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Strategic Direction for Sustainable Competitiveness at PT Permodalan Nasional Madani Lampung Branch

Dhoni Kurniawan
Magister Manajemen, Sekolah Pascasarjana, Perbanas Institute Jakarta
Corresponding Author: Dhoni Kurniawan dkw120684@gmail.com

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A B S T R A C T

This research aims to analyze the direction of sustainable competitive strategy at PT Permodalan Nasional Madani (PNM) Lampung Branch in facing the dynamics of competition in the microfinance industry. The study focuses on the company's efforts to maintain its competitive advantage while ensuring business sustainability amid an increasingly complex business environment. The research employed a qualitative approach with data collection techniques including interviews, observations, documentation, and analysis using SWOT and TOWS, validated through triangulation. The findings reveal that PNM Lampung Branch's sustainable competitive strategy is directed towards integrating the company's social mission with its business objectives. The main strategies identified include strengthening digitalization of services, innovating financing products, enhancing human resource capacity, establishing strategic collaborations with stakeholders, and implementing empowerment-based business mentoring for clients. This approach is not only profit-oriented but also emphasizes socio-economic sustainability, thereby creating a competitive advantage that is difficult for competitors to replicate. This study contributes theoretically by developing a model of sustainable competitive strategy for financial service institutions, while also providing practical benefits for PNM Lampung Branch in improving competitiveness and strengthening its role in empowering microenterprises

INTRODUCTION

In an ever-changing and increasingly complex business competition climate, companies are required not only to focus on short-term advantages but also to develop sustainable strategies to ensure business continuity. The greatest challenge lies in how to formulate a competitive strategy direction that can respond to current market dynamics while remaining flexible in facing changes in external and internal factors in the future.

Competition in the microfinance industry is becoming increasingly intense, marked by rising capital needs, the presence of fintech, and changes in consumer behavior. PT PNM, as a state-owned enterprise focused on empowering ultra-micro businesses, faces the challenge of maintaining competitive advantage while carrying out its social mission. This research is important to identify a sustainable competitive strategy direction that not only guarantees profitability but also strengthens the socio-economic sustainability of society.

With the development of the times and increasingly intense business competition, companies and business actors are driven to enhance their competitive advantages in order to survive and win in the business competition. Small businesses are not sufficient with merely having a comparative advantage, but more importantly, they need to have a sustainable competitive advantage (Maharani, et al., 2023).Amidst the dynamics of an increasingly competitive global market, companies across various industries face significant challenges in maintaining their survival and achieving long-term competitive advantage. The growing intensity of competition, in terms of price, product quality, or innovation, requires companies to not only focus on short-term strategies but also consider the direction of sustainable strategies.

Sustainable competitive strategy not only involves improving business performance financially but also integrating environmental and social aspects into the company's business model. This sustainability concept includes efficient resource management, reducing negative environmental impacts, and contributing to the well-being of the surrounding community. Therefore, companies need to formulate strategies that not only consider economic profits but also have a positive impact on social and environmental aspects.

The basic principle of strategic management is that companies need to formulate strategies to take advantage of external opportunities and avoid or mitigate the impact of external threats. Therefore, identifying, monitoring, and evaluating external opportunities and threats is essential for achieving success. The process of conducting research and collecting and assimilating external information is sometimes referred to as environmental scanning or industry analysis. Lobbying is one of the activities used by some organizations to influence external opportunities and threats. (David & David, 2017).

Competitive advantage is all the resources owned by an organization and its competitive strengths. The superiority of the resources emphasizes the excellence of those resources, as well as expertise, which in this case refers to competence and innovation. The competitive aspect refers to the organization's performance advantage over time. (Dalimunthe, 2017). Sustainable competitive strategy is very important for companies to be able to compete and survive in the long term. Many companies choose to close operations and lay off employees because they cannot compete with other companies. Some companies that have closed from 2023 until now, due to their inability to maintain competitive advantages with other companies, include: Pegipegi, JD.ID, Rumah.com, Uang Teman, Bata Shoe Factory, Puma Factory, Gunung Agung Store, Kapal Api Subsidiary, and other Textile Factories.

Research on competitive strategies has been extensively conducted by researchers, both in the context of large, medium, and small enterprises. Previous studies generally focused on the application of competitive strategy models such as Porter's generic strategies, differentiation strategies, low-cost strategies, or focus strategies. Other research also highlights the importance of innovation, digital technology, and market orientation in enhancing company competitiveness. However, most of these studies are still general in nature and have not specifically addressed the aspect of sustainability within the context of competitive strategies, particularly in community empowerment-based financial service companies such as PT Permodalan Nasional Madani (PNM).

For this reason, the author will discuss: What can be implemented by PNM Lampung Branch to maintain its competitive position amidst the dynamic economic developments in Lampung Province. Why the policies and strategies applied by PNM Lampung Branch can provide sustainable company performance in the long term. How the competitive strategy at PNM Lampung Branch will develop over the next 5 years.

LITERATURE REVIEW

The term sustainable business has become popular and is applied by many companies worldwide. Simply put, every business operator wants their business to last long and generate consistent profits, and quite a few business operators also have the expectation that their business can grow and thrive amid the fierce market competition.

Studies on sustainable competitive strategy refer to the resource-based view theory (Barney, 2007) and Porter's competitive advantage model. Previous research has emphasized the importance of innovation, digitalization, and market orientation, but it has been limited to aspects of profitability. The contribution of this research is to offer a socio-economic sustainability perspective on empowerment-based financial institutions.

Competitive advantage cannot be separated from the development of the resources-based view (RBV) concept, which focuses on a company's ability to maintain a unique combination of natural resources or to build differently compared to its competitors. Differences in managing natural resources and company capabilities compared to its competitors provide a competitive advantage. The RBV theory states that a company will achieve a competitive advantage if it relies on organizational resources that are valuable, rare, inimitable, and irreplaceable. (Barney & Clark, 2007). Some main theories often used to support sustainable competitive strategies include:

1. Competitive Advantage Theory - Porter, (1980)

This theory was proposed by Michael Porter in his book Competitive Strategy: Techniques for Analyzing Industries and Competitors. Porter explained that to create a sustainable competitive advantage, a company must be able to choose one of three main strategies:

a. Cost Leadership Strategy: Becoming the lowest-cost producer in the industry, allowing the company to offer more competitive prices and gain a larger market share.
b. Differentiation Strategy: Offering unique products or services that distinguish the company from competitors and provide added value for consumers.
c. Focus Strategy: Targeting a narrow market segment, either based on low cost or differentiation, to dominate a particular niche.

1. Resource-Based View (RBV) Theory

According to Aguzman (2021), citing Wernelfelt's Theory (1986), the Resource-Based View Theory is a theory that describes how a company can achieve competitive advantage by relying on resources, enabling the company to sustain continuous success. (Barney, 1986). The main approach of the Resource-Based Theory is understanding the relationship between resources, capabilities, competitive advantage, and profitability, particularly in understanding the mechanisms for maintaining competitive advantage over time.

2. Open Innovation Theory - Henry Chesbrough

The innovation process is often perceived as difficult and costly in many companies. However, from such difficulties, various breakthroughs emerge that provide solutions. One solution arising from internal innovation challenges is the emergence of various open innovation models that take place in many companies at different levels.

The originator of Open Innovation, Dr. Henry Chesbrough, is a professor at Haas Business School, UC Berkeley, and the executive director of the Center for Open Innovation. A project can be launched from internal or external technology sources, and new technology can enter the innovation process at various stages. (Supriadi, 2019). In the context of sustainable competitive strategy, open innovation can help companies create more environmentally friendly products, improve operational efficiency, and respond to continuously changing market demands.

3. Sustainability Theory

According to Meadows, D.H., Meadows, Randers, Behrens (1972), sustainability theory explains the community's efforts to prioritize social responses to environmental and economic issues.

The importance of the concept of sustainability in a global context is now increasingly felt as urgent. Issues such as climate change, environmental crises, and social inequality are on the rise and demand serious attention from all parties. Therefore, the concept of sustainability must serve as a foundation in every decision and action taken, whether in government, industry, or society. Companies that integrate sustainability principles into their strategies can build a positive image in the eyes of consumers and stakeholders, thereby creating stronger competitiveness.

4. Social Network Theory

The rapid development of information technology has led people to live between two life concepts: the real world and the virtual world. The internet has then become another necessity that must be fulfilled for most modern societies. One medium that requires an internet connection is social media, which has had an impact and major changes in the field of communication. Social media is a platform with features that allow its users to engage in social activities and enable them to interact in a virtual world. Through social media, we can engage in various exchanges, collaborations, and get to know each other in both written and audiovisual forms. (Carr & Hayes, 2015).

5. Co-opetition Theory

Harvard Business Review states that coopetition is cooperating with competitors to achieve goals or to advance together. The term coopetition is a combination of the words cooperation and competition. Similarly, Investopedia explains that coopetition is the act of collaboration between competing companies. Through mutual agreements, coopetition becomes a tactic or business strategy that expands the market and has the potential to create new businesses. (Hestriana, 2023).

This theory combines two opposing concepts, namely cooperation and competition. In the business world, companies not only compete but can also collaborate with competitors to achieve greater goals, such as developing new markets or creating more sustainable innovative products. By creating shared advantages, companies can strengthen their competitiveness while sharing resources and knowledge to improve efficiency and sustainability. Sustainable business is an approach that integrates environmental, social, and economic aspects into a company's operational practices, aiming to generate long-term value without compromising environmental preservation or community welfare.

This model emphasizes the importance of continuously considering the social, ecological, and economic consequences of business activities. Sustainable business models are designed to fully utilize the capacity of existing products, extend product lifespan, reduce waste, and create a more sustainable model in the long term. Unlike traditional business models that focus on profit, sustainable business models are based on the principles of sustainable development. Business models framed within sustainability can help address ecological and social challenges while still generating value. Companies that implement sustainability principles in their operations are usually more resilient in facing environmental and social pressures. These efforts not only help reduce operational risks due to strict environmental regulations but also strengthen relationships with customers, employees, and other stakeholders.

Strategic Management Process

According to David & David (2017), strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. The theory of strategic management paradigms refers to the frameworks or models used to understand and formulate strategy within an organization. This concept helps managers and organizational leaders see how an organization can compete and survive in an ever-changing environment. The Three-Stage Strategy Model is a framework used to design and implement strategy in an organization or company. This model was designed by Fred R. David in his famous book "Strategic Management: Concepts and Cases." The model divides the strategy formulation and implementation process into three main stages, namely:

1. **Situational Analysis**

This first stage relates to analyzing the company's internal and external environment to identify factors that may affect the achievement of the company's objectives..

2. **Strategy Formulation**

After conducting a situation analysis, the next step is to formulate the right strategy to achieve the company's long-term goals. In this stage, the organization needs to choose from several alternative strategies based on the situation analysis that has been carried out.

3. **Strategy Implementation**
   a. The final stage is to implement the strategies that have been formulated into real actions. Without effective implementation, strategies will not achieve their objectives.
   b. Here are some theories of strategic management paradigms:
1. **Classical Paradigm**
   a. Competitive Strategy Theory according to Porter (1980). This theory emphasizes the importance of industry analysis and the development of competitive strategies. According to Porter, there are five main factors that influence the level of competition and the profit opportunities in an industry. The most dominant factor will greatly determine the direction in drafting a business strategy. These five factors include: (1) the potential entry of new players, (2) the threat of substitute products or services, (3) the bargaining power of consumers, (4) the bargaining power of suppliers, and (5) the intensity of competition among existing industry players.
   b. Resource-Based Strategy Theory according to Barney (1991). This theory emphasizes the importance of organizational resources in achieving a competitive advantage.
2. **Contemporary Paradigma**

Strategic Management Theory according to Mintzberg (1987). This theory emphasizes the importance of strategy as a dynamic and continuous process.
   a. Sustainability Theory according to Elkington (1994). This theory emphasizes the importance of sustainable strategies that consider environmental and social aspects.
   b. System Dynamics Theory according to Forrester (1961). This theory emphasizes the importance of understanding complex and dynamic systems in strategy development.
3. **Integrative Paradigma**

Integrative Strategic Management Theory according to Grant (2010). The theory emphasizes the importance of integrating various strategic management paradigms to achieve competitive advantage.b. Integrative Sustainable Strategy Theory according to Hart (1995). The theory emphasizes the importance of integrating environmental, social, and economic aspects in sustainable strategy development.Sustainable Competitive Strategy

The term sustainable business has become popular and is being adopted by many companies worldwide. Simply put, every entrepreneur wants their business to endure and generate consistent profits, and quite a few entrepreneurs have the expectation that their business can advance and grow amid fierce market competition. Sustainable business is an approach that integrates environmental, social, and economic aspects into a company's operational practices with the aim of creating long-term value without compromising environmental preservation or community welfare. This model emphasizes the importance of continuously considering the social, ecological, and economic consequences of business activities. The concept of competitive strategy refers to the methods used by a company or organization to gain an advantage in the market and compete more effectively with rivals. This strategy encompasses various steps and approaches taken to create value for customers and gain a better position compared to competitors. According to Hunger and Wheelen (2001), there are three levels of strategy within a company, namely:

1. Corporate Strategy (Company), defined by top executives, which determines the industry in which the company will compete and also develops a long-term plan for the organization. This strategy is related to the allocation and management of resources to achieve the organization's mission and goals by integrating different business units into a comprehensive organizational strategy.
2. Business Strategy focuses more on making strategic decisions that involve the competitive position of a product or a specific market share within a division.
3. Functional Strategy is directly related to decision-making concerning supporting divisions in order to produce and market products until they reach the customers.

The competitive strategies used by companies or organizations today can vary greatly, depending on the industry and market conditions. However, there are several common approaches that are frequently used in the modern business world:

1. **Differentiation**

Companies try to differentiate their products or services from competitors to attract consumers. This can include better product quality, unique features, attractive design, or superior customer service.

2. **Cost Leadership**

This strategy focuses on being a leader in terms of cost, namely offering products or services at a lower price compared to competitors without significantly sacrificing quality. Typically, companies that use this strategy must have very high operational efficiency.

3. **Focus Strategy**

The company chooses to focus on a specific market segment (for example, a niche market) and strives to become a leader in that segment, either through differentiation or low cost.

4. **Innovation Strategy**

The company uses innovation as a key to compete, whether in new products, technology, or business models. This company focuses on creating revolutionary products or services that can transform the market.5. Digital Strategy and Technology TransformationCompanies that focus on using digital technology and data to improve efficiency, decision-making, and customer interactions are becoming increasingly popular. The use of data analytics and artificial intelligence (AI) is one example of this transformation.

Analysis of Sustainable Competitive Strategy Formulation

Amid the dynamics of increasingly intense and rapidly changing global business competition, companies are required to be able to survive and grow in the long term. A company's success is determined not only by its ability to compete in the market in the short term, but also by its capacity to formulate and implement sustainable competitive strategies. These strategies emphasize achieving competitive advantages that are not only relevant for the present but can also be sustained in the long term, taking into account internal and external factors that may affect the company's market position.

Sustainable competitive strategy has become very important because the current business environment is influenced by rapid changes, such as technological innovation, developments in environmental policies, changes in consumer preferences, as well as globalization that opens up both new opportunities and challenges. Therefore, companies need to have a holistic and adaptive approach in designing strategies to maintain their competitiveness in the long term. Companies that are able to face these challenges will gain a more sustainable competitive advantage. Conversely, companies that fail to identify and manage these key success factors risk losing their competitiveness in a short time. Therefore, it is important for every company to evaluate and formulate a sustainable competitive strategy that not only focuses on short-term profits but also considers long-term business continuity.

The success of a sustainable competitive strategy depends heavily on various factors. Some key factors influencing this success include:

1. Continuous InnovationInnovation in products, services, or business processes is crucial for maintaining long-term competitiveness. Companies that continuously develop new products, improve quality, or create efficient processes can sustain their competitive advantage over time.
2. Management of Natural Resources and the EnvironmentIn an era increasingly focused on sustainability, companies that can utilize resources efficiently and responsibly will gain an advantage. Wise management of natural resources and the implementation of environmentally friendly practices can strengthen consumer trust and brand image.
3. Visionary Leadership

Leaders who have a long-term vision and can guide the company with strategies that are adaptive to market and technological changes will be better able to overcome competitive challenges. Strong leadership is also necessary to inspire innovation and ensure the successful implementation of strategies.

1. **Operational Excellence**

Excellence in operational efficiency, such as cost management, production speed, and supply chain management, is a crucial factor in supporting sustainable competitiveness. This helps companies maintain competitive pricing while preserving profit margins.

2. **Market and Consumer Understanding**

Understanding consumer needs and preferences, as well as keeping up with market trends, is essential in creating relevant offerings. Companies must continuously conduct market research and adapt to changing demand to remain at the forefront.

3. **Brand Strength and Reputation**

Building and maintaining a strong brand reputation through product quality, service, and corporate social responsibility (CSR) can be a competitive advantage that is difficult for competitors to imitate. A good reputation also brings higher customer loyalty.

1. **Adaptation to Technological Changes**

Keeping up with technological developments and leveraging them to improve efficiency or create new innovations is an important factor for sustainable competition. Companies that quickly adapt to new technology, whether in production, distribution, or marketing, tend to perform better.

2. **Ability to Synergize with Partners and Strategic Alliances**

Collaborating with other companies, whether in the form of partnerships or strategic alliances, can provide access to new resources, technology, or broader markets. Mutually beneficial partnerships can strengthen a company's competitive position.

3. **Government Policies and Regulations**

Government policies that support certain industries can provide incentives for companies to invest in innovation or sustainability. Conversely, strict regulations regarding the environment or labor can also pose challenges that must be faced.1. Risk ManagementStrategies to identify, evaluate, and effectively manage risks (including market, financial, operational, and reputational risks) are very important. Companies that can handle risks well will be better prepared to survive and thrive in the long term.

METHODOLOGY

In this study, the researcher applied a qualitative research paradigm which, according to Moleong (2012), is a constructivist paradigm. The qualitative research paradigm is usually associated with qualitative research that is descriptive-analytical, comparative, emphasizes meaning, and the data obtained can come from observations and document analysis. This paradigm views reality as a result of construction or formation by humans themselves. The constructionist paradigm sees social life reality not as a natural reality, but as formed through construction. Therefore, the focus of analysis in the constructionist paradigm is to find out how events or reality are constructed, and in what way that construction is formed. In communication studies, this constructionist paradigm is often referred to as the paradigm of production and exchange of meaning. It is often contrasted with the positivist paradigm or the transmission paradigm.

According to Sugiyono (2013), the qualitative method is: "A research method based on post-positivist philosophy, used to study an object in its natural conditions (as opposed to experiments) where the researcher acts as the key instrument, and samples and data sources are taken purposively and through snowball sampling, using data collection techniques with triangulation (combination). Data analysis is inductive/qualitative, where the results of qualitative research emphasize meaning and generalization."

Research Data Collection Methods

In order to produce the necessary data for this study, an appropriate technique is required, and in this research, the researcher uses the following data collection techniques:

1. **In-depth Interview**

To obtain information accurately from primary sources as primary data, the researcher conducted interviews. An interview is a method of data collection in which questions are directed to people closely related to the group concerned, including its issues, either in written or oral form, in order to obtain information about the problem being studied.

2. **Participant Observation**

Observation is an interactive participation technique in natural situations, involving the use of time and observation notes to explain what is happening.

3. **Documentation**

Documentation is a record of past events; documents can take the form of writing, images, or monumental works created by someone. Documentation techniques in qualitative research complement the use of observation and interview methods. The documentary method is one of the data collection methods used in social research methodology to trace historical data. It can be concluded that documents are data sources used to complement research, whether in the form of written sources, films, images (photos), or monumental works, all of which provide information for the research process. The documentation carried out involves taking pictures during interviews or observations of the research subjects. This serves as evidence that the research and interviews with informants have actually been conducted.

4. **Focus group discussion (FGD)**

Focus group discussion (FGD) aims to explore the views, experiences, and perceptions of stakeholders regarding PNM Lampung Branch's competitive strategy, identify the strengths, weaknesses, opportunities, and challenges faced by PNM in maintaining business sustainability, and formulate practical input in developing the direction of sustainable competitive strategy.

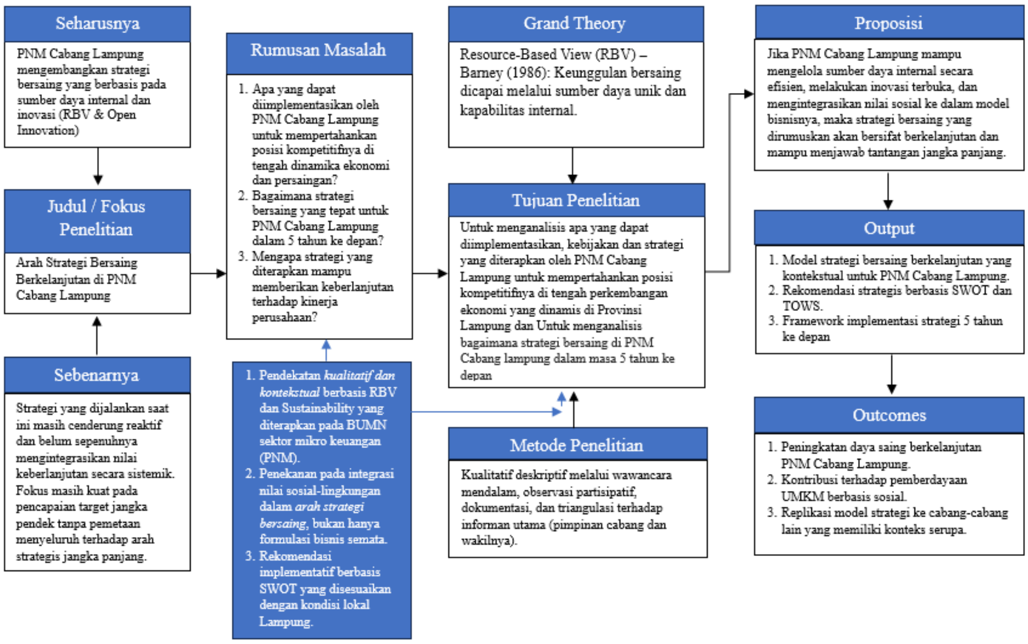
5. **Triangulation**

The author uses the triangulation method by utilizing different informant sources to obtain data in this study. According to Bachtiar (2010), triangulation is a way to achieve data validity by using a dual approach, namely a technique for checking data validity by utilizing something outside the data source itself, for the purpose of verification or comparison of the data. According to Sugiyono (2013), triangulation is defined as a data collection technique by combining data from various different sources.Data Processing and Analysis Methods

The analysis method used by the author is in-depth analysis using SWOT analysis and TOWS analysis. SWOT analysis, developed by Michael E. Porter, provides a framework for analyzing the level of competition in an industry and the forces that influence it by evaluating five key factors, namely the threat of new entrants, the bargaining power of suppliers, the bargaining power of buyers, the threat of substitute products, and rivalry among competitors. (Porter, 1980). Furthermore, TOWS analysis is a development of SWOT analysis aimed at formulating organizational strategies based on internal and external factors. While SWOT emphasizes identifying Strengths, Weaknesses, Opportunities, and Threats, TOWS focuses on how to combine these four factors into actionable strategy alternatives.

Through this method, the direction of a sustainable competitive strategy can be determined by utilizing SWOT and TOWS analyses, which provide an overview of the company's internal conditions (strengths and weaknesses) and external factors (opportunities and threats). The results of these analyses are then used to formulate appropriate strategies for PT Permodalan Nasional Madani Lampung Branch to strengthen its competitive advantage.Framework of ThoughtThe framework of thought in the direction of a sustainable competitive strategy can be illustrated through several interrelated components. This strategic approach is aimed at achieving a sustainable competitive advantage while maintaining the sustainability of natural and social resources as the main foundation. To achieve this goal, the company needs to integrate various dimensions, such as innovation, environmental sustainability, resource management, and stakeholder relationships.

Theoretical Framework



RESULTS AND DISCUSSION

Research findings indicate that the competitive strategy of PNM Lampung Branch is built through three main dimensions:

a. Operational Efficiency – strengthening digitalization, integrated information systems, and cost efficiency.
b. Innovation and Differentiation – developing financing products according to ultra-micro needs, business mentoring, and service differentiation based on personal closeness to customers.
c. Socio-Economic Sustainability – empowerment through the Mekaar and ULaMM programs, financial literacy, and long-term business assistance. The combination of these strategies forms a competitive advantage that is difficult for competitors to imitate because it is based on the integration of capital, mentoring, and long-term relationships with customers. Interpretation of the research results shows that PNM Lampung Branch requires a balance between internal strengths (such as human resource competence, service networks, and product innovation) and the ability to adapt to external challenges (such as government regulations, the development of digital technology and competition from other financial institutions). Furthermore, PNM's sustainable competitive strategy can be interpreted into three main dimensions:

1. Operational Efficiency Dimension – PNM is required to improve service quality, strengthen digital systems, and maintain operational costs efficiently to be able to compete with both formal and informal financial institutions.
2. Innovation and Differentiation Dimension – The company needs to offer products and services that meet the needs of the ultra-micro segment, provide uniqueness compared to competitors, and create added value that distinguishes PNM from other financing providers.
3. Social and Economic Sustainability Dimension – The strategic direction not only pursues profitability but also pays attention to customer empowerment through mentoring programs, business assistance, and improving financial literacy so that long-term relationships with the community can be established sustainably.

Based on the results of data collection through in-depth interviews, observations, and analysis of internal documents of PT Permodalan Nasional Madani (PNM) Lampung Branch, it was found that the company's direction for sustainable competition is built through a combination of service differentiation strategy, customer empowerment, and strengthening internal capabilities. Conclusion Based on the research results, it can be concluded that the direction of sustainable competitive strategy at PT Permodalan Nasional Madani (PNM) Lampung Branch is aimed at integrating the company's social mission with an adaptive and innovative business model. The competitive strategy is directed towards:

1. Strengthening Service Differentiation through intensive mentoring approaches, financial literacy, and personal relationships with customers, thereby creating loyalty that is difficult for competitors to imitate.

2. The sustainable competitive strategy direction of PNM Lampung Branch emphasizes a balance between the social mission and business objectives. This strategy is not solely oriented towards profitability, but also on the socio-economic sustainability of the community through the empowerment of ultra-micro clients.
3. The company's internal strengths, in the form of human resources competencies, extensive service networks, and experience in client development, form the foundation for building competitiveness.
4. External factors, such as government regulations, digital technology developments, and the intensity of competition, present both challenges and opportunities that require continuous strategic adaptation.
5. The future competitive direction focuses on operational efficiency, product and service differentiation, as well as the integration of socio-economic programs. This is realized through service digitalization, improving financial literacy, and consistent business mentoring.
6. With this strategy, PNM Lampung Branch builds a competitive advantage that is difficult for competitors to replicate, as it is based on a combination of financing, development, and long-term relationships with clients.

CONCLUSION AND RECOMMENDATION

To strengthen the direction of the sustainable competitive strategy, several recommendations can be made:

1. **Strengthening Digitalization**

PNM needs to accelerate digital transformation in service processes, from registration, financing disbursement, to monitoring customer businesses. This will increase efficiency, expand reach, and strengthen competitiveness.

2. **Enhancing Human Resource Capacity**

Continuous training programs are needed for employees, particularly related to digital literacy, micro-business analysis skills, and strengthening soft skills in building relationships with customers.

3. **Product and Service Innovation**

The company needs to develop more diverse and flexible financing products tailored to the needs of the ultra-micro segment, including financial technology (fintech)-based services that facilitate access to capital.

1. **Strategic Collaboration**

PNM should establish partnerships with local governments, educational institutions, and business partners to strengthen the customer empowerment ecosystem so that the social impact generated is broader.

2. **Socio-Economic Sustainability**

PNM needs to strengthen business mentoring programs, entrepreneurship development, and financial literacy for customers so that they not only rely on capital but also possess the skills to manage and grow their businesses independently.The future sustainable competitive strategy of PT Permodalan Nasional Madani (PNM) Lampung Branch is to integrate its social mission with business objectives through strengthening service digitalization, financing product innovation, and consistent business mentoring. The strategic focus is not only on achieving profitability but also on socio-economic sustainability for the community, enabling the company to have a distinctive competitive advantage that is difficult for competitors to replicateWith this approach, PNM Lampung Branch is guided to become a microfinance institution that is adaptive, innovative, and inclusive. Digital transformation, strategic collaboration with various stakeholders, and professional human resource management will be the main pillars to maintain competitiveness while ensuring long-term sustainability for the company and its clients.

FUTHER STUDY

This research still has delays, so it is necessary to conduct further research related to the topic Strategic Direction for Sustainable Competitiveness at PT Permodalan Nasional Madani Lampung Branch in order to improve this research and add insight for readers.

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