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# Marketing Strategy for Non-Performing Loan Collateral through Auction at PT Bank X (Persero) Tbk

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**Abstract**

*This study aims to analyze the marketing strategies applied by PT Bank X (Persero) Tbk in selling non-performing loan (NPL) collateral assets through auction mechanisms. The research adopts a qualitative method with a narrative approach, using in-depth interviews with three key informants from the bank's Special Asset Management Unit (RSAM). The results show that offline marketing remains the dominant strategy due to its higher effectiveness in building trust with prospective buyers. Digital promotion via platforms such as WhatsApp, Instagram, OLX, and Rumah123 serves as a supplementary tool to raise awareness and expand audience reach. However, the marketing process faces several challenges, including non-strategic asset locations, third-party occupancy, and incomplete legal documents. In addition, the limitations of digital infrastructure and trust issues in online transactions are also significant. This research contributes to understanding practical marketing strategies for problem assets in the banking sector and provides strategic recommendations to optimize sales efforts through a combination of integrated offline and digital approaches.*

**Keywords: Non-performing loan (NPL); collateral marketing; auction; digital promotion; offline strategy; banking.**

## INTRODUCTION

Banks play a critical role as financial intermediaries in mobilizing and distributing funds within the economy, thereby ensuring the smooth circulation of capital and facilitating trade. One of their key operations is credit distribution, which allows individuals



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or businesses to access financing with a commitment to repay within a specific time frame (Liu et al., 2025). However, not all credit facilities result in successful repayment. Non-performing loans (NPLs) occur when debtors are unable to meet their obligations, including principal, interest, or other charges (Andrianto, 2020). To address this, banks implement credit rescue measures such as rescheduling, restructuring, and reconditioning. When these efforts fail, collateral liquidation through legal or non-legal auctions becomes the final step in credit recovery (Novita, 2014).

One of the key recovery mechanisms for NPLs at PT Bank X is the auction of debtor collateral via official institutions such as the State Asset Management and Auction Office (KPKNL). Auctions are not merely transactional mechanisms, but also serve as strategic marketing tools designed to optimize asset liquidation while maximizing stakeholder satisfaction (Wardani, 2020). As a result, PT Bank X must implement effective marketing strategies that combine both direct and digital approaches to ensure that auction information reaches potential buyers. Without a well-planned marketing framework, auctions risk failing to attract bidders, leading to repeated sales attempts and wasted resources (Kementerian Keuangan Direktorat Jenderal Kekayaan Negara, 2020).

Promotion becomes a strategic tool in communicating the value of auctioned assets and influencing buyer behavior. In the banking industry, especially in the context of collateral sales, effective promotion is vital in increasing awareness, building trust, and driving purchase decisions (Mufaozah et al., 2023). PT Bank X applies promotional strategies not only to raise visibility but also to reach specific target audiences for industrial property, heavy equipment, or warehouses categories that typically have narrower market appeal (Kotler et al., 2010). By leveraging both conventional and digital media, promotional activities aim to broaden market reach and improve recovery rates from problematic loans (Indrastata, 2023).

Marketing, as defined by Kotler et al. (2016), is a social and managerial process by which individuals and organizations obtain what they need through the creation and exchange of value. In the highly competitive banking industry, companies must formulate precise marketing strategies across key aspects such as product development, pricing, promotion, and distribution. Continuous market research is essential to identify consumer needs and preferences, enabling firms to deliver optimal customer satisfaction (Sudarsono, 2020). Marketing strategy is a logical approach employed by business units in their efforts to create value and generate profit through relationships built with consumers. This strategy serves as the foundation for designing marketing initiatives that


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focus on delivering added value to customers while simultaneously achieving business objectives (Kotler & Keller, 2009).

The marketing mix refers to a set of tactical marketing tools combined by a company to elicit the desired response from a target market. It represents a critical element in designing an effective and responsive marketing strategy tailored to market needs. The concept is widely recognized through its four core components, known as the 4Ps: product, price, place, and promotion. These elements enable companies to create value, foster customer relationships, and generate favorable reactions from their target audiences (Kotler & Armstrong, 2018). The marketing mix is a set of tactical marketing instruments that a company strategically combines to generate the desired response from its target market. It plays a fundamental role in designing a marketing strategy that is both effective and responsive to market needs. This concept is widely recognized through the framework of the 4Ps: product, price, place, and promotion. Each component contributes to the creation of customer value, the development of customer relationships, and the achievement of favorable outcomes from the intended market segment (Kotler & Armstrong, 2018).

- Product refers to anything that a company offers to satisfy the needs or wants of consumers, including physical goods, services, or a combination of both.
- Price is the amount of money consumers must pay to obtain the product's benefits, representing the perceived value in exchange for the offering.
- Place encompasses all company activities that ensure product availability to target customers at the right time and location. This includes distribution channel selection, logistics, physical location, and product delivery strategies.
- Promotion involves the various methods used by a company to communicate the value of its product, persuade consumers, and influence purchasing decisions. It includes advertising, personal selling, sales promotions, public relations, and digital marketing initiatives.

Integrated Marketing Communications (IMC) is a strategic approach that requires companies to carefully integrate and coordinate their communication channels to deliver a consistent message across all customer touchpoints. The objective is to ensure that every interaction whether through advertising, social media, or direct engagement conveys a unified brand narrative and reinforces overall brand equity (Kotler & Armstrong, 2018).


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Digital marketing has transformed the way companies engage with their markets in the digital era, driven by advancements in information technology and increasingly connected consumer behavior. It involves the use of integrated and measurable digital communication channels such as websites, social media platforms, and email to enhance audience reach, foster customer engagement, and improve the overall marketing experience (Chaffey & Ellis-Chadwick, 2019). Key strategies in digital marketing implementation include the use of social media platforms such as Instagram, WhatsApp, and OLX to enhance market reach and customer engagement through interactive features like comments, likes, and direct messaging (Nuryadi et al., 2022). Content marketing involving informative and visually appealing materials such as videos and graphics helps strengthen brand awareness and deepen customer relationships (Saraswati & Hastasari, 2020). Email marketing, particularly through targeted email blasts, enables firms to deliver personalized messages and maintain direct communication with potential buyers (Syawalido & Widodo, 2025). Furthermore, the adoption of online auction websites provides a flexible and accessible method for property transactions, facilitating broader participation and greater efficiency in the asset sales process (Abi Bakri et al., 2013).

Despite the rapid advancement of digital technology in marketing, offline marketing strategies remain essential, particularly in the banking sector. Tactics such as in-branch promotions, face-to-face meetings with clients, and participation in local events facilitate more personal interactions and foster greater trust. Offline methods such as events, exhibitions, brochures, banners, and direct meetings are especially effective in creating emotional engagement and adapting promotional messages to local cultural contexts, thereby enhancing communication impact and increasing conversion potential (Rangkuti, 2013). The company employs various offline marketing strategies to enhance visibility and customer engagement. These include the use of booklets, which serve as concise yet comprehensive promotional tools that integrate key product information efficiently (Rijali & Islam, 2024); banners, which aim to capture public attention and stimulate purchase interest through clear and direct messaging (Abidin et al., 2023); and personal selling, a direct interpersonal approach that enables two-way communication between sales representatives and potential buyers, fostering trust and facilitating tailored persuasion strategies (Kotler & Armstrong, 2018). Additionally, newspaper marketing remains relevant in broadening market reach and brand awareness, particularly in specific demographic segments (Fitriana, 2012).


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Credit refers to a contractual arrangement in which a lender provides money, goods, or services to a borrower with the expectation of repayment over a specified period, including an agreed-upon return or interest. This financial mechanism plays a critical role in supporting the operational liquidity of financial institutions while offering clients access to funding. The primary objective of credit issuance is to generate profit for lending institutions through interest income and administrative fees (Andrianto, 2020).

Non-performing loans (NPLs) remain a critical issue within the banking industry, arising from borrowers' inability to fulfill their repayment obligations. These loans are generally classified into several categories based on delinquency duration, including substandard, doubtful, and loss loans. A loan is considered substandard when payments are delayed for 91 to 180 days, doubtful when overdue for 181 to 270 days, and categorized as loss or bad debt when the arrears exceed 270 days (Martono, 2002). To address NPLs, financial institutions may implement recovery strategies such as rescheduling payment terms, restructuring loan agreements, or reconditioning credit conditions. In cases where these measures fail, banks are obligated to recover the outstanding amount either through litigation or non-litigation methods. As a final recourse, lenders may execute collateral assets previously pledged by the debtor (Julianti, 2022). An auction is defined as a public selling mechanism in which participants submit verbal or written bids to acquire goods, aiming to reach the highest possible offer. It constitutes a structured process of selling both movable and immovable assets through competitive bidding, conducted openly and transparently, until an agreed price is achieved (Andri, 2020).

## METHODOLOGY

This study employs a qualitative approach to explore the marketing strategies used by PT Bank X in the sale of non-performing loan (NPL) assets within the commercial segment. The objective is to gain in-depth insights into the effectiveness of existing marketing practices and to identify opportunities for improvement through both digital and offline promotional methods. Data were collected through interviews with staff members of the RSAM (Regional Special Asset Management) unit. The unit of analysis is the marketing strategy implemented by the bank to promote debtor-owned assets such as industrial buildings, machinery, heavy equipment, and other types of collateral through auction mechanisms. A narrative analysis method was applied to interpret interview findings, aiming to understand the experiences, perspectives, and actions taken by key staff directly involved in marketing NPL assets.


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## DISCUSSION

This study examines the marketing strategies employed by the Regional Special Asset Management (RSAM) Unit of PT Bank X in facilitating the sale of non-performing loan (NPL) collateral through public auction. The strategies implemented comprise two main approaches: offline marketing as the dominant channel, and digital marketing as a complementary tool for information dissemination. These approaches are tailored to the specific characteristics of the collateral high-value assets such as factories, properties, and heavy equipment which are often associated with legal risks and market skepticism.

Offline marketing serves as the foundational approach, executed through direct meetings with potential investors, branch visits, distribution of promotional brochures, and communication with priority customers. Personal selling is the most effective tool within this approach, as it enables two-way interaction, detailed legal clarification of assets, and trust-building all of which are critical for high-stakes transactions. Empirical findings show that offline methods are more effective in converting potential buyers compared to relying solely on digital channels.

Conversely, digital marketing plays a strategic role in initiating awareness among potential buyers. Platforms such as WhatsApp Stories, Instagram, OLX, and Rumah123 are used to showcase asset visuals, provide basic information, and attract a broader market reach. While digital marketing platforms such as Instagram and OLX have been effective in increasing the visibility of auctioned collateral, digital platforms alone are insufficient to foster buyer trust, particularly for high-risk, high-value assets. This reinforces the necessity of in-person communication and offline strategies to complete the sales cycle.

Trust and perceived risk emerge as crucial determinants in the effectiveness of the marketing strategy. Buyers often exhibit caution when dealing with distressed assets due to potential legal complications, third-party occupation, or incomplete documentation. As a result, marketing communication must prioritize transparency by disclosing both strengths and weaknesses of the assets early in the promotion process. Providing digital documentation, legal status updates, geolocation maps, and previous buyer testimonials has proven to be effective in mitigating these concerns.

Nonetheless, the implementation of these strategies is confronted by several obstacles. The main challenges include the unstrategic location of the collateral, third-party occupation of the property, and legal documentation issues. These issues directly reduce buyer interest and prolong the selling process, indicating that promotional efforts alone are insufficient. Successful marketing of distressed assets also depends heavily on


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administrative readiness and asset condition. And limitations in digital infrastructure and systems hinder the full optimization of online marketing. Lack of integrated data systems, inadequate interactive visual content, and underutilization of paid advertising limit the reach and conversion of digital promotions. Therefore, PT Bank X is recommended to enhance its digital marketing capabilities by incorporating technologies such as virtual property tours, 360-degree asset visualizations, and targeted advertising platforms based on audience demographics and geographic relevance.

## CONCLUSION

This study concludes that the marketing strategy employed by the RSAM Unit of PT Bank X in selling non-performing loan collateral through auctions is dominated by offline approaches, particularly personal selling, due to their higher effectiveness in building buyer trust and facilitating complex transactions. While digital marketing is utilized to expand the reach and create initial awareness, it still plays a secondary role and requires follow-up through direct communication. Key findings indicate that trust and perceived risk are central to buyer decision-making, especially for high-value collateral with potential legal concerns. Several obstacles were identified, including non-strategic asset locations, third-party occupancy, and incomplete documentation, which hinder the success of the marketing efforts. In addition, the digital marketing system lacks optimization, particularly in content quality, data integration, and use of paid advertisements.

To improve the effectiveness of collateral sales strategies, this study recommends that PT Bank X reinforce its offline marketing by deepening broker and customer networks and equipping its sales team with enhanced legal and interpersonal skills. In parallel, digital marketing should be optimized through immersive, informative visual content and the use of targeted advertising to reach broader and more specific audiences. Lastly, transparent communication regarding asset conditions and risks should be adopted early in the process to foster trust and support more efficient buyer decision-making.

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