

ABSTRACT

Digital transformation has significantly reshaped the banking industry, particularly in transaction banking services that are increasingly integrated with digital business ecosystems. In Indonesia, the development of open banking and Application Programming Interface (API) has become a key strategic approach for banks to remain competitive amid the rise of financial technology (fintech) and the growing demand from digital enterprises for fast, secure, and efficient transaction services. This study aims to analyze the strategy of Bank Rakyat Indonesia (Persero) Tbk in developing the BRI Application Programming Interface (BRIAPI) as a transaction banking service to enhance BRI's competitiveness in the digital business segment in Indonesia.

This research adopts a qualitative descriptive approach using a case study method. Data were collected through in-depth interviews with internal BRI stakeholders involved in the development and management of BRIAPI, complemented by secondary data from annual reports, official company publications, Bank Indonesia regulations, and relevant academic literature. The analysis combines the Resource-Based View (RBV) framework, utilizing the VRIO analysis to assess internal capabilities, and Porter's Five Forces to examine external competitive pressures. The findings indicate that BRIAPI fulfills the criteria of being valuable, rare, inimitable, and well-organized, thereby positioning it as a strategic resource that contributes to BRI's competitive advantage. From an external perspective, BRIAPI operates in a highly competitive environment dominated by fintech players; however, the threats of substitutes and new entrants remain relatively moderate. The high bargaining power of digital business clients underscores the importance of consistent strategy execution, particularly in terms of system reliability, security, service level agreements (SLAs), and cost efficiency. Overall, this study concludes that BRI's strategy in developing BRIAPI has been effective in strengthening its competitive position in the digital business segment, while emphasizing that the sustainability of this advantage depends on strong cross-unit coordination and consistent implementation.

Keywords: *transaction banking, open banking, API, BRIAPI, competitiveness, RBV, Porter's Five Forces*