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Collaboration Strategy of BRI in Optimizing Integrated Ecosystem for Intermediation Effectiveness

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Abstract

This study aims to analyze the the collaboration strategy of PT bank rakyat Indonesia (Persero) Tbk in optimizing the integrated business ecosystem to support the effectiveness of the Intermediation Function. The focus of this research is on the wholesale segments. This research uses a mixed methods approach, with quantitative data processing based on BRI's financial statements for the 2020-2024 period, and qualitative analysis through documentation studies and content analysis from official company sources. The results showed that the collaboration strategy in the Wholesale segments can increase the effectiveness of the intermediary function which is marked by an increase in the LDR ratio, CASA and a significant growth in third party funds. Surprising results are also seen in the indicators of the integrated system itself where each component such as trade finance, bank guarantees and Lola Cash Management volume also experienced a significant increase from year to year. The implications of these findings emphasize the importance of expanding partner networks, innovating digital services, and synergizing between actors in the ecosystem as key strategies in improving bank competitiveness and supporting intermediation functions in a sustainable manner.

Keywords

Collaboration Strategy, Integrated Business Ecosystem, Intermediation Function, Bank Competitiveness.

1. Introduction

An integrated business ecosystem is a dynamic network that can connect corporate entities, suppliers, customers and service providers as well as regulators. All these elements will come together and form a collaborative and interconnected system through the exchange of data, workflows and strategic goals together. So, this integrated business ecosystem is a form of network that can collaborate in layers where various data and data flows work through a Cloud-based infrastructure to optimize tasks and decision-making processes to optimize productivity and responsiveness in the entire ecosystem formed (Dritsas & Trigka, 2025).

An integrated business ecosystem is characterized by being able to create shared value through a closely related business model and a supporting technology platform and ease of operation between supply chains (Nofriady et al., 20224; Juin et al., 2025).

An integrated banking business ecosystem is a collaboration-based network that can connect banks with various services such as financial service providers, customers, regulators and technology partners in one connected system through transaction data exchange, automation of credit processes including financial services integration. This integrated business ecosystem can be one of the main drivers to optimize the performance of a financial institution, including banks. Banks can utilize digital technology or cloud-based platforms to ensure that business processes are integrated in Real-Time so as to strengthen effectiveness, innovation and competitiveness (Wanajma 2024; Sales & Danilo, 2025).

This integrated business ecosystem is implemented by BRI in the wholesale segment. BRI's wholesale segment refers to banking services aimed at large corporate customers, state-owned companies, and medium to large-scale business entities. This segment serves various strategic sectors such as energy, mining, agribusiness, FMCG, automotive, telecommunications, and health. The main objective is to build long-term relationships and create an integrated business ecosystem, where BRI not only acts as a credit provider, but also as a strategic partner in the supply chain and business transactions. This wholesale segment is interesting to study because BRI is experiencing external challenges such as high interest rates, exchange rate volatility, and geopolitical tensions still looming, new opportunities from digital transformation, strengthening business ecosystems can be the main catalyst for growth, along with the increasing need for financing in several industrial sectors such as Energy, Mining, Palm Oil, and Fast-Moving Consumer Goods (Wahidah, 2024).

Previous research conducted by Purnamawati & Yuniarta (2021) shows the relationship between digitalization and network integration in the business ecosystem can increase the effectiveness of the distribution of People's Business Credit, as well as accelerate the credit assessment process and be able to reduce non-performing. Furthermore Pasaribu & Anastasya (2023) explain that the effectiveness of bank functions is strongly influenced by the quality of information in the digital ecosystem including business partner operational data. In line with that Nathaniel & Aprianingsih (2023) also found that the effectiveness of bank financing functions is also influenced by ecosystem collaboration and does not only rely on product innovation alone.

While other research conducted by Purnamawati & Yuniarta (2021) emphasizes more on the digital platform used to strengthen the role of banks in reaching business entities in the ecosystem and collecting public funds through integrated channels. this research is reinforced by Jurnalita, (2024) who explains that the mobile platform is very important in reaching business actors within BUMN and other large companies. In study, it was found that ecosystem-based financing schemes tend to be more resistant to default risk due to cross-control between business actors. On the other hand, that BRI as an entity with a strong social network plays an important

role in building the financial resilience of ecosystem-based business communities. Thus, this study is very important to show how an integrated business ecosystem can contribute to the effectiveness of the funding and lending functions. The case study is conducted between BRI banks so that it can provide strategic insights for strengthening ecosystem-based banking in Indonesia.

2. Literature Review

2.1. Integrated Business Ecosystem

In the business world, an ecosystem can be defined as a network of organizations, individuals and other business elements that collaborate together in order to develop a product (Farokhizadeh et al., 2024). The banking ecosystem integrates with fintech and telecommunications companies in order to provide excellent service as a whole for customer satisfaction. In the banking world, this business ecosystem reflects an adaptively formed mechanism (Padula, 2025). Banks build value networks through collaboration or partnerships with various companies and across sectors in order to build financial (Shao et al., 2025). This shows that banks are able to carry out their role as ecosystem regulators so that they are able to form and provide financial facilities for their partnerships (Wijewardena & Rammal, 2025). Not only that, banks are also technology providers that make it easier for partners to get maximum banking services. Banks that implement integrated business ecosystems can be a solution to providing credit that suits current business needs (Abduganiyevich, 2025). So, an integrated business ecosystem has its own characteristics such as cross-entity collaboration, technology-based, system interoperability, co-creation and shared value and rapid response to market dynamics.

2.2. Funding and lending functions of Banks

Funding is a bank's main function, namely a process of collecting from the public who are excess funds or from other institutions in the form of savings, current accounts and deposits or the issuance of securities. This fundraising has the main function, namely (1) to provide bank liquidity in order to run bank operations. (2) Funding is the main basis for channeling credit to the public. (3) Part of the cost of funds (4) maintaining the financial stability of the bank and maintaining public trust. So, it can be concluded that funding as the main source of liquidity is the basis for disbursing customer loans and activities to obtain other assets, this can affect various risk profiles and bank profitability. Meanwhile, lending is the distribution of funds that have been collected by banks in the form of credit, business financing, consumer loans that aim to earn interest and maximize income (Mirza et al., 2025). The main function of lending is to maximize bank income, as well as help businesses such as MSMEs, corporations or individuals to meet their liquidity needs (Prasta, 2024; Wei & Sutunyarak, 2025).

2.3. Impact of Integrated Banking Business Ecosystem on Funding Function

The integrated business ecosystem in banking refers to the strategic relationships formed by banks with companies, business partners, consumers in a mutually supportive operational network (Aithal, 2025). This complex business ecosystem has a significant impact on increasing low-cost funds (CASA) (Kanyangale, 2025). This can happen when the integration of financial transactions, payroll and bank business operations are in one network that encourages the use of savings and current accounts, thus providing CASA growth potential and can reduce the cost of funds (Huang, 2025). As an ecosystem center, banks can obtain recurring funds from the ecosystem network but at a low cost from business partners and business actors who are members of the network (Ahmad et al., 2025). The funds that have been collected from the business ecosystem are more stable and less likely to be withdrawn because they come from employee savings, vendor balances and PO payments (Aggarwal et

al., 2025). In an ecosystem there are various types of entities so that the bank as the manager of this ecosystem does not depend on just one type of deposit so as to reduce liquidity risk and can increase financial resilience. This business ecosystem allows for a bundling strategy so that it becomes a great opportunity for funding through customer loyalty (Sales & Danilo, 2025). So, it can be concluded that an integrated business ecosystem has a positive impact on the funding function.

2.4. Impact of Integrated Business Ecosystem on Lending Function

Chen et al. (2024) explained that banks that have integration with the supply chain in the MSME sector are able to accelerate lending and can increase financial inclusion in productive sectors. In MSME financing, especially a closed ecosystem controlled by business partners provides wider access to capital, effectively increasing credit utility. not only that, in the green ecosystem it was found that there was digital inclusive finance that could improve relationships between financial institutions, business partners and industry players so that credit risk selection could be more easily selected in real time.

This is reinforced by the findings of Artem (2024) who found that the ecosystem makes it possible to determine the strategic position of prospective debtors in the business network formed so that risk assessment is much easier and more accurate and flexible. This can significantly reduce the NPL rate because the ecosystem provides more credible data on the financial behavior of its supply chain. For example, in the startup and clean energy sectors, the presence of banks in this ecosystem encourages productive credit growth through collaboration, enabling stronger trust between investors and banks in the viability of their business partners. This condition is reinforced by the interrelationship between entities in the bank's business ecosystem, which will result in debtor loyalty and the possibility of timely loan repayment (Sharma, 2024). So, it can be concluded that an integrated business ecosystem has a positive impact on the lending function.

3. Methods

This research uses a mixed methods approach, with qualitative data processing based on BRI's financial statements for the 2020-2024 period and other documents needed in this study. Then quantitative data is processed based on the formulas available as follows.

To see the level of funding effectiveness, you can use the following indicators:

1. Current Account and Savings Account Ratio (CASA Ratio), CASA is used to measure the portion of low-cost funds, in this case demand deposits and savings to total third party funds. the higher the CASA, the more efficient the bank's funding.

$$CASA = \frac{\text{Current Account} + \text{Savings Account}}{\text{third party funds}} \times 100\%$$

2. The growth of third party funds as seen from the number of savings, current accounts and deposits. this shows a signal of confidence for the public in the bank.

Meanwhile, to see the level of lending effectiveness, you can use the following indicators:

1. Loan to deposited Ratio (LDR) is a ratio used to measure the percentage of loans disbursed compared to funds raised (Angelia & Toni, 2020).

$$LDR = \frac{\text{Total loans}}{\text{third party funds}} \times 100\%$$

2. Non-performing Loans is the ratio used to measure problematic financing (Hartanto & Samputra, 2023).

$$NPL = \frac{\text{Non - Performing}(\geq 90 \text{ hari})}{\text{total loans}} \times 100\%$$

4. Results

Along with changes in market dynamics that occur due to changes in global and domestic economic conditions, BRI has developed a collaboration strategy with external parties in order to accelerate the recovery process. Collaboration strategies are also carried out with marketing agents and digital platforms to expand the marketing reach of its assets. This collaboration strategy is formed to increase BRI's business growth, one of which is in the wholesale segment through digital transformation and strengthening the business ecosystem which is the main catalyst for growth. This wholesale segment includes Energy, Mining, Agribusiness, FMCG, Healthcare, Automotive, and Telecommunications.

This collaboration strategy is carried out with the non-wholesale segment with the aim of expanding the acquisition of value chain businesses from wholesale customers. So that it is expected to encourage an increase in the number of transactions, and the volume of value chain business. This achievement is reflected through an increase in the distribution of credit facilities, trade finance services, and the issuance of bank guarantees that reach various parties in the business chain, ranging from vendors, suppliers, distributors, to retailers. In addition, this strategy also contributes to strengthening the deposition of low-cost funds (CASA) derived from transaction activities in the value chain ecosystem.



Figure 1. Wholesale segment Business Ecosystem

Figure 1 shows the form of acquisition in the integrated business ecosystem of the wholesale segment. From this ecosystem, several things can be explained, such as the existence of a financial ecosystem that is interrelated with the human capital ecosystem so that a network or transaction is formed which also has its own ecosystem. These three components are interrelated. Strengthening this business ecosystem can maximize the bank's intermediary function. For example, the company Kalbe is a principal in BRI. Kalbe in 2023 Kalbe has deposits in BRI of 1 trillion, with KJB loans of 300 billion and 10 million USD (forexline) with transactions made through Qlola amounting to 2 trillion. Then kalbe also has a

distributor (HO) with a turnover of Rp. 4.25 trillion with a turnover in BRI of 1.25 trillion with the number of employees who open accounts at BRI as many as 2,916 employee accounts with the use of Briguna applications as many as 144 and BRImo as many as 2118. Then for distributors (branches) as many as 48 branches which all have accounts at BRI with a total CASA of 24 billion. Furthermore, from Kalbe's registered sub-distributors as many as 88 sub-distributors, but those who have opened accounts at BRI are 21 sub-distributors with a total CASA of Rp. 21 billion. While from mitrasana sales or stores there are 19 stores with sales via BRI totaling 298 billion per 6 months.



Figure 2. Value Chain of the Wholesale segment

From the value chain of the wholesale segment above, we can see the moneyflow of each corporation included in the integrated business ecosystem supply chain. Broadly speaking, it can be illustrated that during the 2020-2024 period the wholesale ecosystem was able to show positive performance.

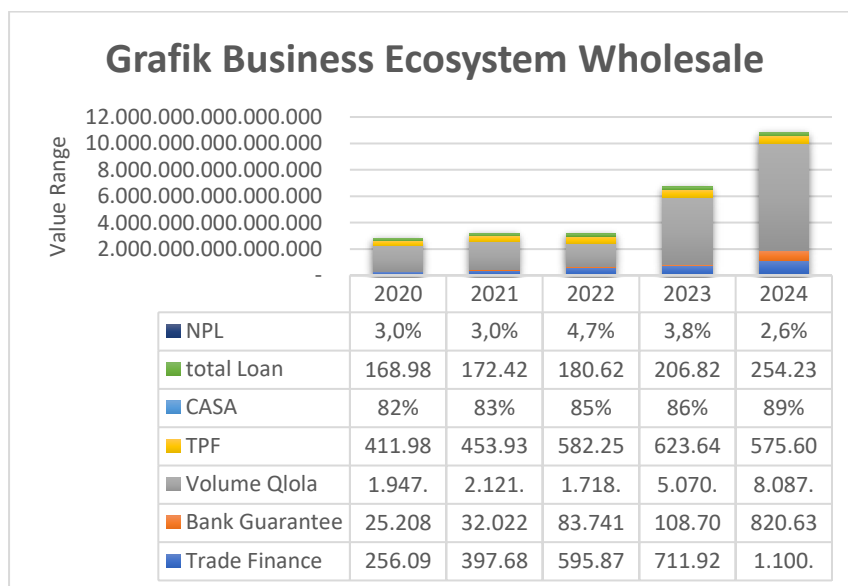


Figure 3. Wholesale Performance

Figure 3 shows that the integrated business ecosystem for the wholesale segment shows a positive trend. The steady growth of trade finance shows that many trade transactions are financed by BRI bank. This was triggered by an increase in export and import activities supported by the digital credit system. Meanwhile, bank

guarantees showed a significant increase of 32 times, indicating that wholesale customers give good trust to BRI, especially to projects guaranteed by the bank. This finding is also supported by the digital transformation of BRI bank which automatically issues bank guarantees through the Qlola platform so that the volume of wholesale customer transactions using Qlola increases. this can be seen in 2023 and 2024 where the Qlola application is massively used.

To see the effectiveness of the funding function in the wholesale segment, it can be seen from the growth of third-party funds and CASA growth of BRI bank.

Tabel 1. Third Party Funds Growth

Year	Savings Account	Term Deposit	Current Account	Third Party Funds
2020	306,943,422	75,859,000	29,179,000	411,981,422
2021	341,879,461	79,143,000	32,913,000	453,935,461
2022	464,028,257	82,186,259	36,044,082	582,258,598
2023	479,934,609	67,342,352	45,327,501	592,604,462

The results showed that third party funds for the wholesale segment experienced growth from year to year. In 2021, third party funds when experiencing a growth of 10.18% compared to the previous year. Meanwhile, in 2022 it increased by 28.26%, in 2023 it increased by 1.78% and in 2024 it also experienced a growth of 5.24%.

Tabel 2. CASA growth

Year	Savings Account	Current Account	TPF	CASA
2020	306,943,422	29,179,000	411,981,422	82%
2021	341,879,461	32,913,000	453,935,461	83%
2022	464,028,257	36,044,082	582,258,598	85%
2023	467,933,609	43,929,571	575,205,532	86%
2024	467,934,609	44,327,501	600,887,618	89%

From the results of the study, it can be seen that CASA BRI has increased from year to year. this shows that most of the third-party funds come from savings and current accounts or cheap funds. This condition reflects that BRI Bank shows a decrease in dependence on deposits that have more expensive interest compared to savings and current accounts. so that the cost of funds becomes cheaper.

To see the effectiveness of the financing or credit function in the wholesale segment, it can be seen from the LDR and NPL.

Tabel 3. LDR

Year	TPF	Total Loan	LDR
2020	411,981,422	168,985,146	41%
2021	453,935,461	172,424,790	38%
2022	582,258,598	180,620,020	31%
2023	575,205,532	206,824,678	36%
2024	600,887,618	254,239,892	42%

From the research results, it can be seen that the portion for credit has increased every year but the LDR for the wholesale segment is still low, ranging from 31%-42%. This indicates that most of the funds deposited have not been channeled as loans, meaning that banks tend to be more cautious in channeling their loans. The fluctuating LDR trend shows that banks are cautious in channeling funds to the wholesale segment. This was triggered by the transition from Covid-19 conditions

to the new normal, which also affected the business world which had an impact on lending to the wholesale segment. However, in 2024 the LDR increased to 42%, indicating an increase in credit activity compared to 2023, which was only 36%. This situation has the potential to increase customer confidence in banks in terms of lending. The increasing LDR level reflects a positive indication that banks are starting to actively provide lending to wholesale customers.

Tabel 4. Non-Performing Loans

Year	Total Loan	Non-Performing Loans	NPL
2020	168,985,146	5,069,554	3.00%
2021	172,424,790	5,172,743	3.00%
2022	180,620,020	8,487,140	4.70%
2023	206,824,678	7,982,404	3.86%
2024	254,239,892	6,610,236	2.60%

From the research results in Table 4, it can be concluded that the NPL level in 2020 and 2021 is at 3%, which is within a healthy threshold based on OJK regulations. This condition shows that the credit quality provided by BRI to the wholesale segment is quite good. However, in 2022 the NPL for the wholesale segment increased to 4.7%, indicating that the asset quality of this segment had decreased. This was triggered by the impact of the Covid-19 pandemic which reduced the ability of debtors to pay their obligations. However, in 2023 the trend of NPLs decreased again to 3.86%, which shows that BRI bank managed to improve credit quality even though the total loans granted increased but the rate of return on funds also increased, which had an impact on strengthening asset quality. Furthermore, in 2024 the NPL for the wholesale segment experienced its lowest point at 2.60% and lending increased sharply. This shows that the credit expansion provided by the bank is aggressive but accompanied by good control so that bad debts can decrease by Rp. 6.61 trillion. The trend shows a positive performance with a decrease in credit risk but the lending portfolio continues to increase.

5. Discussion

The implementation of an integrated business ecosystem at Bank BRI, especially in the wholesale segment, has shown a significant impact on increasing the effectiveness of the funding function. The data shows a consistent growth trend in third party funds (DPK), accompanied by an increase in the CASA ratio from 82% (2020) to 89% (2024). This reflects that most of the funding sources come from low-cost funds such as savings and current accounts. A study by Aithal (2025) shows that vertical integration between ecosystem players, banks, vendors and customers plays a role in maintaining liquidity stability and strengthening the funding base.

On the lending side, the increase in lending is confirmed by the Loan to Deposit Ratio (LDR), which has increased from 31% to 42% over the past five years. Although conservative, this strategy reflects a prudent approach that has started to shift towards active credit expansion. Transparency in ecosystem data allows banks to assess credit risk in real-time, thereby improving the accuracy of debtor selection and reducing credit risk. One notable achievement is the decline in the NPL ratio from 4.7% (2022) to 2.6% (2024), indicating that asset quality improved significantly as lending increased. Chen et al. (2024) state that digital integration in the financial ecosystem allows tracking of debtors' financial behavior, creating more adaptive and collaborative risk control. The BRI case proves that the ecosystem scheme creates cross-control between business actors, which reduces the risk of default.

Digital transformation through platforms such as Qlola is an important catalyst in driving efficiency and customer confidence in trade finance and bank. It is evident

that in 2024 the volume of Qlola increased from 5,070.1 to 8,087.6. guarantee services. The use of technology allows the guarantee process to be automated and real-time, as described by Liu et al. (2024) where digital automation supports increased transaction volumes and reduces delays and potential defaults in large project financing.

For maximizing the integrated business ecosystem in the wholesale segment, challenges such as high interest rates, exchange rate volatility and new opportunities from digital transformation can be overcome. This is evidenced by the positive growth of CASA which can solve the challenges of high interest rates and exchange rates. Meanwhile, for the challenge of digital transformation, BRI uses Qlola as an internet-based banking financial service solution with a user interface or in the form of web services connected to the customer's system. The services provided can be platform-based and non-platform. Platform-based service features include receivables, liquidity, payment, supply chain, trade and guarantee with the advantages of user friendly, real time and has adequate security features (hard and soft tokens).

The ecosystem collaboration between Bank BRI in the wholesale segment is a concrete example of cross-sector business synergies that strengthen financial resilience and expand the market base. Research confirms that the strength of business ecosystems not only strengthens financial intermediation functions, but also creates long-term competitiveness for financial institutions amid global economic pressures and massive digital transformation.

6. Conclusion

This research confirms that the implementation of an integrated business ecosystem in BRI Bank's wholesale segment significantly enhances the bank's intermediation function. It improves both funding and lending performance, reduces credit risk, and strengthens customer retention through increased CASA. Digital platforms like Qlola support faster, safer credit distribution and deeper client engagement. The ecosystem model proves to be a strategic approach to increasing banking competitiveness, operational efficiency, and resilience in the digital era.

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