

**Estratégia de negócios proposta para melhorar os negócios de varejo (Estudo de caso:
PT. Angkasa Pura Solusi)**

**Proposed business strategy for improving retail business (Case study: PT. Angkasa Pura
Solusi)**

**Estrategia comercial propuesta para mejorar el negocio minorista (Estudio de caso: PT.
Angkasa Pura Solusi)**

Recebido: 18/09/2019 | Revisado: 25/09/2019 | Aceito: 16/12/2019 | Publicado: 20/12/2019

Heriyanto Yanto Wibowo

ORCID: <https://orcid.org/0000-0002-2385-5189>

Institut Teknologi Bandung, Indonesia

E-mail: heriyanto.wibowo@sbm-itb.ac.id

Resumo

O número de vôos e frequências de passageiros diminuiu significativamente, o que é um impacto da política tarifária da companhia aérea que estabelece preços próximos ao limite superior para cada classe. Com base em dados do Bureau Central de Estatísticas da Indonésia (BPS), foi declarado que o movimento de passageiros em janeiro de 2019 diminuiu 6,7 milhões de pessoas ou 16,07% em relação a dezembro de 2018 e o aeroporto Soekarno-Hatta em Tangerang sofreu o maior declínio de 23,31%. Essa condição certamente ameaçará os esforços da empresa para atingir suas metas predeterminadas, a saber, uma das metas de receita de 11,4T e, é claro, a receita aérea, pois o maior colaborador fica ameaçado e a suposição de renda não aérea com uma composição de 35% da receita. aero. Relacionado a isso, que para aumentar a renda não-aérea, existem oportunidades muito possíveis através do desenvolvimento de áreas de apoio nas subsidiárias. As subsidiárias são muito potenciais devido à flexibilidade das carteiras pertencentes às subsidiárias e aos lucros que podem ser diretamente consolidados no grupo. Esta pesquisa analisou os negócios atuais da PT Angkasa Pura Solusi, analisando as condições externas e internas, a fim de aumentar a parcela da receita não caixa na estrutura de renda corporativa. Espera-se, então, formular uma estratégia apropriada para a PT Angkasa Pura Solusi, com base na análise, a fim de aumentar a parcela da receita não cativa na estrutura de receita da APS e a etapa final é desenvolver um plano de ação a partir da estratégia corporativa proposta, a fim de aumentar receita de varejo implementando estratégias de modelo de negócios. Para atingir as metas a partir dos

objetivos, o autor usa a tela do modelo de negócios e o mix de casamento para criar a estratégia. E para fortalecer a qualidade da estratégia, o autor começou a analisar as condições usando a Matriz TOWS. Finalmente, a conclusão é oferecida com base no resultado da análise.

Palavras-chave: Canvas de modelo de negócios; Mix de marketing; Modelo de negócios de varejo sustentável.

Abstract

The number of flights and passenger frequencies has decreased significantly, which is an impact of the airline's tariff policy which sets prices close to the upper limit for each class. Based on data from the Indonesian Central Bureau of Statistics (BPS) it was stated that the movement of passengers in January 2019 decreased by 6.7 million people or decreased by 16.07% compared to December 2018 and the Soekarno-Hatta Airport in Tangerang experienced the largest decline of 23.31 %. This condition will certainly threaten the company's efforts to achieve its predetermined targets, namely one of the revenue targets of 11.4T and of course aero revenue as the biggest contributor becomes threatened and the assumption of non-aero income with a composition of 35% of revenue aero. Related to this, that in order to increase non-aero income there are opportunities that are very possible by developing support areas in the subsidiaries. Subsidiaries are very potential due to the flexibility of the portfolios owned by the subsidiaries and profits that can be directly consolidated into the group. This research to analyze current business of PT Angkasa Pura Solusi, by analyzing external and internal conditions in order to increase the portion of non-cash income in the corporate income structure. Then, it is expected to formulate appropriate strategy for PT Angkasa Pura Solusi based on Analysis in order to increase the portion of non-captive income in the APS revenue structure and the final step is to develop action plan from proposed corporate strategy in order to increase retail revenue by implementing business model strategies. In order to reach the goals from the aims, the author use business model canvas and marketing mix to create the strategy. And to strengthen the quality of the strategy, the author started to analyze the conditions using the TOWS Matrix. Finally, the conclusion is offered based on the analysis result.

Keyword: Business model Canvas; Marketing mix; Sustainable retail business model.

Resumen

El número de vuelos y frecuencias de pasajeros ha disminuido significativamente, lo cual es un impacto de la política de tarifas de la aerolínea que establece precios cercanos al límite superior para cada clase. Según los datos de la Oficina Central de Estadísticas de Indonesia (BPS), se indicó que el movimiento de pasajeros en enero de 2019 disminuyó en 6,7 millones de personas o disminuyó en un 16,07% en comparación con diciembre de 2018 y el Aeropuerto Soekarno-Hatta en Tangerang experimentó la mayor disminución del 23,31%. Esta condición ciertamente amenazaría los esfuerzos de la compañía para lograr sus objetivos predeterminados, es decir, uno de los objetivos de ingresos de 11.4T y, por supuesto, los ingresos aeronáuticos, ya que el mayor contribuyente se ve amenazado y la asunción de ingresos no aeronáuticos con una composición del 35% de los ingresos. aero. En relación con esto, para aumentar los ingresos no aeronáuticos hay oportunidades que son muy posibles al desarrollar áreas de apoyo en las subsidiarias. Las subsidiarias son muy potenciales debido a la flexibilidad de las carteras de propiedad de las subsidiarias y las ganancias que pueden consolidarse directamente en el grupo. Esta investigación para analizar los negocios actuales de PT Angkasa Pura Solusi, mediante el análisis de las condiciones externas e internas con el fin de aumentar la porción de ingresos no monetarios en la estructura de ingresos corporativos. Luego, se espera formular una estrategia adecuada para PT Angkasa Pura Solusi basada en el análisis para aumentar la porción de ingresos no cautivos en la estructura de ingresos de APS y el paso final es desarrollar un plan de acción a partir de la estrategia corporativa propuesta para aumentar ingresos minoristas mediante la implementación de estrategias de modelo de negocio. Para alcanzar los objetivos desde los objetivos, el autor utiliza el lienzo del modelo de negocio y la mezcla de marketing para crear la estrategia. Y para fortalecer la calidad de la estrategia, el autor comenzó a analizar las condiciones utilizando la matriz TOWS. Finalmente, se ofrece la conclusión basada en el resultado del análisis.

Palabra clave: Modelo de negocio Canvas; Marketing mix; Modelo de negocio minorista sostenible.

1. Introduction

PT Angkasa Pura II (Persero) is a company engaged in airport services which currently manages 16 (sixteen) airports spread from the islands of Sumatra, Java and Kalimantan. Whereas according to RJPP the direction of company development is compiled in a corporate roadmap that is divided into 5 years, in 2016 it is focused on increasing company revenue, in 2017 increasing services to users of airport services, 2018 accelerates

the company's growth. 2019 is focused on global partnerships and innovation, while in 2020 it is more focused on making Soekarno-Hatta Airport an airport with a high level of connectivity and using the latest technology in carrying out its operations and services.

In line with what has been stipulated in the RJPP PT. Angkasa Pura II (2016), it is stated that one of the targets is the composition of Aero's income with Non-aeronautics income is 50-60%. While based on realization from 2016 to 2018, results show that aero income still dominates.

Retail income has the most potential to increase non-aero revenue due to the nature of the business that is non-captive, where in its implementation non-captive business can be directly consolidated into income corporate and without elimination. This certainly will make a positive contribution to the overall financial report so that special attention needs to be paid to non-Captive Subsidiaries' businesses.

Then in the income statement that the composition of captive income with non captive based on 2018 income report is captive income which still dominates with a contribution of 82% and non-captive income only reaches 18%. Of course this is still not in line with the RJPP mandate which states that non-aero income must have a greater contribution compared to aero income.

Based on the foregoing, it has been identified that one of APS's business portfolios, namely Retail, is still low and needs to be increased to increase the composition of APS non-captive income which indirectly will increase the composition of non-aero company / group income so that the RJPP mandate can be achieved, and an appropriate business strategy is needed to achieve this.

2. Method

In this reasearh, the method that used is descriptive and qualitative methods, by collecting the appropriate data from the company, then outlining it as a whole so as to provide an overview of the company's business condition.

In qualitative research there are two sources of data used in this study:

a. Primary Data

Data obtained from the first hand for subsequent analysis in order to find the solution or problem in this research. In this research the data obtained directly (primary data) in the form of results via email and informal interviews with the parties - decision makers in the APS.

b. Secondary Data

Secondary data will be obtained from the literature study by tracing the annual report, financial statements / company documentation, attachments and sources from the internet related to this research topic.

The information data collected is then analyzed by studying, summarizing and concluding from the results of the analysis that can obtain the facts that occur and conclusions that answer the objectives of this study.

Alternative strategies proposed by participants must be considered and discussed at meetings or a series of meetings. The proposed strategy must be written in writing. When all appropriate strategies identified by participants are given and understood, strategies must be ranked in the order of attractiveness by all participants, with 1 = not being implemented, 2 = possibly having to be implemented, 3 = maybe having to be implemented, and 4 = definitely having to be done. This process will produce a list of the best prioritized strategies that reflect the group's collective wisdom.

External forces can be divided into five broad categories: (1) economic strength; (2) social, cultural, demographic, and natural environment strengths; (3) political, government and legal strengths; (4) the power of technology; and (5) competitive strength. The tool used to determine external strength is Porter's Five-Forces and PESTLE Analysis. While for internal strength, the tool used is TOWS Matrix Analysis.

3. Result and Discussion

Based on the results of observation and analysis through Internal and External Analysis, TOWS Matrix and Marketing Mix, the writer will then formulate a business model that is suitable for APS for retail business management.

It is important, that enterprise structures develop not only one business model and its canvas, but several business models, in order to increase the performance of the tools. For example, for the enterprise structures in the industrial agriculture, which activity is of the full production and selling cycle, it is important to develop the alternative business models subject to the following possible and potential changes:

- a) Taking into account the increase or decrease in yield of vegetable raw materials or procurement of livestock raw materials, and also taking into account the changes in the production (purchase) cost of these raw materials;
- b) Taking into account the changes in the consumer demand for the most important value proposition;

c) Taking into account the new needs of key customers or the occurrence of new technologies for value creation.

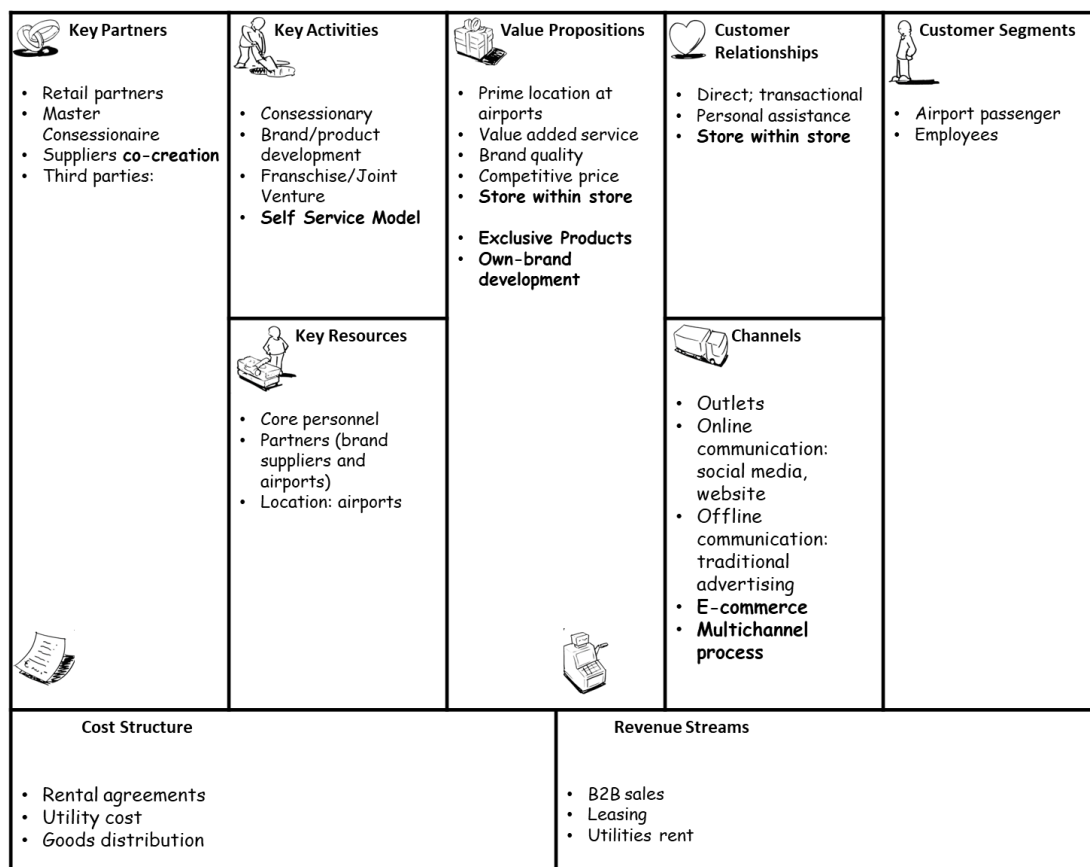
In this case, the author will try to focus on increasing the value creation of the retail model business run by APS. Related to Sorescu et al., (2011) stated that there were many different ways from retailers to constantly innovate in their retail business to adjust to changing markets and an increasingly competitive environment, as summarized in the following table specifically for Value Creation:

Table 3.1 Value Creation Model of APS

	Design Theme	Was traditionally implemented as	Innovative ways to implement the design themes	Main premise of the model	Example
Value Creation	Customer efficiency	Multiple locations; product displays, sales support, and so forth	Innovative format which facilitates the shopping experience	Store within store	Sephora inside JC Penney
	Customer effectiveness	Depth of assortment	Rely on stakeholders to determine the optimal depth of assortment and supporting services	Customer co-creation	Mix my granola, Chemstation
	Customer engagement	Reliance on advertising	Rely on added value tie-ins	Products sourced from sustainable sources, sustainable business	Walmart

				practices	
				Embedding the product into a complex store experience	American Girl

From the description above, the Business Canvas Model strategy for APS retail business is hereby submitted:



28 sales

Figure 3.2 Proposed Business Model Canvas of APS

4. Business Implementation Plan

a. Conclusion

Some things that can be used as conclusions are the results of the discussion in the previous chapter. The conclusions taken aim to answer the research objectives specified in chapter one. So the conclusions are as follows:

In external conditions, APS is faced with limited retail operational areas which are only limited to airport operational areas, especially at airports managed by the parent, namely PT Angkasa Pura II (Persero). Besides that, there are also influences from the development of the world macro economy where these conditions increase the number of competitors in the retail sector that have global standards. In these conditions, of course this provides benefits to service users because it provides more options to choose the type of retail alternative needed.

The current condition also provides an opportunity for APS to operate in all airports managed by the parent where the parent is currently also increasing the number of airports operated through several collaborative processes so that the number of airports managed will also increase and will directly impact the retail production of APS. The addition of this new airport is certainly in line with the growth of the retail market in Indonesia, which has helped develop retail at the airport and has changed the concept of the airport which is no longer just a passenger crossing.

This condition is strongly supported by Indonesia's economic growth which increases the number of domestic consumers. Demographic bonuses also become a significant advantage towards increasing retail economic growth. This can be seen from the increasing use of technology-based gadgets which are the culture of millennials. This is also in line with the increase in fintech growth.

After analyzing using the Marketing Mix method, TOWS Matrix and Business Model Canvas can be concluded that the APS must have a business model that is appropriate to the business being run, where the appropriate business model is the Retail Business Model that emphasizes improving value creation from the retail model business run by APS and this opinion was also stated by Leont et al., (2015).

With this model approach is carried out through:

- Customer efficiency: Innovative format which facilitates the shopping experience
- Customer effectiveness: Rely on stakeholders to determine the optimal depth of assortment and supporting services
- Customer engagement: Rely on added value tie-ins

b. Implementation Plan

Strategy implementation is a process where policies and strategies were put into action through the development of programs, budgets, and procedures (Wheelen and Hunger, 2012: 21). So that it can be conveyed that a good action plan will greatly determine the success of a company including the APS, for that we need an action plan that must be implemented by the APS.

The action plan is prepared according to the results of the TOWS Matrix analysis that has been linked to the existing Retail Business Model.

SO Strategy

- Add sales and marketing channels through collaboration with airport stakeholders
- Use of digital-based information media
- Strengthen collaboration with leading brands
- Strengthening cooperation with suppliers with alternative cooperation methods that adjust to the available resources
- Increasing the number of events to boost popularity

WO Strategy

- Improve the organizational structure to provide a role and more portion to the development of the retail business
- Add information technology-based sales channels
- Increased brand image through exposure to airport service users through available media

ST Strategy

- Strengthen the portfolio by promoting innovation
- Competitive pricing
- Strengthen branding by opening outlets outside the airport
- Strengthen your own brand

WT Strategy

- Use of airport service user databases
- Increased collaboration with partners at the airport through the loyalty program
- Strengthening of design specifics

Based on four strategies of the TOWS Matrix above and adjusting to the Retail Business Model, several activities or processes that need to be carried out by APS are identified earlier in the proposed Business Canvas Model strategy above. In order to support

the implementation, the author try to make a timeframe based on activity plan which is divided by some stages. Details are explained as follows:

Table 4.1 Action Plan of Implementation

STRATEGY	ACTION PLAN		NOTE
SO	Add sales and marketing channels through collaboration with airport stakeholders		
	The use of digital-based information media		
	Strengthen cooperation with well-known brands		
	Strengthen cooperation with suppliers with alternative cooperation methods that adjust to the available resources		
	Increasing the number of events to boost popularity		
WO	Improve the organizational structure in order to give more role and portion to the development of retail business		
	Add information technology-based sales channels		
	Brand image improvement through exposure to airport service users through available media		
ST	Strengthen portfolios by promoting innovation		
	Competitive pricing		
	Strengthen branding by opening outlets outside the airport		
	Strengthen your own brand		
WT	Use of airport service user databases		
	Increased collaboration with partners at the airport through the loyalty program		
	Strengthening specific designs.		

References

Angkasa Pura Solusi. (2018). *APS Retail Business Model*. Jakarta.

Appold, S. J., & Kasarda, J. D. (2006). The appropriate scale of US airport retail activities.

Journal of Air Transport Management, 12(6), 277–287. <https://doi.org/10.1016/j.jairtraman.2006.04.003>

Beifert, A., Gerlitz, L., Prause, G. (2015). Sustainable business development models for regional airports. *Innovations and Strategies for Logistics and Supply Chains (Proceedings of the Hamburg International Conference of Logistics (HICL))*, (August), 256–284.

Brun, A., & Castelli, C. (2008). Supply chain strategy in the fashion industry: Developing a portfolio model depending on product, retail channel and brand. *International Journal of Production Economics*, 116(2), 169–181. <https://doi.org/10.1016/j.ijpe.2008.09.011>

Goi, C. L. (2014). A Review of Marketing Mix: 4Ps or More? *International Journal of Marketing Studies*, 1(1), 2–15. <https://doi.org/10.5539/ijms.v1n1p2>

Heyes, G. A. (2016). The Potential for Sustainable Business Model Innovation: A Case Study of the Airport Retail Sector in A Low-Carbon Society. *IOSR Journal of Economics and Finance*, 3(1), 56. <https://doi.org/https://doi.org/10.3929/ethz-b-000238666>

Kalakou, S., & Macário, R. (2013). An innovative framework for the study and structure of airport business models. *Case Studies on Transport Policy*, 1(1–2), 2–17. <https://doi.org/10.1016/j.cstp.2013.09.001>

Leont'eva, L. S., Dudin, M. N., Sidorenko, V. N., Lyasnikov, N. V., & Reshetov, K. J. (2015). Business Model Canvas as a Basis for the Competitive Advantage of Enterprise structures in the Industrial Agriculture. *Biosciences Biotechnology Research Asia*, 12(1), 887–894. <https://doi.org/10.13005/bbra/1736>

Permadi, B. (2016). Analisis Pengembangan Model Bisnis Kanvas CV Kandura Keramik Bandung. *Jurnal Aplikasi Manajemen*, 14(1). <https://doi.org/10.18202/jam23026332.14.1.10>

PT. Angkasa Pura II. (2016). *RJPP 2016-2020*. Jakarta.

Rendragraha, R. D. W. I. (2016). *Proposed Growth Strategy and Business Model Canvas for PT. Pitjarus Teknologi*. Institut Teknologi Bandung.

Sorescu, A., Frambach, R. T., Singh, J., Rangaswamy, A., & Bridges, C. (2011). Innovations in retail business models. *Journal of Retailing*, 87(SUPPL. 1), S3–S16. <https://doi.org/10.1016/j.jretai.2011.04.005>

Zolnowski, A., Weiß, C., & Böhmman, T. (2014). Representing service business models with the service business model canvas - The case of a mobile payment service in the retail industry. *Proceedings of the Annual Hawaii International Conference on System Sciences*, 718–727. <https://doi.org/10.1109/HICSS.2014.96>

Percentage contribution of each author in the manuscript

Heriyanto Wibowo – 100%