

## ABSTRAK

Visi BRI 2025 adalah “*The Most Valuable Banking Group in Southeast Asia and Champion Financial Inclusion*”, adapun salah satu faktor kunci dari pencapaian ini adalah pertumbuhan segmen mikro yang menjadi *core business* BRI. Pencapaian target tersebut dilakukan dengan melakukan penetrasi ke segmen Ultra Mikro melalui akuisisi PNM.

Untuk mengevaluasi strategi akuisisi tersebut, dilakukan penelitian dengan membandingkan alternatif lain seperti pengembangan internal dan *joint of venture*. Adapun komponen yang di nilai dengan melihat potensi pasar UMi, keuntungan, dan kesesuaian strategi perusahaan.

Dalam menilai komponen tersebut, metode penelitian yang digunakan adalah pengujian diversifikasi yaitu analisis daya tarik industri (*attractiveness test*), analisis biaya masuk (*cost of entry*), dan analisis *better-off test*.

Berdasarkan tiga tes di atas, disimpulkan bahwa penetrasi segmen UMi adalah langkah yang tepat bagi BRI. Dengan konsep akuisisi ternyata memberikan keunggulan *competitive* yang lebih baik dibandingkan dua alternatif lainnya. Akuisisi memberikan pertumbuhan mikro sebesar 924 ribu debitur dengan baki debet senilai Rp 22,9 triliun pada tahun 2030, serta akumulasi laba yang mencapai Rp10 triliun selama 10 tahun.

Kata Kunci: Mikro, UMi, Akuisisi, Diversifikasi

## ABSTRACT

*BRI's 2025 vision is "The Most Valuable Banking Group in Southeast Asia and Champion Financial Inclusion". One of the key factors for this achievement is the growth of the micro segment which becomes BRI's core business. This target is to be achieved by penetrating into the Ultra Micro segment through the acquisition of PNM.*

*In order to evaluate the acquisition strategy, the research was conducted by comparing other alternatives such as internal development and joint ventures. The components are assessed by considering the UMi's market potential, profits, and the suitability of the company's strategy.*

*Several diversification tests are applied, namely the attractiveness of the industry, the cost of entry test, and the better-off test in order to conduct the assessment of those components.*

*Based on the three tests above, it is concluded that the penetration of the UMi segment through the acquisition of PNM is the right decision for BRI. The acquisition concept turns out to provide a better competitive advantage than the other two alternatives. The acquisition provides micro growth of 924 thousand debtors with a debit balance of Rp 22.9 trillion in 2030, as well as accumulated profits of up to Rp 10 trillion over ten years*

*Keywords: Micro, UMi, Acquisition, Diversification.*