

Analisis strategi bersaing PT. Garuda Indonesia dalam persaingan usaha penerbangan komersial di Indonesia

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Abstrak

Looking to the passenger number achievement of PT. Garuda Indonesia (Garuda) and the developing of airline industry in Indonesia, it is obvious that the market competition of airline industry is very competitive. Such competition could be handled if Garuda could apply a marketing strategy that has a sustainable competitive advantage. This served as the background of the research which aimed at identifying the feasibility of applying the sustainable competitive advantage concept as the marketing strategy and to what extent it can be applied to identify competitive position of Garuda toward other competitors in the airline industry in Indonesia.

The research adoptive descriptive method through data collection in a form of secondary and primary data. The former used books, annual reports and other document related with the research. As for the latter, questionnaires designed based on the Likert Scale were distributed to the personnel of Garuda in the head quarters and Jakarta Raya Branch Office. The research adopted Boston Consulting Group (BCG) matrix theory and the Sustainable Competitive Advantage (SCA) approach. The BCG matrix was used to identify the competitive position of Garuda towards the competitors in the airline industry and the SCA was to analyse the component of competitors covering own product familiarity, familiarity towards competitors, familiarity towards the competitors' product and the component of competition techniques conspiring of cost advantage, product differentiation, market focus, pioneering products and market synergy.

The result of this research depicted that competitive position of Garuda in the airline industry in Indonesia was the star quadrant possessing the growth of long run opportunities. The strategies that could be adopted were forward integration, backward integration, horizontal integration, market penetration, market development and product development. Whereas the result of analysis of the component of prerequisite condition of SCA concept was things like the familiarity of own product, familiarity of competitors' product, cost advantage, product differentiation, market focus and pioneering product receiving good/high level category and as for being familiar with the competitors possessing very good/very high category whereas the market synergy obtained relatively good/relatively high category. Therefore it could be concluded that the SCA concept could be adopted as the marketing strategy of Garuda. The optimalization of the SCA concept as the marketing strategy that possessed the sustainable competition required mending and improvement of such strategies as market synergy, human resources development and the market extension.