

MARKETING STRATEGY INNOVATION IN THE FRAMEWORK TOWARDS EXPANSION OF DIGITAL BANK ACCESS AROUND STUDENTS (A CASE STUDY ON BLU BCA)

Septihani Michella Wijaya¹ Angely Olivia Putri¹ Andi Wijaya^{1*}

¹Faculty of Economics and Business, Universitas Tarumanagara, Jakarta - Indonesia

*Email: andiw@fe.untar.ac.id

Submitted: 19-12-2022, Revised: 03-02-2023, Accepted: 10-03-2023

ABSTRACT

Blu is a mobile banking service from BCA Digital which is designed and developed to make it easier for its customers to make financial and non-financial transactions via mobile phones. Currently, Blu already has a BI Fast Payment system for its services. BI Fast Payment is infrastructure. A national retail Payment System that can facilitate retail payments in real-time, safe, efficient, and available at any time. With the BI Fast Payment system, customers can make inter-bank transfers more efficiently and effectively than usual, which is IDR 2,500 per transaction. Not only can it be used to make payments, Blu can also be used for various purposes related to banking with various features such as: Blu Account for making purchases and withdrawals, Blu Saving for saving, Blu Gether which can plan finances with other users, and Blu Deposit opens a time deposit service of at least IDR 1,000,000. Due to the Covid-19 pandemic, the use of digital banks is increasing in Indonesia due to the cashless system when making payments. Therefore, Blu is here to support the system. Blu still has many systems and features that need to be developed to make users more comfortable.

Keywords: digital, banking, system, payment

1. INTRODUCTION

The rapid development of information technology has brought people to a new era which is often called the era of the industrial revolution 4.0 [1]. Since the Covid-19 pandemic, the government recommends that all business sectors are always connected to the internet. Likewise, developments in the banking industry which have increased sharply in the current era are one of the main factors contributing to the bring changes in people's lifestyles. Changing lifestyles makes people prefer convenience, comfort, and speed in fulfilling needs [2] which was previously a physical economy that become a virtual economy so that all sales and payments are made online. For sales, the government encourages business actors to market their products through the market available place while for payment it is recommended to change it from cash to cashless using digital banking [3]. Almost all people follow the advice. From this, it can be seen in the field that many people use smartphones to scan a barcode when making a payment.

This makes the trend of digital banking in Indonesia increasing. Apart from the pandemic, the trend is also increasing following technological developments that are increasing. Many people think that the use of digital banks is more efficient and practical compared to cash payments. Digital banking is a banking service, the conventional system that is run with automation, and an Indonesian Legal Entity (BHI) which is providing and running business activities through electronic channels [4]. Digital banking is here as an answer to the development of information technology and lifestyle society amid digitalization. The advantage of using a digital bank is that digital banks have 24-hour service and can be accessed anywhere, admin fees are affordable because all activities are carried out online and

independently, the interest is quite large, and digital banks provide interest up to 4 percent which is 1 percent higher than conventional banks. Not only excellence, Digital banks certainly have a disadvantage, namely that digital bank users must always be connected to a digital bank internet network because to use all digital bank features, you must be connected to the internet network and some financial analysts also estimate the magnitude of the risk that will be borne by the customer if the bank goes into liquidation [4].

The digital bank trend is considered to be experiencing quite rapid development. The increase can also be seen from the value of e-commerce transactions in Indonesia, which rose from 106 trillion rupiah in 2018 to 403 trillion rupiah in 2021 [5]. Various digital banks have emerged to the surface, so the value of bank transactions this will also continue to grow. The problem that millennials feel in using digital banks is an impracticality [6]. Interbank transaction fees are not considered a problem, because policies and practices of the interbank transfer system that has been like that for a long time. Millennials who prioritize speed, feel hassled when they have to move their money from traditional bank accounts to digital banks [7].

2. ANALYSIS

Based on the background and existing problems, several analyze were conducted to support the solutions provided.

Strength, Weakness, Opportunity, and Threat Analysis

SWOT analysis helps companies to determine effective strategies that maybe take advantage of the opportunity based on the strength possessed the company, overcoming threats that come from outside and overcoming existing weaknesses [8]. Blu have multiple security features that support technological innovation and actively uses various technology's latest innovations to provide excellent service to the community. The account opening process is rapid and is done online, with the following conditions: only e-KTP [9]. Blu provides high-interest rates on savings and deposits but does not support overseas payments, because there are no virtual credit card accounts available such as Visa or Mastercard [10]. There is no foreign currency account for saving money in foreign currency and no debit card available, so you cannot take money from partner ATMs. Automatic payment is not yet supported for routine bills. Even though people can arrange payment notification [11].

There is a trend in the application of technology banking. With internet access, an average of seven hours a day they are very easy to turn to other hearts, or the positive language is easy to accept changes and prefer transactions non-cash alias thin wallet [12]. Banks carry out various strategies to continue to grow. one of them with encouraging the number of customers among students. There is a change in behavior from offline to online [13]. The use of advanced technology in bank business processes needs to be balanced by the transformation of the institutional order as a whole, including in terms of management, structure, institutions, and quality of human resources. There is a stigma of impracticality and many choices of financial products at the digital bank and public tends to be interested in banking services that are simple and offer a wide range of flexibility as well as a variety of gifts tantalizing [14]. Threats arise in the form of data security or more precisely cyber security.

The existence of ineffective risk management principles by P2P lending actors as well as other financial technology companies that adopt digital banking can be detrimental to customers or creditors. Many communities also experienced a decrease in income due to activity restrictions economy as a way to reduce Covid-19 infection. These are potentially having trouble paying the pay later installments [15].

PESTLE Analysis

PESTLE analysis is a tool or instrument used to analyze factors that exist in a country or market and examine the influence of these factors on the success of market competition. By using PESTLE Analysis, the effect of potential threats can be reduced while increasing strategic thinking skills, identifying new opportunities and seeking difficulties from new market penetration. PESTLE analysis is a tool for analyzing factors that exist in a country or market and examining how these factors affect the success of a company's market competition [16]. According to Investopedia (2019), PESTLE analysis stands for political, economic, sociocultural, technological, legal, and environmental. Political factors include government policies and legislative changes that affect economics such as taxes and labor law [17]. Economic Factors such as inflation, exchange rates, recession, supply, and demand [17]. Social and cultural aspects include consumer demographics, culture, and lifestyle [18]. Technology includes factors such as technological change, how technology is used in various sectors and industries, as well as research [17]. Legal factors that affect business such as consumer law, copyright law, and health law and safety [17]. Environmental factors have very little association with actual business including climate, pollution, weather, and laws relating to the environment [18]. The following describes PESTLE's analysis of the development strategy for Blu.

Politic: The government continues to improve public access to services banking. One of them is to encourage the banking world to implement financial service technology that is easy to use by the people of Indonesia [19].

Economy: During the COVID-19 pandemic, there was a change in people's behavior which tends to be physically contactless, including in conducting transactions finance. This opens the widest possible opportunities and opportunities for the banking industry to carry out digital transformation [20].

Social: Based on OJK data in 2019, the Financial Literacy Index only reached 30.03% and the Financial Inclusion Index of 76.19%. This figure is far from Singapore at 98%, Malaysia at 85%, and Thailand at 82%. A high inclusion rate with low literacy indicates a high potential risk. Because, even though society has access to finance, in fact, they do not understand the functions and the risk. Improving literacy is the key so that the level of inclusion that has been what happens can be more productive with minimal risk [21].

Technology: Many industries must transform to survive change. In this era, banking does not escape them by forming a digital bank. This opportunity is in demand because the Indonesian people have a large market potential technology literate generation [22].

Legal: The digital bank provides all its services online and does not have a physical branch office. As a result, customers can access banking services in hand only with a cellphone and internet access [23].

Environment: Article 23 of POJK Number 12/POJK.03/2021 describes digital banks as banks that carry out business activities, especially through deep electronic channels carry out their operations in the form of an Indonesian legal entity (new) as well as the results of the transformation of Indonesian legal entity banks into digital banks. This definition shows that in general, the banking function is no different than that regulated in Law Number 7 of 1992 as referred to in amended by Law Number 10 of 1998 concerning Banking [24].

Porter's Five Forces Model

The following is further forecasting of the market situation using analysis Porter's Five Forces Model which according to David & David (2017) can be used for develop strategies in various industries [25]. The digital banking industry is one of the industries that are on the rise and most needed during the pandemic Covid-19. Therefore, there is still a small possibility for banks that can compete with Blu with various innovations and differentiation. There is other digital banking that has to dominate the market and become a competitor of Blu. That is why consumers have various choices in choosing the digital bank they want to use. But the threat of the product or substitution service can be restricted by technology quality, and brand image, as well as Blu's partners who are wide and many [26]. This is because Blu is one of the digital banking company in Indonesia which has 675,900 users and keep trying to embrace new users with convenience for the community [27].

Consumer Analysis

Based on segmenting, targeting, and positioning analysis, users of Blu are those with the age group of Generations Y and Z, middle economic class, mostly students and freelancers, with modern lifestyles who like convenience. Based on informal interviews with several respondents who are members of the getting started (18-30) and builder (30-59) age groups, we conclude that there is a general characteristic of consumer behavior in that age group. Those aged 18-30 are influenced by social influencers media/celebrities, friends, community, and references from the Internet. As well as the marketing network used such as social media, messenger applications, internet search (websites and blogs), electronic word of mouth, and online events. Those aged 30 - 59 years are influenced by extended family, community, socialite friends, social gathering friends, the internet, and artists. As well as network marketing used such as Group messenger, word of mouth, TV commercials, forums on the internet, radio, and online advertising.

3. STRATEGY

Integrated Marketing Communication

This advertising transformation is driven by the increasingly massive digital penetration of society as consumers. Through digital marketing, various campaigns support emerging products. The growth of social media users in Indonesia continues to increase every year. Data from We Are Social states the number of active media users on social services in Indonesia was as many as 191 million people in January 2022 [28]. Not a few consumers use social media to search for environmental-related content. So, marketers need to be active in using social media by creating regular content to promote a product or purpose. And can work together with online media platforms to disseminate information [29].

Blu UniFair

Technological developments make most students use the internet for daily activities, one of which is in terms of transactions and payments using digital banking. This thing causes competition in the banking sector to attract students as users or customers at the bank concerned. Blu UniFair is a form of collaboration between universities by making Blu a payment method and digital bank used by students related universities as well as sponsoring educational exhibitions or socialization to introduce Blu to supportive students' through word of mouth in the form of providing information, persuading, and changing consumer perception [30]. Blu UniFair is a strategy in the form of an education fair held in universities to introduce and directly promote the Blu feature to the student. This strategy aims to attract students as users and log in as the payment method used by University. This strategy can provide a Blu application socialization experience, answer direct student questions that will increase confidence, and integrates account opening methods and other features directly.

Blu Concert Festival

Concert festivals are closely related to the millennial generation, especially nowadays, many young people like music from boy bands as well as other famous singers [31]. Blu Concert Festival cooperates with various entertainment companies in the country and abroad as a sponsor by using Blu as a medium payment for the purchase of concert tickets. A festival or event will increase consumer interest, engagement, and awareness [32]. This strategy aims to increase the number of users or customers who use Blu, increase brand awareness, brand interest, e-WOM (electronic word of mouth), and engagement, and increase sales and market share of Blu.

Blu Transport

Time, safety, and convenience are important factors that become a consideration for students in choosing transportation to campus or college to travel [33]. Blu Transport delivers convenience for students to buy transportation tickets that will save time and be safe. Collaborating with the transportation sector in ticket purchases will increase competitiveness advantage, continuous usage and purchase dependence [34]. The purpose of this strategy is to introduce Blu to potential consumers through digital access, to increase brand awareness, engagement and interest for consumers using Blu to expand market share and increase competitive advantage.

Blu Gamification

The existence of gamification as a marketing tool can increase positive brand engagement. Effectiveness in Gamification can be seen in the form of attitudes, intentions, and behaviors that are demonstrated by consumers associated with involvement in use [35]. The purpose of this strategy is to maintain and increase the number of Blu users, increase consumer engagement and customer loyalty for using Blu, increasing continuous use and competitive advantage.

Blu Level

One form of strategy to increase loyalty, participation, and customer transactions are reward points. Blu Level is a reward point service that has different levels or levels where each user

completes a mission then the user's level will be increased and each level will be given a different reward. The difference in levels will give a sense of exclusivity so that it can attract users to make transactions and get points that can be exchanged [36]. The purpose of this strategy is to increase the number of transactions and sales from users or customers and increase brand loyalty, continuous use, attachment, and intention to use Blu.

Blu Bill

Blu needs to develop features in applications that can answer the needs of consumers in particular students to be able to answer their needs so that consumers will feel satisfied and make Blu the top-of-mind digital banking application of choice for consumers in Indonesia. Thus, the application feature development strategy is appropriate to run where feature development is done by adding the Blu Bill feature. Blu Bill is a split bill payment which is a system by dividing the whole evenly the number of transactions made. Split bill utilization increases during the pandemic period which is supported by a shift in the behavior of society, especially young people who are moving toward digital activities such as hangouts and cashless transactions [37].

Blu Chill

The pay now pay later feature is increasingly popular in the community, especially among those who like to shop online [38]. BluChill is a similar service with a credit card where buyers can use this payment option when in need of an item, but do not have sufficient funds. The installment system also has a positive effect on increasing the number of transactions and additional customers supported by increased impulsive buying from customers using the installment system [39]. This strategy aims to increase the number of transactions and build cooperative relationships broadly, expanding the network of product use that will build brand awareness and increase consumer interest, increase the number of transactions through Blu with impulsive buying.

4. IMPLEMENTATION

The implementation of strategy is implemented as follows:

1) *Integrated Marketing Communication* in the form of cooperation with various stationery shops and bookstores such as Gramedia, Periplus, Intermedia, Gunung Agung, Paperclip, Kinokuniya, and more to support students returning to college in the form of #BackToCampus by providing various campus needs that can be purchased easily using Blu accompanied by various attractive promotions. Blu will collaborate with various shops and companies to present new products or services, providing discounts, vouchers, cashback, and other interesting promos to attract students, using billboard ads and banner ads to introduce and communicate existing features and the latest features, both in the form of video content as well as images that can attract the potential market. Blu needs to be active in social media by holding challenges, giveaways, quizzes, game templates, filters, and so on that can reach students remember that today's young people mostly use social media. Using key opinion leaders, namely Victor Agustino, Gabriel Prince, Jess No Limit, Fujianti Utami Putri, and brand ambassador Jerome Polin to introduce products and services to well-known people through social communication / interaction. Blu will work closely with various universities as well as festival organizers to open booths accompanied by designs that attract students to visit. Blu will also provide barcode scans on every store and business that cooperates with

Blu to make payment transactions directly and directly introduce, explain in more detail, answer complaints and questions, help with account creation, savings, how to use and function of the features given at certain events held with Blu partners such as education fairs, festivals, and so on.

2) *Blu UniFair* is a strategy in the form of an education fair held in University to introduce and directly promote the Blu feature to the student. Blu UniFair also cooperates with the University by making Blu a payment method and digital banks used by students to save, do top-ups, and other campus needs.

3) *Blu Concert Festival* by cooperating with entertainment companies holding festivals concerts are accompanied by merchandise that can be purchased with terms of using Blu for payment. Provide a Blu booth at the concert festival location to promote how to use, account creation, and application features. Providing vending machines for drinks and snacks accompanied with payment using a barcode scan via Blu.

4) *Blu Transport*, by collaborating with public transportation providers such as Transjakarta, KAI, MRT, LRT, and app developer to develop the application system in the form of purchasing transportation tickets. Provides a place to scan Blu barcodes on public transportation such as on the busway, MRT, LRT, and KAI.

5) *Blu Gamification*, by developing applications that provide developed game features such as color match, color tap for collecting coins that can be used to buy decorations, clothes, accessories, and so on Blu's avatar. Users who can collect a certain amount of coins can exchange coins with prizes such as watch vouchers, cashback, buy one get one ticket, and so on so that users will be interested to use this feature continuously.

6) *Blu Level* in collaboration with the app developer to develop the Blu Level feature in the form of giving a special column for the user to do checking and redeeming points directly on the application. Collaborate with shops, payment services, and companies other related to point exchange in the form of coupons, vouchers, discounts, and more. Blu Level in the form of reward points by completing daily and monthly missions that can increase user levels, such as: do top up, split bill, save, invite friends and others, the user level will be increased and in each level will be given a different reward. Blu implements a reward point strategy in the form of daily check-in where users can get certain points if they routinely use the Blu application. Blu Level will also give a coupon in the form of a lottery number when the user has reached the highest level it will be drawn at the end of each year to get special rewards from Blu such as concert tickets, song albums, laptops, cellphones, travel tickets and so on.

7) *Blu Bill* in cooperation with the app developer developed an application system in the form of a scan, and picture to calculate the bill for each transaction user and an integrated system capable of sending bill amounts to other users. 8) *Blu Chill* in the form of additional feature development for installments.

5. CONCLUSION

The existence of a cashless system at the time of payment provides an opportunity for Blu to develop its applications into applications of choice for the community. Blu still has challenges and obstacles that must be faced because the Blu application is a new application and there are already more experienced competitors in this field. Our team has conducted a

series of analyzes and formulated a marketing strategy for the right one, namely spread awareness which consists of Blu UniFair and Blu concert festival, create interest consisting of Integrated Marketing Communication #BluBackToCampus and Blu Gamification, develop desire which consists of Blu Level and Blu Transport, and bring an action that consists of Blu Bill and Blu Chill. Based on the strategy we suggested, we are very confident that this strategy is effective and efficient to help Blu become even better.

From the conclusions above, our team formulated some suggestions that can be given including:

- 1) For the community, it is better to always be connected to the internet because of the development era and digitalization that is increasingly sophisticated and advanced.
- 2) For the government, during the pandemic, which is not over yet, it is better to appeal to all market participants to apply a cashless system in making payments. This matter aims to prevent the spread of the Covid-19 virus which has not yet ended.
- 3) For students, Blu should be able to reach students more from the strategies that are used we have recommended.
- 4) For Blu, the Blu team should always follow consumer developments in the field to be able to develop applications to be even better and not be left behind at times, and always make application improvements to avoid bugs in the application.

REFERENCES

- [1] Aldin, I. U, Laju Bank Digital di Tengah Mobilitas Tinggi Generasi Milenial, Kata Data: <https://katadata.co.id/lavinda/finansial/60d1b49f7877a/laju-bank-digital-di-tengah-mobilitas-tinggi-generasi-milenial>. 2021.6.22
- [2] Asmaaysi, A, Keuntungan dan Kerugian Pakai Aplikasi Bank Digital, Bisnis.com, <https://finansial.bisnis.com/read/20220517/90/1533933/keuntungan-dan-kerugian-pakai-aplikasi-bank-digital>. 2022.5.17
- [3] Bank Indonesia, Ekonomi Digital Tumbuh Hingga RP 4.500 Triliun di 2030, Pemerintah dan Asosiasi Sepakat Jaga Inklusi dan Dorong Literasi Keuangan Digital, Bank Indonesia: https://www.bi.go.id/id/publikasi/ruang-media/news-release/Pages/sp_2332821.aspx. 2021.12.13
- [4] Data Reportal, Indonesia. Digital: 2022 Indonesia. <https://datareportal.com/reports/digital-2022-indonesia>. Data Reportal.15.02.22
- [5] Damanik, M. A, Pengaruh Perceived Usefulness, Perceived Enjoyment dan Kepercayaan Terhadap Continuance Intention Melalui Kepuasan Pada Generasi Millenial Pengguna E-Wallet di Kota Medan. *Ekonomi, Keuangan, Investasi Dan Syariah (EKUITAS)*, Vol.3, No.4, p. 827-834
- [6] Eluwole, K. K, Understanding residents' empowerment and community attachment in festival tourism: The case of Victoria Falls. *Journal of Destination Marketing & Management*, Vol.23, p.100674
- [7] Surau, Blu BCA Digital, Kekurangan dan Kelebihan, Fitur, Hingga Cara Daftar di Aplikasi Baru Bank BCA 2022, Surau.co: <https://surau.co/blu-bca-digital-kekurangan-dan-kelebihan/>. 2022.2.20

- [8] Hall, M, Porter's 5 Forces vs. PESTLE Analysis: What's the Difference? Investopedia: <https://www.investopedia.com/ask/answers/041015/whats-difference-between-porters-5-forces-and-pestle-analysis.asp>. 2021.5.23
- [9] Shaid, N. J, Cara Bayar Tagihan Shopee Paylater dengan Mudah dan Cepat, Kompas: <https://money.kompas.com/read/2021/12/05/175313126/cara-bayar-tagihan-shopee-paylater-dengan-mudah-dan-cepat>. 2021.12.5
- [10] Farmanov, E, After The Pandemic: Improving The Quality of Transport Services Using The Digital Economy Tools, Economics And Tourism" *International Scientific And Innovative Journal*
- [11] Elena, M, BI Catat Nilai Transaksi E-Commerce Tembus Rp401 Triliun pada 2021, *Bisnis.com*, <https://ekonomi.bisnis.com/read/20220127/9/1494047/bi-catat-nilai-transaksi-e-commerce-tebus-rp401-triliun-pada-2021>. 2022.1.27
- [12] Kominfo, Pemerintah Dorong Perbankan Kembangkan Teknologi Layanan, Kementerian Komunikasi dan Informatika Republik Indonesia: https://www.kominfo.go.id/content/detail/10717/pemerintah-dorong-perbankan-kembangkan-teknologi-layanan/0/berita_satker. 2017.9.20
- [13] Walfajri, M, Digital banking tumbuh di tengah pandemi, masyarakat kian sering bertransaksi online, *Kontan.co.id*, <https://newssetup.kontan.co.id/news/digital-banking-tumbuh-di-tengah-pandemi-masyarakat-kian-sering-bertransaksi-online?page=all>. 2021.9.24
- [14] Roy. (2021, 08 10). Ancaman Besar di Balik Booming Paylater Kala Pandemi Covid-19, *CNBC Indonesia*, <https://www.cnbcindonesia.com/tech/20210810151608-37-267562/ancaman-besar-di-balik-booming-paylater-kala-pandemi-covid-19>. 2021.8.10
- [15] David, Fred R. dan David, Forest R, *Strategic Management concepts and cases A Competitive Advantage Approach, Sixtenth Edition*, England, Pearson Education. 2017
- [16] Evelina, L. W, Strategi Branding Indonesia Melalui Festival Music We The Fest Untuk Milenial Di Media Sosial. *Jurnal Public Relations (J-PR)*, Vol.3, No.1, p. 73-82
- [17] Kominfo, *Perkembangan Ekonomi Digital di Indonesia*. Jakarta: Pusat Penelitian dan Pengembangan Aplikasi Informatika dan Informasi dan Komunikasi Publik Badan Penelitian dan Pengembangan SDM Kementerian Komunikasi dan Informatika. 2019
- [18] Samara, E, 5 Bank Digital yang Naik Daun di Indonesia, *El Samara*: <https://elsamara.id/5-bank-digital-yang-naik-daun-di-indonesia/> 2021.11.9
- [19] Wahyudi, I, Membidik kaum milenial lewat produk digital perbankan, *Antara News*: <https://www.antaraneews.com/berita/2784581/membidi-kaum-milenial-lewat-produk-digital-perbankan>. 2022.3.27
- [20] Sulaiman, M. R, (2022, 05 28). BPOM Luncurkan Program Zona Ramah Promosi Online, Apa Fungsinya? *Suara.com*. <https://www.suara.com/health/2022/05/28/020500/bpom-luncurkan-program-zona-ramah-promosi-online-apa-fungsinya>. 2022.5.28

- [21] Gaib, A. Y, Analisis Pengendalian Dampak Limbah Bahan Berbahaya dan Beracun (LB3) Terhadap Pencemaran Lingkungan Hidup. *Lex Administratum*, Vol. 10, No.1
- [22] Soetanto, F. P, Pengaruh Promo, Loyalty Point dan Kualitas Pelayanan Terhadap Keputusan Pembelian Melalui Aplikasi Burger King, *Jurnal Cita Ekonomika*, Vol.16, No.1, p. 1-17.
- [23] Goli, I., Azadi, H., Nooripoor, M., Baig, M. B., Viira, A. H., Ajtai, I., & Özgüven, A. I, Evaluating the Productivity of Paddy Water Resources through SWOT Analysis: The Case of Northern Iran, Vol. 13, No. 21. DOI:10.3390/w13212964
- [24] Jatmiko, L. D, Blu by BCA Digital Punya 675.900 Pengguna, Mayoritas Tinggal di Jakarta. *Bisnis.Com*, <https://finansial.bisnis.com/read/20220425/90/1527135/blu-by-bca-digital-punya-675900-pengguna-mayoritas-tinggal-di-jakarta>. 2022.4.25
- [25] Syahputra, E, Marak Digunakan, Apa Keuntungan Transaksi Pakai QRIS? CNBC Indonesia, <https://www.cnbcindonesia.com/mymoney/20220613195253-72-346746/marak-digunakan-apa-keuntungan-transaksi-pakai-qris>. 2022.6.13
- [26] Rizkinaswara, L, Revolusi Industri 4.0, *Kominfo*, <https://aptika.kominfo.go.id/2020/01/revolusi-industri-4-0/>. 2020.1.28
- [27] Kompasiana, Perubahan Gaya Hidup pada Masyarakat, *Kompasiana*, <https://www.kompasiana.com/titinsurtini/5eb0a05cd541df197a79e222/perubahan-gaya-hidup-pada-masyarakat>. 2020.5.5
- [28] Yusuf, Dari Tunai ke Cashless, Cara Pemerintah Buat Pasar Tradisional Naik Kelas, *Kominfo*, <https://www.kominfo.go.id/content/detail/16294/dari-tunai-ke-cashless-cara-pemerintah-buat-pasar-tradisional-naik-kelas/0/artikel>. 2019.1.24
- [29] Wulandhari, R, (2021, 02 25). Peluang dan Tantangan Bank Digital di Indonesia, *Republika*, <https://www.republika.co.id/berita/qp23w4370/peluang-dan-tantangan-bank-digital-di-indonesia>. 2021.2.25
- [30] Prasetyawati, S. E, Analisis Terhadap Kebijakan Pengampunan Pajak Dalam Investasi di Indonesia, Vol.11, No. 2
- [31] Madhani, Pankaj M, Effective Marketing Strategy with Blockchain Implementation: Enhancing Customer Value Propositions, *IUP Journal of Business Strategy*, Vol.19, No.1, p. 7-35
- [32] Yusuf, D. Y, Transaksi Digital Perbankan dan Dampaknya dengan Perekonomian Indonesia, *Economie: Jurnal Ilmu Ekonomi*, Vol. 3, No.2, p. 138-149.
- [33] Putri, F. A, Pengaruh Kepercayaan dan Kemudahan Terhadap Keputusan Pembelian Menggunakan Pinjaman Online Shopee Paylater, *Jurnal Ilmu Manajemen*, Vol.8, No.3, p. 818- 828
- [34] Primatyassari, N, PESTLE analysis: Pengertian, Tujuan, Manfaat, dan Contohnya, *Ekrut Media*: <https://www.ekrut.com/media/pestle-analysis-adalah>. 2022.3.15

- [35] Kristyanto, A. H, Analisis Pemilihan Moda Transportasi Mahasiswa Universitas Jember Menuju Kampus. *Bentang: Jurnal Teoritis dan Terapan Bidang Rekayasa Sipil*, Vol.10, No.1, p. 49-58.
- [36] Maltseva, K. F.-U, The challenges of gamifying CSR communication. *Corporate Communications: An International Journal*, Vol.24, No.1, p. 44-62.
- [37] Purba, J. P, Journal: Bank Digital Makin Marak, Bantu Masyarakat Melek Transaksi Ekonomi? *Liputan6*, <https://www.liputan6.com/news/read/4727811/journal-bank-digital-makin-marak-bantu-masyarakat-melek-transaksi-ekonomi>. 2021.12.8
- [38] Ramli, R. R, Sudah Meluncur, Apa Kelebihan Blu BCA Digital, *Kompas*, <https://money.kompas.com/read/2021/07/23/155309226/sudah-meluncur-apa-kelebihan-blu-bca-digital>. 2021.7.23
- [39] *Bisnis.com*, Rangkuman Data Perkembangan & Perbandingan Bank Digital di Indonesia. Retrieved from *Bisnis.com*: <https://finansial.bisnis.com/read/20220223/90/1503659/rangkuman-data-perkembangan-perbandingan-bank-digital-di-indonesia>. 2022.2.23