Proposed Marketing Communication Strategy to Increase Online Housing Loan Application Through BTN Properti Platform in PT Bank Tabungan Negara (Persero) Tbk

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Abstract - **The housing backlog of 13.7 million from 69.2 million households and the increasing number of internet users in Indonesia are both opportunities and challenges for Bank BTN as a government bank that focuses on housing by providing online home purchase facilities through the BTN Properti platform. From January to December 2020 the conversion rate was 0.54%, based on the 2019 average global financial services is 4.43%. The purpose of this study was to determine the cause of the low conversion rate of BTN Properti, the method used in this study was descriptive-analytic by analyzing primary data and secondary data. The results of this research, based on questionnaire data and analysis using The Five A's concept (Aware, Appeal, Ask, Act, Advocate) found gap values at the Ask and Aware touch points. For business solutions, the author proposes a marketing communication strategy by making improvements to touch point aware and ask, so it is hoped that BTN Properti can provide convenience for consumers, increase BTN income and assist the government in providing housing for the people of Indonesia.**

Keywords - **Marketing communication, BTN Properti platform, The Five A's Concept (Customer Journey)**

I. INTRODUCTION

Housing are one of the basic human needs that must be met in order to live properly. Based on data from Sunsenas 2020, the number of households without a house is estimated to be around 13.7 million from 69.2 million householdsThe development of information technology has changed human behavior in their activities, many things have become easier. several industries have started to take advantage of technological advances to convert manual business processes to digital. Bank BTN as one of the government banks that focuses on the housing sector with the largest market share in Indonesia of more than 40%, has made changes in terms of credit services, especially housing loans by presenting a new technology called BTN Properti which can be accessed using the web and also through the application. This platform is expected to provide convenience for consumers in searching and applying for housing loans online, and in the end it will increase BTN's revenue and assist the government in providing homes for the Indonesian society.
BTN Properti was launched in 2018 (web) and application in December 2019, from Januari to December 2020 BTN Properti has a conversion rate of 0.54% (for web and application) where out of 4.06 million visitors only 21,962 customers have made the decision to apply for credit through BTN Properti, meanwhile based on the average global conversion rate of financial services in 2019 of 4.43%.

BTN Properti the only digital channel for buying and selling houses in Indonesia that combines buyers (for property search), sellers (house stocks from developers who have collaborated with Bank BTN) and online mortgage loan applications (credit simulations, monitoring credit status, 4D tours service) on one platform, namely through the BTN Properti platform and the website www.btnproperti.co.id.

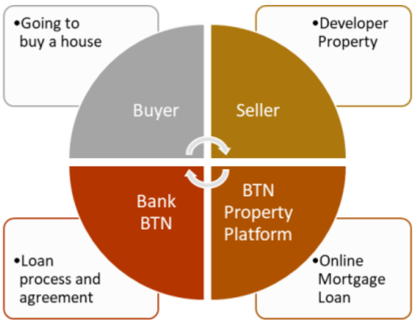

Fig.1 Circle of BTN Properti Process

Research objectives, first, to find out the current knowledge of BTN customers about loan applying through BTN Properti Platform, second, to find out the the root cause of BTN Properti low conversion rate, third, composing's marketing communication strategy in order to increase conversion rate of BTN Properti Platform.

II. METHODOLOGY

The method used in this research is descriptive-analytic by analyzing primary and secondary data. Primary data collection is carried out by distributing questionnaire (Likert Measurement Scale) which consists of a list of questions using google form and interview data were collected using direct interview with expert in internal BTN , Director in some Developer of Property Company were conducted to obtain in-depth data and information on

issues and improvements that can be done in the future to increase online housing loan through.
Secondary data is obtained through internal PT. Bank Tabungan Negara (Persero) Tbk and external parties which include data from Government, Government's Institution, University, Property Developer, Association related to property. Business analysis consists of internal analysis, competitor analysis and competitive landscape analysis. The Five A's concept will explore the customer path. Internal analysis will explore strength and weaknesses of the company product which include resources, capability, segmenting, targeting and positioning. Competitive landscape analysis will review general environment, industry environment and customer analysis. General environment will be analyzed using PESTEL analysis while industry environment will be analyzed using Porter's Five Forces. The conceptual framework shown as figure 2.

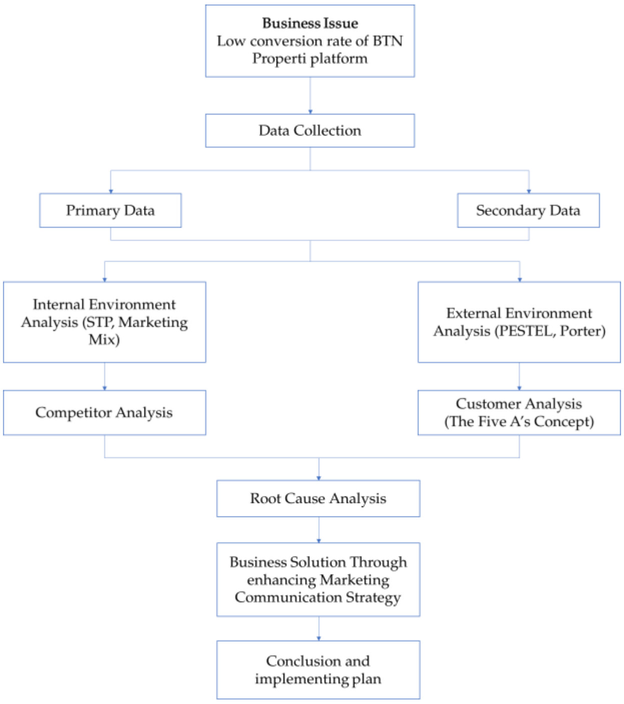

Fig.2 Conceptual Framework

III. RESULTS

A. Internal Environment Analysis

STP (Segmenting, Targeting, Positioning), and marketing mix by using 7P (Product, Place, Promotion, Price, Physical Evidence, Process, People) BTN property already has a strong position because BTN has a large mortgage loan market share in Indonesia. Based on TOP Brand Award phase 1, 2021, BTN has reach 38.9% index for online and offline mortgage category, the highest than other competitors, such as BCA, BNI, BRI and MANDIRI, so that to market BTN Properti becomes sharper and more targeted.

BANK MORTGAGE LOAN
FASE 1, 2021

BRAND	TBI 2021	
BTN	38.9%	TOP
KPR BCA	17.3%	TOP
BNI Griya	14.3%	TOP
KPR BRI	6.4%	
KPR Mandiri	6.1%	

* Online and offline category

Fig.3 BTN Top Brand Award fase 1 2021 in Online and Offline Category

B. External Environment Analysis

PESTEL analysis there are opportunities for BTN due to large property needs in Indonesia, Porter's Five Force analysis the threat of substitute products or services from P2P lending.

TABLE 2
PESTEL ANALYSIS

Factors	Conclusion	Category
Political	several government policies that encourage accelerated economic growth through the property sector	Opportunity
Economy	The government predicts the positive prospects of Indonesia's economic projection which can be seen from the projection of economic indicators such as where Indonesia's economic growth will again increase to 5.4% in 2022	Opportunity
Social	The increase in internet users is due to changes in customer behavior and low use of the internet for banking transactions.	Opportunity
Technology	Banking policy to make digital strategy part of the company's strategy	Opportunity
Legal	Legal certainty in the digital banking industry through the application of UU ITE	Opportunity

TABLE 2
PORTER'S FIVE FORCES ANALYSIS

Point of Analysis	Indicators	Category
Threat of New Entrants	High capital requirement to establish digital channel from regulator (OJK, BI) for new entrants	Low
Bargaining Power of Suppliers	Many housing developers collaborated with BTN.	Low
Bargaining Power of Buyers	Similar services and products for mass market available everywhere especially in online mortgage loan so it will not be dominated by several buyers.	Low
Threat of Substitute	Penetration from Fintech P2P lending is growing high in the market	High

Rivalry Among Existing Competitors	Many competitors from Bank and Non-Bank in the industry , competitors are quite difficult to use the same strategy because brand awareness of BTN as a market leader in mortgage industry	Low to medium

C. Competitors Analysis (Bank and Non-Bank)

Based on a comparison between the with several competitors, both Bank and Non-Bank, it can be concluded that the has very clear differences compared to the others, especially with the ease of features provided, there are no competitors with concepts such as BTN Properti.

TABLE 3

COMPETIORS ANALYSIS FROM BANK AND NON-BANK

Brand	Type / Function	Online mortgage loan	Web platform	App platform	Property Display and search	Loan Simulation	Loan Tracking	4D Tour Service
BTN Properti	Marketplace	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**
BCA	Digital transc	Yes	Yes	Yes	No	Yes	Yes	No
BNI	Digital transc	Yes	Yes	Yes	No	Yes	No	No
BRI	Digital transc	Yes	Yes	Yes	No	Yes	No	No
mandiri	Digital transc	Yes	Yes	Yes	No	Yes	No	No
Shopee	Marketplace	No	Yes	Yes	No	No	No	No
tokopedia	Marketplace	No	Yes	Yes	Yes	No	No	No
Rumah.com	Marketplace	No	Yes	Yes	Yes	No	No	No
rumah123.com	Marketplace	No	Yes	Yes	Yes	No	No	No
facebook	Online Shop	No	Yes	Yes	Yes	No	No	No
Instagram	Online Shop	No	Yes	Yes	Yes	No	No	No
convert CASH	Fintech P2P Lend	Yes	Yes	Yes	No	Yes	No	No
KawanCicil	Fintech P2P Lend	No	Yes	Yes	No	Yes	No	No
caripro	E-Commerce	No	Yes	Yes	Yes	No	No	No
Alam Sutera	E-Commerce	No	Yes	No	Yes	No	No	Yes

D. Expert Insight Analysis

From internal and property developer, BTN Properti is a platform that will have a positive impact on BTN and property developers but information about BTN Properti must be increased especially in online media.

E. The Five A's Concept of Customer Journey

The Five A's concept (Aware, Appeal, Ask, Act, Advocate) is used to analysis customer journey of consumers, to see the responses from respondents to each variable of journey by using data questionnaire.

1. From questionnaires, respondents will be divided into three categories based on the respondent's current knowledge and experience of BTN Properti. Based on the results of the questionnaire, out of 111 respondents, 40.54% (45 respondents) knew BTN Properti and have used it (Group 1), the remaining 30.63% (34 respondents) knew BTN Properti but had never used it (Group 2) and 28.83% (32 respondents) don't know BTN Properti (Group 3).

TABLE 4

GROUP CATEGORY

Group	Measurement	Category	The Five A Used
1	Experiencee-Based Knowledge	Respondents who **know** the **and use it**	Aware, Appeal, Ask, Act, Advocate
2	Objective Knowledge	Respondents who **know** about the **but not use it**	Aware
3	Subjective Knowledge	Respondents who have **never known it**	Ask

2. Based on questionnaire by using The Five A's Concept get conclusion for touchpoints Aware there is still a lack of information about BTN Properti from online media, for touchpoint Ask there is still a lack of facilities supporting facilities that will increase curiosity about BTN Properti. for more result of questionnaire calculations details explained in table 5.

TABLE 5

GAP SUMMARY FROM QUESTIONNAIRE

Group / The Five A	Category	Gap	Gap Value	Gap Rank
1 / Ask (I'm Confince)	People who never known BTN Properti platform	There are some users who do not want to ask about BTN Properti to people who have used it	3.59	1
2 / Ask (I'm Confince)	People who known BTN Properti platform and use it	There are some users who do not want to ask about BTN Properti to people who have used it	3.76	2
3 / Aware (I Know)	People who known BTN Properti platform but not use it	There are some users who do not know BTN Properti through online media	4.18	3

F. Root Cause Analysis

Root cause analysis of low conversion rate of BTN Properti is analyzed through the side of the internal environment, external environment, and competitor analysis.

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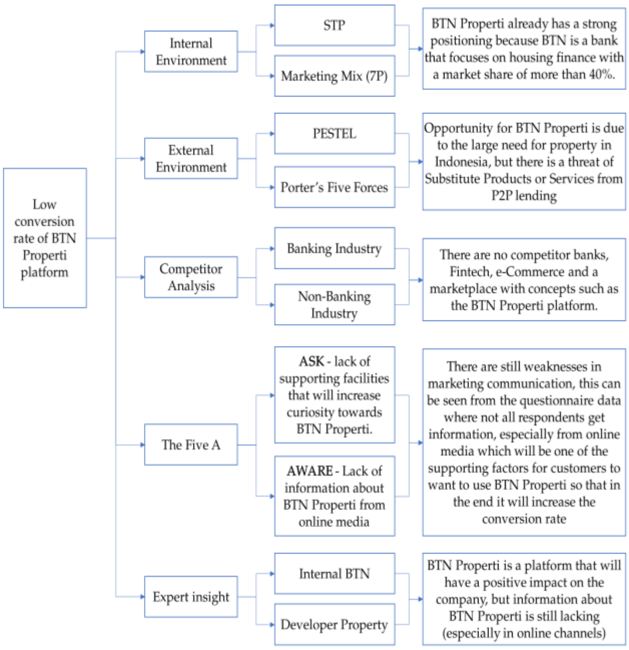

Fig.4 Root Cause Analysis

From root cause analysis in figure 4 above, it can be seen that there are no negative factors that will hinder the increase in the conversion rate of BTN Properti, but based on the Five A's concept and expert insight there are several factors that cause the conversion rate of BTN Properti to be low that is still weak in marketing communication.

IV. DISCUSSION

Based on analysis from the side of the internal environment, external environment and competitor analysis, it can be seen that there are no negative factors that will hinder the increase in the conversion rate of BTN Properti, but based on the Five A's concept (see Fig. 1) and expert insight there are several factors that cause the conversion rate of BTN Properti to be low that is still weak in marketing communication.

Fig. 5. The Five A's Marketing Communication Objectives.

In running the BTN Properti platform, the several divisions will coordinate with each other due to the different functions of each division, so that in order for the coordination flow between divisions to run smoothly, a roadmap and strategy is needed based on the agreed targets which will minimize the factors that lead to The BTN Properti platform cannot run well, especially in terms of communicating it to consumers and property developers.
Marketing communication is very important in marketing a product or service because marketing communication is not only limited to promotion but how to guide customers to achieve the goals desired by the company through the campaign and channel terms that will be used.

V. CONCLUSION

Based on the result of the research, the author finds the answer to the research question. First, the current knowledge of BTN customers about loan applying through BTN Properti Platform, based on the results of the questionnaire calculation (using a Likert scale) and the Five A's concept approach (customer journey) for group 1 has the lowest score on the Ask touchpoint, for Group 2 the lowest score is on the touchpoint Aware and for Group 3 the lowest score is on the touch point Ask.
Second, the root cause of low conversion rate are in Aware and Ask touchpoints, consumers really need a lot of guidance and information as well as two-way communication with BTN, because at the Aware touchpoint there is a condition that consumers tend to be certain in looking for information about BTN Properti, while on Ask touchpoint consumers are more active because after awareness and appeal awakened, consumers need direction and how to convince themselves to use BTN Properti or enter the touchpoint Act, but based on the results of the analysis and observations of the author of the root cause, the low conversion rate is that there are weaknesses when providing information to consumers, especially providing information via digital channels which are currently at present, as well as current promotions have not been able to reach a wider range of consumers.
Third, marketing communication strategy in order to increase conversion by implementing a marketing communication strategy through several stages:
1. Determine what is the goal of each BTN Properti campaign in each month by creating an attractive campaign theme, with one regular campaign theme every month, namely " National Online Property Shopping Day" in bahasa could be changed to be "Hari Belanja Properti Online Nasional" with abbreviations RIJATION on each unique date, and one other theme according to the moment of the month.
2. Determine which media channels to use, especially through online channels, such as through social media, Facebook, Instagram, Twitter and YouTube, through online media Property Rumah.com, etc. This is very important because based on analysis, not all official BTN

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social media have high traffic visits, BTN official Instagram is one of the channels with quite high traffic compared to other channels.

3. Develop a campaign roadmap based on the effectiveness of media channels that will be used through 3 approaches and alignments, align with the expected results for each marketing activity, align with the target audience's behavior and align with the schedule of other activities.

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