

INTISARI

TRAC Astra Rent a Car, bisnis unit TRAC Rental, memiliki *market share* sewa mobil jangka pendek segmen B2C hanya sebesar 2,8% selama tahun 2014-2016. Besarnya potensi market B2C telah membuat TRAC Rental membuat beberapa strategi bisnis untuk meningkatkan *market share* segmen B2C. Tujuan penelitian ini untuk menganalisis kekuatan, kelemahan, ancaman dan peluang TRAC Rental dalam menghadapi persaingan industri sewa mobil jangka pendek; mengevaluasi strategi bersaing TRAC Rental untuk industri sewa mobil jangka pendek khususnya segmen B2C dan bagaimana rumusan alternatif strategi yang tepat.

Metode penelitian yang dilakukan dengan menggunakan analisis deskriptif kualitatif dengan 3 (tiga) pendekatan analisis yaitu analisis lingkungan internal, analisis industri dan analisis SWOT. Analisis internal menggunakan analisis kinerja perusahaan, analisis strategi TRAC Rental, analisis pengembangan organisasi dan SDM, analisis efektivitas program marketing, dan analisis *value chain*. Analisis industri menggunakan analisis karakteristik ekonomi dominan industri, analisis Porter's *five forces model*, analisis *Key Success Factor (KSF)*, dan analisis *Driving Forces*. Analisis SWOT mengidentifikasi bagaimana perusahaan memaksimalkan peluang, bertahan terhadap ancaman, meningkatkan kekuatan dan menghilangkan kelemahan perusahaan. mengelaborasi hasil analisis industri dan hasil analisis internal yang dilakukan

Hasil penelitian menunjukkan bahwa industri sewa mobil jangka pendek masih dikategorikan sebagai industri yang masih atraktif, strategi eksisting yang dimiliki TRAC Rental telah mengadaptasi KSF industri sewa mobil yang ada meskipun belum efektif meningkatkan kontribusi segmen B2C. Strategi yang dapat diterapkan untuk memenangkan persaingan meliputi pembenahan sistem yang *real time* dan terintegrasi, pengembangan *mobile omnichannel*, penambahan fungsi dan struktur organisasi, implementasi strategi promosi yang *massive*, dan peningkatan aliansi bisnis.

Kata kunci: analisis industri, industri sewa mobil, analisis Porter's *five forces model*, analisis *key success factor*, analisis *driving forces*, analisis SWOT, strategi bersaing.

ABSTRACT

TRAC Astra Rent a Car (a business unit under TRAC Rental) market share in short term car rental for the B2C segment is only 2,8% in 2014-2016. The opportunity in B2C segment has made TRAC Rental defines business strategy to increase its market share. The purpose of this research is to analyze strengths, weaknesses, threats and opportunities of TRAC Rental in short term car rental industry; to evaluate current strategy to increase B2C contribution and how to formulate the fit alternative strategies.

This research use descriptive qualitative analysis with 3 (three) approaches: internal environment analysis, industry analysis, and SWOT analysis. Industry analysis use the industry economy characteristic analysis, Porter's five forces model, Key Success Factor (KSF), & driving forces method. These approaches cover the explanation of explains company performance, current strategy, people & organization development, marketing program effectiveness, & value chain. Within within the analysis of industry and internal analysis, SWOT analysis identifies how the company maximize opportunity, handle the threats, increase strength and eliminate weaknesses.

The result of this research shows that short term car rental industry still considered attractive. Although not effectively improve the B2C segment's contribution, TRAC Rental's current strategy has adopting car rental industry's key success factors. Strategy that can be implemented to win the competition such as: system improvement to create real time & integrated system; develop mobile omnichannel, adding some function and position in organization structure, implement massive promotion, and enhance business alliance.

Keywords: industry analysis, car rental industry, Porter's five forces model, analysis, key success factor analysis, driving forces analysis, SWOT analysis, competitive strategy.