

TREASURY BANKING BUSINESS DEVELOPMENT : A STUDY OF MARKETING STRATEGY

Noor Sembiring¹

In order to deal with treasury banking business development is quite rapid, region capture market opportunities, develop marketing programs treasury products and services, maintain existing customer satisfaction and increase the volume of transactions treasury products then it is necessary to be physically closer to the customer, so that needs to be is necessary to develop a marketing network by opening a special service office treasury products as an arm of the Treasury division in several cities that have the potential for a large import-export transactions. Methods of data collection, namely the field study conducted to obtain accurate data with doing discussion performed by deputy leader TCS field to determine the weight of each strengths, weaknesses, opportunities, and threats. As an analytical tool used is the SWOT analysis and the BCG matrix in which the analysis tool will be seen how the best strategy to be adopted by the National bank. Based on the SWOT analysis is still a lot of variables that need to be corrected so that the value of strength or internal strength can be improved. From the results of the analysis are known TRA National Bank in the position of this star in BCG matrix shows that the already dominant market share but growth is still quite high, advertising previously conducted large -scale can be done as needed.

Key words: Marketing Strategy, SWOT, BCG Matrix

INTRODUCTION

The company that runs the modern marketing requires more than just develop products with good quality, or provide attractive rates. However, many aspects of which must be thought by the company in order to survive and win the competition National Bank as a company engaged in the field should always have good service in order to compete with other banks, either by foreign banks, private as well as other Government national banks commitment to strengthen its services to the customer is reflected from its products and services by continually strives to provide the entire needs of customers, a utterly misalya of Treasury products are badly needed by exporters or importers who currently continues to attempt to maximize its revenues amid the terhimpitnya economic situation that is being faced is currently.

In order to face the development of Treasury banking business rapidly enough, capturing large market opportunities, develop marketing program of Treasury products and services, maintain existing customer satisfaction and increase transaction volume of Treasury products it is necessary to let the more physically closer with customers, so it may need to develop marketing networks by opening a special service Office of Treasury products as the length of the hand from the Treasury Division in some cities that have the potential of great import export transactions. Treasury products are divided in four magnitude i.e. product money

¹ Universitas Tama Jagakarsa. Jakarta. Indonesia, E-mail: author@gmail.com

market, foreign exchange products non physical, derivative products as well as bank notes. Treasury products and services to clients is done by the Treasury units of Client Solution (TCS) Treasury Division, in order for the service to the customer is more focused.

LITERATURE REVIEW

Marketing Management

Management is a science called science culture, because it deals with basic knowledge, insight, wisdom, and leadership (Graigh at all, 2010). While Marketing is a mix of activities that are related to know the needs of consumers as well as developing promotion, distribution, service and price in order that the consumer needs can be satisfied by either at the level of certain advantages.

Marketing Objective

The goal of marketing is to change the orientation of the other marketing management philosophy that turns out to have proven unsuccessful tackle a range of issues, since any change in the characteristics of the adult market is likely to develop. Such changes occur, among others, because of the increase of population, the increase of purchasing power, improved and wider relationship or communication, technological development, and the change of market environment factor.

Marketing Strategy

- a) A marketing strategy not discerning market (Undifferentiated Marketing). With this strategy, the company considers the market as a whole, so that the companies only pay attention to the needs of consumers in General. Therefore the company only produces and markets a range of products only and is trying to pull all of the buyers and potential buyers with a marketing plan anyway. This strategy aims to make sales in bulk, thus lowering costs. The company focuses on all consumers and their needs, as well as designing products which can attract as many consumer. A company that use this strategy, ignored the group buyers different. Market regarded as a whole with a similarity in their needs. One of the benefits of this strategy is the ability company to reduce the cost of so that it can be more economical. On the other hand, his own weaknesses is when many other companies also runs marketing strategies same, there will be competition sharp to control the market (hyper competition), and ignore segments other small market. As a result, this strategy can cause less advantage marketing efforts company, because many and the more sharp of competition.
- b) Marketing strategy differentiate of the differentiated marketing. With this strategy, company only serve the needs of some consumer groups certain with

a kind of certain products also. So a company or manufacturer produce and markets different products for each segments market. With these words other, company or manufacturer offer a variety products and product mix, in accordance with their needs and wish to consumer groups or the buyer different, with the program marketing distinct was expected to be reached sales supreme in each segments the market. Companies that use this strategy aims to memperetbal trust certain consumer groups to products produced and marketed, so that pembeliannya will be done repeatedly. It is hoped sale of the company will be higher the score at the product and the company would be stronger or steady on segment of the market. Profit this marketing strategies, sales can hope to be higher by the positions of a better product across each segment market, and the total sale of the company will be able to be increased by variety the product offered. Kelemaha this strategy is there is a general tendency costs will be higher because of a rise in production costs to modification products, administrative costs, promotional costs, and the cost of investment.

- c) Marketing strategies that concentrated. With this strategy, company specialize marketing their products in several segments market, with the limited resources company. In this case company producers choose a different market segment and offers products that suit their needs and wish to consumer groups which is with segments market, which is more specific. Marketing strategies this give priority to all business marketing on one or some a different market segment just. So a company focus all the activity benefits the largest. Profit the use of this strategy, it can be expected for them are ranks or the position of power in a different market segment selected. This is because, the company would have knowledge and experience better in making an approach to meet the needs and consumer advocacy of segments market it serves. In addition the company makes a profit because it specializes in the production, distribution, and promotion efforts, so when appropriately chosen market segments, will be able to allow a successful product marketing efforts of the company. The weakness of this strategy is the company will face a great risk if only depending on one or more market segment only. This is because, the possibility of changes in the tastes of the consumer, or upgrade the competitiveness of other companies that may exceed the capabilities of the company in serving the market well and effectively.

The heart of the strategic marketing Is segmentation, took aim at the target and put position, marketing strategy is an approach widely used to achieve marketing objectives and supported by the 4Ps (product, price, place and promotion), 4 P is usually known as marketing tactic (Sunny TH, 2005) strategic marketing is an interactive and iterative process. And the SWOT analysis is helpful strategic marketing process. Timely it's a marketing strategy aims to increase sales. (Sunny TH, 2005).

SWOT Analysis

The strategic decision making process are generally always associated with problem msi, objectives, strategies and policies of the company. Therefore, as a strategic planner in conducting an analysis of the need to pay attention to various aspects related to the factors that affected it. Factors that generally can be grouped in four categories referred to as strength (Strengths), weakness (Weakness), opportunity (Opportunity) and threats (Threat), SWOT analysis is a strategic perencanaan classical instrument. By using the framework of strengths and weaknesses and the opportunities and threats of eksternal, this instrument provides a simple way to estimate how best to implement a strategy. These instruments help the Planner what bias is achieved, and what things to note (Hendrawan at.el, 2005).

BCG Matrix

Matrix graphically depicts a comparison of market share position and ratarata the growth of the industry. The two main indicators described by BCG matrix, i.e. the Market Share and Market Growth. Market Share can be used as an indicator of whether the market has ridden or who controlled the market. While the Market growth is used to see if the market is already saturated, in the sense that there is no growth in demand of product.



METHODOLOGY

Tresury regional area (TRA) founded to provide facilities to customers in various districts in indonesia transaction foreign currencies, both physically and nonfisik.' the opening tra in order to increase banking services in the treasury to customers, good business players large, medium, or small. The presence of tra is expected to increase business customers in a transaction foreign exchange and hedging tool (hedge), 'the opening tra as an effort to respond to business potential of the whole of indonesia, as needs customers in transactions either based treasury of an effort tourism sector, trade, fisheries, and services. With support power the dealer being professional and infrastructure are reliable, so services and needs customers especially connection with the treasury can be conducted more responsive, fast, easy, and the prices competitive. Data collection method which is done, namely by study a pitch that in efforts to obtain accurate data by doing it also conducted discussions with deputy leader to the field of tcs menentukan weights in each the power, weakness, opportunities and a threat that owned tra bank unit as a means of the analysis used is training and analysis bcg a matrix where with the means of this analysis would be seen how the best strategy to be applied by the national banks.

RESULT DSCUSSION

The purpose of the formation of Tresuri Regional Area (TRA) :

- a) develop a marketing program of Treasury products and services
- b) Capturing market opportunities in the area
- c) increase the service level of Treasury to customer
- d) Maintain existing customer satisfaction
- e) Expanding the coverage area and increase the value of foreign exchange transactions.

Based on duties and service to be rendered, so function TRA is representative office, that serves as the extension trs city and it will have a duty:

- a) Conduct activity transactions trading treasury.
- b) Marketing to borrowers and a borrower either directly or through the national branch banks.
- c) Manage and maintain customers old be in cover TRA area.

Before the establishment of the TRA, all services and marketing activities carried out from Jakarta through telephone and in some occasions they do marketing to these areas. But the marketing activities such as the felt has not brought the benefits of maximum due to the long distances and not his visits was implemented. Based on the magnitude of the volume of foreign exchange transactions, the market potential of their import export transactions, relic, the potential of the area and geographical location then the writers try to investigate further the potential of

Treasury representatives established in some areas that is representative of Treasury Division of TCS is very important to do marketing and serving customers in the region.

| | <i>Transaction</i> | <i>Export/ Import</i> | <i>% Market Share</i> |
|-------|--------------------|-----------------------|-----------------------|
| 2016 | 25.411.598.645 | 381722846353 | 6,6570809 |
| 2015 | 22.321.347.440 | 380932175796 | 5,8596645 |
| 2014 | 17.146.289.699 | 293442387518 | 5,8431537 |
| 2013 | 14.220.390.101 | 213339271062 | 6,6656223 |
| 2012 | 16.922.220.000 | 266217730626 | 6,3565338 |
| Total | 96021845885 | 153565441135 | 6,2528291 |

From the above data to see that the value of market share is still very small i.e. around 6% this shows that there is still such a huge market that could be the target of foreign currency products national bank.

Business strategy division treasury devoted to :

- a) Increase in Fee Based Income.
- b) Opening of the Regional Treasury Area aims to support the business strategy Division of Treasury National Bank in increasing Fee Based Income through increased income foreign exchange transactions.
- c) Improvement of Service Level to customers
- d) With the opening of TRA is expected to increase the service level to the customer, where the customer easier and faster in doing foreign exchange transactions.

In this study it will be seen how marketing strategy must be carried out by the national bank related to the launch of Treasury Regional Area (TRA), so the launch of Treasury Regional Area (TRA) this can deliver maximum results before getting a SWOT matrix, then for the purposes of analysis, usually used External Factor Analysis Summary (EFAS) and Internal Factor Analysis Summary (IFAD).

The last part of the data collection phase is to create competitive profile matrix. The purpose of creation of competitive profile matrix is to know the position of the companies against competitors. With a score of total power of 3.9 and score a total of weakness – 2,5

From the graph of BCG noted that point X which is the intersection of the two lines in cell 1, so the strategy that can be used is SO strategy (strength-opportunity) where in this quadrant already dominant Market share but the growth is still quite high, massive previously done advertising can be done as needed only. Party marketing can do enhancements.

As for the Strategy SO that it can be done is to:

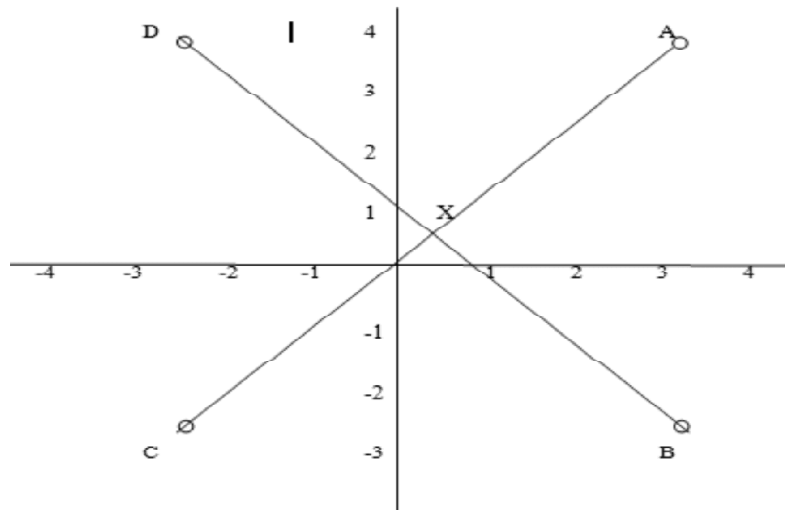
- a) Improve the introduction of the TRA in the community by doing socialization on a segment of the importer and exporter

TABLE 1: MATRIX OF EXTERNAL FACTOR ANALYSIS SUMMARY (EFAS)

| <i>Strategic Factors</i> | <i>Load</i> | <i>Rating</i> | <i>Value</i> |
|--|-------------|---------------|--------------|
| Opportunity | | | |
| 1. It's been widely known by the public | 0,1 | 4 | 0,4 |
| 2. Have a good brand image | 0,05 | 3 | 0,15 |
| 3. Reach out to potential areas | 0,2 | 4 | 0,8 |
| 4. Treasury business opportunities along with the recovering economy of Indonesia and import export transaction growth. | 0,1 | 2 | 0,2 |
| 5. the customer needs of Treasury products which will continue to increase and vary. | 0,05 | 2 | 0,1 |
| 6. The development of the activity of foreign currency transactions conducted by customer | 0,05 | 2 | 0,1 |
| 7. The availability of an increasingly complete transactions services will improve customer loyalty. | 0,15 | 4 | 0,6 |
| 8. Opportunities to attract borrowers and other bank clients to want to do transactions with TRS. | 0,1 | 3 | 0,3 |
| 9. Government Regulation conducive. | 0,1 | 2 | 0,2 |
| b. A broad Customer base | 0,1 | 4 | 0,4 |
| Threat | | | |
| 1. The customer is increasingly critical and demanding of product and quality banking services, as well as sensitive to pricing. | 0,3 | -1 | -0,3 |
| 2. The intensity of the increasingly stringent banking competition. | 0,4 | -4 | -1,6 |
| 3. Credit Risk/Operational Risk/Counterpart risk. | 0,1 | -2 | -0,2 |
| 4. global market Conditions are unpredictable. | 0,1 | -2 | -0,2 |
| 5. Limitations of the credit line per counterpart. | 0,1 | -2 | -0,2 |

TABLE 2: MATRIX OF INTERNAL FACTOR ANALYSIS SUMMARY (IFAS)

| <i>Faktor strategis</i> | <i>Load</i> | <i>Rating</i> | <i>Value</i> |
|--|-------------|---------------|--------------|
| Strength | | | |
| 1. Reputation/Corporate Images National Bank are both on the domestic market. | 0,2 | 3 | 0,6 |
| 2. Network National Bank that is broad enough to support the existence of the TRA. | 0,4 | 4 | 1,6 |
| 3. Human resources competent and loyal. | 0,2 | 4 | 0,8 |
| 4. support the technology that is able to serve the activities of the TRA. | 0,1 | 4 | 0,4 |
| 5. Sufficient Counterpart Network | 0,1 | 3 | 0,3 |
| Weakness | | | |
| 1. The limitation of the development of derivative products. | 0,2 | -2 | -0,4 |
| 2. Not yet optimal cross selling. | 0,2 | -3 | -0,6 |
| 3. Don't have a power marketer. | 0,3 | -3 | -0,9 |
| 4. The branch network has not been optimized as the marketing arm. | 0,3 | -2 | -0,6 |



E = Is the intersection of the diagonals AC and BD

A = has coordinates (3.25; 3.9)

B = has coordinates (3.25;-2.5)

C = has coordinates (-2.5;-2.5)

D = has coordinates (-2.5; 3.9)

- b) increase the capability of Human Resources an optimal service created to improved support technology to improve loyalty

CONCLUSION

Based on the SWOT analysis is still a lot of variables that need to be improved so that the value of strength or internal strength can be increased National Bank is at the position of the star in the BCG matrix show that already dominant Market share but the growth is still quite high, massive previously done advertising can be done only as needed.

Efforts to improve the approach recommended are improve the introduction of the TRA in the community by doing socialization on a segment of the importer and exporter, increase the capability of Human Resources an optimal service created to improved support technology to improve loyalty.

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