

Sustainable Competitive Advantage Strategy with Swot Analysis at Autobus Restu Company East Java

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ABSTRACT

This study aims to determine the formulation of a sustainable competitive advantage strategy in PO RESTU. This research was conducted using SWOT analysis through aspects of environmental strategy, marketing strategy, human resource strategy and financial strategy.

This research is a qualitative research. Primary data in the form of direct interviews are used to analyze aspects of the environmental strategy, marketing strategy, and human resource strategy. While the financial strategy uses secondary data. Respondents in this study were operational managers, finance managers, HR managers, office staff, crew and customers.

The results of this study indicate that the company's strategic environment has several competitors that must be considered, from the marketing strategy by increasing promotions, while from the human resource strategy to further improving skills and the overall financial strategy is in quite good condition. Through a SWOT analysis approach, the resulting value of

IFAS is 1.25, EFAS is 1.37, so the IE matrix directs the position to

implementing a growth and stability strategy in quadrant 1, which means the company is in a fairly aggressive growth position. The point is that companies must be more active in determining sustainable competitive strategies.

From the results of the analysis, a sustainable competitive advantage strategy can be obtained which can be achieved by doing:

- 1) product innovation by developing something that exists and creating something new continuously
 - 2) the ability to respond quickly to changing market conditions.
 - 3) Implement good organizational culture
- So that with a sustainable competitive advantage strategy, the company is able to survive long enough

as a leader in the world of bus transportation services in East Java

KEYWORDS: sustainable competitive advantage, strategic environment, marketing strategy, human resource strategy, financial strategy, SWOT, product innovation, market change, organizational culture

I. INTRODUCTION

The development of Indonesian transportation is currently taking place rapidly. This is inseparable from the population growth which is directly proportional to the increasing activity of the community to travel. The increasing activity of people traveling from one place to another, the traffic activities are also increasingly congested, so there must be a means that can accommodate the needs of the community, namely transportation equipment.

Public transportation is so important because it can help the interests of many people move from one location to another more easily. In addition, this transportation can also help mobilize goods to improve people's welfare. Public transportation itself can be divided into 3, namely land transportation such as buses, travel, and trains, while sea transportation such as ships, and air transportation in the form of airplanes.

The growth of transportation services today is very fast. The world of transportation services business is increasingly developing nowadays, followed by increasingly fierce competition in this era of globalization, the Company is required to be able to survive in the face of increasingly fierce competition. To anticipate this competition, the company must be able to improve the performance of the company for the sake of its business continuity, the performance of a company can determine the success or failure of the company.

The financial aspect through a financial strategy is a company strategy that is carried out in aligning the company's growth with investment and

financing decisions, so that the company's growth can generate a rate of return that is able to cover the costs of using funds. In an effort to see the effectiveness of investment decisions and financing decisions, financial management uses financial ratio analysis to analyze the numbers listed in the financial statements. The company's growth in financial management is measured based on changes in sales, even financially how much growth should be (sustainable growth rate) by looking at the alignment of investment and financing decisions.

Non-financial aspects can be seen from the marketing strategy and HR strategy. Through the marketing strategy carried out by PO RESTU. includes external marketing, internal marketing and interactive marketing. Meanwhile, from the Human Resources strategy as the most important organizational asset, the company must manage HR well.

Realizing the importance of the role of human resources in company activities, companies should need to manage human resources as well as possible, because the key to a company's success is not only technological excellence and the availability of funds, but the human sector. All actions and decisions made within the company are solely to achieve the company's goals, for that we need reliable humans who are able to carry out actions and steer the company in order to always survive.

Good HR management will be very beneficial for the company, because it will save costs, improve performance, accelerate the achievement of goals, and at the same time will create a good relationship between the workforce and the company. Companies to be able to achieve the benefits as above, then there must be a reciprocal relationship between the workforce and the company, the relationship can be in the form of fulfilling the expectations and needs of the workforce as well as meeting the performance standards expected by the company. HR needs to be managed through appropriate HR strategies, so that the company can maximize its growth and achieve its goals in the short and long term optimally. Companies can maximize their competitive advantage by centered on human resources, through the efficiency of employees.

Research purposes

This study aims to provide empirical evidence on the Strategy of Sustainable Competitive Advantage at the Otobus Restu Company in East Java". public transportation.

II. LITERATURE REVIEW

According to David (2011: 18-19) Strategy is a shared means with long-term goals to be achieved. Business strategies include geographic expansion, diversification, acquisition, product development, market penetration, tightening, divestment, liquidation, and joint ventures. Strategy is an action potential that requires top management decisions and a large amount of company resources. So strategy is an action or activity carried out by a person or company to achieve the goals or objectives that have been set.

Pearce II and Robinson (2008:2), strategy is a large-scale plan, with a future orientation, in order to interact with competitive conditions to achieve company goals. has been determined, by doing things that are continuous according to joint decisions and based on the point of view of customer needs

Tri Ratna (2015) determines the strategy by conducting a SWOT analysis from the results of the analysis of strengths, weaknesses, opportunities and threats obtained from the respondents' answer scores, so that they are found in certain quadrants to be able to determine the strategy formulation to be used.

Shihab Ridwan (2019) the practice of strategy formulation and implementation during the planning process, how organizations develop strategies, as well as. The importance of implementing strategy to achieve high performance.

Sustainable Competitive Advantage

Day and Wesley (1988) argue that competitive advantage has two interrelated meanings, the first focuses on the superiority of skills (superior skills) and/or superiority of resources (superior resources), and the second meaning relates to the company's positional advantage which is expressed by the results. superior performance (superior performance out comes).

Porter (1997) stated that the business positional advantage achieved by a company is directly a barrier to competitive mobility in competition because it can be a barrier to the entry of new competitors. Where Porter distinguishes the strategic advantage of the company because of two things, namely the first because the company has a unique (different from others) that is seen by customers and because the company has the advantage of a relatively low cost position compared to competitors.

The objective and competitive strategy is to obtain a sustainable competitive advantage and in

turn increase business performance. Unique skills and assets are referred to as a source of competitive advantage, as Porter (1997) states that competitive advantage is the result of implementing value creation rather than the simultaneous result of the implementation of potential or current competitors, or through superior execution or the same strategy as competitors. when an advantage can withstand the behavioral challenges of other competitors.

III. METHODOLOGY

Data types and sources

The data used in this research are primary data and secondary data.

a. Primary

Primary data comes directly from data sources collected specifically and is directly related to the problems studied. The primary data sources of this research are several Company Division Managers

b. Secondary

Secondary data is needed to support the research. Secondary data sources were obtained from various sources of information and other institutions related to the research.

The object of the research is the public transportation service company PO Restu in East Java. It is located in Malang. This company has been around for a long time with many competitors, so the company is always trying to lead the market. One of them is to carry out a sustainable competitive strategy.

Research information is a source of data used in this writing through direct interviews with employees, crew, consumers, related parties authorized agencies. Sources of data in this study are informants, namely the owners/entrepreneurs in this case are several operational managers, several crews who are directly involved in the field and employees who are directly involved in daily operational activities, and the researchers themselves as research subjects.

This study uses primary data by conducting direct observations, interviews, and interview guides, so the design is made as efficient as possible with the tools and techniques as well as the characteristics of the respondents (Nazir, 2014: 108). While the techniques used to collect primary data are as follows:

1. Preliminary Study (Survey)

The field study was developed from the interview guide (interview). The results of the interview guide (interview) above were analyzed. The results of this interview guide (interview) are the logical basis for making a list of questions (Nazir, 2014: 258).

2. Interview

Interview or interview is a way of generating data by asking directly to informants or parties who are competent in a problem. Interviews with the company starting from the division manager, office staff, fleet crew and other administrative staff.

IV. RESULT

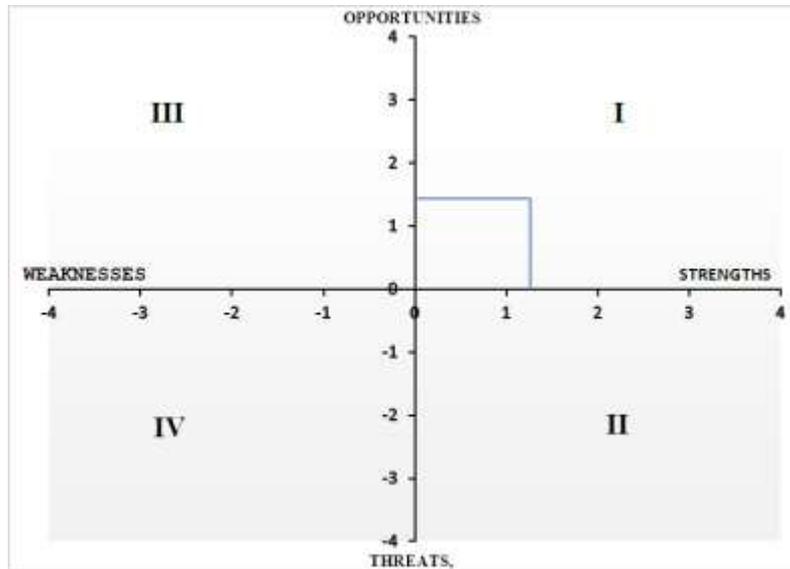
The analytical technique used is SWOT analysis, Balance score card. Which will result in the formulation of a sustainable competitive strategy. Data analysis here is the researcher describes the process in analyzing valid data.

PO. RESTU, when viewed from the SWOT diagram above, has opportunities and strengths so that it can take advantage of existing opportunities. To determine alternative sustainable competitive strategies by creating a matrix that clearly describes how the opportunities and threats faced by the company are combined with the company's strengths and weaknesses to produce alternative sustainable competitive strategies. The company's strategic factors that have been identified are arranged in a SWOT matrix to determine the company's alternative sustainable competitive strategy. The SWOT matrix is presented in the following table:

SWOT Matrix

<p align="center"><i>IFAS</i></p> <p><i>EFAS</i></p>	<p>Strength</p> <ul style="list-style-type: none"> a. Become a leader among competitors b. Operated for more than 30 years c. Number of external customers d. The company develops its operational activities e. The quality of services provided is proportional to the price offered 	<p>Weaknesses</p> <ul style="list-style-type: none"> a. Transport regulations that are sometimes not in accordance with company policy b. Organizational culture has not gone well c. Company resources are not sufficient d. The company has not done CSR e. Don't have insurance to cover work safety yet
<p>Opportunity</p> <ul style="list-style-type: none"> a. The company is doing product innovation b. The company is able to manage assets well c. Cooperation with suppliers is going well d. No competitors yet to consider e. Achievement of the Company's BOPO and BEP f. The salary received by the crew (driver) is greater than other POs 	<p>S – O . Strategy</p> <ul style="list-style-type: none"> a. As a leader by innovating service products that better meet market tastes b. Asset management is going well c. As long as there are no competitors, it is an opportunity to create a sustainable competitive strategy 	<p>W-O Strategi Strategy</p> <ul style="list-style-type: none"> a. Implement a good organizational culture, such as work discipline, company transparency. b. Improve human resource skills well through selective recruitment c. Carry out customer relationship responsibility to the community / the surrounding environment
<p>Threats</p> <ul style="list-style-type: none"> a. The number of passengers per day that fluctuates b. Competitors are aggressively promoting c. Price competition from other competitors d. The risk of the impact of the pandemic e. The high cost of promotion in the form of billboards f. Departure schedule does not match g. Crew service is not satisfactory h. Disappointed consumers switch to another PO 	<p>S – T Strategi Strategy</p> <ul style="list-style-type: none"> a. Improving the brand image to customers through the convenience of services provided by the company such as online reservations, member cards, as well as developing its operational activities. b. Providing satisfactory services to consumers, such as discipline on departure times according to schedule c. Using promotional media that does not require high costs, through social media. 	<p>W – T Strategi Strategy</p> <ul style="list-style-type: none"> a. Involving employees, especially crew, to be participants of work accident insurance b. With the occurrence of a pandemic, the company is obliged to carry out health protocols to the maximum, which is applied to crew and consumers c. With the price offered to consumers, the company must be able to provide maximum service to consumers

SWOT Chart



With these results, it is expected to know the marketing strategy of transportation service products through internal factors (strengths and weaknesses) and external factors (opportunities and threats). IFAS and EFAS calculations on SWOT analysis. The IFAS and EFAS tables above are calculated by multiplying the rating column by the weight. The results obtained are that the IFAS table gets a value of 3.53 while the EFAS table gets a value of 4.07. After knowing the value of the X rating weight, the next step is to calculate the difference between internal factors (strengths - weaknesses) and the difference in external factors (opportunities - threats).

Company results $2.66 - 1.29 = (+) 1.37$. Based on the calculation results of the two data processing above, it can be seen that external strategic factors, internal and external strategic factors, are known to be strengths and weaknesses on the (X) axis with a value of (+) 1.25 while opportunities and threats are on the (Y) axis with a value of (+) 1.37.

V. DISCUSSION

Based on the results of qualitative research findings that PO RESTU from the results of the SWOT analysis occupies quadrant I, which means the company has opportunities and strengths so that it can take advantage of existing opportunities. The strategy that must be applied in this condition is to support an aggressive growth policy (growth oriented strategy).

By determining a sustainable competitive strategy through several things including:

1. Focus on determining strategy through product innovation by following market tastes and good asset management
2. Maintaining the quality of transportation service products PO RESTU must be able to maintain service quality
3. Expanding the target market, especially outside East Java, this can be done by collaborating with tourism service bureaus outside East Java
4. Implement a good organizational culture, such as work discipline, company transparency.
5. Implement corporate social responsibility (CSR) to the local community/environment. CSR tends to be oriented towards social empowerment carried out by companies and is voluntary. This is done as a form of concern for the organization or company to the surrounding environment.
6. Improving the brand image to customers through the convenience of services provided by the company such as online reservations, member cards, as well as developing its operational activities.
7. Provide satisfactory services to consumers, such as discipline on departure times according to schedule. Or consumers only confirm departure schedules with different times.
8. Consumer satisfaction is a form of response given by consumers after enjoying products/services with differences or similarities between expectations and the results obtained
9. Doing branding. This strategy was chosen because RESTU is a brand that has been around for more than 35 years, therefore branding is very necessary to compete with other brands. Branding serves to gain consumer empathy and trust, by

branding it is hoped that PO RSTU will have a special place in the hearts of consumers

10. Involve employees, especially crew, to participate in work accident insurance. Every company has an obligation to report any work accidents or illnesses caused by work accidents that befall employees.

VI. CONCLUSION

Based on the results of the research analysis that has been carried out, for the benefit of the company and further researchers, several suggestions are submitted as follows:

To Company

Suggestions that can be given by researchers to PO RESTU companies are to be able to carry out sustainable competitive advantage strategies to the maximum for the survival of the company for the long term.

To Research Development

The findings obtained in this study can be used as input and consideration for developing the following research so that the development of science in the field of strategic management grows in accordance with the times and times.

It is recommended for other researchers to further research the things that affect alternative sustainable competitive strategies and be able to further examine the development of companies and their effects on the economy in Indonesia considering the rapid growth of transportation services in East Java.

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