

Application of SWOT Analysis in Efforts to Develop Strategies for the Credit Union Bahtera Sejahtera Savings and Loan Cooperative

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ABSTRACT

This study aims to analyze the strengths, weaknesses, opportunities, and threats in the development of strategies for KSP CU Bahtera Sejahtera through the application of SWOT analysis. The Research was conducted using a descriptive qualitative approach involving interviews with managers, financial staff, and cooperative members. The results of the study indicate that the cooperative has internal strengths, including friendly service, competitive loan interest rates, and strong solidarity among members. However, the weaknesses found include a lack of member understanding of cooperative principles and limitations in the application of digital technology. External opportunities that cooperatives can take advantage of include increasing public awareness of financial literacy and support from the government. Meanwhile, external threats come from fintech competition and changes in financial regulations. Based on these findings, this study recommends that cooperatives improve member literacy, develop digital infrastructure, and strengthen cooperative identity to remain competitive and grow sustainably. The application of SWOT analysis combined with the Resource-Based View theory provides a strong strategic foundation for the future development of cooperatives.

Key words: SWOT Analysis, Development Strategy, Cooperative, KSP CU Bahtera Sejahtera, Resource-Based View.

1. INTRODUCTION

Indonesia, as an archipelagic country with more than 17,000 islands and hundreds of ethnic groups, has a very rich cultural diversity. Each region in Indonesia has unique traditions, languages, and customs that shape the identity of its people. This diversity plays an important role in forming patterns of social interaction, systems of norms, and values passed down through generations. Through this cultural inheritance, communities gain guidance for living collectively, building social structures, and maintaining harmony among community members. As stated by Pona et al. (2024),

culture is a collection of values, norms, and ways of life that are formed through a learning process and passed down as a social heritage that shapes the identity and character of a community.

One tangible form of culture in society is through the implementation of traditional ceremonies related to the life cycle, such as birth, marriage, and death. Traditional ceremonies not only hold spiritual value but also strengthen solidarity, a sense of family, and collective identity. Parsons (1991) explains that social systems consist of individuals who are integrated through shared norms that form structured behavior patterns, where each individual performs interconnected social roles. In practice, traditional ceremonies are not only socially and spiritually valuable but also involve economic activities, including planning, financing, distribution, and accountability of resources.

One of the organizations that plays an important role in promoting the welfare of community members is the cooperative. A cooperative, as explained in Law No. 25/1992, is a business entity consisting of individuals or legal entities whose activities are based on cooperative principles and is a people's economic movement aimed at improving community welfare. Sahertian et al. (2021) define a cooperative as a business entity composed of a group of people who engage in economic activities based on the principles of kinship and cooperation. In a cooperative, members not only act as business owners but also as users of the cooperative's services.

In Indonesia, cooperatives operating in the savings and loan sector are known as Savings and Loan Cooperatives (KSP). These cooperatives primarily engage in providing loans or credit to their members. One of the cooperatives operating in Indonesia is the CU Bahtera Sejahtera Savings and Loan Cooperative, located in Maumere, Sikka Regency, East Nusa Tenggara Province. This cooperative has several branches, namely in Maumere, Nita, and Kewapante, and focuses on providing credit loans to both members and the general public who need funds. However, despite the considerable development of KSP CU Bahtera Sejahtera, the main problem faced is the lack of awareness among members about cooperative participation, which impacts low member acceptance and asset income not reaching the predetermined targets.

Based on data obtained from KSP CU Bahtera Sejahtera, the targets for member enrollment and asset income set each year were not optimally achieved. For example, in 2022, the target for member enrollment was 67,266, but only 64,847 members were realized, while the asset income target was 754,133,970,184, but only 720,842,911,839 was realized. This indicates a gap between the targets set and the actual results achieved, showing a lack of member awareness in participating in cooperative activities.

SWOT analysis is one of the approaches that can be used to identify factors that affect organizational performance. According to Supriyanto & Agustine (2022), SWOT analysis is a tool used to evaluate the strengths, weaknesses, opportunities, and threats faced by an organization. By using SWOT analysis, cooperatives can identify internal and external factors that influence their performance, as well as develop effective strategies to address problems and capitalize on available opportunities. David (2016) explains that SWOT analysis helps in formulating appropriate strategies based on the alignment between internal resources and the organization's external situation.

The Savings and Loan Cooperative (KSP) CU Bahtera Sejahtera needs to conduct an in-depth evaluation of its strengths, weaknesses, opportunities, and threats in order to develop the right strategies to improve the cooperative's performance. As noted by Gian Dwijayanti (2019), a company's position can be analyzed using a SWOT diagram to determine the strategies to be used in facing competition and enhancing performance. This is also in line with the Research of Christin Natalia Butar Butar (2022), which states that SWOT analysis can be used to evaluate a business's position in order to develop more effective strategies.

This study aims to analyze the internal and external factors affecting KSP CU Bahtera Sejahtera, as well as to identify strategies that need to be implemented to improve the cooperative's performance. The main focus of this Research is to understand the existing strengths, weaknesses, opportunities, and threats, as well as to provide recommendations that can be used by the cooperative in developing its business strategy.

2. LITERATURE REVIEW

Resource-Based View Theory (RBV)

The Resource-Based View (RBV) theory is one of the most important managerial theories for analyzing an organization's competitive advantage. According to RBV, a company's competitive advantage does not solely depend on external conditions and market opportunities, but more on the internal resources and capabilities that the company itself possesses (Barney & Clark, 2007). This theory was first proposed by Wernerfelt in 1984 and has since developed rapidly. RBV emphasizes that companies that possess and effectively manage strategic resources will be able to achieve sustainable competitive advantages. These resources can include physical assets, human capital, organizational capabilities, social networks, or even the company's work culture (Madhani, 2010).

According to RBV, to achieve sustainable competitive advantage, a company must possess resources that have VRIO characteristics, namely Valuable, Rare, Inimitable, and Organized, to utilize those resources (Barney, 1991) effectively. Resources that meet these characteristics will provide the company with a strong market position and enable it to survive in long-term competition.

In the context of RBV, SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) plays an important role in identifying and evaluating internal and external factors that affect company performance. According to Supriyanto and Agustine (2022), SWOT analysis helps align internal strengths with existing external opportunities, as well as minimize internal weaknesses and address external threats. Thus, SWOT analysis assists companies in identifying strategic resources and capabilities that can serve as a foundation for building sustainable competitive advantage.

Cooperative

A cooperative is a business entity established to improve the welfare of its members. According to Law No. 25 of 1992 concerning Cooperatives, a cooperative is a business entity composed of individuals or cooperative legal entities whose activities are based on cooperative principles and the family principle. Cooperatives play an important role in supporting people's economic development, as they provide opportunities for members to manage joint ventures and improve their quality of life and economic welfare (Sudarsono, 2017). As an economic organization, a cooperative has fundamental principles that prioritize mutual assistance and cooperation among its members.

In addition, cooperatives have unique characteristics that distinguish them from other business entities, namely that cooperative members not only function as capital owners but also as users of the cooperative's services. This makes the cooperative an organization with a dual identity, where each member plays a dual role as both owner and service user of the cooperative (Sahertian et al., 2021). Cooperatives function as a means of empowering members' economic activities, operating on principles that are democratic, transparent, and oriented toward the welfare of the members.

The main goal of cooperatives is to improve the welfare of their members collectively, as well as to play a role in developing the national economy. According to Law No. 25 of 1992, cooperatives aim to advance the welfare of their members in particular and society in general, as well as to participate in building a more just and prosperous national economic order. Sari (2019) explains that the fundamental purpose of cooperatives is to enhance the living standards of their members through sustainable economic empowerment based on the principle of mutual assistance.

Types of cooperatives in Indonesia can be distinguished based on the type of business they manage. According to Law No. 25 of 1992, cooperatives are divided into several types, including savings and loan cooperatives, production cooperatives, consumer cooperatives, service cooperatives, and multi-purpose cooperatives. Each type of cooperative has a different focus, but the basic principle of a cooperative remains the same, which is based on the principles of family and mutual assistance. Savings and loan cooperatives (KSP), such as the CU Bahtera Sejahtera Savings and Loan Cooperative, primarily focus on providing credit and savings for their members.

The principles of cooperatives stipulated in Law No. 25 of 1992 serve as the main guidelines for the implementation of cooperative activities in Indonesia. These principles include: (1) Membership is voluntary and open, (2) Management is carried out democratically, (3) The distribution of net surplus (SHU) is done fairly, (4) Provision of compensation for the capital provided, (5) Cooperative independence, (6) Cooperative education for members, and (7) Cooperation among cooperatives. These principles establish cooperatives as organizations that are socially and economically responsible, placing members as both shareholders and users of cooperative services.

SWOT Analysis

SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is a strategic planning tool used to evaluate the internal and external conditions of an organization or company. Supriyanto & Agustine (2022) explain that SWOT analysis serves to compare an organization's internal strengths and weaknesses with the external opportunities and threats it faces. Through this analysis, organizations can understand the internal and external conditions that affect performance and formulate appropriate strategies to achieve the desired goals.

The use of SWOT analysis is very important for strategic planning, both for large organizations and small cooperatives. As explained by Nur'aini (2016), SWOT analysis is used to determine a company's or organization's position in the market, to decide on strategies to be taken in facing competitors, as well as to analyze opportunities and threats present in the external environment. SWOT is also useful for assessing internal and external potential that can be utilized to achieve the organization's objectives.

SWOT analysis aims to help organizations develop better and more effective strategies. Isnati and Rizki (2019:55) stated that the main purpose of SWOT analysis is to help organizations recognize internal and external factors that influence the company's success in achieving its goals. In addition, SWOT also provides significant benefits in identifying strengths and weaknesses that need improvement, as well as opportunities that can be utilized and threats that need to be addressed.

3. RESEARCH METHODS

This study uses a qualitative approach with a descriptive type. The qualitative descriptive method was chosen because it is suitable for the purpose of providing an in-depth depiction of conditions, phenomena, and situations in the field related to the application of SWOT analysis in the Savings and Loan Cooperative (KSP) CU Bahtera Sejahtera. This study focuses on analyzing the strengths, weaknesses, opportunities, and threats faced by the cooperative in its efforts to develop business strategies. According to Sugiyono (2016), the qualitative descriptive method is a type of Research used to describe the condition of the Research object naturally, where the researcher acts as the main instrument in data collection and does not require experiments.

This study aims to explore the understanding of how SWOT analysis can be applied in the context of cooperative strategy development, as well as to identify internal and external factors that

influence the success and sustainability of cooperatives. The results of this study are expected to provide practical recommendations for developing more effective and efficient strategies for KSP CU Bahtera Sejahtera in facing challenges and taking advantage of opportunities in the market.

In qualitative Research, the presence of the researcher is very crucial, as the researcher acts as the main instrument in data collection. The presence of the researcher in this study is not only as a passive observer but also as a participant observer who plays an active role in the data collection process. As explained by Sugiyono (2016), the presence of the researcher as a participant observer means that the researcher is directly involved in Research activities, either through in-depth interviews, participatory observation, or direct interaction with informants. In this study, the researcher observes, listens, and records data carefully and systematically to gain a deeper understanding of the situation being studied.

This Research uses three main techniques in data collection, which include interviews, observations, and documentation, as explained by Sugiyono (2020):

- a. In-depth interview techniques are used to gather information from key informants, such as managers, finance deputies, and cooperative members. The interviews are conducted to obtain their perspectives on the strengths, weaknesses, opportunities, and threats within the cooperative, as well as the efforts that have been made to address existing problems. These interviews are semi-structured, allowing researchers to explore topics more deeply and flexibly.
- b. Observation techniques are used to directly observe the interactions and activities that occur within the cooperative, including meetings with members, decision-making processes, and how the cooperative manages its daily operations. This observation is important for providing contextual data that cannot be obtained through interviews alone, as well as for understanding the social and cultural dynamics within the cooperative.
- c. Documentation serves to collect existing written data, such as cooperative financial reports, meeting minutes, and other related documents. Sugiyono (2020) explains that documentation is important in Research to provide concrete evidence regarding policies or decisions that the cooperative has made.

Data analysis in qualitative research is conducted gradually and continuously, starting from data collection to drawing final conclusions. According to Miles & Huberman (1994), the data analysis process in qualitative research involves four main stages:

- a. **Data Collection:** Data was collected through interviews, observations, and documentation, providing a comprehensive overview of the internal and external conditions of the cooperative. Data collection was conducted continuously throughout the Research period.
- b. **Data Reduction:** The data obtained during collection will be filtered and summarized to identify relevant information. Data reduction aims to focus on important data and helps researchers identify emerging patterns and themes.
- c. **Data Presentation (Data Display):** Data that has been reduced will be presented in an easily understandable form, such as brief descriptions, tables, or diagrams illustrating the main findings. Data presentation will facilitate researchers in analyzing and planning the next steps.
- d. **Conclusion Drawing or Verification:** Initial conclusions will be drawn based on the data analysis that has been conducted, but they will continue to be verified as the data collection process progresses. These conclusions will address the Research questions and provide recommendations based on the Research findings.

The validity of the findings was checked through data triangulation and member checking to ensure that the data obtained from various sources (interviews, observations, and documentation)

was consistent and authentic. The triangulation process involved comparing information obtained from different data collection techniques, thereby verifying the accuracy of the findings obtained.

This study employs a combination of interviews, observations, and documentation as triangulation methods to ensure more credible and reliable results. After the data analysis stage, preliminary findings will be sent back to the main informants (managers, cooperative staff, and members) to obtain direct feedback and ensure that the researcher's interpretation aligns with their experiences.

4. RESULTS AND ANALYSIS

RESEARCH RESULTS

a. Application of SWOT Analysis in Efforts to Develop Strategies for KSP CU Bahtera Sejahtera

The application of SWOT analysis in the Savings and Loans Cooperative (KSP) CU Bahtera Sejahtera aims to assess internal factors (strengths and weaknesses) as well as external factors (opportunities and threats) that affect the development and sustainability of the cooperative. The Research results indicate that SWOT analysis provides a clear overview of the cooperative's internal and external conditions, which can be used to formulate more effective strategies in facing challenges and utilizing available opportunities.

Based on the results of interviews conducted with the management and members of the cooperative, several key strengths of the cooperative were identified. One of the greatest strengths is service based on the principles of solidarity and togetherness. As stated by Mrs. Maria Melci, one of the cooperative managers, "When many members feel helped by the loans we provide, it becomes motivation to improve our services and expand our reach continuously." This cooperative is also known for providing financial literacy education to its members, which helps them become more financially independent. This contributes to the sustainability and development of the cooperative, as members become more aware of the importance of saving and using loans wisely.

However, the weaknesses found in this cooperative also require serious attention. One of the main weaknesses identified is the low understanding of cooperative principles among some members. As Mr. Frestin, the cooperative manager, stated, "Many members still do not fully understand the principles of cooperatives. This often results in their participation in the annual members' meetings being less active." In addition, the limitations in implementing digital services also pose a barrier, as most processes are still carried out manually, which can hinder the cooperative's work efficiency, especially in remote areas.

b. External Factor Analysis

In terms of external factor analysis, this study identifies several opportunities that can be utilized by KSP CU Bahtera Sejahtera to grow. One of the main opportunities found is the increasing public awareness of the importance of financial management. As explained by Mr. Frestin, "The growing public awareness of the importance of managing money provides a great opportunity for us to introduce various savings and loan products." This opportunity opens the way for the cooperative to introduce more affordable and easily accessible financial service products, especially in areas that are not yet reached by formal banking services.

Government support for the cooperative sector also presents a significant opportunity. Through various programs, the government provides training, guidance, and financial assistance that cooperatives can utilize to strengthen their capacity. This was expressed by Mr. Frestin, who stated that, "Government support for people's enterprises through cooperatives also provides a great opportunity for us to gain access to training, guidance, and even financial assistance." This support

will enable cooperatives to develop more programs and services that benefit their members, as well as expand the cooperatives' reach in the future.

However, cooperatives also face external threats that must be watched out for. One of the main threats identified is competition from other financial institutions, especially banks and fintech companies that offer faster and technology-based services. Mr. Frestin revealed that "Currently, no major threats have been detected. However, we must remain cautious about changes in financial regulations and competition from other financial institutions." This indicates that although cooperatives have an advantage in terms of personal approach and solidarity, increasing competition in the financial sector could threaten the position of cooperatives if not properly anticipated.

c. Competitive Advantage Strategy Based on SWOT Analysis Approach at KSP CU Bahtera Sejahtera

Based on the results of interviews and observations conducted with KSP CU Bahtera Sejahtera, it can be concluded that this cooperative has several main strategies to maintain and enhance its competitiveness. First, the strategy implemented is to leverage internal strengths to seize existing market opportunities. KSP CU Bahtera Sejahtera excels in providing friendly service, competitive loan interest rates, and ease in the loan application process. This enables the cooperative to increase member satisfaction and loyalty, thereby expanding its member base and service reach.

Secondly, cooperatives also need to develop new resources and address existing weaknesses, particularly in the implementation of digital services. Although cooperatives already have technology-based operational systems, many processes are still carried out manually, especially in remote areas. Therefore, strategies to improve digital infrastructure and provide training for human resources in technology are crucial for cooperatives to compete with other financial institutions, such as banks and fintech companies.

d. Determining the Dimensions of Each Indicator

To better understand the strategic position of KSP CU Bahtera Sejahtera, the researcher also determined the dimensions of each indicator in the SWOT analysis. Based on data obtained through interviews and observations, the main strengths of the cooperative include quality services, competitive loan interest rates, and a good management system. Mr. Frestin's statement reinforces this: "We use loan interest rates that are not too high compared to other financial institutions. This is because the foundation of the cooperative is mutual assistance among members, not just seeking large profits." In addition, a good management system and quality services also serve as the cooperative's main assets to remain competitive in the market.

On the other hand, the main weakness identified is the high dependence on member contributions as the primary source of funds. This limitation forces the cooperative to manage funds carefully and transparently, as expressed by Mr. Frestin, "Our cooperative indeed relies on member contributions as the main source of funds. Therefore, financial management must be conducted carefully and transparently." This indicates that the sustainability of the cooperative is highly dependent on active member participation and awareness in fulfilling their contribution obligations.

e. SWOT Matrix of KSP CU Bahtera Sejahtera

Based on the SWOT analysis that has been conducted, KSP CU Bahtera Sejahtera can develop four main types of strategies. In the SO (Strength-Opportunity) quadrant, the strategies that can be applied are strengthening flagship services, adopting digital technology, offering competitive interest rates, and conducting promotions based on cooperative values. In the WO (Weakness-Opportunity) quadrant, the recommended strategies are adding types of service products, attracting investors or forming external collaborations, and enhancing training for human resources. In the ST (Strength-Threat) quadrant, the cooperative can strengthen the identity of the

local cooperative, expand app-based services, and reinforce the existing cooperative branding. Finally, in the WT (Weakness-Threat) quadrant, the strategies to be taken are optimizing fund efficiency, implementing a better risk management system, and educating members about financial literacy.

Table 1 SWOT Matrix

	Strengths (S)	Weaknesses (W)
Opportunities (O)	Focus on excellent service, adopt digital technology, offer competitive interest rates, and value-based cooperative promotions	Adding types of service products, attracting investors/external cooperation, human resource training
Threats (T)	Strengthen the identity of local cooperatives, expand app-based services, establish strong cooperative branding	Optimization of fund efficiency, risk management system, member education on financial literacy

DISCUSSION

In this study, a SWOT analysis is used to assess the strengths, weaknesses, opportunities, and threats faced by the Savings and Loan Cooperative (KSP) CU Bahtera Sejahtera in developing effective strategies. The analysis results indicate that both internal factors (strengths and weaknesses) and external factors (opportunities and threats) play a crucial role in shaping the cooperative's development strategy.

The Resource-Based View (RBV) theory provides a strong conceptual foundation for linking SWOT analysis with the internal strengths and weaknesses of cooperatives. According to RBV, an organization's competitive advantage is determined not only by external factors such as market opportunities and threats, but also by the internal resources owned by the organization, which may include physical assets, organizational capabilities, and human capital. In this context, SWOT helps identify existing internal resources (Strengths) and compare them with weaknesses that need to be addressed.

For example, strengths such as member loyalty and the quality of service at KSP CU Bahtera Sejahtera can be considered valuable internal resources according to RBV theory. Conversely, weaknesses such as limited technology utilization and a lack of product innovation represent resources that are not yet optimal and need to be improved for the organization to survive and compete in an increasingly dynamic market.

a. Internal Strength of the Cooperative

The main strength of KSP CU Bahtera Sejahtera lies in friendly service and competitive loan interest rates. As a cooperative composed of members with diverse financial needs, providing loans with low interest rates greatly helps improve members' welfare. This aligns with the basic concept of cooperatives, which is based on the principles of cooperation and helping one another. As expressed by Mrs. Maria Melci, one of the cooperative's managers, "When many members feel helped by the loans we provide, it becomes an encouragement to continue improving our services and expanding our reach." This demonstrates that cooperative services based on solidarity and member trust play a significant role in building loyalty, which in turn supports the growth and sustainability of the cooperative (Madhani, 2010).

In addition, the provision of financial literacy education and training to members also serves as a strength that distinguishes this cooperative from other financial institutions. As an organization that does not solely focus on lending, KSP CU Bahtera Sejahtera also empowers its members with knowledge that enhances financial independence. Empowerment through consistent education is

one of the main strengths of the cooperative in building its members' financial resilience (Carnegie & West, 2005).

b. Internal Weaknesses of the Cooperative

However, despite having various strengths, this cooperative also faces several weaknesses that need to be addressed immediately. The most significant weakness identified is the low level of understanding among some members regarding cooperative principles. This affects the members' participation, which remains less active in cooperative activities, such as annual general meetings. As stated by Mr. Frestin, one of the managers, "Many members still do not fully understand the principles of the cooperative. This often results in their participation in the annual general meetings being less active." This weakness poses a major challenge because active participation from members is crucial in maintaining the sustainability of the cooperative. Therefore, the cooperative needs to enhance educational and outreach programs about cooperative principles so that all members can better understand the goals and benefits of the cooperative for their welfare (Dewi et al., 2022).

In addition, limitations in the use of digital technology pose another obstacle. Most of the cooperative's operational processes, such as financial record-keeping and loan applications, are still carried out manually. This not only hinders efficiency but also causes cooperatives to lag behind other financial institutions that rely more on technology (David, 2016). Therefore, efforts are needed to strengthen the cooperative's digital infrastructure so that the services provided can be faster, more efficient, and modern, while also expanding the reach of services to remote areas.

c. External Opportunities

In the external context, there are various opportunities that KSP CU Bahtera Sejahtera can leverage to expand its influence and improve cooperative performance. One of these is the increasing public awareness of the importance of good financial management. With the growing knowledge and needs of the public for more affordable financial services, the cooperative has a great opportunity to introduce savings and loan products that meet their needs. As stated by Mr. Frestin, 'The increasing public awareness of the importance of managing money provides us with a great opportunity to introduce various savings and loan products.' By taking advantage of this opportunity, the cooperative can develop various service products that align with the needs of members and the wider community, as well as increase the cooperative's market penetration (Wahyuni & Sartika, 2024).

In addition, government support for people's enterprises through cooperatives provides an important additional opportunity. The government, through various programs, offers training, guidance, and financial assistance to cooperatives. This provides an opportunity for KSP CU Bahtera Sejahtera to strengthen its internal capacity and improve services to its members, with greater support from the government (Madhani, 2010). By taking advantage of this support, the cooperative can expand its service reach and enhance its performance in the future.

d. External Threat

However, cooperatives must also face several external threats that can affect the sustainability of their operations. One of the main threats is competition from modern financial institutions, such as banks and fintech companies, which offer faster and digitally-based services. Although cooperatives have advantages in terms of personal approaches and more affordable loan interest rates, the increasingly intense competition from these institutions could reduce the market share of cooperatives if not properly anticipated. As stated by Mr. Frestin, "At present, no major threat has been detected. However, caution must still be taken regarding changes in financial regulations and competition from other financial institutions." Therefore, cooperatives need to

strengthen their identity as financial institutions that prioritize social values and togetherness, as well as improve the quality of services provided (Tukan & Sawarjuwono, 2020).

In addition, potential changes in regulations also pose a threat that needs to be anticipated. Regulations governing the financial sector, especially those related to cooperatives, can change over time and may have a negative impact if the cooperative is not prepared to face them. Therefore, it is important for KSP CU Bahtera Sejahtera always to stay updated with current regulations and ensure that its internal policies are always in compliance with existing legal provisions (Carnegie & Napier, 1996).

e. Development Strategy Based on SWOT Matrix

Based on the SWOT analysis results, there are several strategies that KSP CU Bahtera Sejahtera can implement to strengthen its position and enhance its competitiveness. In the SO (Strength–Opportunity) quadrant, the strategies that can be applied include strengthening cooperative-based value services, expanding digital-based services, and leveraging new products that are relevant to market needs. These strategies will utilize the cooperative's internal strengths to seize market opportunities by promoting cooperative values that focus on togetherness, solidarity, and ease of access (David, 2016).

In the WO (Weakness–Opportunity) quadrant, strategies that can be implemented include enhancing member education about cooperative principles and accelerating the digitalization of services to expand reach. Training human resources and improving technological infrastructure are also important to reduce internal weaknesses of the cooperative that may hinder its growth. On the other hand, in the ST (Strength–Threat) quadrant, cooperatives can strengthen their local cooperative identity, expand app-based services, and engage in stronger cooperative branding to face competition threats from other financial institutions. Finally, in the WT (Weakness–Threat) quadrant, cooperatives need to optimize fund efficiency, manage risks better, and provide members with education regarding financial literacy to survive in the face of external threats.

5. CONCLUSION

Based on the Research results, KSP CU Bahtera Sejahtera has various internal strengths, including friendly service, competitive loan interest rates, and strong solidarity values among its members. In addition, this cooperative also has significant opportunities to expand its service reach, given the increasing public awareness of the importance of financial literacy and government support for the cooperative sector. Nevertheless, weaknesses such as members' lack of understanding of cooperative principles and limitations in utilizing digital technology must be addressed promptly for the cooperative to grow better. External threats, such as competition from fintech and regulatory changes, also need to be anticipated and managed with appropriate strategies, such as strengthening the identity of local cooperatives and expanding digital-based services.

Through the application of SWOT analysis combined with the Resource-Based View (RBV) theory, it was found that the internal strengths of the cooperative—such as a high level of member trust and a strong culture of solidarity—are strategic assets that are difficult for competitors to replicate. Therefore, KSP CU Bahtera Sejahtera can leverage these strengths to maximize existing opportunities, such as improving service quality and introducing digital-based services. However, existing weaknesses, such as dependence on member contributions as the main source of funding, require attention to ensure the cooperative's financial stability is well maintained.

Based on the results of this study, several practical implications can be applied by the management of KSP CU Bahtera Sejahtera cooperative:

- a. To improve efficiency and competitiveness, the cooperative must develop digital infrastructure and introduce technology-based services, which will facilitate transactions and increase member participation.
- b. Considering the importance of members' understanding of cooperative principles, management needs to enhance education and financial literacy programs for members, so that they become more active in participating in cooperative activities.
- c. By leveraging existing strengths, the cooperative can improve the quality of services and provide better training for human resources, to support the growth and operational efficiency of the cooperative.

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