
IMPLEMENTATION OF COMPETITIVE ADVANTAGE STRATEGY THROUGH ENVIRONMENTAL ADAPTABILITY, DIGITAL TRANSFORMATION AND TECHNOLOGICAL INNOVATION IN OPTIMIZING PT PERFORMANCE. JAMKRINDO SYARIAH

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ABSTRACT

The objective of this research is to examine the Competitive Advantage Strategy of PT. Jamkrindo Syariah through Environmental Adaptability, Digital Transformation, and Technological Innovation, and to analyze the obstacles faced in implementing this strategy to optimize the company's performance. The study aims to provide a deeper understanding of how the company leverages these strategies and the challenges it encounters in the process. The research highlights the importance of adaptability in the face of an ever-changing business environment. PT. Jamkrindo Syariah has employed digital transformation and technological innovation as key drivers of operational efficiency and competitiveness. The company focuses on improving customer service, strengthening IT infrastructure, and using digital platforms for greater accessibility and efficiency in its processes. By aligning its strategies with market needs, PT. Jamkrindo Syariah aims to stay relevant and thrive amidst intense competition. However, obstacles persist in the implementation of these strategies. One key challenge identified is the resistance to new technologies among employees, despite the company's efforts to provide adequate training and support. This issue can disrupt the smooth operation of systems and affect overall performance. The research concludes that PT. Jamkrindo Syariah's strategy, centered on environmental adaptability, digital transformation, and technological innovation, has great potential to optimize the company's performance. Yet, overcoming the identified obstacles will be crucial in realizing the full benefits of these strategies, allowing the company to maintain a competitive edge in the market

Keywords: Excellence Strategy, Environmental Adaptability, Digital Transformation

INTRODUCTION

Partial implementation of the KUR program big carried out by the guarantee company. As a unique financial organization, the Guarantee Institution seeks to encourage autonomy and empowerment of businesses while expanding access to capital, especially for Micro, Small and

Medium Enterprises (MSMEs) and cooperatives, as well as other potential businesses . Providing protection against potential losses is the goal of the activity assurance operations, and these risks need to be measured in a way financial . In activities guarantee this , Guarantor , Beneficiary

Guaranteed , and Guaranteed is three parties involved .

Currently, the company guarantee has merged with company holding (Indonesia Financial Group or IFG) which consists of from 10

companies member holding and 6 grandchildren Company. Data on subsidiaries and business units that are incorporated in IFG can seen in table as following:

Table 1Holding Member Companies

No	Company
1	PT. Insurance Jasa Raharja's Losses
2	PT. Assurance Indonesian Credit
3	PT. Insurance Indonesian Credit
4	PT. IFG Life Insurance
5	PT. Bahana TCW Investment Management
6	PT. Bahana Securities
7	PT. Bahana Artha Ventura
8	PT. Bahana Capital Investment
9	PT. Grahaniaga Main layout

Table 2 Company Grandchildren Data

No	Company
1	PT. Insurance The Son of the Company
2	PT. Jamkrindo Syariah
3	PT. Assurance Financing Askrindo Syariah
4	PT. Insurance Sharia- compliant
5	PT. National Reinsurance Indonesia
6	PT. Mitrasraya Adhijasa

Source : Wikipedia Indonesia Financial Group (IFG)

In the face of change, underwriting companies must understand that integration with holding companies brings challenges and opportunities. First, companies must ensure that their business identity and focus remain clear. Despite being in one container, underwriting companies must maintain the expertise and services that differentiate them from the insurance business. Second, companies must collaborate effectively with other entities in the holding company. This integration can expand networks, resources, and business opportunities. However, companies must also ensure that strategic decisions remain relevant to the business objectives of each entity. In

other words, adaptability is the key to facing change and ensuring success in a dynamic business environment.

A number of majority research in industrial countries Still Not yet can describe market dynamics in developing countries. It is because of existence a striking difference between these two types of countries. By general market conditions in developing countries own intensity competition low effort , change preference buyers , and growth low economy . While in developed countries own level competition high effort , demand fast product increased , and the level growth fast economy (Hidayatullah, 2019) .

Industry with asset the biggest second after industry insurance soul is industry in General Insurance . By the end of 2022, assets insurance general develop reaching 8% CAGR to Rp. 197 trillion . By the end of 2022 , the number of premiums are also growing reaching 7% CAGR to Rp. 78 trillion (OJK, 2023) . Although its potential big , penetration industry insurance in Indonesia is still low . In 2021 , penetration insurance to Product Gross Domestic Product (GDP) only reached 3.06%. This is experience decline compared to year previously which reached 3.23 % . Currently there are 149 companies insurance in Indonesia (Mutia, 2022) .

Based on Association data information General Insurance of Indonesia (AAUI), Association Indonesian Life Insurance (AAJI), and the Association Indonesian Sharia Insurance (AASI) in the first semester of 2023, the growth of each industry only reach around 6.2%, 1.8% and 2% respectively yearly (YOY). Meanwhile , the National Literacy Survey Inclusion Finance (SNLIK) 2022, index literacy by 3.17% compared to in 2016 and 2019, which reached 19.4% and 15.80% respectively . Meanwhile, level inclusion also increases by 16.63% compared to 2016 and 2019 which reached 12.10% and 13.15% respectively . The index literacy and inclusion experience improvement , but still below number expectations , which is 5%. This is to signify that industry we are in a pandemic this is very sharp to organize literacy , only just non - linear inclusion of literacy (Primary, 2023) .

Organizations need to be able to adapt to a constantly changing

environment in response to changing external conditions. It is very important for company For can adapt to be able to Keep going grow and stay relevant . These changes include shifts in market trends, regulatory changes, and evolving industry dynamics. Organizations that are able to adapt quickly can identify new opportunities and address emerging challenges, providing a competitive advantage (Nasution & Aslami, 2023) . In the context of a guarantee company that is part of a holding company (IFG), adaptability is key. Companies must be able to adapt to structural changes and take advantage of the opportunities that arise from this integration.

Although returning to their respective containers (insurance or guarantee), adaptability will ensure that companies remain relevant and competitive in today's business world. In the research of Ikhwan et al ., (2022) it was stated that environmental adaptability can affect competitive advantage. In the research *The Story of the Unknown* (2020) mentioned that adaptation environment can influence performance heating , Meanwhile, in Hidayatullah's research (2019) it was said that while adaptability has a favourable impact on boosting innovation and entrepreneurial attitude, it has little effect on company performance. In the study by Liboni et al ., (2023) it was stated that adaptability is not correlated with Sustainable Dynamic Capability (SDC) because optimal performance is not forever must displayed through response ability good adaptation .

In the 2022-2023 period, Jamkrindo Syariah emphasizes a competitive development strategy

through an approach that focuses on technology development and risk management. The company has designed a work program that includes several main initiatives. Jamkrindo Syariah is committed to developing and maintaining online guarantee applications and Host to Host guarantees. This step is designed to increase efficiency in the guarantee process and facilitate consumer access through digital platforms. (Annual Report of Jamkrindo Syariah, 2022).

In line with that, Jamkrindo Syariah focuses on strengthening the IT system through the development of a roadmap that is oriented towards improving customer service. The company is committed to strengthening IT infrastructure, system security, and technological innovation to improve better customer service. With this approach, the company not only seeks to maintain and expand market share, but also to increase its competitiveness amidst the dynamics of the ever-evolving industrial environment. These steps reflect Jamkrindo Syariah's vision to become a reliable and responsive player in the guarantee market, combining advanced technology with effective risk management (Annual Report Jamkrindo Syariah, 2022).

Apart from the two phenomenon above, it happened improvement or intensification in effort intensify innovation new product. This is reflect encouragement or commitment For design and introduce products new to in the market. There is an intention Respondent For to weave cooperation with Jamkrindo Syariah shows that innovation product This Possible related with collaboration

business or partnership with company said. With Thus, efforts For increase quality and variety product can interpreted as a strategy for expand and strengthen position in the market, as well as as step For fulfil need partner business or consumers.

Design repeat technology information used by the company with modern technology can give good contribution for development sustainable and non-sustainable companies only impact on increasing asset company just (Khan et al., 2022). In addition, the company also improved the risk mapping module by relying on the existing guarantee database, ensuring that the risk management process can be carried out more accurately and effectively (Annual Report Jamkrindo Syariah, 2022).

In addition, technological developments are also a key factor that influences organizational performance. The speed of technological innovation requires organizations to continuously monitor and follow the latest developments. Adopting relevant technology can increase efficiency in operational activities, expanding market reach, and creating competitive advantage. Therefore, organizations must have a solid strategy to manage and utilize technology effectively to stay competitive in a changing market (Nasution & Aslami, 2023).

In addition to adapting to the environment and following technological developments, the ability to innovate seen as a primary condition for maintaining competitiveness and managing development sustainable for companies and the economy as a whole overall (Majorník et al., 2021). In the

environment dynamically changing business, demands innovate driven by the magnitude customer needs demands , growth products and services, as well as increasing market competition, technological developments and business globalization . Innovation is an effective way to solve problems change that happened moment This (Majerník et al ., 2023) .

Superiority competitiveness of organizations also depends on effective human resource management and business strategies. Creation superiority compete a organization involves good human resource management including employee skills development and ensuring effective leadership (Suprianto et al ., 2021) . The right business strategy is also needed to achieve competitive advantage, either through product differentiation, efficient costs, or continuous innovation. Thus, environmental adaptation, technological development, and organizational competitiveness are interrelated and must be integrated into the company's overall strategy. (Nasution & Aslami, 2023) .

Expectations from the final target after superiority compete fulfilled is improvement performance optimal company (Suprianto et al ., 2021) . Increase performance optimal company can fulfilled efforts adaptation , transformation and innovation directed For reach results said . With increase superiority compete , PT. Jamkrindo Syariah is expected can to achieve improvement optimal performance . Advantages competition built through adaptability and innovation technology expected become catalyst For maximize results

performance company guarantee said , along with with continuous market demands growing and intensity high competition .

In line with the dynamic conditions of the general insurance industry and the challenges of financial inclusion own strong relevance towards the guarantee company, especially PT. Jamkrindo Syariah. Referring to the explanation above , it is revealed that the growth of the general insurance industry tends to be moderate, and financial literacy and inclusion are still below expectations. Therefore, companies need to have adaptability to a dynamic environment, implement a technology transformation strategy, and innovate to build competitive advantage. By using a case study at PT. Jamkrindo Syariah, it can be explored how this company faces industry challenges, adapts a technology transformation strategy, and innovates to improve performance amidst market changes and intense competition .

Marketing strategy is activity marketing that combines all element mix marketing so that internal and external environment company become harmonious (Kotler & Keller, 2016) . This is become combination the most suitable product , price , distribution and promotion For group customer certain . Effective marketing strategies , provide mark For customers and improve connection more customers profitable as well as reach objective company through adjustment with market needs and requirements (Nugraha et al ., 2020) .

Management a company No let go from existence management risk . The reason is , first , the company

insurance considered competitive in manage risk , but have a business model with various processes that can own superiority competitive in one area and weak in another . Second , the assessment towards the management process risk give description about competitiveness company insurance because of this process pushed internally by the Company, different with other possible processes influenced by the market (Ahmed et al. , 2022) . Management risk is part important from the strategy of excellence competitive company Because help identify and manage possible risks hinder achievement objective strategic company (Farida & Setiawan, 2022)

There is understanding risk said , the company can take decision on steps proactive For minimize impact negative and maximize potential profit from the strategy taken (Farida & Setiawan, 2022) . The company will endeavor as strong as Possible For market its products in order to build Power pull consumer (Ichsan et al. , 2022) . The strategy used the company is very much determined by its goals together with market position and understanding deep about superiority competitive company in matter ability technology , such as development product new as response to change behavior , channel distribution services , enhancement and efficient transfer of communications (Ittiprasert, 2021) .

overall performance results of PT. Jamkrindo Syariah can seen from profit clean year running on report finance , that in 2023 PT. Jamkrindo Syariah experienced decline from year previously . In 2023 , PT. Jamkrindo Syariah achieved profit amounting to

Rp. 33,889,000,000, while in 2022 it will reach profit amounting to Rp. 189,630,000,000. Viewed realization in one of branch of PT. Jamkrindo Syariah, as Example of Semarang Branch in 2023 experience decrease in profit year previously . In 2022 PT. Jamkrindo Syariah Semarang Branch has a profit target of amounting to Rp. 22,971,300,251, and for realization achievement profit amounting to Rp. 37,117,852,645 while in 2023 , it has a profit target of increase amounting to Rp. 33,437,778,023 and for realization achievement profit decrease only amounting to Rp. 15,946,937,172 . The existence of the phenomenon and the changes management in the year 2023 also aims For increase PT. Jamkrindo Syariah's performance with a strategy of excellence competition applied through adaptability environment , digital transformation and innovation technology in optimize performance of PT. Jamkrindo Syariah

In the late 1990s, David Teece, Gary Pisano, and Amy Shuen presented the idea of dynamic capability theory, which has since grown in the field of strategic management. In order to deal with more complicated and dynamic business contexts, a number of firms are implementing cutting-edge digital technology in strategic procurement. According to earlier studies, dynamic capabilities (DCs) are less useful in stable and predictable corporate contexts and more useful in dynamic ones (i.e., high degrees of uncertainty, frequent change, and high complexity) (Brandon & Knoppen, 2018) . Market and supply chain disruptions business caused by the COVID-19 pandemic has Accelerating the progress of today's

digital technology represents so that for managers must can overcome The business environment is changing rapidly. This makes the study of the basic success of DCT relevant.

Adaptability environment is ability organization For respond need changing business with identify and develop ability , resources Power keys , as well as organizational processes others , giving superiority competitive in an ever- changing environment changed (Mwangi et al ., 2022) . Adaptability can also viewed as superiority capable individual adapt self For anticipate problem , develop solution alternatives , and build environment in accordance with atmosphere in place Work (Syamsuri et al ., 2022) .

Technological innovation is the process of developing and applying new technologies or improving existing technologies to create better and more efficient products, services, or processes. While Information one essential component and the primary force behind business process change is technology. (Masoud & Basahel, 2023) . Companies that adopt innovation technology in its business model will more capable maintain superiority competitiveness (Reyes et al ., 2024) . Implementation innovation in a way radical will need difficult skills Because its complexity and uncertainty , however give value , scarcity , and infinity that strengthen superiority competitive company and encourage performance positive (Canh et al ., 2019) .

RESEARCH METHOD

Yin (2018) explains the research design Where step beginning started

from planning with method do election Topic Research . Next steps is design, where in the research this design can done with method determination method research , informant research , and objects research . This research method is qualitative. with approach studies case at PT. Jamkrindo Syariah. Sugiyono (2013) indicates that qualitative approaches are often known as interpretive methods since the data they acquire are more related to the interpretation of data found in the field, and they are sometimes called artistic methods because the research process is more artistic or unstructured. Furthermore, because it is conducted in natural settings, this approach is often known as a naturalistic research method. This means that qualitative research uses natural conditions as the main source of data, with the researcher acting as the main instrument.

Informant selection is a crucial stage in qualitative research that affects the reliability and validity of the data collected. In qualitative research, research subjects include population and sample. In qualitative research the term " population " is not used , instead, the term "social situation" is used which includes three elements: place, actors, and activities that interact synergistically. In addition , in qualitative research, samples are referred to as sources, informants, or participants rather than respondents (Sugiyono, 2013). In this context, informants are people or organizations that have extensive information and expertise related to the subject of the study. Care must be taken when selecting informants to ensure that the data collected will provide a

comprehensive understanding of the phenomenon being studied (Patton, 2002). Informants in this study were selected through purposive sampling techniques, where sample selection based on criteria that have been determined by researchers for specific purposes (Bungin, 2006). Purposive sampling allows researchers to select informants who are considered to have the potential to provide rich and informative data. Criteria for selecting informants can include position in the organization, work experience, specific knowledge of the research topic, and involvement in processes relevant to the research (Tongco, 2007).

The object of research in the context of qualitative research methods refers to the entity or phenomenon that is the main focus of the study. Researchers will conduct in-depth observations of the activities of individuals (actors) in a particular location (place). Therefore, the subjects of this study are the informants who have been determined, and the object of this study is the ability business in adapting to the environment, has adopted digital transformation, and technological innovation to optimize the performance of PT. Jamkrindo Syariah. The researcher's interest in the research object at PT. Jamkrindo Syariah is driven by the business potential of this company.

next step in determine research design is preparation and data collection. Data in qualitative research is very much needed because the data collected will be studied for the purposes of this research. According to Lofland in Moleong (2017), the main data sources (primary) in qualitative

research are words and actions, the rest are additional data (secondary) such as documents and others.

Qualitative research collects various data from various sources, which is often a characteristic and challenge for qualitative researchers. According to Sugiyono (2013), data analysis techniques are a series of systematic data search and compilation processes obtained from observations and interviews that have been conducted. Researchers categorize data, group it, arrange it in patterns, select relevant and important data to be studied in research, and make conclusions that are easy for researchers and others to understand. All series activities in qualitative data analysis can be done in a two-way communication manner and continues until the required data is completely collected. The ENvivo 12 software application was then used to process the research data gathered from the interview sessions. Interview data from a few chosen sources was coded using NVivo 12. Forming primary categories based on the several data sources that researchers have gathered is the primary goal of coding.

According to Sugiyono (2013), the degree of accuracy between data reported by the researcher and data found in the study object is known as validity. Valid data is data that is in accordance with the reality that exists in the research object. One way to increase data validity is by using triangulation techniques. According to Moleong (2017), triangulation is technique to check the validity of data by using something other than the data itself to check the data that has been obtained. This study applies the source

triangulation technique For ensure validity of the data obtained .

RESULTS

Objects study studies This is ability business in adapt environment , which adopts digital transformation , and innovation technology For optimizing the performance of PT. Jamkrindo Syariah. Interest researcher

to object research at PT. Jamkrindo Syariah is driven by the potential business company This is PT. Jamkrindo Syariah is child PT. Jamkrindo company which has stand for 10 years and continuing develop various type guarantee business with provision sharia law .

Description Informant

Table 3. Description Informant

Name	Last education	Length of work	Division
Anita Rahmawati	S1	5 years 6 months	Business Marketing Cash Loan
Bagas Saputro	S1	3 years	Non Cash Loan Business
Agoeng Hardjono	S2	3 years	Business
Rio Rizky Fadillah	S1	2 years 8 months	IT
English Novarisky	S1	10 years	Finance , HR and General
Muhammad Azammudin I.	S1	6 years 9 months	Renstra , and Compliance Division
Theo Domas Santika	S1	6 Years	Claim

Table 3 provides a detailed description of the profile of the informants involved in the study, including aspects of education, work experience , and the divisions in which they work. Most of the informants have a Bachelor's degree (S1) with varying work experience, ranging from 2 years to more than 10 years. The divisions they work in include Business Marketing Cash Loan, Non Cash-Loan, Business , IT Coordinator , HR and General, Corporate Transformation, Renstra , and Compliance , as well as Relationship Manager which includes practices in business and claims . This diversity of backgrounds provides a comprehensive perspective on the issues studied, considering that each informant has a strategic role in their field.

The interview results present the main findings from in-depth discussions conducted with informants related to the research topic. These results are an interpretation of the data obtained, including the informants' views, experiences, and understanding of the issues raised. Interviews were systematically designed to explore relevant information based on predetermined guidelines, so as to provide in-depth and comprehensive answers to the research questions. Analysis of the interview results is the basis for evaluating policy implementation, identifying challenges, and revealing opportunities for improvement that can be made. By combining the perspectives of various informants, it is anticipated that these results will promote the

accomplishment of study goals and offer comprehensive insights.

The results of data analysis using NVivo 12, such as Word Cloud , Tree Map , and Cluster Analysis , provide in-depth insights into patterns and relationships between themes in qualitative data. Word Cloud displays the most frequently occurring words in the data with frequency-based visualizations, providing an initial overview of the dominant main topics. Tree Map complements this analysis with a hierarchical representation, showing the distribution of main

themes or categories along with sub-themes based on frequency proportions, thus helping to understand the structure of the data in an organized manner. Meanwhile, Cluster Analysis identifies groups or relationships between themes based on pattern similarities, providing an in-depth perspective on how certain concepts are interrelated in the data. These three results together provide a foundation for more focused and evidence-based data interpretation. The output results of Nvivo 12 include:



Figure 1 Word Cloud

Based on the word cloud feature, it was found that the word "process" is the word that appears most often in the data, namely 104 times or 2.44 %, followed by the word " technology " (91 times), the word " innovation " (85 times), and the word " business " (77 times), and the word "transformation" (74 times) . Figure 4.1 shows how the business innovation process continues to be carried out at PT. Jamkrindo Syariah as a form of adaptability to the current business environment by using technology to digitally transform in

optimizing the performance of PT. Jamkrindo Syariah.

The business innovation process that is continuously carried out by PT. Jamkrindo Syariah as a response to the dynamics of an increasingly complex and competitive business environment. This process reflects PT. Jamkrindo Syariah's efforts to improve its adaptability by utilizing technology in digital transformation to optimize company performance. This transformation involves the application of digital technology to various operational aspects, which not only

aims to improve process efficiency, but also to provide added value through more innovative services that are responsive to market needs. With this

strategy, PT. Jamkrindo Syariah shows its commitment to remain relevant and competitive in the sharia insurance industry.



Figure 2 Tree Map

On the other hand, themes such as systems, products, employees , and markets occupy the middle position , which illustrates the significant role of the implementation of digital technology systems, product innovation, human resource management, and market dominance in achieving corporate success. Meanwhile, the themes of assurance , operations, challenges, changes, strategies, and success, work, needs , and partners show other supporting aspects that contribute to the

sustainability of corporate transformation. Less dominant themes, such as methods, evaluation, holding, competitors , and divisions , reflecting more specific attention to how the industry competes, evaluates performance, and the obstacles and achievements that are part of PT. Jamkrindo Syariah's digital transformation journey. Overall, the results of this tree map illustrate the company's priorities and dynamics in achieving its strategic vision.

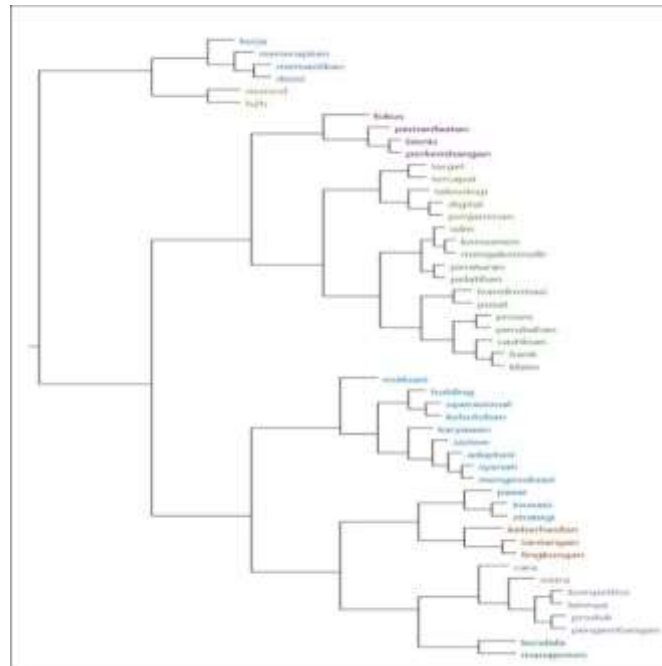


Figure 3 Cluster Analysis

The results of cluster analysis through NVivo revealed data grouping into nine themes that reflect the relationships between the main concepts in this study.

Cluster 1, which contains the theme of work, implementing, ensuring, and division describes the dynamics of the company's internal work must implement and ensure the optimization of resources in each division. This emphasizes the importance of adaptation of each part to development trends in the industry.

Cluster 2, includes emerging themes and H2H which reflects that operational efficiency is supported by emerging technologies, such as H2H (host-to-host), which integrates systems between units or divisions.

Cluster 3, which consists of focus, utilization, business and development, shows that

the company's strategic aspect focus is on aligning the utilization of digital transformation with efforts to improve the development and efficiency of business processes.

Cluster 4, covering targets, achieved, technology, digital, and assurance, highlights the company's approach to developing digital technology in the assurance process. Specific strategies need to be implemented to meet targets, and ensure gradual success in the assurance process and operations.

Cluster 5, with themes such as HR, consumers, accommodating, regulations, training, transformation, center, process, change, cashloan, bank and claims, describes the internal dynamics of the company. Regulations, HR, banks, claims, and

consumers describe aspects of regulation and relationships with stakeholders, such as banks and consumers.

Cluster 6, which focuses on evaluation, holding, operational, needs, employees, systems, adaptation, sharia, evaluating, market, innovation and strategy underlines the company's approach to balancing sharia principles with adaptation to market changes. Changes that occur at the organizational level, especially under the supervision of the holding, show how strengthening digital-based assurance contributes to overall business development. In addition, innovative product development and periodic evaluation are needed to ensure target achievement and adjustment of operational needs in accordance with changes in the business environment.

Cluster 7, with elements of success, challenges and environment reflects the company's attention to competition in the market and strategic steps to face these challenges.

Cluster 8, which contains ways, partners, competitors, others, products and development presents that development initiatives, both at the product and

operational levels, can be identified as a response to aggressive competitors. Partnerships are also an important factor in driving product and service innovation, as well as a way to ensure that companies remain competitive in a dynamic market.

Cluster 9, which consists of constraints and management, emphasizes that the existence of constraints faced in operations can be an evaluation and improvement in the management process to be more effective, not only focusing on maintaining competitiveness, but also on meeting market demands in a sustainable manner.

Overall, the cluster results provide a detailed picture of the interrelated strategic, operational and managerial dimensions. A holistic approach encompassing digital transformation, innovation, people management and relationships with external partners ensures that companies can adapt effectively to rapidly changing business environments.

DISCUSSION

Strategy of Excellence Compete through Adaptability Environment, Digital Transformation and Innovation Technology in Optimizing the Performance of PT. Jamkrindo Syariah

PT. Jamkrindo Syariah uses various strategies to achieve competitive advantage through environmental adaptability, digital transformation, and technological

innovation. The company has implemented technological innovation by utilizing the Host to Host (H2H) system to improve operational efficiency, reduce manual workload, and increase responsiveness to changing market needs. In addition, the implementation of data-based strategies and the use of Key Performance Indicators (KPI) helps in monitoring the company's performance periodically and ensuring that each division achieves the set targets. Regular performance evaluations are also conducted to ensure that the results of technological innovation remain relevant to market needs and support the company's growth.

Obstacle in Implementation of Excellence Strategy Compete through Adaptability Environment , Digital Transformation and Innovation Technology in Optimizing the Performance of PT. Jamkrindo Syariah

Although PT. Jamkrindo Syariah has implemented various strategies to improve its competitiveness through environmental adaptability and digital transformation, the company still faces a number of obstacles in the process. One of the main challenges is employee adaptation to new technologies. Although the company has made various efforts to ensure employee understanding of the new system through training and socialization, not all employees can easily adapt to technological changes. This can affect the smoothness of operations and increase the workload for some individuals who have not fully mastered the technology implemented.

CONCLUSION

The results of this research also highlight the importance of

technological innovation in corporate strategy, in line with findings in previous research. Research by Ichsan et al. (2022) found that certain market strategies do not always influence marketing performance through competitive advantage. In contrast to that, Jamkrindo Syariah directly integrates technological innovation to support business, such as investing in digital-based systems that support effective risk management. This strategy shows a focus on innovation as a proactive approach to face market challenges and strengthen the company's competitiveness, reflecting the relevance of the interview results and academic literature.

The results of this research are in line with previous research which also highlights the challenges that arise in the digital transformation process. Volkova et al. (2022) identified that small insurance companies often face difficulties competing in a dynamic market, especially with new trends and technological needs. This challenge is similar to the external conditions faced by Jamkrindo Syariah, such as increasing competition with large, more established companies. In addition, studies such as Hidayatullah (2019) and Liboni et al. (2023) who found that adaptability does not always result in optimal performance, shows the need for a mature strategic approach. This is reflected in Jamkrindo Syariah's strategy which not only adopts new technology but also focuses on employee training and regular evaluation to ensure the success of its implementation.

Thus, even though PT. While Jamkrindo Syariah has made great efforts to implement a competitive

advantage strategy through digital transformation and technological innovation, the company still faces various obstacles that need to be overcome. For this reason, further

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