ABSTRACT

This study aims to explore strategies for optimizing profitability at branch offices of PT Bank Rakyat Indonesia (Persero) Tbk under the coordination of the Padang Regional Office, which experienced a decline in Return on Assets (ROA) in 2024. The study employs a qualitative approach with a multiple case study design involving six branch offices selected purposively based on performance categories (high, medium, and low), with a total of 12 informants. Data were collected through semi-structured in-depth interviews and documentation, and analyzed using open coding, axial coding , and selective coding techniques.

The results show that the optimization of branch profitability is a multidimensional process influenced by the interaction of internal and external factors. More specifically, the optimization of profitability at BRI Padang Regional Office branches is determined by the branches' ability to integrate credit quality strengthening, portfolio risk recovery and control, funding structure strengthening, income diversification, service digitalization, and the enhancement of internal capabilities in an adaptive manner in accordance with unit characteristics and external environmental pressures. In addition, factors such as low-cost funds (CASA) management, fee-based income, human resource quality, as well as leadership and monitoring further reinforce the effectiveness of branch strategies.

Profitability optimization strategies are implemented in stages, where low-performing branches tend to adopt defensive strategies, medium-performing branches focus on stabilization, and high-performing branches implement integrative, growth-oriented strategies. This study confirms that profitability is not solely determined by financial aspects, but also by the organization's ability to integrate strategies adaptively in response to the business environment.

Keywords: Profitability, ROA, Branch Strategy, Banking, Qualitative Study.