field of banking and can describe more about acquiring business competition between acquiring banks in Indonesia.

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