ABSTRAK

EVALUASI KONTRIBUSI DEBITUR BUMN YANG MEMPEROLEH KEBIJAKAN KREDIT KORPORASI DENGAN SUKU BUNGA KHUSUS TERHADAP PROFITABILITAS BANK TABUNGAN NEGARA MELALUI MODEL RAROC DAN *CUSTOMER PROFITABILITY ANALYSIS*

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Manajemen Bank BTN telah melakukan langkah strategis sejak 2016 untuk memperbaiki kualitas kredit komersial dan korporasi melalui perubahan segmentasi debitur korporasi ke Group Perusahaan BUMN yang dianggap memiliki pengelolaan manajemen dan struktur permodalan yang stabil dibanding Developer dan Perusahaan Swasta lainnya mengingat konsentrasi portfolio kredit di Bank BTN adalah sektor perumahan dan infrastruktur. Namun Adanya persaingan bisnis antar Bank dalam membiayai proyek-proyek strategis yang dikembangkan oleh BUMN membuat Manajemen Bank BTN mengambil kebijakan dengan memberikan suku bunga khusus yang nilainya lebih rendah dibanding suku bunga debitur umum. Maka Bank BTN menghadapi risiko karena kondisi saat ini mayoritas komposisi dana Pihak Ketiga Bank BTN berbunga mahal (COF tinggi) sehingga *spread* keuntungan dari pendapatan bunga kredit terhadap beban bunga simpanan menjadi rendah .

Penelitian ini bertujuan untuk mengevaluasi seberapa besar kontribusi *Group* Debitur BUMN terhadap profitabilitas Bank dari realisasi kredit korporasi yang telah mendapatkan kebijakan suku bunga khusus dimana suku bunga tersebut jauh dibawah suku bunga kredit bagi debitur umum . Metode penelitian dengan menggunakan sampel Group BUMN yang merupakan 9 debitur inti Bank BTN dengan model "*pareto*" (20% penyebab - 82% efek bagi kinerja Bank BTN), kemudian dilakukan model perhitungan untuk mengukur tingkat keuntungan yang diperoleh Bank BTN terhadap beban biaya kredit yang harus dikeluarkan jika menghadapi risiko terburuk melalui model RAROC (*Risk Adjusted Return On Capital*) dan mengukur kontribusi Group Debitur BUMN terhadap profitabilitas Bank dari pendapatan bisnis kredit, dana dan *fee based* transaksi melalui model CPA (*Customer Profitability Analysis*).

Hasil penelitian pada studi kasus Sampel 9 Group Debitur BUMN periode 2014 s/d 2019, bahwa terdapat 40,38% kredit yang dilakukan penyesuaian *(adjusted)* dengan menurunkan nilai *Equity Risk Premium* untuk menurunkan nilai *CaR* sehingga menghasilkan nilai RAROC > *Hurdle Rate*, hal tersebut mengindikasikan bahwa untuk mendapatkan keuntungan bersih dari realisasi kredit, Bank mengambil langkah ***Risk Management Activities*** yaitu "*increase risk – speculating*" dengan memberikan kebijakan tingkat suku bunga kredit *Group* BUMN yang rendah disaat *Cost of Fund* (COF) Bank tinggi dan meningkatkan risiko kehilangan modal (*capital*) yang lebih besar untuk menutupi kerugian jika kredit tersebut mengalami *default* (gagal bayar) ataupun mengalami kondisi terburuk (*un expected loss*) yang mempengaruhi tingkat solvabilitas Bank dibanding kredit lainnya yang tidak dilakukan penyesuaian *(adjusted)*.

Hasil penelitian yang menggunakan model *Customer Profitability Analysis* (CPA) bahwa terdapat 64,52% yang menghasilkan nilai Profit Margin < ROA dari Bank (< 1,5%), hal tersebut mengindikasikan bahwa terhadap Sampel Group Debitur yang menghasilkan nilai CPA < 1,5% belum memberikan kontribusi yang maksimal bagi keuntungan Bank meskipun sudah diberikan suku bunga khusus dari realisasi kreditnya. Sehingga dilakukan penyesuaian *(adjusted)* perhitungan CPA dengan persyaratan kepada sampel Group Debitur tersebut untuk meningkatkan pengendapan dana, menurunkan suku bunga eksisting ataupun meningkatkan realisasi kredit baru sehingga menghasilkan nilai Profit Margin ≥ ROA dari Bank (*profit margin* ≥ 1,5%).

ABSTRACT

CONTRIBUTION EVALUATION OF DEBTORS OF BUMN THOSE WHO OBTAINED A CORPORATE CREDIT POLICY WITH SPECIAL INTEREST ON THE PROFITABILITY OF BANK TABUNGAN NEGARA THROUGH RAROC MODEL AND CUSTOMER PROFITABILITY ANALYSIS

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The management of Bank BTN has taken strategic steps since 2016 to improve the quality of commercial and corporate loans through changes in the segmentation of corporate debtors to the BUMN Group of Companies which are considered to have stable management and capital structure compared to Developers and other private companies considering the concentration of the credit portfolio at Bank BTN is a sector housing and infrastructure. However, the existence of business competition between Banks in financing strategic projects developed by BUMN has made Bank BTN management take a policy by providing a special interest rate that is lower than the interest rate for general debtors. So Bank BTN faces risks due to the current condition of the majority of the composition of Bank BTN's third party funds with high interest rates (high COF) so that the profit spread from credit interest income to deposit interest expense becomes low.

This study aims to evaluate how much the contribution of the BUMN Debtor Group to the profitability of the Bank from the realization of corporate credit which has received a special interest rate policy where the interest rate is far below the loan interest rate for general debtors. The research method used a sample of BUMN Group which are 9 core debtors of Bank BTN with the "pareto" model (20% cause - 82% effect for Bank BTN performance), then a calculation model is carried out to measure the level of profit obtained by Bank BTN against the cost of credit that must be incurred if faced with the worst risks through the RAROC (Risk Adjusted Return On Capital) model and measure the contribution of the BUMN Debtor Group to the Bank's profitability from credit business income, funds and fees based on transactions through the CPA (Customer Profitability Analysis) model.

The results of the research on the case study of Sample 9 BUMN Debtor Group for the period 2014 to 2019, that there are 40.38% of credits that have been adjusted by reducing the value of the Equity Risk Premium to reduce the value of CaR to produce a value of RAROC > Hurdle Rate, this is indicates that to get a net profit from credit realization, the Bank takes **Risk Management Activities**, namely "increase risk - speculating" by providing a policy of BUMN Group credit interest rates are low when the Cost of Fund (COF) of the Bank is high and increases the risk of loss of capital is greater to cover losses if the credit defaults or experiences the worst condition (un expected loss) which affects the Bank's solvency level compared to other unadjusted loans.

The results of the research using the Customer Profitability Analysis (CPA) model show that there are 64.52% which results in a Profit Margin value < ROA of the Bank (<1.5%), this indicates that the Debtor Group Sample results in a CPA value < 1.5 % has not contributed maximally to the Bank's profits even though it has been given a special interest rate from credit realization. So that the CPA calculation is adjusted with the requirements for the sample of the Debtor Group to increase fund deposition, reduce existing interest rates or increase new credit realization, resulting in the value of Profit Margin $\geq$ ROA from the Bank (profit margin $\geq$ 1.5%).