The Strategies of Pawnshop Institution Service Improvement Based on Analysis of Community Perceptions and Needs: A Case Study in Karawang Regency, Indonesia

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Abstract. The socio-economic significance of pawnshops has long been recognized, however, the full scope of their services has yet to be utilized by all communities in various localities. This void in service provision is being exploited by loan sharks and illegal banks to market their products. The current study aims to develop a strategy to improve pawnshop services based on the perceptions and needs of the Karawang Regency community. The analysis will employ descriptive analysis drawn from primary data collected through interviews and questionnaires. The study focuses on PT. Pegadaian, utilizing Probability Sampling in the form of Area and Simple Random Sampling. The findings indicate that the most critical and essential strategy for PT. Pegadaian is to improve its service and marketing efforts, with a particular emphasis on implementing an active marketing system through direct community outreach. This strategy could involve collaborating with universities and the Education Office of West Java Province to engage students in an internship program, as well as partnering with online expedition service companies and the Community and Village Empowerment Office of Karawang Regency, and local village governments to empower BUM Desa.

Keywords: Marketing Strategy, Illegal Loan Sharks and Bank Practices, SWOT Analysis.

1   INTRODUCTION

As a component of non-bank financial institutions in Indonesia, pawnshop institutions play a crucial role in the socio-economic life of the community, particularly those with lower to middle incomes. Their functions and responsibilities encompass offering loans in accordance with pawn laws, which have relatively straightforward prerequisites, swift transaction procedures, and accessible services [1].

Culturally, Indonesian people have long carried out pawn or pawnshop activities. The pawnshop company has emerged since Indonesia's Dutch colonial era [2]. On the other hand, to meet household liquidity, the practice of illegal loan sharks and banks is still in demand by the community [3]. This condition occurs in several areas, including in

the Karawang Regency. Allegedly this is related to the poverty level, which is still relatively high. This reason is based on the still high poverty rate in the regency, referring to data from the Central Bureau of Statistics for Karawang Regency [4], of 8.44% in 2022, higher than the poverty rate of West Java Province (8.06%). Therefore, it is necessary to increase the role and function of pawnshop institutions to minimize problems from moneylenders and illegal banks in supporting the liquidity needs of households in the regency.

Previous studies have discussed public perceptions of pawnshops and related aspects. [5] and [6] examine the effectiveness of implementing strategies to improve the performance of Sharia Fiduciary Microcredit and users of gold savings at PT. Pegadaian. [1], [7], and [8] are concerned about perceptions and service quality on customer satisfaction at PT. Pegadaian, the studies have yet to discuss the needs of customers or the communities for PT. Pegadaian. [9] and [10] examine the legal aspects of fiduciary guarantees and agreements between customers and PT. Pegadaian. [11] discuss the analysis of the consequences of the number of active customers, company operations, and loans extended to the net profit of PT. Pegadaian. Based on the literature search above, there has yet to be any research that discusses increasing the role and function of pawnshops based on perceptions and the needs of the community to minimize the practice of moneylenders and illegal banks in one complete study. Therefore, this study aims to develop strategies to improve pawnshop institution services based on an analysis of the perceptions and needs of the communities in Karawang Regency.

2   METHOD

2.1   Data and Data Collection

PT. Pegadaian is a research object which is the focus of research on this pawnshop institution. Primary data is the essential data of this study, by taking the population of all people in Karawang Regency. The sampling technique utilizes the Probability Sampling method, which combines Area Sampling and Simple Random Sampling techniques. The observation area is divided into two regions: Region I consists of rural and urban areas, and Region 2 consists of the western and eastern regions of Karawang Regency. Respondents taken from each region were determined based on the sub-districts in each region (Table 1).

Table 1. Sample area

No.	Region I		Region II	
	Urban	Rural	Western	Eastern
1.	Karawang Timur	Pangkalan	Karawang Timur	Banyusari
2.	Telukjambe Timur	Batujaya	Telukjambe Timur	Cilamaya Wetan
3.	Telukjambe Barat	Majalaya	Telukjambe Barat	Purwasari
4.	Karawang Barat	Tirtajaya	Karawang Barat	Tirtamulya
5.	Klari	Rawamerta	Batujaya	Cikampek
6.	Kotabaru	Cilamaya Wetan	Pangkalan	Kotabaru

7.	Cikampek	Banyusari	Tirtajaya	Jatisari
8.	Rengasdengklok		Rengasdengklok	
Number of samples	35 samples	35 samples	35 samples	35 samples
Total of samples	140 samples			

Determination of the number of respondents for each region is based on [12], namely the appropriate sample size is between 30 and 500 samples. Also, if the sample consists of various categories, then the total number of sample members in each category must be at least 30 samples [13]. In this study, 35 respondents were determined in each region, so the total number of respondents was 140 samples.

Table 2. Questionnaire design

Variable	Dimension	Indicator	Statement Number
Perceptions *	Accessibility and transparency of product information	Location of PT. Pegadaian office	1
		Information on the advantages of pawnshop products	2
		Information on the latest pawnshop product developments	3
	Service	Financing requirements	4
		Procedure for valuation of pawn goods	5
		Pawn items redemption procedure	6
		Pawnshop products	7-8
	Marketing	Pawnshop promotion	9-11
Needs **	Existence	Pawnshop culture	1
		Meet household liquidity	2
		The existence of a pawnshop rather than a bank	3
		The existence of pawnshops amid loan sharks or illegal banks	4
	Service Quality	The flexibility of mortgage and credit terms	5
		Flexibility to assess or provide financing	6
		Speed of disbursement of financing	7
		New product	8
	Promotion	Promotion effectiveness and attractiveness	9
		Active marketing system	10
		Socialization and literacy in rural areas	11

Data was collected through interviews, both in the form of structured interviews through questionnaires and unstructured interviews. The questionnaire design includes two variables: the community's perception and needs for pawnshop services (Table 2). Unstructured interviews were used to formulate strategies for improving pawnshop institution services through discussions, especially with PT. Pegadaian and academics.

Table 3. Respondents' answer choices in a Likert scale

Respondents' answer	Value
Strongly agree	5
Agree	4
Simply Agree	3
Don't agree	2
Strongly Disagree	1

The scaling technique for obtaining respondents' answers from the questionnaire above utilizes the Likert and Guttman scale. The Likert scale measures the community's perceptions of pawnshops (Table 3). Meanwhile, the Guttman scale calculates the community's need for pawnshop institution services (Table 4).

Table 4. Respondents' answer choices in the Guttman scale and categories of community needs for pawnshop institution services

Respondents' answer	Value	Community needs category
Yes	1	More than 50% answered Yes, including the high category
No	0	More than 50% answered No, including the low category

In order to determine whether the community's perceptions are excellent or poor through the Likert scale assessment above, this study employs a scale range determination. Based on the calculations, a scale range of 28 is obtained, with the lowest scale being 35 and the highest scale being 175. Calculating the scale range and determining the lowest and highest scales can be seen based on the following equation.

$$RS = n \frac{m-1}{m} = 35 \frac{5-1}{5} = 28 \tag{1}$$

$$\text{Lowest scale} = \text{lowest score} \times n = 1 \times 35 = 35 \tag{2}$$

$$\text{Highest scale} = \text{highest score} \times n = 5 \times 35 = 175 \tag{3}$$

RS is the scale range, n is the number of samples, and m is the number of categories. Based on the calculation of the scale range above, an assessment of community perceptions of pawnshops can be determined as shown in Table 5.

Table 5. Perceptions' rating scale range

No.	Scale range	Category
1	35,00 - 63,00	Very poor
2	63,10 - 91,00	Poor
3	91,10 – 119,00	Moderate
4	119,10 – 147,00	Good
5	147,10 – 175,00	Very good

Test the legitimacy of the data accepted from the questionnaire above utilizing validity and reliability tests. Types of validity tests employing construct validity tests based on factor analysis by examining for correlations between respondents' assessments of each statement with a total score. Meanwhile, the validity test utilizes the type of internal consistency test.

2.2   Analysis

The analysis method in this study uses descriptive methods, with the type of survey method and case study research. The descriptive method is a method used to describe or analyze a research result but not used to make broader conclusions. The survey method uses a relatively minor sample to obtain or collect data and or information about a large population. Meanwhile, case study research focuses intensively on a particular object by studying it as a case [14, 15].

Formulating a strategy to improve pawnshop institution services employs a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The S-O strategy is defined as using strengths to bring advantage of opportunities. The W-O strategy is determined in order to minimize weaknesses by exploiting opportunities. The S-T strategy is decided through the use of force to overcome threats. The W-T strategy is selected to minimize weaknesses while avoiding threats [16].

3   RESULT AND DISCUSSION

3.1   Respondents Profile

The majority of respondents in urban areas (65.71%), rural areas (51.43%), the western part of the country (62.86%), and the eastern part of the country (57.14%) were women. Additionally, while most male respondents were the head of their households, a significant number of female respondents also held this position, either as the primary breadwinner or because their husbands were absent due to work. The majority of female respondents were wives who were acting as the head of the household during their husbands' absence. According to [17], a wife or any family member is considered a respondent representing the head of the household.

Respondents in all study locations ranged in age from 20 to 51 years, implying that most respondents are of productive age. The education level of respondents in urban and western areas is the majority of high school graduates (68.57%) and (51.42%), respectively. Meanwhile, in rural and eastern areas, the majority are graduates of elementary schools (80%) and (57.14%), respectively. Most respondents in urban and western areas are private employees, respectively (60%) and (42.86%). In comparison, most respondents in rural areas are housewives (40%), and in the eastern region are entrepreneurs or self-employed (31.43%). Expenditure per month the majority in all research areas is IDR 2,000,000 – IDR 3,000,000 (Table 6).

Table 6. Characteristics of respondents

Varia-ble	Criteria	Region I				Region II			
		Urban		Rural		Western		Eastern	
		Fre-quency (Person)	Per-cent-age (%)	Fre-quency (Person)	Per-cent-age (%)	Fre-quency (Person)	Per-cent-age (%)	Fre-quency (Person)	Per-cent-age (%)
Gender	Male	12	34.29	17	48.57	13	37.14	15	42.86
	Female	23	65.71	18	51.43	22	62.86	20	57.14
Age	20-30	7	20.00	2	5.71	6	17.14	3	8.57
	31-40	14	40.00	15	42.86	14	40.00	18	51.43
	41-50	14	40.00	15	42.86	14	40.00	13	37.14
	>51	0	0.00	3	8.57	1	2.86	1	2.86
Last formal school	Primary school	0	0.00	28	80.00	8	22.86	20	57.14
	Junior high school	0	0.00	0	0.00	0	0.00	0	0.00
	Senior high school	24	68.57	4	11.43	18	51.42	12	34.29
	College/university	11	31.43	0	0.00	8	22.86	2	5.71
	Not completed Primary School	0	0.00	0	0.00	0	0.00	0	0.00
	Never attending school	0	0.00	3	8.57	1	2.86	1	2.86
Main job	Student	0	0.00	0	0.00	0	0.00	0	0.00
	Civil servant	0	0.00	0	0.00	0	0.00	0	0.00
	Private employees	21	60.00	0	0.00	15	42.86	5	14.29
	Entrepreneur	11	31.43	6	17.14	7	20.00	11	31.43
	Housewife	2	5.71	14	40.00	9	25.71	8	22.86

Varia-ble	Criteria	Region I				Region II			
		Urban		Rural		Western		Eastern	
		Frequency (Person)	Percentage (%)	Frequency (Person)	Percentage (%)	Frequency (Person)	Percentage (%)	Frequency (Person)	Percentage (%)
	Farmer	0	0.00	12	34.29	3	8.57	7	20.00
	Fisher-man	0	0.00	2	5.71	0	0.00	2	5.71
	Other	1	2.86	1	2.86	1	2.86	2	5.71
Average monthly house-hold Gender	< IDR 2,000,000	1	2.86	5	14.29	5	14.29	1	2.86
	IDR 2,000,000 – IDR 3,000,000	15	42.85	22	62.86	15	42.85	22	62.85
	IDR 3,000,000 – IDR 4,000,000	11	31.43	8	22.85	7	20.00	12	34.29
	IDR 4,000,000 – IDR 5,000,000	5	14.29	0	0.00	5	14.29	0	0.00
	> IDR 5,000,000	3	8.57	0	0.00	3	8.57	0	0.00

1. **Validity and Reliability Test Results**

Table 7 shows the validity test results on the instrument of perception variable as many as 11 statements stated valid. It is based on the correlation coefficient of each statement (r count) having a positive and more than the r critical of 0.300.

Table 7. Validity testing results for perception variable instruments

No.	Statement	r count	r critical	Criteria
1.	PT. Pegadaian offices are straightforward to reach.	0.852	0.300	Valid
2.	The community knows information about the superiority of pawnshop products.	0.808	0.300	Valid
3.	The public knows the latest information on the development of pawnshop products.	0.773	0.300	Valid

4.	Pawnshop financing requirements are straightforward.	0.872	0.300	Valid
5.	The procedure for valuing pawned goods at PT. Pegadaian has followed applicable standards and pawning laws.	0.844	0.300	Valid
6.	The procedure for redemption of pawn items at PT. Pegadaian is effortless and short.	0.826	0.300	Valid
7.	Various products are owned and offered by PT. Pegadaian are quality products.	0.854	0.300	Valid
8.	The products offered by PT. Pegadaian is already under customer needs.	0.791	0.300	Valid
9.	Promotion PT. Pegadaian is attractive.	0.844	0.300	Valid
10.	The promotion was carried out by PT. Pegadaian has been well conveyed.	0.808	0.300	Valid
11.	Promotions carried out using passive marketing systems have been effective.	0.742	0.300	Valid

Source: Results of data processing by the author

Likewise, the validity test results on the need variable instrument show that the 11 statements are stated to be valid. It is indicated by the correlation coefficient on each statement exceeding 0.300 (Table 8).

Table 8. Validity test results for needs variable instruments

No.	Statement	r count	r critical	Criteria
1.	The community still needs pawnshops because pawnshops have been in culture since the Dutch colonial era.	0.492	0.300	Valid
2.	Communities need pawnshops to meet household liquidity.	0.562	0.300	Valid
3.	People need pawnshops more than banks to get funds faster.	0.585	0.300	Valid
4.	People need pawnshops more than moneylenders or illegal banks to get funds faster.	0.430	0.300	Valid
5.	Communities need the flexibility of the pawnshop on mortgage and credit terms.	0.666	0.300	Valid
6.	The community needs the flexibility of the pawnshop in assessing or providing financing.	0.695	0.300	Valid
7.	The community needs speed in disbursing financing.	0.699	0.300	Valid
8.	People need new pawn products.	0.656	0.300	Valid
9.	The community needs more attractive and effective pawnshop promotions.	0.734	0.300	Valid
10.	The community needs an active marketing system at pawnshops.	0.581	0.300	Valid
11.	The community needs socialization or pawnshop literacy in rural areas.	0.667	0.300	Valid

Source: Results of data processing by the author

Meanwhile, the results of the reliability test on the perception and need variables show that each variable has a Cronbach's Alpha reliability coefficient exceeding 0.600 (r table) (Table 9). The measurements made on all variables have been consistent.

Table 9. Reliability test results

Variable	r count	r table	Criteria
Perceptions	0.951	0.600	consistent
Needs	0.825	0.600	consistent

Source: Results of data processing by the author

3.2   Survey Results on Community Perceptions and Needs

Respondents in the West and East regions of Karawang Regency generally stated that the community's perception of pawnshops was in the moderate category. It is demonstrated in the scale range at an average of 117.49 and 97.20. The reason is that the respondents from the Western and Eastern regions have relatively the same socioeconomic characteristics. It is related to most respondents with relatively the same characteristics, namely that most are in urban areas.

However, there are differences in perceptions between respondents in urban and rural areas. Respondents in urban areas stated that the community perceived pawnshops well. However, respondents in rural areas stated that the community's perceptions of pawnshops were poor. It is displayed in the scale range with an average value of 127.93 and 75.11 (Table 10).

Table 10. Recapitulation of perception variable survey results

No.	Dimen-sions	Region I				Region II			
		Urban		Rural		Western		Eastern	
		Average of each dimension	Criteria (in partial)	Average of each dimension	Criteria (in partial)	Average of each dimension	Criteria (in partial)	Average of each dimension	Criteria (in partial)
1.	Accessibility and transparency	131.33	Good	78.33	Poor	11.67	Good	100.00	Moderat
2.	Product information	127.80	Good	75.00	Poor	125.80	Good	100.60	Moderat
3.	Services	124.67	Good	72.00	Poor	107.00	Moderate	91.00	Poor
	Total	383.80		225.33		352.47		291.60	
	Average	127.93		75.11		117.49		97.20	
	Criteria (in general)	Good		Poor		Moderate		Moderate	

Source: Results of data processing by the author

The poor perception of the community in rural areas towards pawnshops is caused by several things, including the distance of the community's access to the PT. Pegadaian office. Based on data from [18], only two branch offices are located in rural areas,

namely in Cilamaya Wetan Subdistrict. This fact creates communities in rural areas that need more alternative sources of loans or financing. In addition, the high poverty level in rural areas makes it difficult for people in these areas to access pawn products because they need adequate asset collateral. The low level of public knowledge of financial products, supported by the high need for loans due to high poverty rates and accessibility issues, causes people in rural areas to still trust and rely on the practice of moneylenders or illegal banks as a source of loans or financing. The low level of public knowledge in rural areas is justified by the low level of education of respondents in these areas, the majority of whom are elementary school graduates (80%). The passive marketing system carried out by pawnshops is utilized or filled in by moneylenders or illegal banks to market their products using an active marketing system, through which they carry out promotions and come directly to rural communities' door-to-door.

Table 11 and 12 show that, in general, the needs of the people of Karawang Regency for pawnshop services based on respondents in each region are still high. The average percentage of respondents in urban areas answering Yes is 56.20%, while the number of respondents answering No is 43.80%. In rural areas, the average percentage of respondents answering Yes is 77.20%, while respondents answering No is 22.80% (Table 11). It indicates that the needs of people in rural areas are higher than urban communities, although the needs of people in both areas are still equally high for pawnshop services. Even so, the quality of pawnshop services still needs to be improved, including the flexibility of PT. Pegadaian in terms of requirements, speed in disbursing financing, and flexibility in assessing the price of pawn goods.

Besides, rural communities need promotion about pawnshops. Based on the respondent's statement, the stakeholders, especially PT. Pegadaian has yet to directly provide education and literacy to people in rural areas about pawnshops. Therefore, it is necessary to innovate the pawnshop marketing strategy by implementing an active marketing system, especially in rural areas, so that rural people know more about pawnshops and divert their lending or financing activities to pawnshops while avoiding dependence on moneylenders or illegal banks. Promotional, educational, and literacy activities about pawnshops raise the potential for collaboration with other stakeholders, including the West Java Provincial Education Office, universities, the Community and Village Empowerment Office of Karawang Regency, and Village-Owned Enterprises (BUM Desa). At the national level, financial literacy and inclusion policies following Presidential Decree Number 114 of 2020 concerning the National Strategy for Inclusive Finance can support efforts to change the marketing strategy of PT. Pegadaian.

Table 11. Recapitulation of the survey results for the variable needs of urban and rural communities

| No. | Dimensions | Region I | | | | | |
| | | Urban | | | Rural | | |
		Percentage of total frequency of Yes answers (%)	Percentage of total frequency of No answers (%)	Criteria	Percentage of total frequency of Yes answers (%)	Percentage of total frequency of No answers (%)	Criteria
1.	Existence	47.90	52.10	Low	41.40	58.60	Low

2.	Ser-vice qual-ity	63.60	36.40	High	95.00	5.00	High
3.	Pro-mo-tion	57.10	42.90	High	95.20	4.80	High
	Total	168.60	131.40	High	231.60	68.40	High
	Average (%)	56.20	43.80		77.20	22.80	

Source: Results of data processing by the author

The community's needs in the western region of Karawang Regency are similar to those in the eastern region for pawnshop services, both of which are in the high category. The average percentage of respondents in the western region answering Yes is 70.50%, while the average percentage of respondents answering No is 29.50%. Meanwhile, the average percentage of respondents in the eastern region who answered Yes was 80.20%, while those who answered No were 19.80% (Table 12).

Table 12. Recapitulation of the survey results for the variable needs of western and eastern communities of Karawang Regency

No.	Di-men-sions	Region II					
		Western			Eastern		
		Percentage of total fre-quency of Yes answers (%)	Percentage of total fre-quency of No answers (%)	Cri-teria	Percentage of total fre-quency of Yes answers (%)	Percentage of total fre-quency of No answers (%)	Cri-teria
1.	Exist-ence	62.10	37.90	High	63.60	36.40	High
2.	Ser-vice qual-ity	74.30	25.70	High	85.70	14.30	High
3.	Pro-mo-tion	75.20	24.80	High	91.40	8.60	High
	Total	211.60	88.40	High	240.70	59.30	High
	Average (%)	70.50	29.50		80.20	19.80	

Source: Results of data processing by the author

3.3   Strategy Formulation

Based on the analysis of perceptions and needs for pawnshop services above, various problems can be extracted and mapped into groups of strengths, weaknesses, opportunities, and threats (Table 13).

Referring to the SWOT matrix analysis, various alternative strategies that can be implemented are as follows.

a. Strength-Opportunity (S-O) Strategy

- Establish cooperation with other parties in providing pawnshop product services and marketing (S1, S2, S3, O1, O2, O3, O4).

  Pawnshop service development and product marketing require cooperation with various other stakeholders. The implementation of this strategy encourages PT. Pegadaian is collaborating with the West Java Provincial Education Office and universities to hold internship programs involving vocational and college students. In addition, to implement this strategy, PT. Pegadaian needs to cooperate with the Karawang Regency Government, namely the Community and Village Empowerment Office, and the Village Government through the involvement and empowerment of Village-Owned Enterprises (BUM Desa).

- Establish synchronization with stakeholders (S3, S4, O3, O4, O5).

  After collaborating with stakeholders, PT. Pegadaian must also maintain good relations with them. It is so that the program that has been made becomes a permanent program of PT. Pegadaian in improving pawn product services and marketing.

b. Weakness-Opportunity (W-O) Strategy

- Provide socialization regarding pawnshops by organizing events in rural areas (W1, W2, W4, O3, O4, O5).

  Collaboration between the pawnshop and the village government, BUM Desa, as well as involving internship students, can hold an event that can drive rural people interested in pawnshop products so that they reverse the practice of moneylenders or illegal banks.

- Providing socialization regarding online pawn shops through pawnshop social media (W3, W4, O1, O2).

  For areas with a good internet signal, socialization through social media can be an excellent alternative for educating and encouraging people to use PT. Pegadaian's digital application is named Pegadaian Digital. In implementing Pegadaian Digital, PT. Pegadaian can cooperate with online expedition service companies to collect pawned goods at customers' homes. With the gradual implementation of Pegadaian Digital, it is expected to reduce the practice of loan sharks or illegal banks.

c. Strength-Threat Strategy (S-T)

- Increase product attractiveness (S1, S2, T1, T2).

  This strategy implements efforts to increase product attractiveness which is one of the emphases of product development efforts that the pawnshop can carry out to modify existing products or create new products that are still related to existing products. Increasing the product's attractiveness is expected to beat products from competitors.

- Improving pawnshop product education (S2, S3, S4, T1, T2, T3).

  This strategy implements educational activities for the public about the advantages of pawnshops and provides education about losses caused by illegal loan sharks or banks. In addition, this strategy educates about interest calculations in terms of financing.

d. Weakness-Threat Strategy (W-T)

- Conducting an active marketing system (door to door) (W1, W2, W3, W4, T1, T2, T3).

  This strategy encourages PT. Pegadaian, to carry out an active marketing system, is to promote its products directly to the public. This activity can be done by visiting residents' homes directly (door to door) or providing counseling and information face-to-face to the community.
- Accepting Canvassing and Cross Selling strategies (W1, W2, W4, T2, T3).

  A canvassing strategy is a sales activity to contact customers or potential customers. Contact can be made by telephone, email, or by visiting the customer's premises. For example, by distributing leaflets or brochures to the public directly while being explained. The Cross Selling strategy is sales pushing customers to buy different products that are still related to the initial product that the consumer chose.

4   CONCLUSION

The perception of the urban community towards pawnshops is deemed appropriate, whereas the perception of the rural community towards pawnshops is considered inappropriate. The community's problems with regard to PT. Pegadaian services, particularly in rural areas, include a lack of access to PT. Pegadaian offices, limited access to alternative financing, limited ownership of community assets, a poor understanding of financial products, and inadequacies in the marketing system for pawn products. Conversely, the urban community's needs for pawnshops are primarily focused on enhancing the quality of services provided.

Given the crucial importance of pawnshops in rural areas, it is imperative to engage in promotional activities that highlight their benefits. To address this need, PT. Pegadaian's most critical and essential strategy involves enhancing its service and marketing efforts by implementing an active marketing system through direct communication with the public (door-to-door canvassing) and complementing this with a canvassing strategy.

PT. Pegadaian must cooperate with the West Java Provincial Education Office and universities to organize internship programs for vocational and university students, which can also be used as additional personnel for PT. Pegadaian to carry out socialization and education strategies to the people of Karawang Regency directly about pawnshops. In addition, PT. Pegadaian can also cooperate with the Community and Village Empowerment Office of Karawang Regency, the local village government, and online expedition service companies regarding marketing pawn products by involving BUM Desa.

PT. Pegadaian can synchronize with stakeholders and concrete steps to follow up on the strategies offered by this study to realize these strategies. PT. Pegadaian can create a Memorandum of Understanding (MoU) with stakeholders so that the cooperation can be legally binding. This study suggests further research on improving pawnshop services involving psychological or sociological aspects to suppress community interest in utilizing loan sharks or illegal banks.

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