

ABSTRACT

This study aims to examine the adaptation of retail business among borrowers at Bank BRI KCP Jatinangor in the post-COVID-19 era, focusing on the factors influencing digital transformation and the role of financial institutions in facilitating this process. A mixed-methods approach with an explanatory sequential design was applied, beginning with a quantitative survey of 171 respondents, followed by in-depth interviews with selected business owners to enrich the findings.

The results indicate that digital adoption among retail borrowers is relatively high, as reflected in their use of social media, messaging platforms, and e-commerce channels to sustain business operations. Key drivers of this adaptation include the need to maintain customer engagement, external pressures, and shifting consumer preferences toward faster and more convenient services. Regression analysis confirms that digital technology, community adaptation, and BRI's support significantly influence the transformation of business. Nonetheless, challenges persist, such as limited digital literacy, time constraints, and the lack of practical training programs.

This study also highlights BRI's strategic role, not only as a financial provider but also as a partner offering mentoring, digital financial literacy programs, and access to modern payment ecosystems. The implications of these findings underline the importance of collaborative support among financial institutions, business communities, and government stakeholders in strengthening the competitiveness of MSMEs.

The contributions of this study are twofold. Theoretically, it enriches the literature on digital transformation of MSMEs in developing countries, particularly in the context of global crises such as the COVID-19 pandemic. It also proposes a conceptual describing the interaction between external factors (changes in consumer behavior and market pressures), internal factors (digital literacy and adaptive capacity), and institutional support from banks. Practically, the study provides strategic recommendations for banks and entrepreneurs, including the development of more applicable digital training programs, the design of flexible financing schemes to support technological investment, and the strengthening of integrated digital ecosystems.

Thus, this research contributes both to the theoretical discourse on post-pandemic digital transformation and to practical recommendations for banks and retail business actors in designing sustainable adaptation strategies.

Keywords: *digital transformation, MSMEs, consumer behavior, Bank BRI*