Economic and Business Horizon

Bank BRI Digital Transformation Strategy for Corporate QLola Application Decision-Making

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Abstract

This study examines the digital transformation strategy of Bank Rakyat Indonesia (BRI) in fostering corporate decision-making towards the adoption of the QLola application for business transactions. In response to rapid technological advancements and shifting customer behavior towards digital financial services, BRI launched the QLola platform as an integrated corporate digital banking solution. This research employs a qualitative approach, utilizing in-depth interviews and triangulation techniques with corporate users across various industries, including hospitality, seafood export, and agriculture sectors. The findings reveal that BRI's strategic focus on comprehensive digital transformation, including API integration and data-driven decision dashboards, has significantly enhanced corporate transaction efficiency and financial management transparency. Additionally, the study underscores that BRI's digital banking innovation not only strengthens its position in corporate banking services but also contributes to building a more inclusive and competitive national digital financial ecosystem. The novelty of this research lies in its emphasis on the correlation between digital banking transformation strategies and corporate decision-making processes, providing valuable insights for practitioners and academics in understanding the dynamics of digital financial services adoption.

Keywords

Digital Transformation, Corporate Decision-Making, QLola Application, Financial Ecosystem.

1. Introduction

The development of the digital world and the increasing number of internet users indicate that society can easily embrace digital transformation. In adopting technological transformation, people prioritize convenience and efficiency. As a result, many sectors are required to advance further to meet public demands.

The banking sector is undergoing digital transformation as a strategic response to advancements in information technology and changes in customer behavior, which increasingly prioritize speed, ease of use, and accessibility in financial services. Through digitalization, banks can save more money, expand their service reach, and develop new technology-based products such as mobile banking, digital onboarding, and AI-driven services. Banks no longer serve merely as financial intermediaries; they also provide digital solutions tailored to the needs of today's digital economy (Suparjo, & Dana, 2024). This transformation is crucial for maintaining competitiveness and enhancing financial inclusion across society.

Currently, digital transformation has become a key strategic agenda for traditional commercial banks. However, due to the absence of clear measurement standards for banks' digital transformation, it remains a matter of debate whether digital transformation truly enhances banks' competitiveness (Prasta, 2024).

The economy of a country is significantly influenced by financial institutions such as banks, both at the macro and micro levels. As the backbone of the economy, financial institutions must be able to function in a stable and healthy manner, collecting funds from the public and redistributing them through loans across various sectors. With the emergence of fintech in Indonesia, people have changed the way they conduct financial transactions. The rise of e-commerce platforms has further contributed to the increase in digital financial transactions. In addition, the global COVID-19 pandemic in 2020 forced people to stay at home. As a result, societal habits gradually shifted toward digitalization, and physical transactions began to decline (Muhammad et al., 2022; Suherlan, 2024).

To remain relevant in the financial industry, banks must transform their technological infrastructure and transition from conventional to digital delivery of products and services. Various challenges faced by banks can be addressed through digital banking transformation. Some banks have implemented this transformation gradually, others partially, while some have opted for a full-scale digital transformation (Riris, 2022; Irfana et al., 2023).

Despite the advancements, the transformation of fintech also comes with its own limitations and ongoing challenges. One of the primary challenges in shifting from conventional to digital banking services is the need to reduce management and operational costs. The focus on cost reduction means fewer customers will physically visit bank branches, thereby reducing face-to-face customer service and teller interactions. As a consequence, banks will close several offices, ranging from cash offices to full branches, to reduce rental expenses. Human resources will also be optimized as the number of employees in operational roles decreases, resulting in fewer new hires (Kuswanto, 2024; Muchamad et al., 2024).

Table 1. Digital Banking Transformation in Indonesia (as of 2024)

Indicator	Value	Year-on-Year Growth
Total Digital Banking Transactions	Rp 87,000 trillion	–
Volume of Digital Banking Transactions	43.5 billion transactions	+36.1%
Volume of QRIS Transactions	–	+175.2%
Total QRIS Users	54.1 million	–
Total QRIS Merchants	34.7 million	–

According to data released by Bank Indonesia (BI) and the Financial Services Authority (OJK), Indonesia's digital banking industry is projected to grow rapidly by the end of 2024. The total value of digital banking transactions has reached IDR 87,000 trillion, indicating strong interest from both the public and business sectors in utilizing digital banking services. In addition, the volume of digital banking transactions has surged, reaching 43.5 billion transactions, with an annual growth rate of 36.1%.

A highly positive trend is also observed in the use of QRIS (Quick Response Code Indonesian Standard) as a digital payment tool. QRIS transaction volume increased by 175.2% compared to the previous year, with the number of QRIS users rising to 54.1 million across Indonesia. Furthermore, the number of merchants accepting QRIS payments has grown to 34.7 million, reflecting a more inclusive and widespread digital payment ecosystem across various segments of society and industries.

This data illustrates that digital transformation in Indonesia's banking industry is not only focused on the development of conventional digital banking services but also on expanding financial inclusion by adopting fast, secure, and accessible payment technologies such as QRIS. These developments are expected to strengthen Indonesia's position in building a resilient and competitive digital financial ecosystem for the future. To meet the needs of corporate clients, Bank Rakyat Indonesia (BRI) has developed QLola, an integrated digital banking platform designed to support the financial operations of companies.

Launched in December 2022, QLola is a strategic initiative under BRI's digital transformation agenda. The platform offers a wide range of integrated services, including cash flow management, trade finance, supply chain financing, investment services, and a financial dashboard that provides a comprehensive overview of a company's financial condition. These features enable QLola clients to manage cash flow, conduct trade finance transactions, monitor foreign exchange transactions, and make investments all within a single connected system (Antara News, 2025).

QLola also offers API (Application Programming Interface) integration capabilities that allow customers' internal financial systems to connect directly with BRI's banking system via the BRIAPI platform. This creates greater operational efficiency and enhances transparency and accuracy in financial management. The platform is equipped with an interactive dashboard that supports data-driven decision-making through visually dynamic displays.

By the end of 2024, QLola had successfully attracted more than 190,000 users from various strategic industry sectors in Indonesia, such as agriculture, mining, fast-moving consumer goods (FMCG), telecommunications, e-commerce, and fintech. The total transaction volume processed through QLola since its launch has reached IDR 8,400 trillion, demonstrating a highly positive market response to this digital platform. The success of QLola not only serves as evidence of BRI's digital transformation in the corporate segment but also plays a vital role in strengthening

a more inclusive and efficient national digital business and financial ecosystem (BRI Official Website, 2024).

Through QLola, BRI reaffirms its position as a bank that goes beyond micro and retail segments by aggressively enhancing its digital financial solutions and services for corporations and large enterprises, which are key drivers of Indonesia's economic growth in the future (Bisnis.com, 2025).

Table 2. Digital Banking Transformation in Indonesia (as of 2024)

Category	Number
New Users	Over 190,000 users
User Segments	Agriculture, Mining, FMCG, Telecommunication, E-commerce, Fintech

The objective of this study is to examine BRI's strategy in marketing the QLola application to support corporate decision-making in adopting the platform. The novelty of this research lies in its in-depth focus on financial advancement and banking transformation within the context of digital banking. It is expected that a comprehensive analysis of these elements will lead to new insights and a deeper understanding of digital banking.

2. Literature Review

The rapid advancement of digitalization has significantly impacted Bank BRI, demonstrating that one of the strategic approaches implemented by PT Bank BRI Tbk., particularly at KC Palembang A Rivai, is to promote continuous innovation, especially in the development of digital banking services. Digital banking refers to the provision of financial services through digital-based platforms and electronic facilities, either directly provided by branch offices or allowing customers to conduct transactions independently through digital media (Muhammad et al., 2024).

Digital technology has become a major focus and trend within the banking and financial services industry. To remain competitive in the banking business, mastery of and adaptability to the latest technological innovations are essential. Technology is employed to enhance the effectiveness and efficiency of corporate operations, while also improving service quality to maintain strong relationships with customers. The banking sector must accelerate the adoption of digital banking in order to stay competitive by offering services that are faster, more convenient, and tailored to customer needs. As one of the largest banks in Indonesia, Bank BRI is undergoing a digital transformation of its business operations through the development of technology-based products and services, as well as improvements in its organizational culture (Lieza, 2022).

Bank BRI has adopted the Business Model Canvas (BMC) as the foundation for developing its e-channel services. Based on the SWOT matrix analysis, fourteen alternative strategies were identified for consideration by Bank BRI's Regional Office in Padang to enhance the performance of its e-channels. These alternatives were further developed within the nine blocks of the BMC, resulting in a new business model canvas design for BRI's e-channel services (Olin et al., 2022).

The Financial Services Authority (OJK) Regulation No. 12/POJK.03/2021 on Commercial Banks stipulates that a digital bank is an Indonesian legal entity bank (Bank BHI) that primarily provides and operates its business activities through electronic channels without physical branches, except for a Head Office (HO), or with limited physical offices. Tony, Deputy Director of Basel and International Banking at OJK, stated that institutionally, banks will only be classified into commercial banks and rural banks (BPR). According to him, there is no special licensing for

digital banks, as digital banking is merely a shift in business model and service delivery methods (Restiana et al., 2022). Digital transformation is driven by four main factors: changes in regulation, shifts in the competitive landscape, the transition to a digital industry, and evolving consumer behavior and expectations (Muchamad et al., 2024).

2.1. Digital Transformation Strategy

Digital transformation is a strategic approach systematically designed to leverage digital solutions to improve various aspects of business operations, including engineering, manufacturing, and services. Fundamentally, digital transformation is positioned as an integral part of a comprehensive business strategy, which requires the development of a roadmap to build a digital foundation for both the short and long term. The implementation of this strategy is believed to have significant positive impacts, such as enhancing operational efficiency, optimizing revenue growth, and reducing operational costs. Formulating a digital transformation strategy is crucial to ensure that all efforts are targeted, measurable, and integrated to support the achievement of core business objectives. Without structured and coordinated planning, team involvement in digital transformation initiatives is unlikely to contribute optimally to overall business development.

Governments are revising their operational standards to improve the efficiency and effectiveness of public services and meet citizens' expectations for high-quality, real-time digital services. This is done to achieve transparency and citizen satisfaction. In the public sector, digital transformation is not merely about putting forms online or converting analog systems to digital; it is a comprehensive organizational approach. The digital transformation process is heavily influenced by both external and internal factors and requires continuous changes in processes, services, and products to meet external stakeholder needs (Fony et al., 2019).

Digital transformation is also understood as a comprehensive organizational change process that involves human resources, business processes, strategy, and organizational structure by utilizing technology and developing new business models to enhance company performance. This transformation encourages various innovations that allow businesses to operate more effectively and efficiently in an increasingly complex business environment. Additionally, digital transformation refers to the adoption of technologies that significantly improve organizational performance and the achievement of objectives. However, this transformation process is not without challenges, requiring organizations to engage in more careful planning and decision-making than ever before (Aang Royyana, 2018).

Everyone and every company involved in business processes can experience both positive and negative impacts from this change. In the digital transformation era, customers can order goods easily and inexpensively. Direct transactions are no longer required, as online transactions can now be carried out through various information technologies. All processes—from ordering, payment, and confirmation to delivery tracking are conducted digitally. Since administration and marketing require lower costs, product prices will decrease. Customers are shifting toward digital transactions that are easy, affordable, fast, and efficient, thereby causing conventional businesses to face disadvantages (Muhammad, 2019).

2.2. Consumer Decision-Making

Consumer decisions to purchase or use a product or service are usually based on the most preferred brand among several available options. However, two factors may influence the gap between purchase intention and the final purchasing decision. The first factor is the influence of others, while the second is related to the prevailing conditions or specific situations (Nurlina et al., 2019).

A usage decision is the final result of a thought process in which various problems are identified and resolved through the selection of a suitable alternative. A decision

reflects the action chosen from several available options. In the decision-making process, individuals must go through specific stages. Consumer decision-making is a process that involves the integration of various pieces of information and insights as a basis for evaluating and choosing the best alternative (Silvia, 2023).
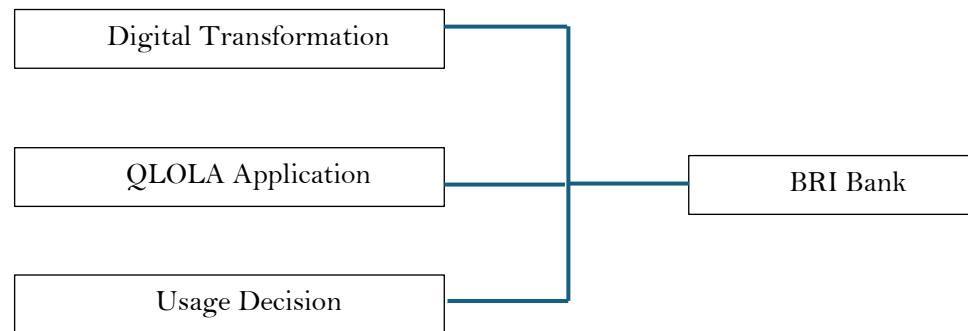
3. Methods

This study uses a qualitative research method. The data collection technique employed is the interview method. The study also applies triangulation, which is a technique for validating data by comparing interview results with the research subject. In terms of the qualitative method, this research adopts a descriptive and literature review approach. The descriptive nature is intended to help the researcher describe or refine the explanation of the study so that it is more easily understood by readers who want to learn about the topic. In this study, the descriptive method aims to describe the relationship between scientific knowledge and research methodology, the importance of research methods, qualitative research methods, and their application, particularly in the context of theological secondary education. The researcher also uses a literature review to support the perspectives and arguments presented in this article, thereby providing a strong academic foundation. The selected literature includes relevant books and journal articles aligned with the research flow and offering novelty.

Qualitative research methods have different characteristics from quantitative methods. Describe qualitative research as follows: qualitative researchers view reality as subjective, personal, and socially constructed. This perspective contrasts with the philosophical foundation of quantitative research, which assumes that reality is objective (i.e., different researchers should arrive at the same conclusions about a phenomenon, and truth exists independently of the observer's subjectivity).

Qualitative research is inductive or "bottom-up." In this context, researchers develop new theories or expand existing ones based on data gathered during field research. This means qualitative research is exploratory in nature due to limited knowledge about the research theme. Qualitative researchers see human behavior as dynamic, fluid, situational, social, contextual, and personal. The objectives of qualitative research include description, exploration, and discovery. The focus lies in providing a broader and deeper perspective (compared to the narrower perspective in quantitative research, such as hypothesis testing). Qualitative research explores the breadth and depth of a phenomenon to uncover rich and meaningful information about the subject. The essence of observation in qualitative research is to examine a behavioral phenomenon in a natural setting in other words, to conduct research on behavior in the context in which it occurs.

Therefore, the qualitative method is highly appropriate for this study, which aims to analyze BRI's digital transformation strategy in influencing corporate decisions to adopt the QLola application for their transaction needs. The study is conducted on subjects who have experienced digital transformation, specifically company representatives who use QLola for corporate transactions. Five QLola user subjects are selected and categorized based on the type of business: hospitality, seafood processing, seafood export, agriculture, and secondhand goods trading. This study seeks to determine how vital a digital transformation strategy is in influencing decisions to use the QLola application. Additionally, this technique allows respondents to share their opinions on BRI's digital transformation and the QLola platform.

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Figure 1. Research Framework

4. Results

The feedback on the QLola application by Bank BRI from the five companies involved in the study was overwhelmingly positive. Each company, through its respective executives, stated that after evaluating multiple digital banking platforms, they ultimately chose QLola because it offered crucial advantages for solving their business challenges. A representative from the hospitality sector remarked that QLola significantly improved financial settlement capabilities and even enabled the automation of recurring transactions that were previously handled manually or not performed at all. Likewise, the representative from the seafood processing company stated that QLola facilitated both export and foreign exchange transactions, providing a greater sense of security in handling financial operations.

The seafood exporting company representative added that the trade finance services available in QLola had enhanced their export trading processes and provided greater financing flexibility compared to other platforms. Meanwhile, a representative from the agricultural sector explained that QLola clearly supported more transparent cash flow management and offered real-time access to financial information, an essential component in their business decision-making process. In addition, the representative from the FMCG company expressed that the API integration capabilities of QLola allowed their payment processes to be fully integrated with BRIAPI, which increased productivity and reduced transactional errors.

Overall, all five businesses agreed that QLola is the best digital banking solution to meet their operational needs. As a result, they officially selected QLola as their primary platform for managing financial transactions. This decision was based on the tangible benefits of efficiency, transparency, and ease of system integration that QLola provides. These statements demonstrate the success of Bank BRI's digital transformation strategy, with the QLola application effectively addressing corporate financial service needs in the digital era.

Table 3. QLOLA User Findings

Name/Initial	Gender	Age Category	Industry Sector
B.L	Women	40 years	PT. Sekar Laut Olahan hasil laut
L.K	Women	38 years	PT. Rukun Mitra Sejati FMCG
S.H	Women	39 years	PT. Setiap Hari Dipakai Connected Commerce
R.Z	Man	35 years	Swiss Bell Hotel Dago Perhotelan
I.L	Women	38 years	PT. New Hope Aqua Feed Produsen Pakan Ternak

One of the techniques used by the researcher is the interview. Interviewing is one of the most commonly used methods of data collection in qualitative research. Many researchers face difficulties when conducting interviews because respondents tend to provide short answers. Moreover, Indonesian cultural norms often discourage individuals from expressing personal feelings openly. Interviews in qualitative research differ slightly from other types of interviews, such as those conducted for job recruitment, university admissions, or even quantitative studies.

The interview process consists of three stages. The first stage is the introduction, aimed at building trust. The second stage is the most crucial, as this is where important information is gathered. The final stage involves summarizing the participant's responses and confirming whether they have any additional information to share. Interviews are one of the primary ways to obtain data in research, especially in qualitative studies. Before deciding which type of interview to use, researchers must understand the types of research questions they aim to answer. These questions will also determine the kind of information to be collected (Seng, 2020).

Interviews in qualitative research are conversations with a purpose, typically preceded by informal questions. Research interviews are more than ordinary conversations and may range from informal to formal. While all conversations have certain rules of transition or control among participants, the rules in research interviews are stricter. Unlike casual conversations, research interviews are designed to gather information from only one side, and therefore, an asymmetrical relationship must be evident. Researchers tend to guide the interviews to explore participants' feelings, perceptions, and thoughts.

The following sections elaborate on the types of interviews, the nature of questions, the duration of interviews, and the procedures for conducting interviews in qualitative research. Understanding data collection methods is essential as it helps readers grasp the research process accurately.

Interviews also have several structures; researchers must decide on the level of structure that best suits their interview goals.

"B.L., a 40-year-old woman from PT Sekar Laut, a company in the seafood processing industry, stated that QLola has made it easier for her to track export transactions, which previously required a lengthy manual process. L.K., a 38-year-old woman from PT Rukun Mitra Sejati, operating in the FMCG industry, said that QLola has strengthened data-driven financial management in real-time and accelerated the supplier payment process. S.H., a 39-year-old woman from PT Setiap Hari Dipakai, a company engaged in connected commerce, mentioned that QLola's data dashboard supports their finance team in making daily decisions regarding digital transactions and cash flow. R.Z., a 35-year-old from Swiss-Belhotel Dago, said that using QLola has greatly helped the hotel's vendors manage payments more efficiently, especially for daily operational needs which are now more structured and transparent. Additionally, I.L., a 38-year-old aquaculture farmer from PT New Hope Aqua, shared that QLola has accelerated payment approval processes and integrated APIs with their internal systems, making transactions easier and more effective.

5. Discussion

The results of the study show that the implementation of Bank BRI's digital transformation strategy through the launch of the QLola platform has had a significant impact on corporate choices regarding digital financial services. The findings indicate that QLola, as a corporate transaction solution, has been well received by companies across various industries, including seafood processing, hospitality, seafood exporting, agriculture, and FMCG. Interview results reveal that QLola's key features such as real-time cash flow management, trade finance services, API integration via BRIAPI, and an interactive financial dashboard—successfully address business needs for efficiency, transparency, and speed in financial

transactions. These results are in line with the findings of Muchamad et al. (2024), who emphasized the importance of digitalization in accelerating business operations and reducing banking operational costs. In addition to facilitating transaction processes, QLola offers benefits such as financing flexibility and easier system integration with internal company operations. This supports the claims of Olin et al. (2022), who stated that the development of integrated e-channel services can enhance the overall performance of banking services.

In a broader context, BRI's success in implementing QLola demonstrates the bank's ability to adapt to changing consumer behavior, which increasingly prioritizes digital financial services. The post-pandemic shift in public behavior toward digital preferences was also highlighted by Muhammad et al. (2022). Through the development of QRIS-based digital banking services, QLola also contributes to the objectives of Bank Indonesia and the Financial Services Authority (OJK) in creating a more inclusive and competitive national digital financial ecosystem. From a theoretical perspective, this study affirms that a well-planned and integrated digital transformation strategy can increase trust and usage decisions among corporate clients. It also reinforces the relevance of usage decision theory, which involves factors such as ease of use, speed, and operational efficiency (Nurlina et al., 2019). Overall, the study's findings strengthen the belief that QLola is not merely a transaction platform but also a strategic tool for BRI to accelerate digital transformation in the corporate sector. It encourages businesses to enhance their financial management practices more efficiently in the digital era. This research also opens avenues for future studies to examine the long-term impact of QLola adoption on business performance.

6. Conclusion

This study demonstrates that the QLola application represents a successful digital transformation strategy by Bank BRI. The application enables companies to utilize digital banking services with greater confidence and transparency. Moreover, QLola provides added value through trade financing, real-time cash flow management, and API integration. These results reinforce BRI's position as a flexible and adaptive bank in navigating digital transformation in the corporate financial services sector, while also contributing to the development of a broader and more competitive national digital financial ecosystem.

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