

ABSTRAK

Partisipasi program pensiun di Indonesia masih rendah, hanya sekitar 10–13% dari total angkatan kerja, sementara mayoritas lansia bergantung pada keluarga untuk pembiayaan hidup. DPLK BNI menghadapi tekanan persaingan yang meningkat akibat POJK 35/2024 yang membuka peluang bagi manajer investasi mendirikan DPLK. Di tengah tren penurunan peserta dan *return on investment* (ROI) yang kalah saing dibanding pesaing seperti Trimegah AM, DPLK BNI perlu merumuskan strategi adaptif agar tetap relevan dan kompetitif.

Penelitian ini menggunakan pendekatan deskriptif kualitatif dengan data dari wawancara tiga informan kunci DPLK BNI dan analisis dokumen pendukung. Faktor internal dan eksternal dipetakan menggunakan matriks IFE dan EFE, lalu dirumuskan dalam SWOT dan TOWS Matrix. Selanjutnya, alternatif strategi dievaluasi secara objektif menggunakan *Quantitative Strategic Planning Matrix* (QSPM) berdasarkan bobot faktor dan daya tarik strategi menurut para ahli.

Hasil analisis menunjukkan bahwa strategi *Strength–Threat* (ST) paling relevan bagi DPLK BNI, mengingat kekuatan internalnya harus dimanfaatkan untuk menghadapi ancaman eksternal. Strategi prioritas meliputi penguatan sistem ALM melalui sinergi dengan Treasury, kampanye komunikasi berbasis prudent governance, peningkatan loyalitas peserta lewat digitalisasi layanan, serta advokasi regulasi untuk memperkuat posisi pasar. Keempat strategi ini dirancang untuk diimplementasikan secara bertahap selama 2025–2027.

Kata Kunci: SWOT, TOWS Matrix, SWOT Matrix, QSPM, Industri DPLK.

ABSTRACT

Pension program participation in Indonesia remains low, with only around 10–13% of the total workforce enrolled, while the majority of elderly individuals rely on family for financial support. DPLK BNI faces growing competitive pressure following POJK 35/2024, which allows investment managers to establish their own DPLK. Amid declining participant numbers and a lower return on investment (ROI) compared to competitors like Trimegah AM, DPLK BNI must formulate adaptive strategies to remain relevant and competitive.

This study adopts a qualitative descriptive approach, utilizing data from interviews with three key informants at DPLK BNI and supporting document analysis. Internal and external factors are mapped using IFE and EFE matrices, then formulated into SWOT and TOWS Matrices. Subsequently, strategic alternatives are objectively evaluated using the Quantitative Strategic Planning Matrix (QSPM), based on weighted factors and expert-assessed attractiveness scores.

The analysis reveals that the Strength–Threat (ST) strategy is the most relevant for DPLK BNI, leveraging internal strengths to mitigate external threats. Priority strategies include strengthening the ALM system through synergy with the Treasury unit, launching a communication campaign based on prudent governance, enhancing participant loyalty via digital services, and engaging in regulatory advocacy to reinforce market positioning. These four strategies are scheduled for phased implementation between 2025 and 2027.

Keywords: SWOT, TOWS Matrix, SWOT Matrix, QSPM, DPLK Industry