Business Environment Strategy: Is Sale Through Online System Important?

A SWOT Analysis Approach

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Abstract

PT PELNI builds online system ticket sales as a solution to improve its services. The purpose of this study is to analyze the procedure for online ticket sales at PT PELNI and formulate strategies that should be selected companies in the implementation of the system using a SWOT analysis diagram. Purposive sampling conducted to obtain a respondent answer. The sample in this study was 12 employees of PT PELNI Semarang, 16 ticket sales agents, each agent as many as three people. This study employs primary and secondary data to analyze. Methods of data collection using questionnaires.

PT PELNI’s strategy was adding branch office and ticket sales agents. Whether also expanded marketing networks and socialization systems online. It would be market segmentation in cooperation with PT POS in purchasing tickets ship online. Also could perform integrated communication between the PT PELNI center, a branch, and sales agents for make improvements of the online system’s way to organize and strengthen the existing network, purchasing tickets through the PT PELNI’s website.

Keywords: Evaluation, Sales, SWOT Analysis, Business Environment, System, Online.

JEL Classification: M31
INTRODUCTION

Indonesia is the largest archipelago country in the world, consisting of 17,058 islands that are dispersed geographically. Recently, the Indonesian government launched a program which connects ports across the nation named as sea toll. The government supports sea connectivity through ship transportation that serves regularly and scheduled from all-around Indonesia. Indonesia connectivity disparity triggered sea toll development (Fahmiasari & Parikesit, 2017). Therefore, sea toll analysis, especially for passengers, is necessarily performed. PT PELNI is a state-owned business entity that operates in the field of sea transportation services, where the main business is to operate ships to serve passenger transportation and inter-island goods within the territory of Indonesia. At this time, technology is rapidly developed, especially for ticketing sales, which are now available online for passengers. As a sea transportation service company, PT PELNI strives to provide the best service, therefore it leads to passenger satisfaction. Tseng (2015) researched that consumers require a change in service, from face-to-face to self-service, that is easily accessible to increase time efficiency and ease.

Online ticketing is the solution to overcome the problem; hence companies need to develop the program, especially with an interface that consumer easily understands (Subasi, Leitner, Hoeller, Geven, & Tscheligi, 2011). Nowadays, PT PELNI provides online ticketing to reach the consumer. Online ticketing convenience through internet support encourages a strong desire to buy (Ahn & Lee, 2011). Further, research by Llach, Marimon, Alonso-Almeida, & Bernardo (2013) state that in the transportation industry needs to be developed with e-commerce systems to create customer loyalty. In this case, PT PELNI built an online system in ticket sales as a solution to improve its services. Before using the online system, ticket sales for ship sale manually through face-to-face, therefore when a passenger needs to buy a ticket, they should go to the branch office. Due to changing times and the level of ticket sales needs, PT PELNI has implemented ticket sales online to provide an easier mechanism for prospective passengers.

An online ticketing system allows PT PELNI prospective passengers to obtain tickets which able to buy at any time and anywhere, thus shortening the queue time, presenting faster data and more accurate as well as ease in archiving data in ticket sales. In addition to making it easier
to obtain information, PT PELNI provides a special website to find out and
monitor departure schedules, ticket prices, and price change information.
The online ticket sales system has been put into effect starting in 1999.
Therefore, the company must provide convenience in terms of ease of
operating online tickets, thereby reducing obstacles in purchasing through
E-Commerce (Thomas, Pathak, & Vyas, 2014).

Sahney, Ghosh, & Shrivastava (2013) researched factors that satisfy
when using airline-owned websites and influencing them to buy electronic
tickets is service excellence motivations, product motivations, economic
motivations, pragmatic motivations, situational motivation, social
motivations, demographic motivations. Companies need to ensure data
security and payment, so consumers feel secure when conducting
transactions through online ticketing (Tanrikulu & Celibatur, 2013). Along
with the changing times, it turns out that the implementation of online
sales systems still experiences many obstacles, including in peak season,
which is a condition where the number of passengers is very high, which
causes system disarray. Among them are systems that often experience
offline or not connected among networks, consequently terrible ticket
sales. Second, besides, the branch has certain quotas that have to sell
toward the passenger. The branch unable to detect ticket sales in another
branch, therefore the company incapable of understanding ticket
occupancy. That state can result in differences in manifests between the
system and the real situation. Research (Kiong, Jalil, Lumpur, Yin-fah, & Kei,
2014) shows that the successful application of online ticketing is a method
of payment, corporate image, security, and design that is easy to use by
consumers.

Based on previous research conducted by Sevkli et al. (2012)
revealed that the fuzzy ANP SWOT is a viable and highly capable
methodology that provides invaluable insights for strategic management
decisions in the aviation industry. Almarri (2006) proves strengths,
weaknesses, opportunities, and threats using SWOT analysis and identifies
factors that play a key role in implementing TQM successfully in the
aviation industry. Research on SWOT analysis conducted in the
transportation industry was also carried out by Tong, Wang, Wen, &
Kummer (2012), which analyzed and compared the competitive
operations of various modes of transportation between China and
Germany using a SWOT analysis. The use of SWOT is beneficial for
analyzing the application of a company’s online tickets so that it can be
known as weaknesses and strengths (Phadermrod, Crowder, & Wills, 2019). The application of SWOT analysis is needed in making strategic decisions, therefore company able to decide strategy as well as possible (Gürel, 2017)

Based on a previous explanation, SWOT analysis on the transportation industry, especially in the shipping industry in Indonesia, regarding the online ticket sales system by PT PELNI using SWOT analysis. PT PELNI must be observant in analyzing opportunities that can be exploited by looking at the strengths and weaknesses of the company. The research objective is to discover appropriate strategy management advice for PT PELNI, which is expected to adapt to changes that occur nowadays. SWOT analyze company strengths, weaknesses, threats, opportunities as a basis in determining the actions needed to increase ticket sales and implement the right marketing strategy to increase ticket sales through the online system.

LITERATURE REVIEW

Online Purchase

The company that is facing intense industry competition should provide excellent services to be effective and efficient. Therefore, selling tickets online is a suitable strategy for the internet era. Barrio-garcia (2016) revealed that consumers in obtaining plane tickets online, discounts are more attractive for novice Internet users, while expert users prefer free hotel accommodations. Previous research is also in line with Elkhani, Soltani, & Jamshidi (2014) reveals that discount is a factor that influences online flight ticket purchases, followed by the service dimension of e-marketing. Saleh Mohamed Fadel Bukhari, Ahmad Ghoneim, Charles Dennis (2013) revealed nine conceptual frameworks influence purchase tickets from airlines’ web sites that is information quality, system quality, perceived usefulness, perceived ease of use, e-trust, airline reputation, price perception, e-satisfaction and intention to purchase. The growth of the internet is beneficial for sellers and buyers, and sellers can reach buyers more broadly, so to consumers can order tickets more easily without having to be limited in time, place, and method of payment. Thirumalai & Sinha (2011) states that making online purchases must be adjusted to ease so that consumers can easily use it. Ease of purchase can increase convenience so that consumers will be loyal to use online ticketing (Rose, Hair, & Clark, 2011) purchases. Online purchases can create a
pleasant experience for consumers through interface design and ease of payment (Klaus, 2013). Companies need to adjust to current consumer behavior that enjoys convenience so that with online ticketing can answer the wishes of consumers (Xiang, Magnini, & Fesenmaier, 2015), besides that companies need to increase confidence in consumers that purchases made through online ticketing still prioritize user data security (Hong & Cha, 2013)

**Business Environment Strategy**

Business opportunities, as well as that business, will always be influenced by the environment. The relationship between business and the environment is very tightly. Companies that do not adjust dynamics business environment to the environment will disappear from the competition. The arrival of the Internet caused not just the revolution in ordinary life, but it significantly influenced the business environment (Stalmašeková, Genzorová, Čorejová, & Gašperová, 2017). The business environment can be interpreted as anything that influences business activities in an organization or company. Evaluate the macro external environment important for developing strategic marketing decisions and expanding a strategic area (Žvirblis & Zinkevičiūte, 2010). The development of business requires analysis of the macro and microenvironment so that it can map competition; besides, it requires innovation to improve performance (Prajogo, 2016). The uncertainty of a business is something that must be faced by a company so that a comprehensive understanding of its environment is required (Linder & Williander, 2017). Business evolution is significant to maintain business and maintain its sustainability (Evans et al., 2017; Schaltegger, Lüdeke-Freund, & Hansen, 2016). Businesses need to maintain proximity to consumers (Floreddu, Cabiddu, & Evaristo, 2014), one of which is by using ticket sales, which are part of an online business model. Consumers will feel close to the company because it is easy to reach (Nault & Rahman, 2019)

**Swot Analysis**

SWOT analysis is a systematic analysis method for the identification of internal and external factors and strategy development to create the best adjustment and harmony among them. The following steps should be taken to prepare the matrix of strengths, weaknesses, opportunities, and threats (David, 2011). SWOT analysis is commonly used in foresight studies as an
instrument of categorizing significant factors that determine the
development of a particular phenomenon or an organization (Nazarko et
al., 2017). Companies must be able to read the changes that occur by
knowing the strengths, weaknesses, threats, opportunities for the company
as a basis for determining the actions and strategies needed. The SWOT
analysis is utilized to determine the key assessment factors in the maritime
transportation industry (Kandakoglu, Celik, & Akgun, 2009). A SWOT
analysis provides a summary of the relationship between key contextual
environmental influence the strategic capability of the organization and
hence the agenda for developing new strategies (De Fátima Teles & De
Sousa, 2014). SWOT is beneficial to be used to analyze online ticket sales
(Niranjanamurthy, Nithya, & Jagannatha, 2019). PT PELNI is trying to
widen its ticket sales, so an online ticket sales analysis is needed. The
business model can be analyzed using SWOT so that the weaknesses and
strengths of the company are known (Kumar, Eidem, & Perdomo, 2012).
The analysis involves many factors to understand a phenomenon so that it
can be used for strategic decision making (XIE, 2014). The SWOT analysis
can be used to evaluate a program that is precisely used in this study
(Romero-Gutierrez, Jimenez-Liso, & Martinez-Chico, 2016).

**METHODS**

The first step in analyzing by determining the variables to be evaluated.
Evaluation is a process of collecting data to determine the extent, the terms,
and how the objectives have been achieved. The variables in this study are
determined based on the expected goals of PT PELNI after the online
system has been implemented. The purpose of implementing the online
system is as follows, Ease of obtaining tickets, Shortening the queue time,
We are presenting fast and accurate data, Maintain in archiving. Make it
easy to get information and promotions.

After the identification is obtained, it is grouped based on variables
following these conditions. The variable is divided into two variable
components, namely internal and external components. This variable will
be asked to system users both internally and externally in a questionnaire
method.

The next step is to determine the internal and external components
be evaluated. These components are an explanation of the identification of
internal and external factors that will be evaluated using the SWOT Matrix;
then, these variables will be evaluated using the questionnaire method.
Internal factors evaluation include service quality objectives, system implementation, system operations, data security, HR that runs the system at PT PELNI, while external factors assessment include, Purchase Transactions by consumers, IT development, provision of information, HR that runs the system. The population in this study employ the passenger ship who buy online tickets. Users of the system are as follows, PT PELNI Semarang branch employees in the relevant section about this system and employees of PT PELNI’s ship ticket sales agents in the relevant section regarding this system scatter in Semarang.

The sampling technique in this study using a purposive sampling technique. The samples in the study are (1) employees involved in a certain section as many as 12 people. (2) Sixteen ticket sales agents, each agent as many as three people. The case analysis process in PT PELNI’s ticket sales system is as follows,

**Figure 1. Case Analysis Process**

![Case Analysis Process Diagram]

Source: Primary Data Processed

The stages of the analysis are as follows; first, Understand the situation and information available; understand the problems that occur. Both problems are general and specific, Create alternatives and provide various alternative solutions to the problem and then, Evaluate choices and choose the best alternative. Discuss the pros and cons and give weight and score for each alternative and mention the possibilities that occur.

**RESULTS**

The variables in this study were determined based on the goals expected by PT PELNI after the online system was implemented. In the study of online system evaluation on the sale of passenger ship tickets, PT PELNI identified using Critical Activity to connect a goal to be achieved until taking a variable. A critical activity is what activities will be evaluated, obtained based on interviews, and study the real conditions that occur in
the field. The results of determining variables based on objectives can be seen in Table 1.

**Table 1. Results of Determining Variables Based on Purpose**

| Purpose                          | Critical Activity                                                                 | Variable                      |
|----------------------------------|-----------------------------------------------------------------------------------|-------------------------------|
| Ease of getting tickets          | Availability of branch offices and agents to remote areas                          | Consumer Purchase Transactions|
|                                  | The online system accelerates in serving ticket purchases.                         |                               |
|                                  | The ease with which prospective passengers find sales agents                       |                               |
|                                  | The system makes it easy for operators to access the system.                       |                               |
|                                  | Consistency of vision, mission, and motto                                           | Service Quality Objectives    |
| Ticket reservations for 24 hours | IT development                                                                      |                               |
| System updates have been carried out by "SOLUSI." |                               |                               |
| The ability of the system to follow the development of IT                          |                               |                               |
| Availability of HR               | Branch HR and HR Agent                                                            |                               |
| Application of training in HR    | Branch HR and HR Agent                                                            |                               |
| HR hospitality                   | Branch HR and HR Agent                                                            |                               |
| HR Competency                    | Branch HR and HR Agent                                                            |                               |
| Shortening the queue time        | Speed of ticket purchase service                                                  | Operational System           |
| Ease of dealing with passenger complaints |                               |                               |
| Suitability of ticket distribution |                               |                               |
| Ticket reservations for 24 hours | IT development                                                                      |                               |
| System Update                    | The ability of the system to follow IT developments                                |                               |
| Availability of HR               | Branch HR and HR Agent                                                            |                               |
| Application of training in HR    | Branch HR and HR Agent                                                            |                               |
| HR hospitality                   | Branch HR and HR Agent                                                            |                               |
| HR Competency                    | Branch HR and HR Agent                                                            |                               |
| Presenting fast and accurate data| Ease of reporting flow                                                             | System Implementation        |
|                                  | Appropriateness of reporting flow                                                 |                               |
|                                  | Accuracy of providing information                                                 |                               |
| Data validity                    | Data Security                                                                      |                               |
| Data security used               | Data Security                                                                      |                               |
| Maintain in archiving            | Ease of reporting flow                                                             | System Implementation        |
|                                  | Appropriateness of reporting flow                                                 |                               |
|                                  | Application of the system in overcoming problems                                   |                               |
| Make it easy to get information  | Clarity of information provision                                                  | Provision of Information      |
|                                  | Accuracy of providing information                                                 |                               |
|                                  | Speed of information delivery                                                     |                               |

**Source:** Primary Data Processed

Based on the results of the analysis of internal and external factors can be formulated strengths, weaknesses, opportunities, and threats by
comparing the middle value of the weighted value. The maximum value of 4 and a minimum value of 1, therefore the middle value is 2.5. If the variable of internal factors has a value of ≤ 2.5 is an internal factor of weakness and If the variable of internal factors has a value > 2.5 is an internal factor of strength, whereas if the variable of an external factor has a value of ≤ 2.5 is an external factor of threat and If variables from external factors having a value > 2.5 are external factors Opportunities. The results of the calculations and analysis of the internal factor’s strengths and weaknesses of the system can see in Tables 1 and 2.

**Table 2. System Internal Factor Strength Calculation and Analysis**

| No. | Variable                     | Weighted Value | Rank |
|-----|------------------------------|----------------|------|
| 1.  | Service Quality Objectives   | 3.145          | I    |
| 2.  | Data Security                | 3.128          | II   |
| 3.  | Operational system           | 2.902          | III  |
| 4.  | Quality of HR Branch         | 2.768          | IV   |
|     | **Average**                  | **2.985**      |      |

Source: Primary data processed

**Table 3. Calculation of Internal Weakness Factors in the System**

| No. | Variable                      | Weighted Value | Rank |
|-----|-------------------------------|----------------|------|
| 1.  | Application of the system     | 2.252          | V    |

Source: Primary data processed

Table 3 reveals the weighted average value of internal factors greater than the weighted average value of internal weaknesses. The weighted average of both is 0.733 (positive value). The results of the calculation and analysis of External factors for system opportunities and threats can see in tables 3 and 4

**Table 4. The calculation for External Opportunities in the System**

| No. | Variable                | Weighted Value | Rank |
|-----|-------------------------|----------------|------|
| 1.  | Purchase                | 3.170          | I    |
| 2.  | Provision of Information| 3.115          | II   |
| 3.  | Quality of HR Agent     | 2.922          | III  |
|     | **Average**             | **3.069**      |      |

Source: Primary data processed

The results of the calculation and analysis of the External Threat Factor System are as follows,
Table 5. Calculation and Analysis of External System Opportunity

| No. | Variable       | Weighted Value | Rank |
|-----|----------------|----------------|------|
| 1   | IT development | 2.495          | IV   |

Source: Primary data processed

The weighted average value of external factors is higher than the average weighted value of external threats. The difference between the two weighted values is 0.574 (positive value). To find out where the position of the PT PELNI passenger ship Ticket Online system can be identified using a SWOT analysis table and SWOT analysis diagram. The SWOT analysis table can be seen in the following table,

Table 6. Calculation and SWOT analysis

| Intern | S          | W          |
|--------|------------|------------|
| Eastern| 2.985(S)+3.069(O) | 2.252(W)+3.069(O) |
| T      | 2.985(S)+2.495(T)   | 2.252(W)+2.495(T)   |

Source: Primary data processed

To find out where the position of the PT PENI passenger ship Ticket Sales System Online, when depicted in the form of a SWOT analysis diagram, can be seen in the following figure,

Figure 2. SWOT analysis diagram

Source: Primary data processed

Based on the SWOT Analysis Diagram of PT PELNI Online Ticket Sales System shows that the position of PT PELNI Online Ticket Sales System is more dominant towards the ideal direction in quadrant I, the situation is to show the strength that is greater than its weaknesses and
has a greater opportunity than the threat. The strategy must be applied. The tool used to compile factors of corporate strategy is the SWOT matrix. This matrix can clearly illustrate how the opportunities and external threats of the company can adjust to the strengths and weaknesses they have. This matrix can produce four possible alternative strategic cells that can be concluded by the leader of PT PELNI in the face of increasingly competitive competition. The matrix can be seen in table 7

Table 7 PT. PELNI Online Ticket Sales System SWOT Matrix

| Internal | (strengths) | (weaknesses) |
|----------|-------------|--------------|
| Service Quality Objectives | 1. Consistency of vision formulation | Application of the system |
| | 2. Consistency of Motto formulation | 1. Online systems cannot cope with changes in ship schedules at any time. |
| Data Security | The "SOLUSI SYSTEM" ensures the security of the system data Online | 2. Difficulties in the flow of data reporting. |
| Operational system | Make it easier to serve passenger complaints | 3. Online systems cannot overcome peak-season. |
| Quality of HR Branch | The number of human resources is adequate | 4. Non-compliance with the manual system. |

| External | (opportunities) | (threats-T) |
|----------|-----------------|-------------|
| Purchase | 1. Make it easier to get a ticket. | IT development |
| | 2. The system can compete with systems used in private shipping companies | 1. Online systems cannot compete with IT developments |
| Provision of Information | Quick in providing information when an error occurs in the system. | 2. There is no direction for developing purchases through internet sites. |
| Quality of HR Agencies | 1. Friendly service | |
| | 2. Training has been conducted | |

Source: Primary data processed
DISCUSSION

Based on the SWOT Matrix Table, four strategic alternatives have produced the leaders of PT PELNI can conclude that in the face of increasingly competitive competition. The Strength and Opportunity strategy uses the company's internal strengths to build a system that aims to take advantage of external opportunities. The strategies that can be taken are as follows, Add PT PELNI Branch Offices and Ticket Sales Agents, Expanding network marketing and online system socialization to a wider segment of society (Pick up the Ball), Collaborate with online ticket sales application providers (Traveloka, Tiket.com, pegi-pegi.com) in purchasing ship tickets online.

The Weakness and Opportunity strategy is applied based on the utilization of existing opportunities by minimizing existing weaknesses. The strategies that can be taken are as follows, Conducting integrated communication between Headquarters PT PELNI, Branches, and Sales Agents. Perform online system improvements by managing and strengthening existing networks.

The Strength and Threat strategy uses the company's strengths in developing its system to overcome the effects of external threats. The strategy that can be taken is to Build Ticket Purchases Through PT PELNI's Website. The Weakness and Threat strategy is defensive tactics aimed at minimizing internal weaknesses and avoiding external threats. The strategies that can be taken are as follows, Perform an Online System Analysis, Perform an Internal Control System.

CONCLUSION

In the Online System Evaluation on PT PELNI Passenger Ship, Ticket Sales using the SWOT method offers several strategies to anticipate the company in all company conditions. At this time, PT PELNI's online Ticket Sales System shows that the position of PT PELNI's online Ticket Sales System is more dominant towards the ideal, the situation is to show the strength that is greater than its weaknesses and has a greater opportunity than the threat. The strategy that must be applied in this condition is to support an aggressive growth strategy.
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