



INTISARI

Percepatan transformasi digital di sektor keuangan Indonesia telah mendorong pertumbuhan pesat industri teknologi finansial (*fintech*), khususnya layanan *peer-to-peer* (P2P) *lending*. Perkembangan ini menjadi solusi alternatif bagi UMKM yang masih mengalami keterbatasan akses pembiayaan akibat riwayat kredit yang minim, kurangnya jaminan, dan kendala administratif. Kondisi ini menciptakan kesenjangan pembiayaan yang membuka peluang strategis bagi *fintech* seperti PT XYZ untuk menyediakan pendanaan produktif. Banyaknya jumlah *platform* P2P *lending*, memperketat persaingan industri dan menuntut PT XYZ merumuskan strategi bersaing yang adaptif dan berkelanjutan.

Penelitian ini bertujuan menganalisis strategi bersaing PT XYZ dengan pendekatan studi kasus kualitatif. Data diperoleh melalui wawancara mendalam, kuesioner sederhana dan dokumentasi sekunder, kemudian dianalisis menggunakan lima kekuatan Porter, analisis rantai nilai, faktor kunci keberhasilan, SWOT, matriks IFE, matriks EFE, dan matriks IE.

Hasilnya menunjukkan bahwa PT XYZ berada dalam kuadran “*Grow and Build*” pada Matriks IE, yang mencerminkan posisi internal yang kuat dan lingkungan eksternal yang mendukung. Penelitian ini menekankan pentingnya strategi berbasis kemitraan ekosistem, inovasi pembiayaan produktif, dan pemanfaatan teknologi informasi. Diperlukan pula evaluasi berkelanjutan atas kebijakan operasional dan ekspansi pasar agar tetap relevan terhadap regulasi dan kebutuhan pasar. Perusahaan juga harus menjaga hubungan dengan pemangku kepentingan melalui transparansi layanan dan mempertahankan indikator TKB90. Regulator diharapkan mendorong sinergi antara *fintech* dan lembaga keuangan konvensional serta meningkatkan literasi keuangan digital di kalangan UMKM.

Kata Kunci: Strategi Bersaing, *Peer-to-Peer Lending*, *Fintech*, UMKM, Manajemen Strategis, Lima Kekuatan Porter, SWOT, Rantai Nilai, Matriks IFE-EFE, Matriks IE



ABSTRACT

The rapid digital transformation in Indonesia's financial sector has driven the rapid growth of the financial technology (fintech) industry, particularly in peer-to-peer (P2P) lending services. This development offers an alternative solution for MSMEs that continue to face limited access to financing due to minimal credit history, lack of collateral, and administrative barriers. These challenges have created a financing gap that presents strategic opportunities for fintech companies like PT XYZ to offer productive lending solutions. The growing number of P2P lending platforms has intensified industry competition, requiring PT XYZ to formulate adaptive and sustainable competitive strategies.

This study aims to analyze the competitive strategy of PT XYZ using a qualitative case study approach. Data were obtained through in-depth interviews, simple questionnaires and secondary documentation, and analyzed using Porter's five forces, value chain analysis, SWOT, key success factor, the Internal Factor Evaluation (IFE) Matrix, External Factor Evaluation (EFE) Matrix, and the Internal-External (IE) Matrix.

The results show that PT XYZ is positioned in the "Grow and Build" quadrant of the IE Matrix, indicating strong internal capabilities and a supportive external environment. This study highlights the importance of ecosystem-based partnerships, innovation in productive financing, and the use of information technology. Continuous evaluation of operational policies and market expansion strategies is also needed to remain aligned with regulations and evolving market demands. The company must also maintain stakeholder relationships through service transparency and sustain performance indicators such as the TKB90. Regulators are expected to promote synergy between fintech players and conventional financial institutions, while also enhancing digital financial literacy among MSMEs.

Keywords: *Competitive Strategy, Peer-to-Peer Lending, Fintech, MSMEs, Strategic Management, Porter Five Forces, SWOT, Value Chain, IFE-EFE Matrix, IE Matrix*