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## 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, Bussines Environment, System, Online.

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## INTRODUCTION

Indonesia is the largest archipelago country in the world, consist of 17,058 islands that are dispersed geographically. Recently, the Indonesian government launched a program which connecting port 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 is trigger 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 operated 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 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 prove 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 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 passenger ships 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 & Celilbatur, 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-garcía (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 & Zinkevičiūtė, 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.

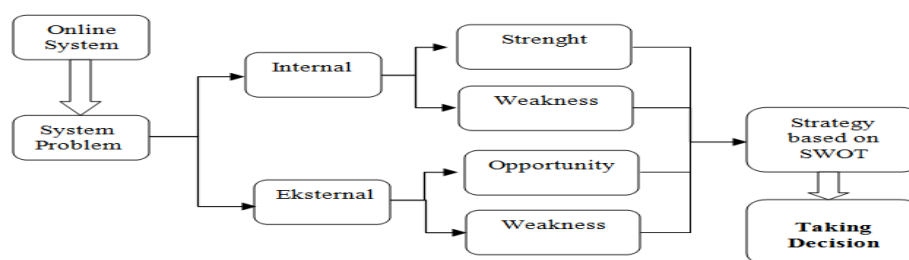
After the identification is obtained, it is grouped based on variables following these conditions. The variable is divided into two variable components, namely internal and external components. This variable will be asked to system users both internally and externally in a questionnaire method.

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**



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	
Shortening the queue time	Availability of HR	Branch HR and HR Agent
	Application of training in HR	
	HR hospitality	
	HR Competency	
	Speed of ticket purchase service	Operational System
	Ease of dealing with passenger complaints	
	Suitability of ticket distribution	
	Ticket reservations for 24 hours	IT development
Presenting fast and accurate data	System Update	
	The ability of the system to follow IT developments	
	Availability of HR	Branch HR and HR Agent
	Application of training in HR	
	HR hospitality	
	HR Competency	
	Ease of reporting flow	System Implementation
	Appropriateness of reporting flow	
	Accuracy of providing information	
Maintain in archiving	Data validity	Data Security
	Data security used	
	Ease of reporting flow	System Implementation
	Appropriateness of reporting flow	
Make it easy to get information	Application of the system in overcoming problems	Provision of Information
	Clarity of information provision	
	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  $\leq 2.5$  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  $\leq 2.5$  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  
Factors**

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,

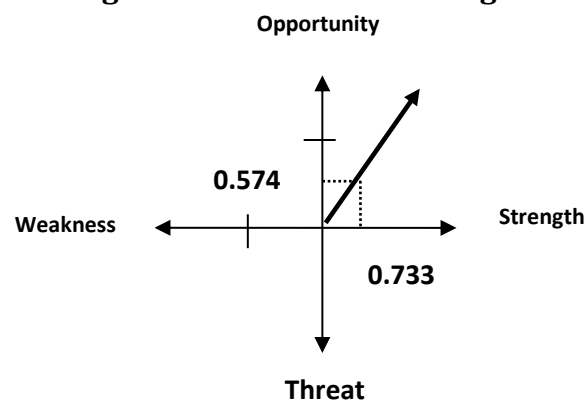
**Table 6. Calculation and SWOT analysis**

Intern Eastern	S	W
	O	T
O	$2.985(S)+3.069(O)$	$2.252(W)+3.069(O)$
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

### Table 7 PT. PELNI Online Ticket Sales System SWOT Matrix

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-peg.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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