COMPETITIVE STRATEGY FORMULATION OF PT. TRANSPORTASI JAKARTA ON PUBLIC TRANSPORTATION SECTOR IN DKI JAKARTA DURING THE PANDEMIC OF COVID-19

(Case Study on PT.Transportasi Jakarta)

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Abstract

Formulation of Strategy is a method that are used by the companies to achieve business goals by developing the competitive advantages that the business have. One of the factors that influence the strategy factor comes from two sources, namely internal and external factor of the business. This study aims to identify and analyse the internal and external environment of PT.Transportasi Jakarta, and to identify and analyse the competitive strategy. This study uses a qualitative method and using techniques such as observation, documentation, interviews and literature review for collection the data. the analysis used in this study to formulate a strategy for PT. Transportasi Jakarta are IFE, EFE,CPM,SWOT M, IE M, GSM and QSPM.
Based on the last results of the matrix analysis, it can be concluded that main strategy recommendation for facing the competition in the public transportation for PT. Transportasi Jakarta is market penetration t

Keywords : Strategy Formulation, IFE, EFE, CPM, SWOT M, IE M, GSM, QSPM

Abstrak

Perumusan Strategi merupakan sebuah metode yang dapat digunakan oleh perusahaan untuk mencapai tujuan bisnis dengan mengembangkan keunggulan kompetitif yang dimiliki oleh bisnis tersebut. Salah satu faktor yang mempengaruhi strategi berasal dari dua sumber yaitu faktor internal dan feksternal bisnis. Penelitian ini bertujuan untuk mengetahui dan menganalisis lingkungan internal dan eksternal pada PT.Transportasi Jakarta, dan mengetahui dan menganalisis strategi kompetitif PT.Transjakarta dalam sektor transportasi publik di kota Jakarta. Penelitian ini menggunakan metode kualitatif dengan Teknik pengumpalan data melalui observasi, dokumentasi dan wawancara. Analisis yang dipakai dalam penelitian ini untuk merumuskan strategi untuk PT.Transportasi Jakarta adalah IFE, EFE, CPM, SWOT M, IE M, GSM DAN QSPM. Berdasarkan hasil analisis matrix terakhir yang dilakukan dapat diketahui bahwa rekomendasi strategi utama untuk menghadapi kompetisi dalam sektor transportasi publik untuk PT.Transportasi Jakarta adalah penestrasi pasar

Kata Kunci : Perumusan Strategi, IFE, EFE, CPM, SWOT M, IE M, GSM, QSPM

INTRODUCTION

According to the Indonesian Supply Chain Analysis (2019), every year the transportation and warehousing sector has a huge contribution to Gross Domestic Product. In 2018, the transportation and warehousing sector had 5.37% or Rp79.3 trillion of the Gross Domestic Product which is valued at Rp14,837.36 trillion. The Indonesian transportation sector in 2018 was dominated by the land transport sub-sector (road) with a contribution of 53.15% and followed by the transportation by air at 36.10%. Other transportation that has a low contribution, such as sea transportation that contributed 6.77% and river, lake crossing transportation by 2.41% and rail transportation by 1.57%. The contribution of the five transportation sub-sectors increased the Gross Domestic Product by 8.23% or Rp50.7 trillion

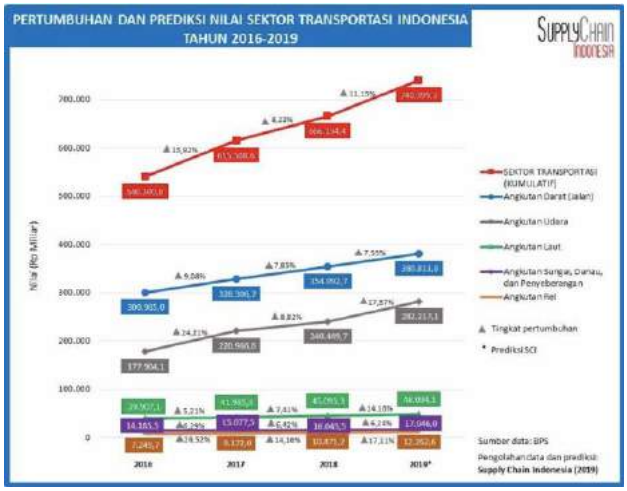


Figure 1 Growth and Prediction in Transportation Sector in Indonesia for the Period 2016 - 2019

Source: Supplychainindonesia.com, 2019

From the information obtained from the Analysis of the Indonesian Supply Chain, it can be concluded that the public transportation sector is the source that improves the economy in Indonesia. It is because the Indonesian citizen has the need to own or use transportation services to go from one place to another. That is why there is a very high demand for public transportation services big cities, such as Jakarta.

Jakarta, the capital city of Indonesia for the last 56 years, is often referred to as a place to find a job for most Indonesians, due to the government and private/public business that is centered in Jakarta. In addition, Jakarta is also considered capable of providing facilities that are more developed and more varied facilities than any other provinces in Indonesia. With this assumption, Jakarta has become a place with a high urbanization flow it causes the city to facilitate people from many cities outside of Jakarta and make the city more crowded and denser. Therefore, the demand for the sector of public transportation is very high

Jakarta Government needs to make a transportation that fulfills the need of every Jakarta citizen, either from liability, easy access or even the price has to match the need of Jakarta citizen. According to Bambang Susantono (2014), the key to the success of mass transit revitalization is accessibility, namely providing access to the desired destination as much as possible by minimizing the trips that must be made. Moreover, the design that Jakarta Government made is contained in the Governor's Decree Number 84 of 2004 and Governor's Regulation number 103 of 2007. Through this process on January 15th 2004 the implementation of Transjakarta (Busway) was carried out by the Jakarta Government.

Transjakarta is the first Bus Rapid Transit (BRT) transportation system in the Southeast and South Asia with the longest track in the world (208 Km). This BRT system is designed based on the TransMilenio system in Bagota, Colombia. Transjakarta started its operations marked by the inauguration of Corridor 1 to provide a faster, more comfortable and affordable transportation service for the Jakarta citizen.

Transjakarta had gone through several changes to regulate their transportation management through the years, such as in 2003 before Tranjakarta was implemented based on Governor's Decree number 110 of 2003 Transjakarta was devided to take the form of a Management Body. On May 4th 2006, The Jakarta Governor in charge, Sutiyoso changed the management of Transjakarta to become Transjakarta Public Service Agency, which is the Technical Implementing Unit (TIU) under the Jakarta Provincial Transportation Agency (Jakarta Governor's Regulation number 48 of 2006). Morever, there are still many changes to Transjakarta management especially in 2020 where the Covid-19 pandemic occur. According to the Ministry of Health of the Republic of Indonesia (2020), Covid-19 is a disease caused by a new type of Coronavirus namely Sars-CoV-2, which was first reported in Wuhan China on December 31st 2019.

With the increasing number of Covid-19 cases every day in Indonesia, President Joko Widodo asked the Indonesian citizen to carry out the social/physical distancing to prevent Covid-19 transmission. So that means activities carried out outside such as working for the office, studying at school and worshiping/pray should be carried out at home. During the Social/physical distancing era, there were many regulations that must be obeyed by the Indonesia citizen, one of which was the regulation on the use of public transportation.

The Minister of Transportation Budi Karya Sumadi has ratified the Minister of Transportation Regulation Number 41 of 2020 concerning amendments to the Regulation of the Minister of Transportation number 18 of 2020 concerning Transportation Control in preventing the spread of Covid-19 virus. More specifically, the Director General of Land Transportation issued Circular Letter 11 of 2020 concerning Guidelines and Technical Guidelines for the Implementation of Land Transportation during the Adaptation Period for New Habits to prevent the spread of Covid-19.

According to the data from Berita Resmi Statistik (2020), If it is viewed from the Quarter II-2020 in Quarter to Quarter (Q-to-Q) Gross Domestic Product Growth according to business fields in Q2 was at -4.19%. The transportation and warehousing sector during Q2 fell at -29.22% compared to the transportation and warehousing sector in Q2 2019 in a Quarter to Quarter (Q-to-Q) fell at 3.66%. This is due to the creation of policies from each regional governor regarding regulations of public transportation services usage, for example the governments implement Work From Home (WFH) and School from Home (SFH) as one of the regulations to prevent the spread of Covid-19, the government policies that claim to ban Homecoming on Eid Fitri 1441 H and a decrease in cargo activity during the Covid-19 pandemic. Due to the number of policies the Indonesian government stipulated, PT.Transportasi Jakarta face a terrible effect on the number of customers that they get every day.



Figure 2 The Groth of Gross Domestic Product Quarter II-2020 Quarter to Quarter (Q-to-Q)
Source: Berita Resmi Statisik, 2019

Since its establishment in 2004 Transjakarta they have gradually increase the number of their customers. The average daily customer that Transjakarta has is around 300.000 per day. In 2019, the average number of Transjakarta customers has doubled, reaching 641.000 per day. According to the chart below, the graphic for Transjakarta customers are increasing throughout the year. It is possible because Transjakarta consistently develop their facilities to accommodate the needs of their customer.



Figure 3 Number of Transjakarta Customers for the period of 2004 – 2019
Source: Transjakarta.co.id, 2020

Due to the Covid-19 Pandemic, Transjakarta experience a decrease in their customer up to 91%. The implementation of Large-Scale Restrictions in DKI Jakarta had caused PT. Transportasi Jakarta to experience their largest decrease in April 2020, around 85% from their previous month. In June 2020, the number of Transjakarta customers increased by 86% from May with 4.45 million passengers. The increase occurred because the Jakarta Government had changed the status of Jakarta from Large-Scale Social Restrictions to Transitional Large-Scale Social Restrictions or New Normal.

This change in the status of New Normal has made many allowances for several

government/own private businesses for their employees to carry out their work from their offices while implementing the health protocols. However, the government still provides a limit of up to 50% of employees who can carry out their work from their office. Therefore, despite the enactment of the New Normal, Transjakarta experience a decrease up to 76% when compared to the number of customers in June 2019 against the number of customers in June 2020.



	Jan	Feb	Mrt	Apr	Mei	Jun	Jul	Agst	Sept	Okt	Nov	Dec
2018	13,22	12,29	14,45	14,75	14,04	11,94	16,32	17,25	17,91	18,96	18,96	17,87
2019	18,74	17,37	20,39	19,78	19,36	18,36	23,43	23,89	24,94	24,99	26,97	26,95
2020	26,73	25,59	17,33	2,57	2,40	4,45						

Figure 3 Number of Transjakarta Customers for the period of January 2018 – June 2020
Source: Jakarta Statistic, 2020

PT. Transportasi Jakarta have become a very popular public transportation service in Jakarta City. This is due to the major accessibility and their affordable prices for their products/services. Although as the year goes by, many competitors who provide the Jakarta City with more variant way to commute start to enter the market. Two of the most famous public transportation services that the citizen of Jakarta love to use are Gojek and Grab.

Gojek is an Indonesian multi-service company based in Jakarta that was found by Nadiem Makarim and Michaelangelo Moran. The company provide an app called Gojek that the customer can use to order their public transportation services such as a motorcycle, car or even a taxi. Gojek also provide a food/package delivery service for their customer. And there are many more services that the company have to serve their customer everyday task.

Grab is a Malaysia multi-service company that is founded by Anthony Tan and Tan Hooi Ling. Grab first launched in Indonesia in June 2014. Through their app called Grab. The customer can order their public transportation service called GrabTaxi. Four months later Grab created more public transportation service that the customer can order from their app called GrabBike. And later on the company will add more services that the customer can use such as GrabWheels or Grabfood and many more that will help their customer with everyday needs.

In the business world, the role of strategic management is very important to give the company some guidelines or a map to help them to achieve their goals. Strategic management will certainly be useful if it implemented by companies to achieve their goal and to improve their company income. According to Thompson, *et al.*, (2016), well thought out strategy is management's prescription for business, it is a road map to competitive advantage, it is a game plan for pleasing customers and improving the financial performance.

In this case because there is a global pandemic as the result, creating problems for Indonesia's government/private business. That is why it is very vital that every business have to make effective strategy formulation to help them and to guide the business to reach their own goals. Effective strategy formulation and execution have a significantly positive impact on revenue growth, earnings and return on investment (Thompson, *et al.*, 2007) So that the company does not experience significant impact during the global pandemic. The customers will still trust the business and still use their products/services even though there is a global pandemic.

LITERATURE REVIEW

Strategy

According to Johnson and Scholes (2016), strategy is the direction and scope of an organization in the long run that achieves benefits for the organization through the configuration of resources in a challenging environment to meet the market needs and meet the stakeholder expectations. From the two definitions according to these experts, it can be concluded that strategy is a tool that the company can use to determine the steps to accomplish the goal that meets the customer satisfaction and also to meet the company's expectations.

According to Whelen and Hunger (2012), there are three levels of management strategies that developed according to company development which are Corporate Strategy, Business Strategy, Functional Strategy

Strategy Management

According to Stephen P. Robbins-Mary Coulter (2014), strategic management is what

managers do to develop strategies. This is an important task that involves all basic management functions planning, organizing, leading and controlling. Meanwhile according to Wheelen and Hunger (2012), strategic management is a set of managerial decisions and actions that determine the performance of a corporation. It includes environmental scanning both external and internal, strategy formulation, strategy implementation, evaluation and control.

According to David and David (2015), in the strategic management process have three stages, namely Formulation of Strategy, Implementation of Strategies ans Strategic Evaluation

The strategic management process is a six-step process that includes strategic planning, implementation, and evaluation of results. Although the first four steps describe the planning that must be done, implementation and evaluation are equally important. Therefore, the strategic management steps include identifying the organizations mission, oblective and strategy, conduct external analysis, conduct internal analysis, formulate a strategy, implement strategies and evaluate results. And the scope of this reseach is at the stage of strategy formulation

There are seven matrixs that this research are going to conduct to identify the external and internal condition of PT. Transportasi Jakarta and to formulate the best strategy that PT. Transportasi Jakarta can use to be the main competition which are :

The External Factor Evaluation Matrix (EFE Matrix) is a matrix that allows strategists to summarize economic, social, cultural, demographic, environmental, political, government, legal, technological and competitive information (David, 2011). The Internal Factor Matrix (IFE Matrix) is a matrix that allows strategists to determine whether the company's strengths and weaknesses can be seen from marketing, finance, management information systems, operations and production as well as research and development (David, 2011).

SWOT Matrix as defined by David (2011), is an important matching tool that matching tool that helps managers develop four types of strategies. the IE Matrix is similar to the BCG Matrix in that both tools involve plotting organizational divisions in a schematic diagram. The total weighted scores derived from the divisions allow construction of the corporate level IE-Matrix. The IE Matrix is based on two key dimensions: the IFE total weighted scores on the x-axis and the EFE total weighted scores on the y-axis. Grand Strategy Matrix is a strategy based on two evaluative dimensions, namely competitive position and market growth (industry) (David, 2011)

Lastly is the Quantitative Strategy Planning Matrix. According to David (2011), the QSPM is a tool that allows the strategist to evaluate alternative strategies objectively.

Transportation

Transportation is the activity of moving goods (cargo) and passengers from one place to another (Salim, 2000). There are two most important elements in transportation, namely moving and physically changing the place of goods (commodities) and passengers to other places.

Transjakarta

Transjakarta is a rapid bus system operating in Jakarta, Indonesia. Transjakarta commenced operation on January 15th 2004 to provide a fast-public transport system to reduce the traffic problems in Jakarta. There are five different types of Transjakarta Bus which are called Articulated bus, Maxi bus, Single bus, MiniTrans and Double deck. There are eleven types of services that PT. Transportasi Jakarta provided which are called BRT, RoralTrans, Tour bus, Transjabodetabek, Integration routes, Flat routes, Mikrotrans routes, Transjakarta cares, Bus wanita, Bus gratis and lastly rombongan.

Covid-19

According to the World Health Organization (2020), the Covid-19 virus is a large family of viruses that can cause disease in animals or humans. In humans, Covid-19 is known to cause respiratory infections ranging from the common cold to more severe diseases such as Middle East Respiratory Syndrome (MERS) and Severe Acute Respiratory Syndrome (SARS).

RESEARCH METHOD

The type of the research is qualitative method. this research aims to develop the competitive strategy of PT. Transportasi Jakarta based on their internal and external factors. The location and period for this research is at PT. Transportasi Jakarta which is located at Mayjen Sutoyo street number 1, East Jakarta. However, due to the Pandemic of Covid-19 this study was conducted online. This research was conducted in January – June 2021. The methods that will be used

to collect the data are interview, documentation, observation and literature review, research. The tools that will be used to analyze the obtained data are IFE, EFE, CPM, SWOT M, IE M, GSM, QSPM**.**

RESEARCH RESULTS AND DISCUSSION

Internal Environment Analysis

IFE Matrix Analysis

IFE Matrix is an environmental analysis tool that can be used to find out the internal position of a company, specifically a company's strengths and weaknesses. In general, the result of Puri Artha's internal environment analysis are as follows:

1. Strengths

a. Strong brand image

Everyone who lives in Jakarta definitely knows about Transjakarta. When people from a different city visit Jakarta they definitely saw one of the buses or even bus stops/bus stations that is owned by the PT Transportasi Jakarta. The buses have the same color scheme and the company has a huge logo on their buses and bus stops/bus stations so it is recognizable to the customer. Moreover, the company has so many buses and bus stops/bus stations so that it is easy to access and use their services/products.

b. Prices for their services/products

The prices for using Transjakarta bus tickets are so low because, PT Transportasi Jakarta follows the statement or the rule that the Government of Jakarta has published for PT Transportasi Jakarta for the tariff of their services/products to be Rp2,000 – 3,500. so that every citizen of Jakarta can use their services without spending a lot of money and to promote the idea of using a public transportation rather than using their own personal transportation.

c. The accessibility of the company's services

If you have been to Jakarta, you will know that every corner or major street in Jakarta have one or more bus stops/bus station for Transjakarta. Even if you live in an alley, Transjakarta can be accessible due to the many types of buses that they have. Due to the rapid growth of technology, Transjakarta is now can be accessed online.

d. Variation of services/products

PT Transportasi Jakarta is famously known for its transportation called Transjakarta. Even though Transjakarta is the most famously known, PT Transportasi Jakarta actually has many variations of services/products that they owned. For example, Bus Wisata, RoyalTrans, Bus Gratis and many more. The reason why PT Transportasi Jakarta created so many products/services is to make the citizen of Jakarta to use the public transportation daily and will not have any problem of accessing it.

e. Operating hours

The service of Transjakarta bus is open seven days a week for 24 hours. However, due to the Covid-19 Pandemic, they have to cut their operating hours to 05:00-22:00 PM. Moreover, for the medical personnel it is open until 23:00.

2. Weaknesses

a. Limit of payment system

Despite the rapid growth of technology, PT Transportasi Jakarta uses only limited payment options for their customer. The payment options are Flazz, Brizzi, E-Money, Jackcard, TapCash and Link Aja. At the same time, other companies already use many methods of payment for their services/products.

b. Limit of assets

Even though PT Transportasi Jakarta have so many services that they offer for the citizen of Jakarta. They actually have a problem with their own assets. It is due to that many of their assets are actually borrowed from the city. For example, like their bus or their bus stop/bus stations. They have so many things that they cannot do for the buses or the bus stops/bus station because the majority of them is borrowed from the city.

c. Taking a treat very lightly

The researcher can conclude from the interview that when the researcher asked about how the company's react to many transportation companies that is in Jakarta, they do not really see them as a threat. They actually see them as a partner. because the company's mission is to provide as many transportation services as possible so that the citizen of Jakarta start to use more of public transportation rather than their own personal transportation.

Based on the analysis above, the IFE matrix can be arranged as follows:

Table 1 PT. Transportasi Jakarta IFE Matrix

Key Internal Factors	Weight	Rating	Weighted Score
Strengths			
1. Strong brand image	0,16	4	0,64
2. Prices for their services/products	0,17	4	0,68
3. Accessibility of their services/products	0,11	4	0,44
4. Variation of their services/products	0,10	3	0,3
5. Operating hours	0,10	3	0,3
Weaknesses			
1. System of payment	0,12	1	0,12
2. Limit of assets	0,14	1	0,14
3. Taking a threat very lightly	0,10	2	0,2
Total	**1,00**		**2,82**

Source: Processed Primary Data (2021)

Rating Explanation:

1 = Major Weakness
2 = Minor Weakness
3 = Minor Strength
4 = Major Strength

IFE Matrix Results Explanation:

1. Key Internal Factors of PT. Transportasi Jakarta is obtained from interview and observation of data issued by the company regarding its internal environmental condition.
2. Weight is given based on direct qualitative analysis towards Puri Artha according to the interview result with several employees and guests.
3. Weighted score is obtained by multiplying the rating with the weight.
4. Rating is given by analyzing data and observation towards Puri Artha directly.
5. Total Weighted Score of PT. Transjakarta IFE Matrix is 2,82. Based on the theory, if the weighted value is above 2.5 it can be concluded that the company is internally strong. However, the figure can also indicate that the company can improve its strategies, procedures, services, and many others.

External Environment Analysis

Economic Factor

According to the Central Bureau of Statistics (2019), the growth of Indonesia's gross domestic product on the transportation and warehouse sector during the IV quarter of 2019 was 7.55% even though the sector of transportation and warehouse does not have the highest number as the other sector. The sector of transportation and warehousing still has an impact on the growth of Indonesia's gross domestic product. It shows that even the sector that have the smallest number on the scale it is still important on the economic growth of Indonesia as the sector that have the largest number on the scale.

The national positive growth in the sector of transportation was also followed by the development of the transportation industry in the region, one of the regions is the city of Jakarta. According to the Central Bureau of Statistics (2019), Jakarta's economy in the III Quarter of 2019 grew 6.07% compared to 2018 (y-on-y). the highest growth was achieved by the electricity and gas procurement business field at 13.38%, followed by the information and communication at 11.22%, service company at 11.08%, water supply at 10.37% and transportation at 8.84%

Due to the pandemic of Covid-19, the Indonesian economy in the quarter IV of 2020 compared to the quarter IV of 2019 (y-on-y) experienced a growth contraction of 2.19%. The business fields that experienced a significant growth contraction were transportation and warehousing by 13.42%. Moreover, in the quarter I of 2021, the transportation and warehousing sector had a growth contraction of 13.12%.

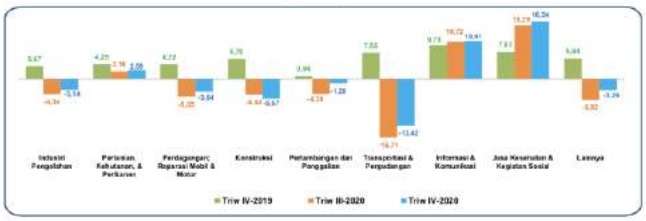


Figure 4 Gross Domestic Product growth from several business fields (y-on-y) in percent

Source: Central Bureau Statistics, 2021

Demographic Factor

The Demographic factor is one of the external factors that influence the performance of the company. The increasing of population in the city of Jakarta grow from year to year. It will cause any business to have a large opportunity to develop their company and to create a larger market. Especially in the sector of public transportation, where it is a necessary service/product for the citizen of Jakarta to use on the daily.

According to the Central Bureau of Statistics (2021), SP2020 noted that the population of the city of Jakarta in September 2020 was 10.56 million people. Compared to the previous census results, the population of Jakarta continues to increase. In a period of 10 years since 2010, the population of Jakarta has increased by around 954 thousand people or an average of 88 thousand people every year. In the last ten years (2010-2020), the population growth rate of Jakarta is 0.92% per year.

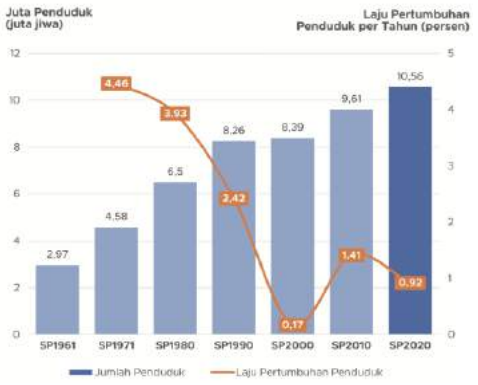


Figure 5 The total population for the city of Jakarta (1961–2020)
Source: Central Bureau Statistics, 2021

Socio Culture Factor

Social and culture factors that influence the company's mission, vision, and values are from the company's external factors such as their customer. The customer social and culture factors are influenced by their personal habits or the habits of the people that they look up to. Moreover, in the year time where globalization and the development of technology are high, the customer will want something that is quick and easy with a press of a button from their phone. That is why it is important for a business to implement their business online so that it is convenient for their customer to know what they needed to know about the company.

Nevertheless, estimating the social and culture factors are difficult because it always changes and dynamic or stay the same for a long time. So the company needs to keep an update on what is the social and culture that is currently followed by the customer to keep the company on the same path as their customer.

Government Factor

The government factors are one of the major external factors that affect the growth of the company. For PT Transportasi Jakarta, the term busway became known when they operated for the first time in Indonesia, namely in 2004. Transjakarta busway emerged and operated based on the Decree of the Governor of Jakarta Province number 110 of 2003 concerning the establishment, organization and work procedure of the Transjakarta-Busway Management Agency province of the special region of Jakarta.

In 2014, Governor Regulation Number 35 of 2014 was issued concerning Minimum Service Standards for Transjakarta-Busway Management Units.Minimum Service Standards for the Transjakarta-Busway Management Unit can also be found in the Regulation of the Minister of Transportation of the Republic of Indonesia Number PM.10 of 2012.

In the Regional Regulation of the Special Capital Region of Jakarta Number 10 of 2014, not only the Minimum Service Standards are written but also the management and the operation of the Bus Rapid Transit System or Transjakarta-Busway. In the regulation it is explained that in order to support the operation of the Rapid Transit Bus System, local governments are responsible for establishing policies and enforcing special lane sterilization laws, providing environmentally friendly fuel supplies for the bus units, building and maintaining the pedestrian lanes and cyclist facilities to the Transjakarta-Busway bus station/bus stop.

Technological Factor

The technological factors are also one that is uncertain factors to measure. Especially in this era where globalization and technology are growing rapidly. Even though it is uncertain the development of technology can help PT Transportasi Jakarta to develop their company for their customer to enjoy. For example, PT Transportasi Jakarta can connect to their customer via social media such as Twitter or Instagram, which the company already operates.

PT Transportasi Jakarta can also develop their app TIJE to have more accessibility for their customer such as adding more payment systems so that the customer can easily buy their bus tickets on their phone. There are so many options or possibilities for PT Transportasi Jakarta to develop using technology. The company just has to know what is the technology that the customer uses these days or even have a questionnaire for their customer to know what they want to see for making their journey using Transjakarta more easy and more comfortable.

EFE Matrix Analysis

The External Factor Evaluation (EFE) matrix is used to analyze a company's external environmental factors. This matrix is based on an analysis of the company's external environment by giving weighted and weighted values to each of the factors that influence the company. This EFE matrix includes analysis of government, economic, technological, socio-cultural, demographic, and industrial factors. The result of this analysis will found which opportunities can be utilized and threats that should be anticipated by Puri Artha. The opportunities and threats that will appear based on Puri Artha's external analysis are:

1. Opportunities

a. The benefits from Jakarta Government towards Transjakarta

PT Transportasi Jakarta is a regional-owned company. PT Transportasi Jakarta has many benefits that is provided by the Jakarta Government such as building their bus stop/bus station or giving them different types of bus that they can use and many more. PT Transportasi Jakarta also has its own Government Regulation stating that the government is the one who provides the asset and the necessary needs for the company to operate.

b. The increasing number for the population in Jakarta

For many years the population in Jakarta is increasing. Many company or businesses that are based in Jakarta and created many job opportunities for many people. These job opportunities have created motivation for many people from different cities to move to Jakarta either permanently or not to have a better life or opportunity. PT Transportasi Jakarta already has a strong brand name so the new citizen or even tourist must have known about the company. Because of the price that PT Transjakarta offers, the new citizen of Jakarta or the tourist can use their services to transport them to their desired destination.

c. The technology advancement

In the era of globalization and the rapid growth of technology PT Transportasi Jakarta has already implemented their company online so that they can reach their customer easily. For example, they already have an account on many major social media platforms. PT Transportasi Jakarta also have their own app called TIJE. This app allows the customer to buy their tickets early so that they don't have to wait in line at the bus stop/bus station or they can monitor the bus in real time. The company also established a command center in their office. The command center can monitor the bus every move and they can also monitor the condition of their bus stop/bus station from their office.

d. Increasing demand for Transjakarta from another city

Due to the success of PT Transportasi Jakarta, The city around Jakarta have a very high demand for Transjakarta to increase the route of their bus to a different city. While PT Transportasi Jakarta will be happy to provide their services in surrounded city, The company needs to have a permission from the city government for their bus to enter the city. Hopefully in the future PT Transportasi Jakarta have already increase their route so that the customer who lives in a different city can enjoy and use their services/products.

e. The increasing number of customers from another city

Even though Transjakarta does not have its services/product in many city other than Jakarta, that did not stop the citizen from other cities to use the PT Transportasi Jakarta services/products. Many of the customers of PT Transportasi Jakarta comes from a different city, because they think that Transjakarta is one of the cheapest public transportation that the city of Jakarta can offer. Even though the price of Transjakarta is cheap the services/products are top quality. The customer does not have to worry about being uncomfortable when using Transjakarta.

2. Threats

a. Emerging competitors

PT Transportasi Jakarta has served the citizen of Jakarta with its services/products since 2004. Even though Transjakarta is one of the most favorite public transportations that is used by Jakarta citizen, it does not stop the new competitors from emerging in the same sector. One of the examples is two of the major Motorcycle Taxi companies that is booming across nationwide. These new companies of public transportation will endanger the income and sustainability of PT Transportasi Jakarta.

b. The effect of the Covid-19 pandemic

Due to the Covid-19 pandemic, public transportation sector takes a major downfall of income. PT Transportasi Jakarta daily income is around Rp2 trillion per day but because of the pandemic their daily income is around Rp600

million per day. Because of the policies that the government stipulates to keep the Covid-19 virus at bay, PT Transportasi Jakarta has to follow the certain rules and health protocols. For example spraying their buses with disinfectant spray, providing hand sanitizers on the bus stop/bus station and providing them on the bus as well, all of their employees have to take an antigen test for Covid-19, the capacity has to be 50% less than their normal capacity on the bus as well as their bus stop/bus station, and many more.

c. The development of start-up company that have more flexibility

PT Transportasi Jakarta has very limited control over its assets because the assets are borrowed from the Jakarta Government. The company does not have much flexibilities when it comes to their own services/products because all of their services/products need to be under the Jakarta Government policies. So the emerging start-up company who have much flexibilities for their services/products will be endanger PT Transportasi Jakarta sustainability.

Based on the analysis above, the EFE matrix can be arranged as follows:

Table 2 – PT. Transjakarta EFE Matrix

Key External Factors	Weight	Rating	Weighted Score
Opportunities			
1.The benefits from Jakarta Government towards Transjakarta	0,16	4	0,64
2.The increasing number for the population in Jakarta	0,14	4	0,56
3.The technology advancement	0,10	3	0,3
4.Increasing demand from another city	0,16	4	0,64
5.The increasing number of customers from another city	0,13	3	0,39
Threats			
1.System of payment	0,08	2	0,16
2.Limit of assets	0,13	4	0,52
3.Taking a threat very lightly	0,10	3	0,3
Total	**1,00**		**3,51**

Source: Processed Primary Data (2021)

Rating explanation:

1 = Company's response is poor
2 = Company's response is average
3 = Company's response is above average
4 = Company's response is superior

EFE Matrix Results Explanation:

1. Key External Factors of PT. Transportasi Jakarta is obtained from interview and observation of data issued by the company regarding its external environmental condition.
2. Weight is given based of an interview with PT. Transportasi Jakarta's operational service manager. The weighted level of influence of factors on the company arises due to the company's external analysis
3. rankings 1-4 are obtained from the results of the qualitative observation based on the company's response to the external factors. The ratings were also obtained from the results of the interview with one of the PT Transportasi Jakarta managers.
4. The total weight score of PT Transportasi Jakarta is 3.51, which indicates that PT Transportasi Jakarta is weight score is above average. PT Transportasi Jakarta is responding very well to their external factors of opportunities and threats. However, they do not reach the maximum weight score of 4.0 which means there are many rooms for the company to maximize their external factors of opportunities and avoid their external threats.

Competitive Profile Matrix

Competition in the public transportation business is determined by the factors that influence competitive advantage in the industry of public transportation. The competitors of PT. Transportasi Jakarta are competitors engaged in similar industry are Gojek and Grab.

Competition in the public transportation industry is influenced by several variables from the external and internal environment. Comparison of competitive advantages between public transportation industries is made by using the Competitive Profile Matrix (CPM). From the results of interviews with one of the managers of PT Transportasi Jakarta, the variables that influence the competition of the public transportation industry are: accessibility, competitive prices, service quality, product quality, marketing activities, brand image, safety and facility. All of these variables are recognized as factors that can shows strengths and weaknesses by each company in the sector of public transportation.

Table 3 - Puri Artha Hotel CPM

Critical Success Factor	Weight	PT.Transportasi Jakarta		Gojek		Grab	
		Rating	Score	Rating	Score	Rating	Score
Accessibility	0.16	3	0.48	4	0.64	4	0.64
Price Competitiveness	0.14	4	0.56	2	0.28	2	0.28
Service Quality	0.13	3	0.39	4	0.52	3	0.39
Product Quality	0.13	4	0.52	3	0.39	3	0.39
Marketing Activities	0.9	2	0.18	3	0.27	3	0.27
Brand Image	0.12	3	0.36	3	0.36	3	0.36
Safety	0.14	3	0.42	3	0.42	3	0.42
Facility	0.09	4	0.36	3	0.27	3	0.27
Total			3.27		3.15		3.02

Source: Processed Primary Data (2021)

Rating explanation:
1 = Major weakness 3 = Minor strength
2 = Minor weakness 4 = Major strength

CPM Result Explanation:

1. Determinants of success are arranged based on the results of interviews and discussions with one of the managers of PT Transportasi Jakarta regarding the factors that influence the competition of the company with other competing public transportation companies. The eight determinants of success are the most important factors chosen from the key factors that influence competition that exists in the competition of the public transportation industry.
2. Weight is given based on the level of importance of the factors in influencing the competitiveness of the public transportation industry. The weight was based on direct observations of the field by comparing PT Transportasi Jakarta with its competitors such as Gojek and Grab. The results of the direct observation were then compared with the opinions of one of the managers of PT Transportasi Jakarta, and the weights were obtained based on the importance of the factors.
3. The rating is given qualitatively by considering objectivity in the assessment. The ranking is obtained by giving value to each of the public transportation industries by comparing directly to the field regarding the determinants of success in each public transportation industry such as Gojek and Grab.
4. The total value is the comparative value of the public transportation industry that is compared. Then the value is obtained by adding up all the multiplication values between the weight and the ranking of the public transportation industry. Thus, the lowest value is the public transportation industry that is weak in the competition.
5. From the Competitive Profile Matrix (CPM) above it can conclude that the highest order of value is 1. PT Transportasi Jakarta (3.27), 2. Gojek (3.15), and lastly 3. Grab (3.02). The results indicate that PT. Transportasi Jakarta became the main competitor. But both of the other competitors prove that they can surpass PT Transportasi Jakarta at any time because both of the competitors have a very strong individual value.
6. From the CP Matrix above, it can conclude that Price Competitiveness is the main determinant of success because Price is one of the major factors that the customer is looking for when using a public transportation The customer always wanted a price where it is affordable, yet the public transportation has to serve the best quality for their service and or product.

The choices od strategy

After analyzing the internal and external environment and also competition analysis, the next step is to formulate the competitive strategy for PT Transportasi Jakarta such as an analysis of strategy choices. The analysis of strategy choices will provide alternative for PT Transportasi Jakarta regarding strategies that can be used on either internal or external environmental analysis of PT Transportasi Jakarta.

The results or inputs from the EFE, IFE and Competitive Profile Matrix can be used to compile a SWOT, Internal-External and Grand Strategy Matrix. SWOT Matrix can provide an overview of PT Transportasi Jakarta strengths, weakness, opportunities and threats that will provide them with a multiple of strategies that can be used to control their competition in the public transportation industry. The Internal-External Matrix (IE Matrix) uses the weighted value from IFE and EFE matrix. The matrix provides many values from the internal and external environments of the company so that it can provide them with the right choice of strategy.

SWOT Matrix Analysis

Table 4 – PT. Transjakarta SWOT Matrix

IFE Matrix **EFE Matrix**	**Strengths (S)** **1. Strong brand image** **2. Prices for their products/services** **3. Accessibility of their products/services** **4. Variation of their services/products** **5.Operating Hours**	**Weaknesses (W)** **1.System of Payment** **2.Limit of Assets** **3.Taking a threat very lightly**
Opportunities (O) **1.The benefits from the Jakarta Government towards Transjakarta** **2.The increasing number for the population in Jakarta** **3.The Technology Advancement** **4.Increasing demand from another city** **5.The increasing number of customers from another city**	**SO Strategy** 1.Optimizing the benefits that the Jakarta Government has given 2.Maintaining the quality standards of their services/products 3.innovate or develop new types of products and services while utilizing technology for all sector of the department in their business 4.Maintaining that relationship with the customer who is not from Jakarta and also create a relationship with their city government	**WO Strategy** 1. Creating a new or adding pre-existing system of payment into their services/products 2. Gaining many more of their assets that is not owned by the Jakarta government and develop it using advance technology 3. increase awareness of the employees to create a very friendly environment with their competitors while also still at the very top of the public transportation industry
Threats (T) **1.Emerging Competitors** **2.The effect of Covid-19 Pandemic** **3.The development of start up companywwhowho have more flexibility**	**ST Strategy** 1. Having a relationship with the competitors so that the company can work together 2. Conduct a strategy either for marketing or operational, etc by researching what is the customer want to see for the company to have and to serve them. 3. Attract new potential customer by creating a marketing strategy for their new regulation and what is the company is offering during the Pandemic of Covid-19 4. Expand their company in a different city to accommodate more customer	**WT Strategy** 1.Expand their marketing strategy by connecting with the customer through technology and developing their App 2.Still follow the guidelines that they have created for the company in that year and make a proposal to the government to expand and develop the company 3.show the customer that even though there is a global pandemic, the customer shouldn't worried about using public transportation

Source: Processed Primary Data (2021)

Explanation of SWOT Matrix:

1. **SO Strategy (Strength-Opportunity)** is a strategy to use the company's internal strength

to take advantage of opportunities that exist in the company's external environment.

2. **WO Strategy (Weakness-Opportunity)** is a strategy that aims to reduce the company's internal weaknesses by exploiting opportunities from the external environment.
3. **ST Strategy (Strength-Threat)** is a corporate strategy that seeks to avoid or reduce the impact of external threats by utilizing the internal strength possessed by the company.
4. **WT Strategy (Weakness-Threat)** is a strategy to survive by reducing internal weaknesses and avoiding threats from the external environment.

IE Matrix Analysis

Internal-External Matrix (IE Matrix) is a tool that is used by the company to provide strategic choices for them. The Internal-External Matrix is made by using the weighted average value of the company's IFE and EFE Matrix and connecting them until we found a connecting point. This connecting point will have many alternative strategies that the company can use according to which cell is the connecting point going to be located.

Based on the total weighted average score of the EFE and IFE matrices, the IE matrix can be arranged as follows:

Table 5 - Puri Artha IE Matrix

EFE	4.0 Strong	3.0 Average	2.0 Weak	1.0
4.0	I Grow and Build	II Grow and Build	III Hold and Maintain	
3.0	IV Grow and Build	V Hold and Maintain	VI Harvest or Divest	
2.0	VII Hold and Maintain	VIII Harvest or Divest	IX Harvest or Divest	
1.0				

Source: Processed Primary Data (2021)

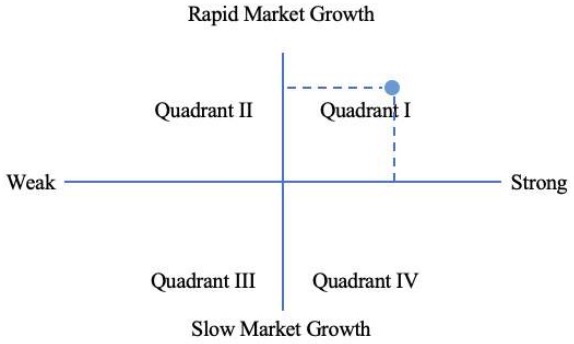
IE Matrix result explanation:

1. The vertical axis is the total weighted score of the EFE Matrix which is 2,82
2. The horizontal axis id the total weighted score of the IFE Matrix which is 3.51
3. The meeting point of IFE and EFE Matrix total weighted score lands on the **II** and can be handled well using the **Grow and Build** strategy.

Grand Strategy Matrix

After analyzing the Internal-External Matrix of PT Transportasi Jakarta, the next step is to make the Grand Strategy Matrix. Grand Strategy Matrix can be conducted by making a coordinated from the Internal Factor Evaluation Matrix and External Factor Evaluation Matrix results and locate it in the Grand Strategy Matrix Chart. According to the IFE and EFE Matrix analysis, it is shown that PT Transportasi Jakarta has a weighted score of (2.82; 3.51). The Grand Strategy Matrix can be view as follows:

Table 6 – PT. Transportasi Jakarta GSM



Source: Processed Primary Data (2021)

According to the Grand Strategy Matrix above, PT Transportasi Jakarta feel into Quadrant I, which means PT Transportasi Jakarta are in perfect strategic position. It is recommended for company who fell into the Quadrant I to continue concentrate on the current market by carrying out appropriate strategies such as market penetration, market development and product development.

Strategy Selection

After analyzing the environmental and alternative strategy for PT Transportasi Jakarta, the next step is the alternative strategy selection that arises from SWOT, Internal External Matrix and Grand Strategy Matrix In the analysis for SWOT, Internal External and Grand Strategy Matrix it is shown that the recommended strategies for PT Transportasi Jakarta are market penetration, market development and product development.

Companies that face a choice of strategies should conduct a Quantitative Strategic Planning Matrix (QSPM) analysis. The Quantitative Strategic Planning Matrix (QSPM) provides assistance for PT Transportasi Jakarta to choose

between a selection of competitive strategies that can be applied in the competition of the industry.

Table 7 – PT. Transportasi Jakarta QSPM

Key Factors	Weight	Alternative Strategies					
		Market Penetration		Market Development		Product Development	
		AS	TAS	AS	TAS	AS	TAS
External Key Factors							
1. The increasing number of population in Jakarta	0,22	4	0,88	4	0,88	4	0,88
2. Increasing demand from another city	0,22	4	0,88	4	0,88	4	0,88
3. The benefits from Jakarta Government towards Transjakarta	0,21	3	0,63	4	0,84	3	0,84
4. Emerging Competitors	0,17	1	0,17	3	0,51	3	0,51
5. The effect of Covid-19 pandemic	0,18	2	0,36	1	0,18	3	0,54
Total	**1,00**		**2,92**		**3,29**		**3,65**
Internal Key Factors							
1. Strong brand image	0,20	4	0,8	4	0,8	2	0,4
2. Prices for their service/ products are inexpensive	0,21	4	0,84	4	0,84	2	0,42
3. Accessibility for their products /services	0,20	3	0,6	4	0,8	3	0,6
4. Limits for their payment of system	0,18	3	0,54	3	0,54	2	0,36
5. Limit of assets	0,21	1	0,21	4	0,84	4	0,84
Total	**1,00**		**2,99**		**3,82**		**2.62**
Total			**5,88**		**5,31**		**6.27**

Source: Processed Primary Data (2019)

Attractiveness Score explanation:
1 = Not Attractive
2 = Somewhat Attractive
3 = Reasonably Attractive
4 = Highly Attractive

1. Key factors are distinguished from external and internal key factors from the EFE and IFE Matrix. The key factor in the QSPM matrix is derived from external and internal environmental factors that might influence the selection of competitive strategies. The selection of external and internal strategic key factors is carried out qualitatively by considering the EFE and IFE Matrices.
2. Weight score is obtained by qualitative analysis of key external and internal factors by making direct observations and analysis of existing primary data.
3. Attractiveness Score is obtained by considering the influence that will be given by external and internal key factors on the alternative strategies offered. Consideration conducted with qualitative analysis based on interviews and discussions with PT. Transportasi Jakarta Operational Service Manager.
4. Alternative strategy with higher Total Attractiveness Score will be recommended as the main strategy that should be chosen. Based on the result, Puri Artha Hotel is recommended to implement **Market Development** in order to develop and compete with its competitors.

Recommended Strategy Discussion

Based on the result from QSPM, market Development is the recommended strategy PT. Transportasi Jakarta. PT. Transportasi Jakarta has strong internal environment, proven that they are still able to operate for 17years by having a strong brand image, their inexpensive prices, accessibility, etc. PT. Transjakarta response towards the external environment is quite good. Even new competitors emerging with a more modernized and more flexibility

This is Thy market development is suitable

for PT. Transportasi Jakarta, as market development strategy seeks to attract more new customers for using the existing products. The activities include target more of the new customers from outside of Jakarta, increasing advertising expenditures to spread PT. Transportasi Jakarta brand, introducing their products/services and how to easily use it.

PT. Transjakarta can also utilize their technology more in order to reach out to broader guests such as using social media to promote their brand and to develop their mobile app to be more enjoyable for the customers.

CONCLUSION & SUGGESTIONS

Conclusions

Based on the results of research and discussion in the previous chapter, the researcher can conclude that: In the analysis of Internal Factor Evaluation Matrix and External Factor Matrix it is shown that PT.Transportasi Jakarta has been able to take the advantages of their company competitive advantage and the company's response to the external environment are above average. In the analysis of Competitive Profile Matrix it is shown that PT Transportasi Jakarta is superior compare to the competitors who are in the same public transportation industry. The analysis of SWOT Matrix it shows four individual recommended strategies for PT Transportasi Jakarta to use or consider to help them grow and develop their company. In the analysis of the Internal External Matrix (IE Matrix) it shown that the strategies that are recommended for the company to grow and develop. In the analysis of the Grand Strategy Matrix, it is shown that PT Transportasi Jakarta are in perfect strategic position. In the analysis of the Quantitative Strategic Planning Matrix it is shown that the alternative strategies are recommended for PT Transportasi Jakarta, is to implement a strategy of market development to be the main competitors in the public transportation industry.

Suggestions

The author's suggestion for PT. Transportasi Jakarta so that they can develop their market are as follows:

1. The researcher highly suggested PT Transportasi Jakarta to maximize and develop their marketing strategies. With the correct maximum marketing strategies it is expected that PT Transportasi Jakarta can still be the superior competitor among other competitors in the public transportation industry it is also expected that their marketing strategies can use their existing social media platforms or they can use their marketing strategies on offline media such as newspapers, magazines or even posters.
2. The researcher also suggested PT Transportasi Jakarta to develop their mobile app to be more convenient, easy to use for the customer to enjoy and understand. Especially for the tourist who come to Jakarta and choose Transjakarta to be their transportation service. For example, they can make the bust location more accurate or they can monitor which bus stops/ bus stations at its peak so that the customer can avoid temporarily especially during the Covid-19 pandemic.
3. After the Covid-19 pandemic is over, PT Transportasi Jakarta need to listen to their customer and branch out their products/services in another city. There are many customers from Depok, Bogor, and many more who want to see PT Transportasi Jakarta to add new routes to their city, so that they can commute from their city to Jakarta very easily.

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