

Digital Marketing Strategies to Enhance Bank Competitiveness in the Technology Disruption Era

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Article Info	Abstract
Submitted: Mei 2025 Final Revised: Mei 2025 Accepted: Mei 2025 Published: Mei 2025	This research explores technology-based digital marketing strategies implemented by state-owned banks (bank BUMN) to enhance competitiveness in technological disruption. Using a qualitative approach and case research method, the research identifies the critical roles of technologies such as artificial intelligence (AI), big data analytics, and customer relationship management (CRM) systems in creating personalized and relevant customer experiences. The findings reveal that social media, mobile banking applications, and email marketing are the primary channels used in digital marketing strategies. Social media effectively increases brand awareness, while mobile banking applications maintain customer loyalty through interactive features. However, significant challenges such as internal resistance, technological infrastructure limitations, and a lack of cross-departmental coordination hinder these strategies' implementation. To address these challenges, the research recommends investments in technological infrastructure, staff training, and fostering an adaptive organizational culture to change. These findings provide theoretical contributions by supporting previous literature highlighting the importance of digital technology in marketing and practical contributions in strategic recommendations for state-owned banks. Thus, this research offers in-depth insights into how digital technology can holistically enhance competitiveness and customer experience.

Keywords: Strategy, Digital, Disruption, Technology

Intoduction

Digital transformation has rapidly and significantly reshaped the business landscape across various sectors, including banking. The banking industry is experiencing a disruptive revolution driven by digital technology. This transformation not only changes the internal operations of banks but also the way they interact with customers, creating an urgent need to adopt cutting-edge technologies to remain relevant in the digital era [25]. The development of technologies such as Artificial Intelligence, big data, blockchain, and the Internet of Things not only accelerates operational efficiency but also influences consumer behavior, which increasingly prioritizes convenience, speed, and security in transactions. In Indonesia, this trend is becoming more evident with the growing adoption of digital banking services. According to survey reports, more than 70% of bank customers in Southeast Asia, including Indonesia, currently prefer digital-based services compared to traditional ones. In this context, socio-economic adaptability becomes a key element reflecting the flexibility and ability of individuals and organizations to identify and capitalize on emerging market and technology opportunities. Respondents indicated that they have changed their expectations, demands, and purchasing behaviors in response to crisis challenges. Many retailers accelerated their digital

transformation to meet consumer needs for convenience, timeliness, and security in purchasing activities [1].

However, technology adoption alone is not enough to ensure the sustainability of competitiveness in the banking industry, especially amidst the growing pressure from fintech and other technology companies that have entered the financial sector with disruptive innovations. This phenomenon shows that digital transformation has become a critical necessity for the banking industry to remain relevant amidst changing customer expectations.

In a global context, the digital transformation of the banking industry is driven not only by the need to meet evolving consumer expectations but also by competitive pressures from various new entities in the financial sector. Fintech firms and major technology companies such as Google, Apple, and Amazon have entered the financial market by offering innovative solutions that can transform how consumers manage their finances. With ease of access, low costs, and superior user experiences, these companies have successfully captured consumer attention, creating new challenges for traditional banks to maintain their relevance.

In this regard, banks must not only introduce the latest technologies but also integrate them into effective marketing strategies. Digital marketing strategies play a key role in maintaining competitiveness. Additionally, digital strategies enable banks to reach more customers, build loyalty, and create more personalized and relevant customer experiences. This includes utilizing technologies such as data analytics to understand customer preferences, artificial intelligence to provide personalized recommendations, and digital platforms to foster deeper relationships with customers.

Marketing does not only aim to increase brand awareness but also serves as an important medium for creating unique and memorable customer experiences. Unfortunately, many banks remain at the early stages of digital transformation, with limited approaches such as social media promotions or even search engine optimization without leveraging customer data optimally [3]. This reflects a significant gap in the process of implementing more strategic and data-driven digital marketing strategies.

Previous studies have identified the effects of digital technology adoption in the banking industry. However, there remains a gap in understanding how digital marketing strategies can be integrated with the goal of enhancing competitiveness. The success of digital marketing heavily depends on an organization's ability to utilize analytical technologies to understand customer preferences. On the other hand, digital transformation is often hindered by organizational resistance and a lack of investment in advanced technologies. This indicates the need for research aimed at exploring in-depth digital marketing strategies that are not only adaptive to technology but also relevant to market needs and competitive dynamics.

Apart from organizational challenges, the adoption of digital marketing strategies in the banking industry also faces external obstacles, such as strict regulations, perceived inadequate data protection, and cybersecurity threats. Conservative banking regulations often become a barrier for banks to innovate quickly, while data security remains a major concern given the increasing risk of personal data breaches. On the other hand, consumer demands for safer and more transparent services further encourage banks to invest resources in cybersecurity technology and more sophisticated data management systems.

This research offers novelty by exploring how banks can leverage technology-based digital marketing strategies to address pressures from fintech while enhancing customer loyalty. In Indonesia, this research is highly relevant given the rapid growth of the digital economy and the increasing penetration of the internet and mobile devices. Furthermore, this

research also aims to fill gaps in the literature by providing a comprehensive analysis of the implementation of digital marketing strategies in the banking sector, particularly concerning service personalization, the use of data analytics, and the integration of artificial intelligence technologies to create superior customer experiences.

The main objective of this research is to identify effective digital marketing strategies to enhance the competitiveness of banks in the era of technological disruption. Additionally, this research also aims to evaluate the challenges faced by banks during the implementation of digital marketing strategies and examine their impact on customer loyalty and satisfaction. Thus, the results of this research are expected to provide practical and theoretical contributions to the development of digital marketing strategies in the banking industry. This research is also expected to serve as a reference for policymakers in designing sustainable digital transformation initiatives to address competitive pressures while meeting the ever-evolving expectations of customers.

Research Methods

This research employs a qualitative approach designed to explore in-depth digital marketing strategies at state-owned banks (Bank BUMN) in responding to the era of technological disruption. The qualitative approach enables researcher to holistically understand phenomena through direct interaction with research subjects. In this context, qualitative research helps to explore the experiences and perspectives of actors in the banking industry regarding the implementation of technology-based digital marketing strategies.

This research uses a descriptive qualitative method to examine management strategies for addressing technological disruption and competition in the digital era [11]. The qualitative method was chosen because it is suitable for exploring complex and contextual issues. This approach is particularly useful when researcher aim to investigate the “how” and “why” of a phenomenon that is not well-defined empirically. The key characteristics of this method include a focus on one or more cases, explaining cause-and-effect relationships, and relying on various sources of evidence [12].

This qualitative research adopts a case research method to gather detailed information on the implementation of digital marketing strategies at one state-owned bank that has demonstrated significant progress in digital transformation. The case research allows researcher to conduct an in-depth analysis of specific contexts and gain richer insights. The main instruments used in this qualitative approach include in-depth interviews, direct observations, and internal document analysis. This method was chosen for its flexibility in exploring respondents’ perspectives and for enabling data triangulation to enhance the validity of research findings (Denzin, 1978). Thematic data analysis was employed, involving an iterative process from coding to identifying relevant key themes. This qualitative approach provides valuable contributions to understanding complex phenomena such as the implementation of digital marketing strategies. Thus, this research is expected to provide both in-depth and practical insights relevant to the challenges and opportunities of digital technology adoption in the banking sector.

Population and Sample

The population of this research includes all state-owned banks (Bank BUMN) operating in Indonesia. State-owned banks were selected due to their significant role in the national banking industry and their shared challenges in adopting digital technologies to enhance competitiveness. This population selection aligns with the research objective of analyzing the

implementation of digital marketing strategies in a banking sector with wide operational scope and significant influence on the national economy.

Purposive sampling was used to determine the research sample. The sample consisted of one state-owned bank selected based on the following criteria: (1) demonstrated significant progress in digital transformation over the past two years, (2) implemented innovative digital marketing strategies, and (3) operated in a highly competitive environment. This technique was chosen because it allows researcher to select a sample relevant to the research topic and obtain rich and in-depth data.

Research subjects included digital marketing managers, IT managers, and customers actively using the bank's digital services. The managers were chosen for their strategic insights into the implementation and management of digital marketing strategies, while the customers provided perspectives on user experiences, which are the primary focus of these strategies.

Timeframe of the Research

This research was conducted in December 2024. In-depth interviews were carried out during the first two weeks of December, followed by direct observations and document analysis during the third week. Data processing and thematic analysis were conducted in the fourth week. This timeline was carefully planned to ensure the smooth implementation of the research process and the optimization of available time. With a selective approach to the population and sample and a well-planned timeframe, this research aims to provide in-depth insights into the implementation of digital marketing strategies in state-owned banks.

Data Collection

Data collection in this research was conducted through three main techniques: in-depth interviews, direct observations, and document analysis. This combination of methods was designed to ensure diverse data sources, enable triangulation, and enhance the validity of the research findings (Denzin, 1978). Data were obtained through in-depth interviews, questionnaires, literature reviews, and documentation [13].

Interviews

Semi-structured in-depth interviews were conducted with digital marketing managers, IT managers, and customers actively using the bank's digital services. This approach provided flexibility to delve deeper into the respondents' views while maintaining a focus on the research questions. The interviews were conducted during the first two weeks of December 2024, with each session lasting 30–60 minutes. All interviews were recorded and transcribed for further analysis.

Observations

Direct observations focused on the digital marketing operations implemented by the bank, including the use of platforms such as mobile banking applications, social media, and email marketing. The goal was to observe the implementation of digital marketing strategies firsthand, such as how campaigns were executed and how customers responded. Observations were conducted in the third week of December 2024 to ensure the completeness of contextual data relevant to the research.

Document Analysis

This technique involved examining internal bank documents, such as marketing reports, digital application usage data, and digital strategy policies. These documents were used to complement data from interviews and observations and to understand how digital marketing strategies were planned and implemented.

Literature Review

A literature review was conducted to provide theoretical context and compare this research's findings with previous research. Sources included scientific journals, industry reports, and books relevant to digital marketing and technological transformation.

Data Analysis

The data analysis process in this research employed a thematic approach. The first step was familiarization with the collected data, during which the researcher read and understood the data to identify initial patterns. Next, coding was applied to label relevant data segments descriptively. After coding, themes were identified by grouping similar codes, followed by reviewing the themes to ensure their validity and consistency. Each theme was then given a clear definition, and a report was prepared in a structured narrative supported by direct quotes from the data to provide empirical evidence [14].

Results and Discussion

Optimization of Technology in Digital Marketing

The optimization of technology in digital marketing has emerged as a cornerstone in supporting the banking industry's transformation amidst intensifying competition due to technological disruption. Based on the research findings, the adoption of advanced technologies such as artificial intelligence (AI), big data analytics, and digital customer relationship management (CRM) systems has significantly enhanced the effectiveness and efficiency of digital marketing strategies employed by state-owned banks (Bank BUMN). These technologies enable banks to manage customer data in real-time, generate in-depth insights, and create more personalized customer experiences. For instance, AI-driven algorithms designed to analyze customer transaction patterns allow banks to offer more relevant products, such as low-interest savings accounts tailored for customers inclined towards long-term saving. This finding aligns with Davenport and Ronanki's (2018) research, which emphasized that AI can automate data-driven decision-making, thereby improving marketing efficiency while strengthening customer relationships.

However, the optimization of these technologies is not without significant challenges. Interviews with marketing managers revealed that 65% of staff expressed low confidence in utilizing AI-based systems, primarily due to a lack of technical training and insufficient understanding of new technologies. Product innovation and digitalization are critical components in addressing shifting market demands. Adjusting pricing strategies and optimizing digital distribution channels enable banks to remain competitive. Additionally, maintaining strong customer relationships and enhancing internal process efficiency are crucial to ensuring seamless operations and successful implementation of digital strategies [15].

These challenges are further exacerbated by a lack of cross-departmental data integration, often hindering swift responses to changing market needs. The use of big data analytics faces obstacles such as inadequate server infrastructure, resulting in delays in generating analytical reports. The impact of these challenges is evident in the reduced effectiveness of digital marketing campaigns during critical promotional periods, such as year-end sales, where quick responses are vital for capturing market opportunities.

Furthermore, technology optimization strategies must address sustainability and scalability concerns. A key challenge lies in ensuring that adopted technologies remain relevant and adaptable to the increasingly dynamic market demands. Addressing these challenges requires greater investment in human resource training to enhance staff technical competence

and upgrading technology infrastructure to support scalable systems. These steps will ensure that implemented technologies not only meet current needs but are also capable of adapting to future changes.

Beyond technical aspects, cross-departmental coordination is a vital element for the successful optimization of digital marketing technology. The research revealed gaps in synergy between marketing and IT teams, often hindering the execution of digital marketing campaigns. Delays in campaign launches frequently stem from ineffective communication and suboptimal coordination across departments. Successful digital transformation demands robust cross-functional synergy within organizations. Establishing cross-functional teams responsible for implementing digital marketing technology is a strategic step toward addressing these challenges.

The optimization of technology should also incorporate the integration of marketing strategies across various digital channels. This research found that social media, mobile banking applications, and email marketing are the three primary channels utilized in Bank BUMN's digital marketing strategies. Social media platforms such as Instagram and TikTok have proven effective in enhancing brand awareness, particularly among younger generations. Meanwhile, mobile banking applications play a crucial role in maintaining customer loyalty through interactive features, such as personalized financial reports and exclusive discounts. However, inconsistencies in promotions across different channels pose another challenge, potentially causing confusion among customers. These findings underscore the importance of harmonizing omnichannel strategies to create a more holistic customer experience. Effective digital marketing strategies, including leveraging social media and collaborating with fintech, can enhance brand awareness and increase customer acquisition [16].

In conclusion, the optimization of technology in digital marketing presents significant opportunities for Bank BUMN to strengthen their competitiveness in the era of technological disruption. However, the success of these strategies hinges on the bank's ability to address technical challenges, develop human resource competencies, and foster cross-functional synergy within the organization. By taking appropriate steps, banks can not only solidify their market position but also create superior and memorable customer experiences, ultimately driving customer loyalty and ensuring business sustainability in the future. The rapid pace of digital transformation has increasingly rendered the banking industry data-driven, with the utilization of big data significantly enhancing customer experiences, marketing effectiveness, and strategic management [17]. Digital transformation requires clear strategies and flexible microservice architectures to respond to market dynamics. Additionally, talent development and a culture of innovation are key to improving organizational readiness for technological change [18].

In addition to technologies such as AI and big data, Metaverse-based innovations have great potential in digital transformation. Metaverse enables the integration of physical and digital worlds to create immersive experiences. In the banking context, this technology can be used to create virtual branch simulations or interactive spaces that help customers gain a deeper understanding of products and services before making actual transactions. Metaverse serves not only as an alternative to physical interactions but also as a complement to enhance customer engagement and experience [19]. As a disruptive technology, the Metaverse integrates physical and digital experiences, offering immense potential for improving operational efficiency and creating better user experiences. Despite challenges such as limited technology access and

cultural barriers, strategic approaches can leverage these opportunities to support digital transformation and add value to the banking industry [20].

Effectiveness of Digital Marketing Channels

Research findings indicate that social media, mobile banking applications, and email marketing are the primary channels in the implementation of digital marketing strategies by state-owned banks (Bank BUMN). Each channel plays a unique role in reaching different market segments.

Table 1. Effectiveness of Digital Marketing Channels by Bank BUMN

Marketing Channel	Contribution Level (%)	Customer Acquisition Increase (%)	Customer Satisfaction (%)
Social Media	40%	25%	80%
Mobile Banking Applications	35%	30%	85%
Email Marketing	15%	10%	70%
Others	10%	5%	65%

(Source : Researcher Findings)

Social media, especially Instagram and TikTok, has proven to be an effective tool for increasing brand awareness among younger generations. Campaigns on these platforms recorded a 30% increase in engagement compared to the previous year. Creative content, such as short videos, enables banks to capture the attention of a wider audience, particularly millennials and Gen Z. This effectiveness is further supported by social media algorithms that allow message personalization for each user, enhancing content relevance. Additionally, influencer marketing on these platforms strengthens brand image while extending campaign reach.

On the other hand, mobile banking applications make a significant contribution to customer loyalty. Interactive features such as personalized financial reports, bill reminders, and exclusive discounts are the main attractions that keep users engaged with the bank's services. Customer satisfaction reached 85%, demonstrating that these applications not only simplify transactions but also enhance the overall user experience. Improving user experience and application stability is critical to attracting younger generations and micro, small, and medium enterprises (MSMEs) [21]. Digital marketing strategies through mobile banking applications, social media, email marketing, and websites can reach broader markets and strengthen customer relationships [22]. Enhanced application security has also bolstered customer confidence in conducting digital transactions. Digital marketing plays a strategic role in promoting banking products through innovative approaches such as social media, mobile applications, and content marketing [23].

While email marketing contributes relatively less compared to the other two channels, it still plays a vital role in directly reaching customers. Emails are utilized for delivering special offers, product updates, and account security information, all of which contribute to increased customer loyalty. However, the lower open rates compared to social media highlight the need for more engaging content strategies to improve this channel's effectiveness. Some banks have started adopting personalized approaches in their emails, such as addressing recipients by name

and offering promotions tailored to individual preferences, which have proven to boost engagement levels. Digital marketing enables banks to reach more customers cost-effectively while enhancing customer engagement. Strategies like SEO, social media, digital ads, and email marketing have been effectively used to increase brand awareness and customer interaction [24].

However, challenges persist in integrating omnichannel strategies. Some customers reported confusion when promotions displayed on social media were inconsistent with offers on mobile banking applications. This emphasizes the need for message harmonization across marketing channels. This finding aligns with Verhoef's (2021) assertion on the importance of creating a holistic customer experience through synchronized cross-platform marketing strategies [25]. Such inconsistencies often arise from a lack of coordination between marketing and IT teams, resulting in mismatches in message delivery timing.

Additionally, the research highlighted that other digital marketing channels, such as search engine ads and e-commerce platforms, possess untapped potential. Digital transformation through website ownership has proven to expand market reach and improve customer engagement, significantly supporting sales performance. Quality certifications further strengthen corporate reputation, increase customer trust, and enhance competitiveness [26]. These channels can target a wider market segment, particularly those actively searching for specific financial products or services. By leveraging data analytics to understand user behavior, banks can optimize marketing strategies in these channels for better outcomes.

From these findings, it can be concluded that while digital marketing channels have a significantly positive impact, the successful implementation of strategies requires better interdepartmental coordination and technological upgrades to ensure consistency and message relevance across all channels. Moreover, investments in staff training and technology infrastructure development are crucial factors that must be addressed to support the overall effectiveness of digital marketing strategies.

Challenges in Implementing Digital Strategies

This research identifies several complex challenges in implementing digital marketing strategies at Bank BUMN. These challenges not only impact the effectiveness of digital campaigns but also affect the bank's ability to compete in an increasingly competitive digital era. One of the primary challenges is internal resistance to change. A hierarchical organizational structure often delays decision-making processes, as multiple levels of approval are required. Consequently, the launch of digital campaigns becomes slow, especially in responding to rapidly changing market trends. Resistance arises not only from middle management, which may lack awareness of the urgency of digital transformation, but also from operational staff who feel disrupted by changes in workflows perceived as a threat to their routines. This creates significant cultural barriers, where adapting to new technologies is often viewed as an additional burden rather than an opportunity for innovation.

Another major challenge is the limitation of technological infrastructure, which significantly hampers digital operations. During peak promotional periods, servers often experience overload, causing customers difficulty in accessing mobile banking applications. This directly impacts customer satisfaction, which declined by 5% during promotional periods compared to regular days. Unreliable infrastructure also limits the bank's ability to optimally utilize analytical technologies for real-time customer data management. Without adequate

infrastructure, the bank cannot fully exploit the potential of its vast data resources to support strategic decision-making or service personalization.

Cross-departmental collaboration is another critical issue in implementing these strategies. Interviews with staff revealed that coordination between marketing and IT teams often does not run smoothly. Communication gaps lead to mismatches in campaign launch timing and digital infrastructure readiness. For instance, certain digital campaigns were launched without ensuring that the mobile banking application had been updated to support specific promotional features. Such mismatches not only reduce campaign effectiveness but also create poor customer experiences, emphasizing the importance of strong cross-functional synergy in supporting digital transformation.

Customer data management also faces significant challenges. Although the bank has started leveraging big data technologies to analyze customer preferences, data integration across departments remains problematic. Data collected by customer service teams is often inaccessible to marketing teams, limiting efforts to personalize campaigns. This challenge is further exacerbated by insufficient staff training in using advanced analytical tools, hindering optimal data utilization.

Additionally, ensuring alignment between digital initiatives and the bank's long-term strategic objectives poses another challenge. Some digital initiatives are carried out without thorough analysis of their impact on brand image or customer loyalty, resulting in outcomes that do not always align with broader digital transformation goals. The fast pace of economic uncertainty and digital transformation demands companies enhance their innovation resilience. Effective digital strategies play a critical role in strengthening international quality certification status, which, in turn, supports improved sales performance [27].

To overcome these challenges Bank BUMN must adopt a holistic approach encompassing several strategic measures. Firstly, increasing investments in technological infrastructure is essential to ensure scalability and system reliability during surges in digital activity. Secondly, developing comprehensive staff training programs will enhance employees' abilities to leverage technology and data effectively. Thirdly, strengthening cross-departmental coordination through the establishment of integrated task forces focused on digital campaign implementation is crucial. Fourthly, fostering an adaptive organizational culture by involving staff at all levels in the digital transformation process is imperative. These measures will not only improve the effectiveness of digital strategies but also ensure that customer experience remains a top priority in every initiative. By addressing these challenges strategically, Bank BUMN can enhance its competitiveness in the digital era while building stronger relationships with customers through superior and consistent digital experiences. Balancing the exploration of new innovations with the exploitation of existing resources is key to effectively managing digital transformation and achieving success in the digital age [28].

Research Implications

The findings of this research offer significant contributions to understanding how digital technologies can enhance the competitiveness of Bank BUMN. This research supports the literature, particularly the research by Chaffey and Ellis-Chadwick (2019), which asserts that digital technologies can strengthen customer relationships when implemented strategically. From a practical perspective, the research provides several recommendations for Bank BUMN:

1. Invest more resources in staff training to improve understanding and proficiency in digital technologies.
2. Upgrade technological infrastructure to ensure scalability and sustainability of digital strategies.
3. Enhance cross-departmental integration to ensure the seamless execution of marketing campaigns.

Conclusion

This research highlights the strategic role of technology-driven digital marketing in enhancing the competitiveness of Bank BUMN amidst intensified technological disruption. The utilization of artificial intelligence (AI), big data analytics, and customer relationship management (CRM) systems has proven effective in helping banks understand customer needs more deeply, deliver personalized services, and foster customer loyalty. These technologies also enable real-time customer data management, supporting strategic decision-making and more effective marketing campaign execution.

Research findings indicate that social media, mobile banking applications, and email marketing are the primary digital marketing channels that significantly contribute to reaching diverse market segments. Social media, particularly Instagram and TikTok, effectively raises brand awareness among younger generations, while mobile banking applications play a critical role in maintaining customer loyalty through interactive and personalized features. Although email marketing has a smaller contribution, it remains relevant as a direct communication tool supporting loyalty strategies.

However, the implementation of these strategies faces significant challenges. Internal resistance to change, limitations in technological infrastructure, and inadequate cross-departmental coordination are major obstacles affecting the effectiveness and efficiency of digital marketing campaigns. Additionally, the lack of data integration across departments hinders service personalization and the optimization of analytical technologies.

This research provides both theoretical and practical contributions. Theoretically, the findings support previous literature emphasizing the importance of digital technologies in creating superior customer experiences. Practically, the research recommends strategic measures such as investments in reliable technological infrastructure, comprehensive staff training, and fostering an adaptive organizational culture. These steps will not only enhance the bank's competitiveness in the digital era but also ensure that customer experience remains a top priority.

By addressing the existing challenges and leveraging the opportunities offered by digital technologies, Bank BUMN holds great potential to strengthen its market position, enhance customer satisfaction and loyalty, and ensure long-term business sustainability.

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