

ABSTRAK

ANALISIS STRATEGI OPTIMALISASI BISNIS KARGO OLEH PT. GARUDA INDONESIA SELAMA MASA PANDEMIK COVID 19

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Adanya COVID 19 dan kebijakan PSBB memberikan dampak kepada pelaku industri penerbangan di Indonesia seperti terjadinya penutupan rute, menurunnya angka permintaan, dan pembatasan akses antar negara. Salah satu industri penerbangan di Indonesia adalah Garuda Indonesia. Garuda Indonesia mengalami penurunan jumlah penumpang pada tahun 2020 sebesar 72.99 % dibandingkan dengan tahun sebelumnya. Kondisi ini menuntut manajemen Garuda Indonesia untuk melakukan beberapa langkah strategis sebagai upaya untuk mempertahankan keberlangsungan bisnis perusahaan dengan cara salah satunya adalah melakukan optimalisasi pada bisnis unit lainnya untuk menunjang pendapatan perusahaan. Garuda Cargo (GC) merupakan salah satu bisnis unit yang dimiliki Garuda Indonesia yang saat ini sangat potensial untuk dikembangkan di masa pandemik, hal ini dikarenakan dengan adanya pemberlakuan kebijakan PSBB berdampak pada meningkatnya konsumsi masyarakat untuk belanja daring sehingga permintaan jasa angkutan kargo meningkat dan angkutan kargo juga memiliki peranan penting terhadap pemasok logistik nasional.

Penelitian ini bertujuan untuk menganalisis strategi Garuda Indonesia terkait upaya mempertahankan keberlangsungan bisnis di tengah pandemik COVID 19 dengan memperhatikan analisis lingkungan eksternal (SWOT) dan internal (*value chain, resource base view* dan VRIO) perusahaan. Strategi optimalisasi bisnis kargo yang dilakukan seperti pengembangan rute, pengembangan kapasitas angkutan kargo, pesawat *freighter*, penerbangan *charter*, dan *road feeder service*.

Analisis lingkungan internal Garuda Kargo menunjukkan bahwa ruang lingkup aktivitas utama *inbound logistic* meliputi unit divisi *revenue management* dan kargo *commercial, operation* unit divisi kargo *operational*, *outbound logistic* unit divisi *marketing* dan *service, marketing* dan *sales* unit divisi *marketing* dan kargo *commercial* dan *service* unit divisi kargo *operation* dan kargo *commercial*. Analisis RBV meliputi *tangible asset, intangible asset*, dan *organization capabilities* yang akan dikelompokkan menjadi *operational, resource, brand* dan *reputation, partnership* dan *networking*, sedangkan analisis eksternal akan dilakukan menggunakan *tools* SWOT.

Kata Kunci : Garuda Indonesia, Strategi Optimalisasi, Penerbangan, Kargo, RBV, VRIO, SWOT, *Value chain*

ABSTRACT

ANALYSIS OF CARGO BUSINESS OPTIMIZATION STRATEGY BY PT. GARUDA INDONESIA DURING THE COVID-19 PANDEMIC

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Pandemic COVID 19 and all new policy has an impact on the aviation industry in Indonesia such as route closures, decreased demand, and any access restrictions between countries. One of the aviation industries in Indonesia is PT. Garuda Indonesia. Garuda Indonesia experienced a decrease their passengers in 2020 by 72.99% compared to the previous year. Management of Garuda Indonesia take several strategic as an effort to maintain the company's business continuity, such as optimizing other business units to support the company's revenue. Garuda Cargo (GC) is one of the business units owned by Garuda Indonesia which currently has the potential to be developed during the pandemic, this is because the implementation of the isolation policy has an impact on increasing public consumption for online shopping so that demand for cargo transportation services increases, and also has mandatory in the national logistics supply. ‘

This study aims to analyze Garuda Indonesia's strategy regarding efforts to maintain business continuity in the midst of the COVID 19 pandemic by paying attention to the company's external (SWOT) and internal (Value Chain, Resource Base View and VRIO) analysis of the company. The cargo business optimization strategy was carried out such as route development, capacity development for cargo transportation, freighter aircraft, charter flights, and road feeder service. An analysis of the internal environment of Garuda Cargo shows that the scope of the main activities of inbound logistics includes revenue management and commercial cargo division units, operations unit cargo operations division, outbound logistics unit marketing and service division, marketing and sales unit marketing division and commercial cargo and service unit cargo division. operations and commercial cargo. RBV analysis includes tangible assets, intangible assets, and organization capabilities which will be grouped into operational, resource, brand and reputation, partnership and networking, while external analysis will be carried out using SWOT analysis.

Keyword: Garuda Indonesia, Optimalization Strategy, Airlines Industry, Cargo, RBV, VRIO, SWOT, *Value chain*

