SUMMARY

AHMAD SAIFI ATHOILLAH. The Competitive Strategy of Taxi Company in Facing the Change of Environment. Supervised by MUHAMMAD FIRDAUS dan BUNASOR SANIM.

The development of taxi industry in one decade is quite significant in general since the coming of online or application-based taxi. This condition is caused by the change of technology and information which affects lifestyle and way of life in the society. From 2014 to 2015, there were three online taxi companies operating in Indonesia. They were PT Uber Indonesia Technology (Uber car), PT GrabBike Indonesia (Grab car), and PT Gojek Indonesia (Go Car). The coming of online taxi brings a quite drastic operational effect on five large conventional taxi companies, namely PT Blue Bird Tbk, PT Express Transindo Utama Tbk, PT Kosti Jaya, PT Gamya, and PT Koperasi Taksi Indonesia.

With a high competition, the online taxi companies offer low price/tariff, effective and efficient service, and easiness in access to order taxi. It makes the conventional taxi companies face three vital problems, namely the decreasing financial performance, the low productivity of drivers and taxi operational who cannot compete with the technology, high competition in tariff and the decreasing market share. These three problems are seriously faced by the large conventional taxi companies; some of these taxi companies went bankrupt. One of the large conventional taxi companies which undergo a drastic decrease is PT Express Transindo Utama Tbk (PT ETU). Based on the financial statement of PT ETU in 2017, in revenue from the third quarter of 2017, there was a decrease of 62.54% compared with 2016. Income/deposit of taxi drivers also decreased around 40% per day. Furthermore, the number of taxi in 2017 decreased by 12.22% compared with 2016. In terms of service quality, PT ETU cannot compete with the online taxi companies.

The scope of this research is specifically focused on the competitive strategy at strategic business unit level. This research are aims to 1) analyze the satisfaction of taxi passengers as the foundation in mapping the taxi industry; 2) analyze the internal and external factors which affect PT ETU; 3) formulate the competitive strategy of PT ETU to achieve the competitiveness in facing online taxi companies.

The Data used to realize the research objectives are 1) analysis of satisfaction variables of taxi passengers, namely tangible, reliability, responsiveness, assurance, empathy, product quality, and price through by using analysis techniques of Importance Performance Analysis (IPA) and Customer Satisfaction Index (CSI); The data of passengers satisfaction were obtained by distributing questionnaires to the people using taxi service from PT ETU, PT Blue bird Tbk, PT Uber Indonesia Technology, PT GrabBike Indonesia and PT Gojek Indonesia in which total respondents were 250 passengers (N = 250); 2) analysis of internal and external factors of PT ETU by using analysis techniques of Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and Five Force Porter Scorecard Model in which the data were collected through interview with the management officials in PT ETU and Transportation Agency of Special Capital Region of Jakarta; 3) formulation of alternative competitive strategy for PT ETU in
taxi industry by using Internal-External (IE) analysis technique and for determining strategy priority use Quantitative Strategy Planning Matrix (QSPM).

The results that IPA analysis from 40 attributes with total 250 respondent places taxi of PT ETU in quadrants I, II, and III. In these three quadrants, PT ETU must focus to improve attributes in quadrants I and III. Meanwhile, CSI analysis shows the result that satisfaction index of online taxi passengers is higher than that of a conventional taxi. Furthermore, there is an increase of satisfaction index of passengers after PT ETU with PT Uber Technology Indonesia in terms of easiness in ordering a taxi. Based on the analysis of Internal Factor Evaluation (IFE), PT ETU shows that the highest strength is on a strong, strategic distribution network of taxi in big cities (0.2187). Meanwhile, the highest weakness is on a weak financial position in the company (0.1991). In analysis of External Factor Evaluation (EFE) on PT ETU, it shows that the highest opportunity factors are mobility and a high need for transportation (0.2554). Meanwhile, the highest threat is standardization of tariff, number of taxi, and minimum identity of online taxi (0.2135). Furthermore, Internal-External (IE) matrix analysis shows that PT ETU is in quadrant I with grow and build strategy. The decision making stage with QSPM matrix has the order of strategic priority as follows: 1) forward integration strategy (6.3715); 2) backward integration strategy (6.3201); 3) horizontal integration strategy (6.1892); 4) product development strategy (5.9429); 5) market penetration strategy (5.9203); 6) market development strategy (5.7897).

Keywords: EFE, IFE, PT ETU, competitive strategy, regular taxi.