

## ABSTRAK

Pertumbuhan jumlah penduduk dengan kategori *Ultra High Net Worth Individual* (UHNWI) dan kategori *High Net Worth Individual* (HNWI) menjadi potensi yang besar terhadap industri perbankan, khususnya bisnis *wealth management*. Akibatnya tingkat persaingan bisnis *wealth management* juga semakin tinggi dan mendorong masuknya pesaing baru dalam bisnis. Salah satu perusahaan yang memiliki bisnis *wealth management* di Indonesia adalah PT. Bank Negara Indonesia (Persero) Tbk. Terdapat berbagai tantangan internal dan eksternal yang dihadapi oleh BNI untuk tetap dapat bersaing dalam bisnis. Oleh karena itu diperlukan strategi yang efektif untuk meningkatkan keunggulan kompetitif berkelanjutan bisnis *wealth management* PT. Bank Negara Indonesia (Persero) BNI.

Penelitian ini menggunakan metode penelitian kualitatif untuk mengidentifikasi faktor lingkungan eksternal dan internal yang dimiliki BNI dalam menghadapi persaingan pada bisnis *wealth management* dan strategi *sustainable competitive advantage* yang efektif untuk meningkatkan keunggulan kompetitif berkelanjutan. Data yang diperoleh berasal dari data primer yang bersumber dari wawancara dengan informan serta sekunder berasal dari laporan tahunan perusahaan, laporan OJK, laporan Bank Indonesia, Kementerian Keuangan dan website. Analisis dilakukan menggunakan PESTEL, Porter's Five Forces Analysis, VRIO dan SWOT.

Hasil analisis menunjukkan bahwa terdapat faktor internal dan eksternal yang dimiliki BNI untuk menghadapi persaingan pada bisnis *wealth management*. Faktor eksternal yaitu potensi pertumbuhan penduduk HNWI di Indonesia dan potensi dari integrasi bisnis dengan Kantor Cabang Luar Negeri. Sedangkan faktor internal yaitu reputasi BNI sebagai institusi keuangan yang komprehensif, pengelolaan dan kualitas SDM serta teknologi. Terdapat beberapa strategi *sustainable competitive advantage* yang efektif yaitu melalui pemerataan SDM di BNI baik secara kapabilitas dan kualitas. Kemudian dengan melakukan inovasi produk yang sesuai dengan kebutuhan nasabah HNWI serta mengoptimalkan digitalisasi dan inovasi teknologi.

**Kata Kunci:** *Sustainable Competitive Advantage, Wealth Management, Strategi bisnis, PESTEL, Porter's Five Forces Analysis, VRIO dan SWOT*

## ABSTRACT

The growth in the number of people with Ultra High Net Worth Individual (UHNWI) and High Net Worth Individual (HNWI) categories presents a significant potential for the banking industry, especially the wealth management business. As a result, the level of competition in the wealth management business is also getting higher and encourages the entry of new competitors in the business. One of the companies that has a wealth management business in Indonesia is PT Bank Negara Indonesia (Persero) Tbk. There are various internal and external challenges faced by BNI to remain competitive in business. Therefore, effective strategies are needed to enhance the sustainable competitive advantage of BNI's wealth management business.

This research uses qualitative research methods to identify external and internal environmental factors owned by BNI in facing competition in the wealth management business and effective sustainable competitive advantage strategies to increase sustainable competitive advantage. The data obtained comes from primary data sourced from interviews with informants and secondary data comes from the company's annual report, OJK report, Bank Indonesia report, Ministry of Finance and website. The analysis was conducted using PESTEL, Porter's Five Forces Analysis, VRIO and SWOT.

The analysis shows that there are internal and external factors owned by BNI to face competition in the wealth management business. External factors are the potential growth of the HNWI population in Indonesia and the potential of BNI's and the potential for business integration with Overseas Branch Offices. While internal factors are BNI's reputation as a comprehensive financial institution, management and quality of human resources and technology. There are several effective sustainable competitive advantage strategies, namely through equal distribution of human resources at BNI both in terms of capability and quality. Then by innovating products that suit the needs of HNWI customers and optimizing digitalization and technological innovation.

**Keywords:** *Sustainable Competitive Advantage, Wealth Management, Business Strategy, PESTEL, Porter's Five Forces Analysis, VRIO dan SWOT*