

# JNE Gaplek Sales Counter Competitive Strategy to Increase the Profit Share of the Partnership

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## ABSTRACT

The shift in people's shopping behavior has an impact on economic growth in the logistics sector. This has resulted in a high level of competition in the logistics industry. One of the logistics companies in Indonesia is JNE which has many agents/sales counters. JNE Gaplek sales counter is one of the agents owned by JNE in the South Tangerang area. JNE Gaplek sales counter have an image as the head office of JNE South Tangerang representatives. However, high competition resulted in a decrease in profit share at JNE Gaplek sales counter. This study aims to analyze customer satisfaction, internal and external factors in JNE Gaplek sales counter and to formulate competitive strategies for freight forwarding services. The scope of this research is focused on the level of competition at the strategic business unit level. This study uses qualitative and quantitative descriptive approach. The analysis techniques used in this research are Importance Performance Analysis, Internal Factor Evaluation, External Factor Evaluation, Porters five forces, and Internal-External matrix. In the IFE analysis, it was found that the JNE Gaplek sales counter has the highest strength is a strategic location. Meanwhile, the highest threat is high customer loyalty to competitor companies. The results of IE matrix analysis shows that the JNE Gaplek sales counter is in quadrant V (hold and maintain strategy) which produces the following strategies: market penetration strategy and product development strategy. This research is expected to be a reference and comparison for further research and can be applied by JNE Gaplek sales counter.

**Keywords:** Sales Counter, Customer Satisfaction, Competitive Strategy, Share Profit

## INTRODUCTION

Based on data from Statista (2019) <sup>[1]</sup> the number of internet users in Indonesia has reached more than 100 million users. The increase in number is due to changes in people's behavior from traditional to online shopping. The emergence of e-commerce or online stores provides many benefits such as convenience, comfort, and gives a more personal impression when making transactions (Chen et al. 2017)<sup>[2]</sup>. The advancement of e-commerce certainly encourages economic growth in the logistics sector where this sector has a role as an intermediary for sellers and buyers when making online buying and selling transactions. According to Hesse (2002)<sup>[3]</sup>, along with the increase in the number of online shopping, it will have an impact on increasing demand for package delivery courier services

In 2019, the growth of the logistics sector will be around 11.56% and will be predicted to increase until 2020. The logistics industry has increased due to several factors, there are the role and the synergy of the government. Logistics service providers, logistics players and infrastructure providers or logistics facilities with the government have established standardization in the field of logistics that

includes human resources, operational practices and of course technology.

The growth of the package delivery service industry has resulted in a high level of competition. Table 1 shows the level of competition for the package delivery service industry in Indonesia based on the Top Brand Index from 2015 to 2020 (top brand award 2015-2020)<sup>[4,5,6,7,8,9]</sup>.

**Table 1. Top Brand Index of Goods Forwarding Service. 2015-2020**

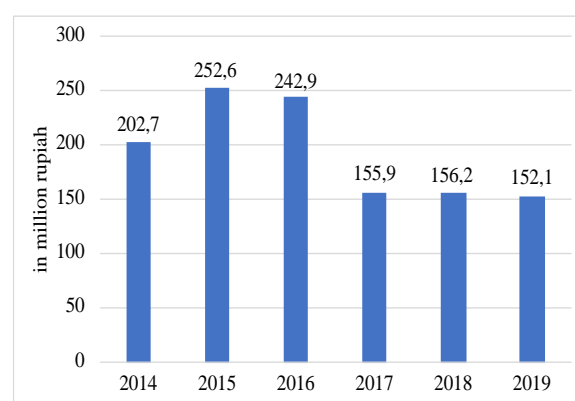
Year	Top Brand Index (%)				
	JNE	TIKI	J&T	POS	DHL
2015	43.50	36.20	-	6.70	2.10
2016	47.60	35.70	-	9.60	1.30
2017	49.40	34.70	-	8.40	1.30
2018	45.00	13.60	13.90	11.60	3.50
2019	26.40	12.60	20.30	5.40	3.80
2020	27.30	10.80	21.30	7.70	4.10

It can be seen in Table 1 that the situation of increasingly fierce competition in the logistics industry for package delivery courier services in Indonesia in the last 6 years. When viewed in 2015, JNE dominated the package delivery courier service market with a percentage of 43.5%. During a period of six years from 2015 to 2020, JNE was the consumer's top choice of package delivery courier service brands.

When referring to TBI, Indonesian courier services, JNE began to experience a percentage decline in their brand index due to intense competition from old competitors and newcomers. It can be seen that in 2018 JNE experienced a decrease in the brand index by 4.4% and again dropped drastically to 26.4%. This indicates that there is a shift in mind share, market share and commitment share from consumers who were originally in the JNE brand, then moved to newcomer brands such as J&T, SiCepat, Ninja Ekspres, Paxel or to brands of old competitors such as TIKI, Wahana and even GoJek. and Grab.

Along with the development of the business world and the increasingly rapid globalization, it requires JNE to maintain its existence in the package delivery courier service business. One way is to keep all agents or sales counters alive in this courier services competition. One of the JNE sales

counters in the South Tangerang area, especially Pamulang, is the JNE Gaplek sales counter which has the status of the representative office of JNE Tangerang. Based on the location element, JNE Gaplek sales counters are located in downtown Pamulang, which makes it the advantage of JNE Gaplek sales counters. However, JNE Gaplek sales counter excellence does not guarantee that the profit share generated will continue to increase. As a result of this competition in the courier service industry, the share of profit on the JNE Gaplek sales counter has decreased in the last four years, namely 2016 to 2019. Figure 1 shows a graph of the decline in profit share obtained by JNE Gaplek sales counters.



**Figure 1. JNE Gaplek sales counter's share profit, 2014-2019**

One of the goals in the business world is to generate high income. Therefore, the purpose of this research is to develop an appropriate competitive strategy at the JNE Gaplek sales counter to increase profit share and win business competition by analyzing the factors that cause a decrease in profit share at JNE Gaplek sales counters based on customer's satisfaction of internal and external factors in the business. The strategic planning must be precise, comprehensive and in accordance with developments in the world of courier services and be sustainable. The findings from the results of this study can provide benefits for academics as a reference and comparison material for further research, and can provide benefits for JNE Gaplek sales counters in implementing competitive strategies.

## LITERATURE REVIEW

### Courier Delivery Service Business

Goods delivery service is an activity carried out by a person or group of people based on material factors through certain systems, procedures and methods in order to fulfill the interests of others according to their rights (Moenir 2002)<sup>[10]</sup>. Historically, postal and courier services have been considered part of the postal sector, whereas express and courier services have concerned value-added services with door-to-door delivery (Lijn et al. 2005)<sup>[11]</sup>. Over the past decade, express and courier services have increasingly developed into separate industries known as courier, express, and parcel (CEP) services. Although CEP services stand at the crossroads of logistics and postal services, they have distinctive features that set them apart, such as one-hour accuracy of delivery times, money-back guarantee, delivery acceptance, door-to-door delivery, the ability to track shipments within tracking systems, and a special messaging role (Gulc 2017)<sup>[12]</sup>. This distinctive feature of CEP has become very attractive not only to trading and manufacturing companies, but also to individual customers.

### Shipping Courier Service Agency

Agents are referred to as contractors and not as employees. According to the Industry Commission (1992)<sup>[13]</sup> post office agents are companies that provide postal services but are not managed by Australia Post employees. There are two types of agency namely independent agent and joint agent. Independent agents operate Australia Post business exclusively where agents receive sick leave, holiday pay, long leave, paid assistance and business payments calculated through a complex system. Meanwhile, joint agents operate other businesses from their premises, receiving annual payments for work performed based on business volume. The Post Office Agents Association (POAA) believes that post office agents have a role as the center of communication, community, receiving,

sending, resending, redirecting, and mailing (Industry Commission 1992). From the above explanation, it can be concluded that courier service agencies are companies that provide delivery services but are not managed directly by the central company, so that the agency's operational and management processes are carried out independently and the income earned is based on the volume of packages received.

### Competition in Freight Forwarding Services

In contemporary literature, competition is defined as a process by which market participants strive to achieve their mission and management objectives, trying to present a more profitable offer than others (Dmowski 2013)<sup>[14]</sup>. In conditions of increasing competition and increasingly abundant product wealth, customers are the most important thing in a business. The basic problem is not just acquiring new customers, but perhaps even more importantly retaining previously acquired customers. To face these challenges and remain in a competitive market, courier companies should focus on improving services as one of the main strategic objectives (Gulc 2017).

### Customer Satisfaction

According to Kotler et al. (2014)<sup>[15]</sup>, consumer satisfaction is a feeling of pleasure or disappointment for someone who appears after making a comparison between the performance (result) of the product or service that is felt to the expected performance. Customer satisfaction is one of the most powerful keys for a company to be able to survive in the competition (Blocher et al. 2013)<sup>[16]</sup>. This is supported by Mohsan et al. (2011)<sup>[17]</sup> which argues that customers will tend to recommend service providers when they are satisfied with the services they get, but conversely, customers who are not satisfied with the services provided, they tend to switch to using other service providers. High customer satisfaction will of course lead to

an increase in cash flow volume and a reduction in the risk associated with cash flow (Srivastava et al. 1998)<sup>[18]</sup>. Prakarsa and Tarigan (2016)<sup>[19]</sup> have proven in their

research that customer satisfaction has a positive and significant impact on customer loyalty and financial performance.

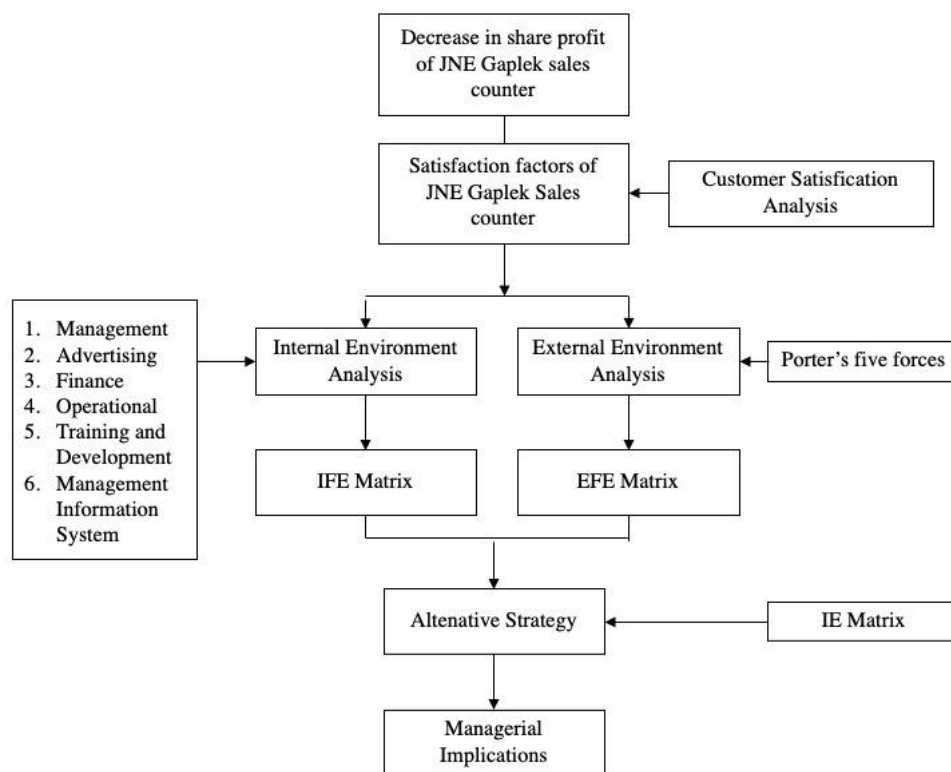


Figure 2 Research Framework

Figure 2 is the concept of thought in this study. This research is a case study research that uses a quantitative descriptive approach. Types of data sources used in this study are primary data and secondary data. Primary data obtained based on the results of interviews and questionnaire surveys to expert respondents. Expert respondents in this study were internal company parties. The number of interview samples consisted of five people, namely the owner, manager, and three JNE Gaplek sales counter employees.

The data collection techniques used in this research was observation, questionnaire survey, interview and literature study. The data analysis techniques used in this study are as follows:

1. Internal Factor Evaluation (IFE), which is a method used to evaluate the strengths and weaknesses of a company (Zulkarnain et al. 2018)<sup>[20]</sup>.

2. External Factor Evaluation (EFE), namely the method used to assess the company's response to external conditions (Zulkarnain et al. 2018).
3. Five force porter model, which is the method used to analyze the attractiveness of the industry in the long term. In this study using an assessment score of 1-4, namely: 1) low; 2) moderate; 3) height; 4) very high.
4. Internal-External (IE), which is a method based on the analysis of internal and external environmental factors that are combined into one suggestive model in Figure 3 (Athoillah et al. 2019)<sup>[21]</sup>.

In Figure 3, in general the IE matrix contains nine strategy cells. In principle, the nine cells are grouped into three main strategies, namely:

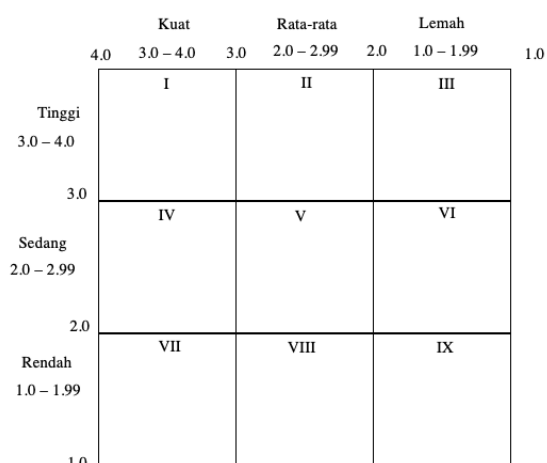


Figure 3 IE Matrix

a. The position of the company in cells I, II, and IV is described as the Grow and Build strategy. Strategies that are suitable for companies in these cells are intensive strategies (market penetration, market development, and product development) or integration strategies (backward integration, forward integration, and horizontal integration).

b. The position of companies in cells III, V, and VII is most appropriate to use Hold and maintain strategies. Strategies commonly used are market penetration and product development strategies.

c. Company positions in cells VI, VIII, and IX can use the Harvest or Divestiture strategy.

5. Quantitative strategic planning, which is the method used to evaluate alternative strategies based on internal and external factors (David 2011)<sup>[22]</sup>. Data processing techniques in research used several stages as follows:

a. Observation of the company's internal environment to see the internal condition of JNE Gaplek sales counters

b. Interviews based on questionnaires to expert respondents. At this stage, determine the weight and rating on the IFE and EFE matrices

c. Internal-External matrix analysis (IE), the output produces an alternative strategy that can be recommended for the company

## RESULT

### Importance Performance Analysis (IPA)

Table 2 Importance Performance Analysis (IPA)

Code	Atribute	Performace	Importance
X1	JNE Gaplek sales counter location is strategic	5.3	5.8
X2	Large parking area, enough to park cars and motorbikes	5.3	5.6
X3	Fragrant, not full of dust	5.3	5.6
X4	Facilities provided include chairs, air conditioning, TV, drinking water	5.4	5.7
X5	Employees dressed neatly and did not smell unpleasant	5.5	5.7
X6	Easy to find the location	4.75	5.2
X7	Long operating hours	5.2	5.65
X8	Communicative employees	4.6	5.75
X9	Willing to serve a number of pick-ups from small to large quantities	5.5	5.6
X10	Reliable in resolving customer complaints	4.65	5.7
X11	After the customer asked for the pick-up service, the courier promptly responded	5.5	5.75
X12	JNE Gaplek sales counter employees are willing to answer any customer questions	4.85	4.95
X13	Management is fast in responding and handling customer complaints	4.8	5.6
X14	The shipping fee rates are as stated on the website	5.2	5.6
X15	Employees do not attempt to ask customers for extra payment rates	5.25	5.85
X16	JNE Gaplek sales counter employees are friendly and polite	5.3	5.6
X17	JNE Gaplek sales counter management is friendly and polite	4.65	4.5
X18	JNE Gaplek sales counter employees pay more attention to customers	5.2	4.7
X19	The company's management is committed to improving service and trying to get the best reputation	5.3	4.9
X20	Feel comfortable with the facilities	5.2	5.75
X21	Feel safe from damage to shipped goods	5.35	5.8
X22	Various and easy payment methods	5.2	5.6
X23	Feel satisfied with the pick up service offered	5.45	5.6
X24	The rates issued are in accordance with the quality of service	5.2	5.8
X25	The rates offered have not changed	5.3	5.9
X26	There is no additional fee if you cancel a shipment	5.2	5.75
X27	The rates offered are quite cheap compared to competitors	5.4	5.7
Average		5.18	5.54



From the calculation of the importance of performance analysis, the average value of the performance is 5.18 and the interest is 5.54. This value will be

entered into the IPA matrix to be able to find out the position of the quadrant position of each attribute. Figure 4 shows the position of each attribute in each quadrant.

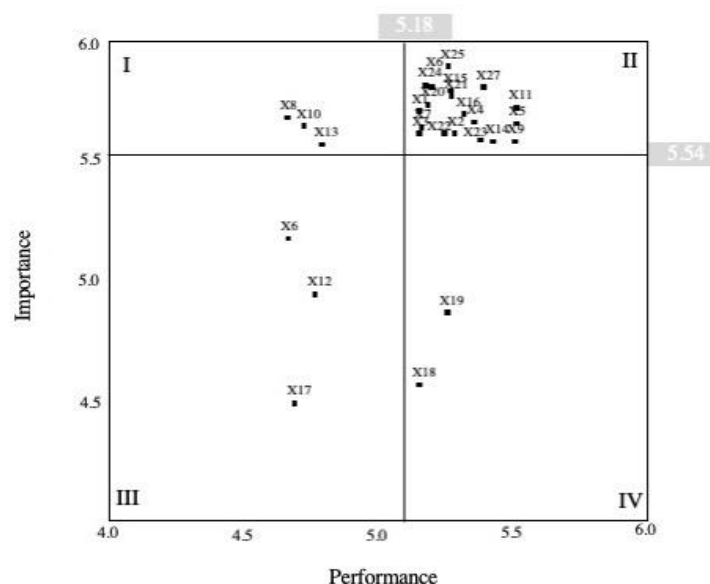


Figure 4 IPA Matrix

After performing importance performance analysis, the next step is the customer satisfaction index (CSI) analysis. The CSI analysis concludes that the overall JNE Gaplek sales counter customer satisfaction index is 0.86. Because the CSI value in this study is in the range 0.81 - 1.00, it can be concluded that JNE Gaplek sales counter customers are very satisfied with the services provided.

#### Internal Factor Evaluation Matrix (IFE)

IFE matrix analysis is done by identifying internal factors in the form of strengths and weaknesses possessed by JNE Gaplek sales counters. In Table 3 shows the results of calculations using the IFE matrix obtained a total score of 2.6765.

Table 3. Result of JNE Gaplek Sales Counter IFE Matrix

Internal Factor	Weight	Rating	Score
<b>Strengthness</b>			
Communicative skills and friendly attitude to consumers	0.0423	3.40	0.1346
The ability of employees to use technology	0.0396	3.40	0.1346
Strategic location	0.0655	3.60	0.2347
Availability of parking space	0.0497	3.60	0.1720
Lounge comfort	0.0584	3.20	0.1791
Number of computers available	0.0539	4.00	0.2049
Internet access speed	0.0428	3.60	0.1540
Pick up service is available	0.0497	3.40	0.1616
The condition of financial resources	0.0425	3.60	0.1530
It has an average reception of 125 packages a day	0.0425	3.20	0.1360
Listed contact numbers and social media	0.0716	3.20	0.2188
<b>Weakness</b>			
The ability of employees to solve internal problems	0.0483	1.80	0.0832
The ability of employees to resolve customer complaints	0.0423	1.40	0.0588
The quality of the response from the system	0.0468	2.00	0.0935
Number of printers available	0.0618	2.00	0.1188
Number of barcode scanners available	0.0663	2.00	0.0776
Marketing and promo strategies undertaken	0.0380	2.00	0.1272
JNE signpost condition	0.0531	2.00	0.1019
The intensity of the company's research, development and innovation	0.0401	2.00	0.0803
Efficient operational maintenance	0.0449	1.20	0.0520
Total	1.0000		2.6765

With a total weight score above 2.5, it indicates that JNE Gapek's internal sales counter position is sufficient to overcome existing weaknesses with its strengths. From the IFE matrix results, the highest strength factor possessed by JNE Gapek sales counters is a strategic location with a total score of 0.22347. And the highest weakness factor is the marketing and promo strategies carried out with a total score of 0.1272. Because until now, the marketing strategy carried out by JNE Gapek sales counters still tends to be passive.

### External Environmental Analysis Porter's Five Forces

Analysis of porter's five forces in the study consists of five components, namely the threat of new entrants, bargaining power

of suppliers, bargaining power of buyers, threats of substitute products, the level of competitive rivalry (Table 4). Table 4 shows that the attractiveness of newcomer threats faced by JNE Gapek sales counters is the differentiation of entry barriers with a total score of 3.00. Bargaining power of the supplier of the highest attractiveness is the supplier group with a score of 2.50. The bargaining power of the highest attractiveness buyers is service differentiation and service quality from the barrier with each total score of 3.00. The lure for the threat of replacement products is online motorcycle taxis with a total score of 2.50. And the highest attraction for competitive rivalry is the number of competitors with a score of 4.00.

**Table 4 Result of Five Force Porter Analysis**

Parameter		Skor	Keterangan
<b>1. Threat of New Arrivals</b>			
a	Economics of scale	1.50	Moderate
b	Product differentiation	3.00	High
c	Capital requirements	1.50	Moderate
d	Access distribution channels	1.00	Low
e	Quality of service from incoming barriers / threats	2.50	High
f	Government regulations	2.50	High
g	Barriers to entry technology	2.50	High
h	Experience as an entry barrier	1.50	Moderate
<b>2. Bargaining Power of Suppliers</b>			
a	Supplier group	2.50	High
b	Product substitution	1.00	Low
<b>3. Bargaining Power of Buyers</b>			
a	Customer group	2.50	High
b	Service differentiation	3.00	High
c	Quality of service from incoming barriers / threats	3.00	High
d	The price offered	2.50	High
<b>4. Threat of substitute products</b>			
a	Online transportation	2.50	High
<b>5. The level of competition rivalry</b>			
a	Number of competitors	4.00	Very High
b	Industry growth rate	3.50	Very High
c	Large fixed costs	3.00	High

### External Factor Evaluation (EFE)

EFE matrix analysis is carried out by identifying internal factors in the form of opportunities and threats that are owned by JNE Gapek sales counters. In Table 5 shows the results of calculations using the EFE matrix obtained a total score of 2.6091.

With a total weight score of more than 2.5, it indicates that JNE Gapek sales

counters are able to respond well to threat factors by taking advantage of existing opportunities. The main opportunity that JNE Gapek sales counters have is a shift in shopping behavior with a total score of 0.2398. While the main threat of JNE Gapek sales counters is high customer loyalty to services provided by competitors with a total score of 0.1346.

**Table 5. Result of JNE Gaplek Sales Counter EFE Matrix**

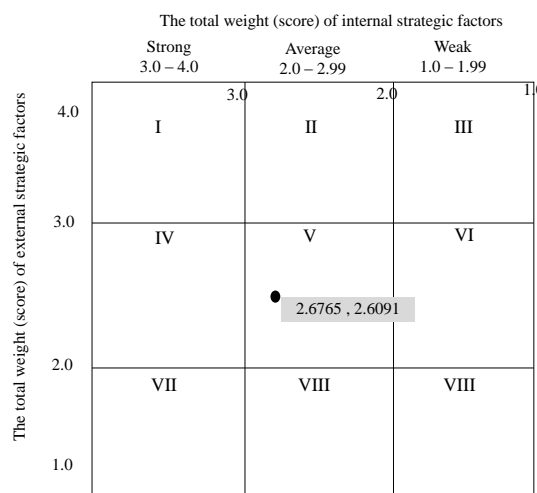
External Factor	Weight	Rating	Skor
<b>Opportunity</b>			
Indonesia's population growth is increasing	0.0497	3.60	0.1789
Shifting in shopping behavior	0.0631	3.80	0.2398
The development of information technology is growing rapidly	0.0465	3.40	0.1582
Increasing number of online sellers	0.0429	4.00	0.1714
Competing in the middle market share	0.0492	3.40	0.1672
Increased income on major holidays	0.0360	3.80	0.1369
Global demand for the shipping service industry has increased significantly	0.0447	3.80	0.1699
Large barriers to entry (high capital requirements)	0.0352	3.60	0.1268
The minimum distance limitation set by the JNE company	0.0360	4.00	0.1441
JNE's brand image is already strong	0.0326	4.00	0.1304
<b>Threat</b>			
Government regulations in determining the rules for shipping services	0.0502	1.20	0.0603
Indonesia's economic growth rate is decreasing	0.0397	1.80	0.0715
People's purchasing power has decreased	0.0400	2.00	0.0799
The appearance of Ojek Online	0.0568	1.20	0.0682
Competitor's marketing strategy	0.0665	2.00	0.1331
Technological advancement of competing companies	0.0631	1.80	0.1136
Competition in the shipping service business is high	0.0602	1.80	0.1084
Integration of competitors across multiple marketplaces	0.0589	2.00	0.1178
Price increases offered by third parties	0.0613	1.60	0.0980
High customer loyalty to services provided by competitors	0.0673	2.00	0.1346
Total	1.0000		2.6091

### Internal-External Matrix Analysis

IE matrix analysis is conducted to sharpen the IFE and EFE matrix analysis. Based on the mapping of the total score on the IFE matrix, which is 2.6765, it can be concluded that JNE Gaplek sales counters have a high level of internal factors. While the total score on the EFE matrix is 2.6091. It can be concluded that JNE Gaplek sales counters are able to manage the existing threats. The total score from the IFE and EFE matrix is then entered into the IE matrix according to Figure 5.

Figure 5 shows that the JNE Gaplek sales counter position is in cell V, namely the hold and maintain strategy. The right strategy in this position is the strategy of

intention in the form of market penetration and product development.



**Figure 5. Total Score Matrix IE of JNE Gaplek Sales Counter**

**Table 6. JNE Gaplek Sales Counter's Alternative Strategy**

No	Alternative Strategy	Recommended programs
1	<b>Market penetration strategy</b>	Improve the strategy of offering or promotion of services provided to existing customers, in order to retain existing customers
2		Increase the intensity of advertising (via social media) to attract new prospective customers
3		Remodified the size of the JNE signpost to make it more visible to potential new customers
4	<b>Product development strategy</b>	Improve the quality of human resources who are trained and skilled in serving customers
5		Improve existing facilities (comfort and cleanliness of the waiting room)
6		Queue system management

### Managerial Implications

Based on Importance Performance Analysis (IPA), a priority scale is obtained that can be done by JNE Gaplek sales counters to get customers satisfaction. These strategies are as follows: The attributes that

are on this priority scale are attributes that have a high level of importance, but in practice they are still considered not good. Therefore, it is necessary for JNE Gaplek sales counters to prioritize improvements to the attributes that are on this priority scale,



namely X8 (employees serve communicatively), X10 (reliability of management in handling customers complaints), and X13 (speed of management response).

The following are managerial implications that can be applied to JNE Gapek sales counters:

### 1. Market penetration strategy

According to David (2011), market penetration strategies include increasing the number of workers, increasing advertising strategies, offering product or service promotion extensively or multiplying marketing efforts. The recommended programs are as follows:

- a. Improve the strategy of offering or promotion of services provided to existing customers, in order to retain existing customers
- b. Increase the intensity of advertising (via social media) to attract new prospective customers
- c. Remodified the size of the JNE signpost to make it more visible to potential new customers

### 2. Product development strategy

A product development strategy is a strategy that seeks to increase sales through improvements or modifications to existing products or services. According to David (2011), product development strategies usually require large expenditures for the research and development process. The recommended programs are as follows:

- a. Improve the quality of human resources who are trained and skilled in serving customers
- b. Improve existing facilities (comfort and cleanliness of the waiting room)
- c. Queue system management

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the results of the analysis carried out to achieve the objectives set at the beginning of the study to increase the

profit share at the JNE Gapek sales counter, it can be concluded that there are four important things:

1. Based on the results of the analysis of IPA, the focus on total improvement on customers satisfaction occurs in quadrants I and III. The attributes in this quadrant are the key for JNE Gapek sales counters to win the shipping service industry competition in terms of customers' satisfaction. While the results of CSI analysis show that the customers satisfaction index of JNE Gapek sales counters is high and it can be said that JNE Gapek sales counter customers are very satisfied with the services provided.
2. Based on the results of internal environmental analysis, it is found that the highest factor in terms of company strength is strategic location. As for the main weakness factors of JNE Gapek sales counters are the marketing strategies and promos that are carried out. For the analysis of the external environment, it was found that the opportunity factor that had a big influence on JNE Gapek sales counters was the shift in people's shopping behavior. Meanwhile, the threat factor for JNE Gapek sales counter is high customer loyalty to services provided by competitors.
3. The results of the analysis of the formulation of competitive strategies using the IE matrix show that JNE Gapek sales counters are in cell V (hold and maintain). The alternative strategies that were successfully obtained to imply are 1) market penetration strategy; 2) product development strategy.

### Recommendation

To increase profit sharing at JNE Gapek sales counters, of course, efforts are needed to increase income. The results of this study indicate several strategies that can be carried out by JNE Gapek counter sales in competition, which are market penetration strategy and product

development strategy. In the market penetration strategy, JNE Gaplek sales counter need to develop a more active marketing strategy to attract customers' attention to be willing to use package delivery services at JNE Gaplek sales counter. Next, carry out a product development strategy by developing or improving existing services to maintain customer loyalty. In this study, there has not been a deeper study of the marketing strategy that should be carried out by JNE Gaplek sales counter. Therefore, the recommendation for further research is to study marketing strategies related to package delivery services in order to survive in an environment of business competition.

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