



## SWOT Analysis As A Strategy To Improve Competitiveness In PT Trans Antar Nusabird (Cititrans Travel)

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### ABSTRACT

This research aims to identify the strengths, weaknesses, opportunities and threats that the company has and to know the position of PT. Trans AntarNusabird in analysts is SWOT as well as to know the marketing strategy in accordance with the position of PT. Trans AntarNusabird in marketing its products, based on the company's position in SWOT analysis. This type of research is descriptive qualitative, with the data collection method used is primary data and secondary data, the population in this study is marketing manager of PT Trans AntarNusabird. Data analysis methods used in this study are SWOT analysis (Strengths Weakness, Opportunities, Threats), IFAS Table (Internal Strategic Factor Analysis Summary) and EFAS (External Strategic Factor Analysis Summary) table that is clarified with SWOT Matrik to determine alternative strategies based on the results of analysis of internal and external strategic factors of the company. The conclusion of this research is SWOT Analysis can be used as a consideration in setting strategies on PT. Trans Inter Nusabird. From weighting analysis, ifas and EFAS rating and score obtained the number of scores at strength factor (S) 1.80, weakness factor (W) 0.68, opportunity factor (O) 1.52 and threat factor (T) of 0.68. The difference between IFAS and EFAS is obtained pt position. Trans AntarNusabird in quadrant 1 is an aggressive position. The company's Marketing Manager chose an alternative market development strategy by opening a new Shuttle Point in Lampung and KertaJati Airport and adding travel facilities in order to provide satisfaction and desire for the customers of PT Trans AntarNusabird.

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## 1. Introduction

Transportation is one of the most important needs for society today, everything is required to be fast and efficient. Transportation is the process of moving people or goods from one place to another using a vehicle driven by humans or machines. Imagine if today's life is without adequate transportation, everyone has to travel long distances to get to where they want to go. In relation to human life, transportation has a significant role in various aspects of a person's life, both in social, economic, environmental, political, defense and security aspects (Widyaningtyas, 2010: 1). Unstable economic conditions have resulted in several transportation sectors experiencing the impact of lower sales levels. This condition requires the selection of a marketing strategy through the identification of internal and external factors. The choice of this strategy aims to increase competitive advantage so that the transportation service business can survive in the current uncertain conditions. For example, one of the public transportation is Cititrans.

**Table 1**

Data Top Brand Award Inter-City Travel Services		
MERK	TBI	TOP
Baraya	19,0%	TOP
Citrans	9,1%	
Xtrans	5,3%	
Daytrans	4,5%	

Source: [https://www.topbrand-award.com/top-brand-index/?tbi\\_year=2019](https://www.topbrand-award.com/top-brand-index/?tbi_year=2019) (2020, Mar 25)

The following shows the data for the top brands of travel companies in Table 1.1 which shows that the Cititrans travel company is in the 2nd position among its competitors, especially Baraya Travel which is in the 1st position as the top brand award for inter-city travel services. PT. Trans AntarNusabird is one of the



businesses engaged in the travel business under the name Cititrans. Cititrans is one of the travel agents serving Bandung-Jakarta trips via the Cipularang toll road which was established in 2005.

At the beginning, Cititrans only had 4 units of the fleet with the first pool on Jalan Imam Bonjol Bandung. In line with business development, currently Cititrans has a total fleet of 115 units. Then Cititrans also made additional pools in order to expand their business. The company has 9 departure branches in Jakarta and 2 departure branches in Bandung, which are in the Dipatiukur and Pasteur areas. Then Cititrans Travel opened new departure branches in Central Java for Semarang, Solo, Salatiga, Yogyakarta and East Java routes for Surabaya and Malang Routes. Cititrans Travel provides airport departures, courier services or package delivery between Bandung and Jakarta. Many travelers have sprung up with similar concepts or very different concepts and have become competitors from Cititrans. Cititrans continues to make developments and innovations, especially in marketing. PT Trans AntarNusabird is able to survive and compete with other travelers because PT Trans AntarNusabird is a shuttle travel executive that prioritizes passenger comfort, as well as improving services to consumers or travel passengers. PT Trans AntarNusabird is currently a subsidiary of a taxi company (Blue Bird) in terms of transportation services. So that it has a good image in the community, especially in the Medan Baru area and makes a difference from other similar types of travel. The following are travel ticket prices at PT Trans AntarNusabird:

**Table.2**  
Route and Ticket Price Travel Cititrans

Route	Price
Jakarta-Bandung	Rp. 160.000
Bandung-Jakarta	Rp. 160.000
Tangerang-Bandung	Rp. 160.000
Bandung-Tangerang	Rp. 160.000
Solo-Yogyakarta	Rp. 50.000
Yogyakarta-Solo	Rp. 50.000
Solo-Semarang	Rp. 125.000
Semarang-Solo	Rp. 125.000
Surabaya-Malang	Rp. 115.000
Malang-Surabaya	Rp. 115.000

**Source: PT Trans AntarNusabird (2020)**

To face the existing competition, Cititrans makes various developments and innovations to keep its customers. One of them is by adding a new, classy type of fleet according to Cititrans' tagline, namely the Executive Shuttle. This is quite interesting where Cititrans as a travel agent who currently has many competitors must have various strategies in order to survive and continue to grow to compete with competitors. Therefore, Cititrans feels the need to analyze marketing strategies to face existing competition. To make this strategy, Cititrans must first know the position of Cititrans compared to competitors through a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).

"SWOT analysis is a systematic identification of various factors to formulate a company strategy" (Rangkuti: 2011).

Based on the background described above, the identification of the problems raised in this study is: "How is the application of SWOT analysis as a strategy to increase competitiveness at PT Trans AntarNusabird?"

## 2. Literature Review and Hypothesis Development

### 2.1 Strategic Management

The understanding of strategic management according to several experts is as follows:

David (2011: 6):

"Strategic management is the art and knowledge of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals."

Husein Umar (2016 : 16) :

"Strategic management is an art and a science in terms of formulating, implementing and evaluating strategic decisions between functions that enable an organization to achieve its goals in the future." SWOT analysis According to Hasan (2015: 335-336) SWOT analysis (strengths, weaknesses, opportunities, and threats) is one of the tools used to identify internal and external issues that affect the ability to market products. Meanwhile, according to Rangkuti in Khusnita (2011: 21) SWOT analysis is the identification of various factors systematically to formulate a company strategy. This analysis is based on logic that can maximize

strengths (Strengths) and opportunities (Opportunities), but simultaneously can minimize weaknesses (Weaknesses) and threats (Threats). The strategic decision-making process is always related to the development of the company's mission, objectives, strategies and policies.

Thus the strategic planner (strategy planner) must analyze the company's strategic factors (strengths, weaknesses, opportunities and threats) in the current conditions. This is called a Situation Analysis. The most popular model for situation analysis is the SWOT analysis. 1. Strength (Strengths) The definition of Strength is a special competence that is owned by a company and provides a competitive advantage (comparative) in the market. 2. Weakness Weaknesses are deficiencies, or limitations that can affect the performance and conditions of the company in facing competition. 3. Opportunities (Opportunities) Opportunity is a very important opportunity that is eagerly awaited by each company. These opportunities that come in generally will benefit the company. However, sometimes the opportunities that arise are not necessarily directly welcomed by the company due to certain constraints. 4. Threats As opposed to opportunities, Threats are important situations that do not benefit the company. This disrupts the company's business and threatens the company's position in the market, as well as disturbs the company's goals. An example of the threat that is often faced by companies is the new regulations from the government that are very detrimental to entrepreneurs.

**2.2 Matriks SWOT**

According to Rangkuti (2016: 83-84) the SWOT matrix is a tool used to compile the company's strategic factors, the SWOT matrix. This matrix can clearly describe how the external opportunities and threats faced by the company can be adjusted according to the weaknesses and strengths that have them. This matrix, can produce 4 possible strategic alternatives.

**Table 3**  
**SWOT MATRIX**

SWOT MATRIX	IFAS	<i>STRENGTHS (S)</i>	<i>WEAKNESSES (W)</i>
		Determine 5-10 factors for the internal strength factor	Determine 5-10 factors for internal weakness
		<i>STRATEGY SO</i>	<i>STRATEGY WO</i>
	Determine 5-10 factors of external opportunity	Create a strategy that uses your strengths to take advantage of opportunities	Create strategies that minimize weaknesses to take advantage of opportunities
		<i>STRATEGY ST</i>	<i>STRATEGY WT</i>
	Determine 5-10 external threat factors	Create a strategy that uses strength to overcome threats	Create a strategy that minimizes weaknesses and avoids threats

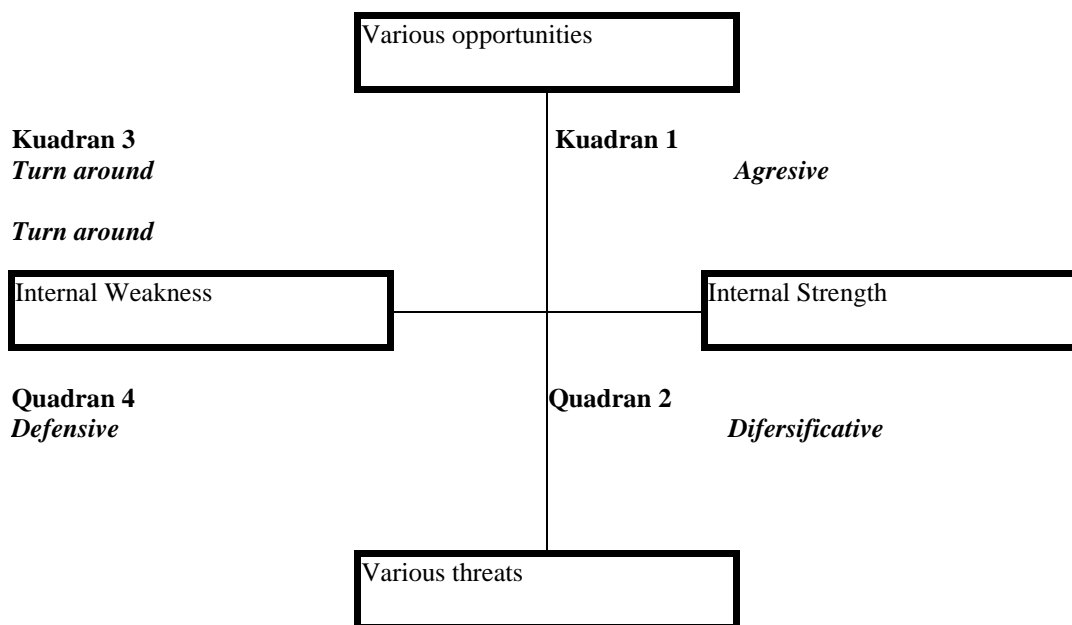
Source: Rangkuti (2016)

**2.3 Competitive Position of the Company**

The objective of the competitive strategy for a business unit is to find a position in an industry where the company can best protect itself against the pressure (power) of competition or can positively influence these pressures.

The SWOT analysis diagram will provide an idea of where the company is currently in position, by looking at its position in the SWOT diagram quadrant as below :





picture 2.1. SWOTQuadran  
Resources: Rangkuti (2010)

Description:

Quadrant 1 :

It's a very favorable situation. The company has the opportunity and strength so that it can take advantage of the opportunities that exist. Strategies to be implemented dalam kondisi ini adalah mendukung kebijakan pertumbuhan yang agresif (*Growth oriented strategy*).

Quadrant 2 :

Despite the threats, the company still has internal strengths. The strategy that must be implemented is to use the power to take advantage of long-term opportunities by means of diversification strategies (products/services).

Quadrant 3 :

The company faces huge market opportunities, but on the other hand, it faces some internal constraints/weaknesses. The company's focus is on minimizing the company's internal problems so as to seize better market opportunities.

Quadrant 4 :

This is a very unfavorable situation, the company faces a variety of internal threats and weaknesses.

## 2.4 Marketing Strategy

In the era of globalization, the company's competitiveness needs to be leveled, not only the production aspect, but also the marketing aspect. Although their respective contribution management functions when formulaing strategies for different levels, the company's range of control over its external environment tends to be limited. In this condition, the company needs to put a marketing strategy in order to play an important role for its sustainability. In this case the management function that has the most contact with the outside world is the marketing function.

According to Tjiptono and Chandra (2012:193) marketing strategy is a plan that describes the company's expectations of the impact of various activities or marketing programs on the demand for its products or product lines in certain target markets.

Meanwhile, the definition of marketing strategy according to Kotler (Kotler and Amstrong, 2012:72) is a marketing logic where the company hopes to create value for customers and can achieve a profitable relationship with customers.

## 3. Research Methods

### 3.1 Research Design

The method to be used in this research is qualitative and descriptive method. According to Soegiyono (2013), qualitative research method is a research based on the philosophy of post positivism, which is used to examine the condition of natural objects, while descriptive method according to Bambang S. Soedibjo (2013:6)

is research to know the value of independent variables either one or more variables without making comparisons or connected with other variables. In this study, the source of information obtained came from Cititrans Travel. With the analysis tool used is SWOT analysis (Strength, Weakness, Opportunity, Threat).

### 3.2 Propositions In Qualitative Research

The proposition in qualitative research of each variable is intended to know what variables and indicators are used in this research, among others:

**Tabel 4**  
Propositions In Qualitative Research

Dimension	Variable concept	Indicator	No.Item
<b>Strength</b> is a special competency owned by the company and provides a competitive advantage (comparative) in the market.	Location	Strategic location and easy to reach	1
	Product Quality	Product Quality offered is good	2
	Employee Capability	Have skilled and reliable employees	3
<b>Rangkuti in Khusnita (2011:21)</b>	Transportation	Means or means of transportation that support	4
	Brand Image	Have a good name	5
	Promotion	Promotional activities carried out are still lacking	6
	Market Research	Limited market research to determine changes or developments in market share	7
<b>Weaknesses</b> are deficiencies or limitations that can affect the performance and condition of the company in the face of competition.	Number of Employees	Limited number of employees	8
	Price	The price offered is quite high or expensive compared to competitors	9
<b>Rangkuti in Khusnita (2011:21)</b>	Departure Schedule Accuracy	Less precisely scheduled departure or arrival	10
	Number of Tourists	Jumlah kunjungan wisatawan makin meningkat	11
Opportunity is an important situation that is profitable in a corporate environment or an opportunity that provides an advantage in competing for a business unit. <b>Rangkuti in Khusnita (2011:21)</b>	Government Policy	Government policy provides opportunities for tourism business climate	12
	security	Conditions of security that began to be conducive	13
	Economic Conditions	Regional economic conditions are starting to improve	14
	technology	Technological developments are getting more sophisticated	15
<b>Threat</b> is an important situation that is not favorable in the corporate environment and can affect the condition of the company such as new regulations, the influx of other	Competitor	The presence of competitors offering on the same field began to emerge.	16
	Competitor Strategies	More creative and innovative competitor	17



Dimension	Variable concept	Indicator	No.Item
entrants and so on.		strategies	
<b>Rangkuti (2011:21)</b>	<b>inKhusnita</b>	Tax Rate	Increased tax rates set by the government for businesses Tourism. <b>18</b>
		<i>Travel Warning</i>	The existence of travel warnings from the area of origin of tourists. <b>19</b>
		Types of Competitor Services	More diverse types of Competitor Services <b>20</b>

### 3.3 Determining Matric IFAS (Internal Strategic Analysis Summary) and EFAS (External Strategic Analysis Summary)

The determination of the IFAS matrix aims to estimate factors related to the internal environment by identifying the various possible strengths and weaknesses summarized in a table which are then weighted to determine how far the role and function is.

## 4. Research and Discussion Results

### 4.1 SWOT Analysis in strategy to improve competitiveness at PT Trans AntarNusabird

#### a. Strengths in PT Trans AntarNusabird

PT Trans AntarNusabird in running its business, has the strengths that are generally owned by the company in running its business, among others as follows:

- 1) The strategic and easy-to-reach Location of PT Trans AntarNusabird Shuttle Point
- 2) Good Product Quality of PT Trans AntarNusabird
- 3) Ability of skilled EMPLOYEES of PT Trans AntarNusabird
- 4) Transportation Facilities of PT Trans AntarNusabird that support
- 5) Brand Image of PT Trans AntarNusabird

Brand image owned by PT Trans AntarNusabird is Cititrans name that has been known by the people of Bandung with the symbol as travel that prioritizes its comfort and type of travel Executive Shuttle.

#### b. Weaknesses in PT Trans Antar Nusabird

PT Trans Antar Nusabird in conducting its business has weaknesses that become possible threats in the future, which can hinder the success of the business. The weaknesses of PT Trans Antar Nusabird are as follows:

- 1) Lack of Promotional Activities of PT Trans Antar Nusabird
- 2) Limited Market Research of PT Trans Antar Nusabird
- 3) Limited Number of Employees
- 4) The price offered by PT Trans Antar Nusabird is still relatively high compared to competitors
- 5) Less precisely scheduled departure or arrival

#### c. Opportunities at PT Trans Antar Nusabird

Opportunity is something that can be utilized by PT Trans Antar Nusabird to continue to be able to develop its business. The opportunities at PT Trans Antar Nusabird are as follows:

- 1) Increasing Number of Tourists
- 2) .Government policy provides opportunities for tourism business climate
- 3) Security conditions that are starting to be conducive
- 4) Regional economic conditions begin to improve
- 5) Increasingly advanced technological advances

#### d. Threats to PT Trans Antar Nusabird

Threat is an obstacle in doing business, so it becomes a big obstacle in developing the travel business. The threats of PT Trans Antar Nusabird are as follows:

- 1) The presence of competitors offering on the same field began to emerge.
- 2) Increasingly creative and innovative Competitor Strategies
- 3) The increase in the tax rate set by the government for businesses Tourism.
- 4) The existence of travel warnings from the area of origin of tourists.

- 5) The existence of travel warnings from the area of origin of tourists causes a decrease in the purchasing power of the community.
- 6) More diverse types of competitor services

**4.2 Determining Matric IFAS (Internal Strategic Analysis Summary) and EFAS (External Strategic Analysis Summary)**

**Table 5**  
Results of IFAS (Internal Strategic Analysis Summary)

Internal Strategy Factor	Internal Factor	Strategy Internal Strategy Factor	Internal Factor	Strategy
<b>STRENGTH</b>				
Pool Location PT. Trans Between Nusabird	0,10	4	0,40	
Product Quality	0,10	4	0,40	
Skilled employees	0,10	3	0,30	
Supporting means	0,10	3	0,30	
Brand Image	0,10	4	0,40	
<b>TOTAL STRENGTH</b>				
<b>TOTAL STRENGTHS</b>	0,50		1,80	
<b>WEAKNESS</b>				
Promotional activities	0,10	1	0,10	
Market research	0,10	1	0,10	
Number of employees	0,08	2	0,16	
Price	0,08	2	0,16	
Accuracy of departure or arrival schedule	0,08	2	0,16	
<b>TOTAL WEAKNESS</b>	0,44		0,68	
<b>TOTAL IFAS</b>	0,94		2,48	

**Table 6**  
EFAS (External Strategic Analysis Summary) Results

External Strategy Factor	Weighted	Rating	Weighted X Rating
<b>OPPORTUNITIES</b>			
Number of tourists	0,10	4	0,40
Government policy	0,08	3	0,24
Security conditions	0,08	3	0,24
Number of tourists	0,10	4	0,40
Government policy	0,08	3	0,24
<b>TOTAL OPPORTUNITIES</b>	0,54		1,52
<b>THREAT</b>			
Competitors	0,10	1	0,10
Competitor Strategies	0,10	1	0,10
Increase in tax rate	0,08	2	0,16
Travel Warning	0,08	2	0,16
Types of Competitor Services	0,08	2	0,16
<b>TOTAL THREAT</b>	0,44		0,68
<b>TOTAL EFAS</b>	0,98		2,20

Based on the results of ifas and EFAS analysis above, the score can be known. In Table 4.1 above the strength factor (S) has a score of 1.80 and fatigue (W) with a score of 0.68. While in Table 4.2 above the odds factor (O) has a score of 1.52 and the threat factor has a score of 0.68. So that the IFAS score is 2.48 and the EFAS score is 2.20

Based on the results of the score that has been done by the owner of the company, the total internal strategy factor analysis score (IFAS) obtained a score of 2.48. The total IFAS score of 2.48 indicates that the company has great power to deal with the opportunities and threats that occur, due to an average IFAS value of 2.00.

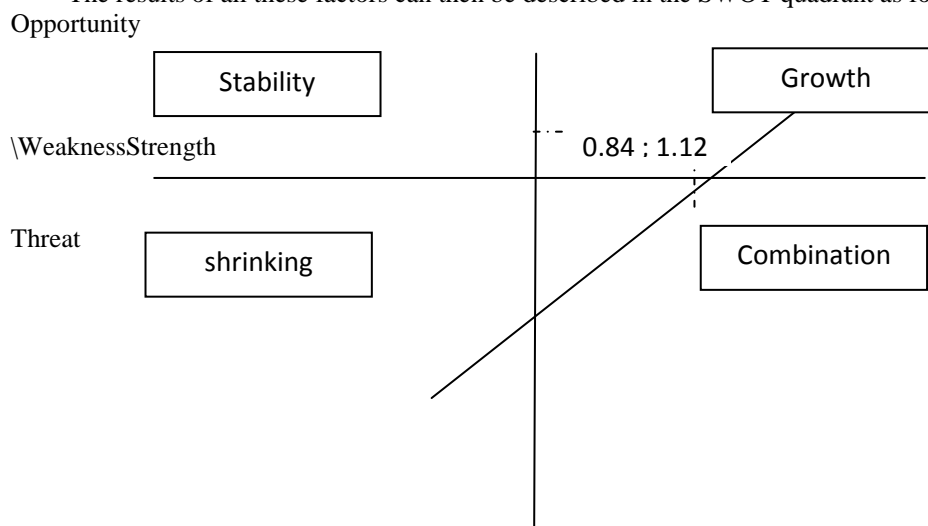
The total number of EFAS scores that have been weighted and rated by the owner of PT Trans Antar Nusabird is 2.20. A total EFAS score of 2.20 indicates that the company is quite responsive or responsive with the opportunities and threats that occur, due to the average value of EFAS 2.00.



To determine the position of pt Trans Antar Nusabird quadrant coordinates, it can be found by calculating the difference from the total strength factor (S) with the total weakness factor (W). Then calculated also the difference from the total opportunity score (O) with the total threat score (T) as follows:

$$\begin{aligned} \text{IFAS} &= \text{Total Strength Score} - \text{Total Weakness Score} \\ &= 1,80 - 0,68 \\ &= 1,12 \\ \text{EFAS} &= \text{Total OpportunityScore} - \text{Total Threat Score} \\ &= 1,52 - 0,68 \\ &= 0,84 \end{aligned}$$

The results of all these factors can then be described in the SWOT quadrant as follows:



**Fig 1** Position of PT Trans Antar Nusabird in SWOT Quadrant

Based on alternative strategies in quadrant 1, namely supporting the above aggressive strategy and then discussed again with marketing manager of PT Trans Antar Nusabird which ultimately determined the alternative strategy chosen by the owner, namely market development. This market development will be carried out in Lampung and Kertajati areas by establishing a Shuttle Point owned by PT Trans Antar Nusabird. Along with the implementation of the strategy chosen by the manager, the following can also be done by identification on internal and external factors, it can create four main strategies, namely SO strategy (Strenght and Opportunities), WO strategy (Weakness and Opportunities), ST strategy (Strenght and Threats) and WT strategy (Weakness and Threats).

While carrying out an aggressive strategy the company can also perform SO strategies that are used to utilize the power (S) to get opportunities (O) that exist. In this strategy, PT Trans Antar Nusabird can apply vigorous promotion to the intended market, add transportation facilities so that the public can reach transportation services, and provide complete services.

The goal that will be achieved through market development strategy is to win public trust through transportation service efforts that prioritize comfort, high integrity, effective, efficient and exceed customer satisfaction. As well as achieving the goal of providing transportation services at affordable prices by all walks of life. Improving organizational profitability and stakeholder welfare.

With the strategy that has been set to achieve the long-term goal, PT Trans Antar Nusabird can achieve or manifest the mission of changing, adding existing vehicles and facilities to increase the number of customers. With the achievement of the mission, the company will be able to realize the company's vision of "as a quality transportation service provider that provides all conveniences and comforts in travel and continuously serves consumer demand".

Alternative Marketing Strategies of the Company are presented in Table 4.3 as follows:

**Table 7**  
**Alternative Strategies**

Strength	Weakness
1. Strategic and easy to reach shuttle point location	1. Promotional activities carried out are still lacking
2. The quality of the products offered is good	2. Limited market research to determine the changes or developments in market share
3. Have skilled and reliable	

	<b>Strength</b>	<b>Weakness</b>
	employees 4. Means or means of transportation that support 5. Have a brand image that is well known in the community	3. Limited number of employees 4. The price offered is relatively expensive compared to competitors 5. Less precisely scheduled departure or arrival
<b>Opportunity</b>	<b>S - O STRATEGY</b> 1. Open a new branch (S1, O1, O2, O3) 2. Maintaining the quality of services and infrastructure so that the quality is always maintained, it is important to maintain public trust, passenger safety and improve the image  <b>S - O STRATEGY</b> good in the eyes of the people. (S2,S4,S5,O1) 3. Adding service types supported by advanced technology (S5.O5)	<b>W - O STRATEGY</b> 1. Increase promotion to expand market research by utilizing advanced technology (W1,W2,O5) 2. Conduct recruitment for meet the growing demand service (W3,O1)  <b>W - O STRATEGY</b> 3. Perform operational efficiency to reduce high base price sales (W4,O4)
<b>Threat</b>	<b>S – T STRATEGY</b> 1. More use of the brand image owned to compete with competitors. (S5,T1,T2) 2. Improving the quality of service for regular customers. (S2,S3,S4,T2) 3. Cooperate with the government (S1, T3, T4)	<b>W – T STRATEGY</b> 1. Provide discounts to consumers to increase purchasing power of the community (W1,T1) 2. Establish new business strategies and more marketing strategies efficient and effective (W1,W2,T1,T2) 3. Improvement of company performance and policies (W5,T1, T2)

Based on table 7 the analysis above shows that the company's performance can be determined by a combination of internal and external factors. The combination of these two factors is shown in the SWOT analysis result diagram. Here is the author's analysis based on SWOT matrix above:

**a. SO Strategy (Strength – Opportunity)**

This strategy is a combination of internal strength and external opportunity factors, this strategy is made based on the thoughts of the company's executives, namely by utilizing all the power to seize and take advantage of the opportunities as much as they can. SO strategy taken by pt Trans Antar Nusabird travel services business are:

- 1) Open a new branch
- 2) Maintaining the quality of services and infrastructure so that the quality is always maintained,
- 3) Adding the type of services supported by advanced technology



**b. ST Strategy (Strength – Threat)**

This strategy is a combination of internal strength and external threat factors, this strategy uses the strength of the company to overcome all threats from outside. St strategy taken by PT Trans Antar Nusabird travel services business are:

- 1) More use of the brand image owned to compete with competitors
- 2) Improving the quality of service for regular customers
- 3) Cooperate with the government

**c. WO Strategy (Weakness – Opportunity)**

This strategy is a combination of internal weakness and external opportunity factors, this strategy is applied based on the utilization of existing opportunities by reducing the weaknesses owned by the company. WO strategy taken by PT Trans Antar Nusabird travel services business are:

- 1) Increase promotions to expand market research by utilizing advanced technology
- 2) Hiring to meet growing demand services
- 3) Perform operational efficiency to reduce the high cost of goods

**d. WT Strategy (Weakness – Threat)**

This strategy is a combination of internal weakness and external threat factors, this strategy is based on activities that are defensive and try to avoid possible outside threats to reduce the company's weaknesses. WO strategy taken by PT Trans Antar Nusabird travel services business are:

- 1) Provide discounts to consumers to increase the purchasing power of the community.
- 2) Establish new business strategies and marketing strategies that are more efficient and effective.
- 3) Improvement of company performance and policies

**4.3 Marketing Strategies**

- a. From the results of the choice of alternative corporate strategies that have been obtained by researchers and the company discussed to determine the marketing strategy in the company PT Trans Antar Nusabird that is really in accordance with the situation and conditions and objectives of the company PT Trans Antar Nusabird From the results of discussions between researchers and the company obtained marketing strategies as follows:
  - b. Increase Market Share By Adding Shuttle Point
  - c. Improving the quality of customer service
  - d. Improving transportation facilities

**5. Conclusion**

Based on the analysis of the results of research and discussions that have been previously stated, the conclusion of this research is

- a. The strategy used by PT Trans Antar Nusabird must be increased its sales market share, improve the quality of customer service and improve transportation facilities according to the Executive Shuttle tagline.
- b. The opportunities owned by PT Trans Antar Nusabird have not been utilized to the maximum, therefore PT Trans Antar Nusabird is more focused and evaluates again in utilizing the opportunities that exist at this time, in order to achieve the goals of PT Trans Antar Nusabird.
- c. The strengths of PT Trans Antar Nusabird today is a marketing strategy that must be maintained and developed again by utilizing the opportunities owned and not yet maximally carried out, so that travel can master the market potential and can increase healthy competitiveness with similar travel

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