

## SWOT ANALYSIS IMPLEMENTATION IN INCREASING ARGO CHERIBON TRAIN TICKET MARKETING STRATEGY

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### Abstract:

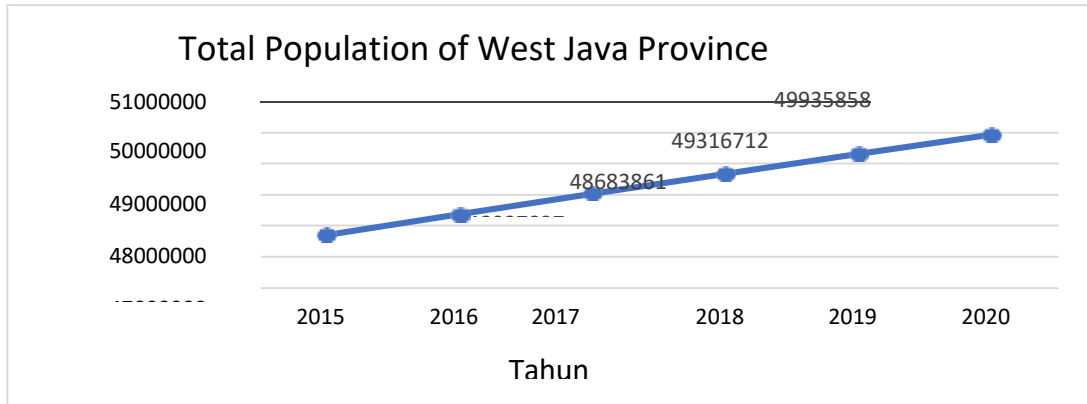
By using SWOT this study aims to find out the state of the company, find out the factors in improving train ticket marketing and look for efforts to improve train ticket marketing based on the factors that have been obtained in the research. Data collection was obtained using interviews and questionnaires for data processing using qualitative descriptive analysis methods. To find out the internal factors of the company comes from the 4P marketing mix and for external factors the company comes from the environment, social and technology. After obtaining the factors, a SWOT analysis and weighting and rating were carried out using the IFAS and EFAS methods. In determining informants and research samples using the Purposive Sampling method. The informant in this study was an employee of the DAOP 3 Cirebon passenger transportation unit who was responsible for the marketing of train tickets. Based on the calculation of IFAS and EFAS, the value of Strength 2.28 and weakness of 0.67 is obtained so that the difference in value is obtained by 1.61, while for the difference between the value of opportunity and threat is 0.35. So that it forms coordinates (1.61,0.35). The results of the SWOT analysis found that the company's position is in quadrant 1 so that the strategy applied is an aggressive strategy where the best possible utilize strengths and opportunities such as maintaining service quality, providing promos and promoting customers to introduce their products.

**Keywords:** Argo Cheribon Railways; SWOT; Marketing Strategy.

### INTRODUCTION

West Java is one of the provinces in Indonesia with the largest population in Indonesia, based on data from BPS West Java Province has increased every year, in 2021 the province has a population of 49 million people.

**Figure 1. Total Population of West Java Province**



(Source: BPS West Java Province 2021)

Along with the increase in the number of population in West Java, it is also necessary to be accompanied by reliable and comfortable transportation for someone to travel, one of the favorite modes of transportation is the train (Dewi & Darsyah, 2018; Saputra, 2016) Because trains offer speed and punctuality, trains also have the advantage of being able to travel long distances with relatively fast time compared to other land transportation modes (Abidin, 2011). Train travel is listed in GAPEKA (Train Travel Chart). GAPEKA is a guideline for the implementation of train travel depicted in a graph containing information about stations, times, distances, speeds and others. In making or designing the number of trips in GAPEKA itself, one of them is influenced by passenger demand or passenger demand.

PT KAI (Persero) is one of the train operators in Indonesia that offers transportation services in the field of trains (Kurniawan, 2016; Septiana, 2021). In purchasing train tickets, two ways are served, namely Internal Management, namely train ticket sales points managed by the company, including but not limited to station counters, contact center 121 and Reservation Service Center counters and KAI access. Transactions through contact center 1121 only serve orders, payment processing is carried out at Partners and Banks that have collaborated with the company (Adawia et al., 2020; Iskandar & Palapah, 2017; Yasfi, 2018).

External Management is a point of sale for train tickets managed by the Company's Partners. Among them: Agent counters, multibiller counters and minimarkets that have collaborated with the company. As shown by the following table:

**Table 1 Places to Sell Train Tickets**

No	Web / mobile apps	Official	outlet /vedding machine
1	Blibli.Com	Contact Center 121	Alfamart
2	Bmw	Internet ReservasiKai.Id	Alfamidi
3	Bukalapak	Kai Access	Citos
4	Citos		Darmawisata Indonesia
5	Internet ReservasiKai.Id		Finchannel.Vm
6	Kai Access		Indomaret
7	Padiciti		Kaha
8	Pegipegi.Com		Lunari

9	Tiket.Com	Pt. Post
10	Tokopedia.Com	Goshow Counter
11	Traveloka	
12	Via.Com	
13	Volts Travel	

(Source: PT KAI, 2022)

Operational Area 3 Cirebon is one of the Operational Areas owned by PT KAI, train runs in DAOP 3 Cirebon itself are dominated by medium and long distance travel. Cirebon is an area that connects West Java (Jakarta) and Central Java (Tegal).

According to Suprpto, as Public Relations of DAOP 3 Cirebon in 2021 there has been an increase in the number of passengers for rail transportation modes, especially in the operating area 3 Cirebon which has increased in November the average number of passengers can reach 1,500 people per day while in December the average the number of passengers increased to 2,000. Even though it has increased, this is still below the program planned for DAOP 3 Cirebon because there are still 55% of train tickets remaining. Of the planned 111 train trips, only 84 of the total train trips will operate and pass through DAOP 3 Cirebon. The trains operated or operated by DAOP 3 Cirebon include the Argo Cheribon train or often called Gocher with the Cirebon-Gambir link and the Ranggajati train with the Cirebon-Jember link.

**Table 2 Occupancy and Number of Daop 3 Cirebon Passengers in 2021**

Train Name	Description	Quarterly				Total
		I	II	III	IV	
Gocher	Total Pnp	7720	36524	2530	64146	110920
	Occupancy	49%	72%	11%	35%	42%
Ranggajati	Qty Pnp	5162	21818	2930	71542	101452
	Occupancy	60%	108%	35%	102%	76%

(Source: Operational Region 3 Passenger Transport Cirebon, 2021)

From data on the number of passengers and occupancy in Daop 3 Cirebon at the end of the month or the last 3 months in 2021, the number of passengers has increased significantly. For the Argo Cheribon or Gocher trains, they have low occupancy when compared to other trains, where according to data, it can be found that in 2021 for October-September the occupancy is only 35%. The toll road that connects the Cikopo area, Purwakarta with Palimanan, Cirebon, West Java where people tend to choose to use private vehicles or buses because there are no requirements as complicated as using train services and faster travel times to destinations or other factors such as departure times are close together with other trains that have lower prices or other factors. By making adjustments to the occupancy limit which is 100% for intercity trains according to the Minister of Transportation Circular No. 25 of 2022, this can be an opportunity to increase passengers for the Argo Cheribon train (Safiaji, 2012). With the available opportunities, it is also necessary to support a good marketing strategy to reach these

opportunities in order to get maximum benefits (Putri & Fasa, 2022; Tamara, 2016). Some of the factors described above prompted researchers to conduct this research with the aim of identifying factors that can improve train ticket marketing strategies, analyzing marketing strategies as an effort to increase the number of passengers on the Argo Cheribon train.

## **METHOD**

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Research methods used in problem solving include analytical methods. Image captions are put into part of the image title (figure caption) instead of being part of the image. The methods used in completing the research are listed in this section. In Research Methods, small and non-main tools (common in the lab, such as: scissors, measuring cups, pencils) do not need to be written down, but simply write down the main set of equipment, or the main tools used for analysis and / or characterization, even need to be up to type and accuracy; Write down the complete location of the study, the number of respondents, how to process the results of observations or interviews or questionnaires, how to measure performance benchmarks; The general method does not need to be written in detail, but simply refers to the reference book. The trial procedure should be written in the form of news sentences, not command sentences.

## **RESULTS AND DISCUSSION**

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### **Internal Factors that enhance marketing strategies**

Based on observations in the field of Argo Cheribon train, the types of services offered are economy and executive class with Tegal-Cirebon-Gambir relations. Cheribon trains have a staformation or circuit arrangement, namely 1 CC 206 locomotive, 4 economy trains, 1 dining car, 5 executive trains and 1 baggage train. For busy days such as weekdays and holidays for the economy series, 2 K3 New Image (NI) trains are added to carry passengers in case of passenger surge in accordance with the provisions.

**Figure 1 Argo Cheribon Premium Economy Class Train**



For the economy series, it has a 2-2 seating arrangement with a maximum passenger capacity of 80 passengers with fixed seat types or (fixed) seats that cannot be adjusted, for 40 seats facing the direction of train departure and for 40 seats with their backs to the direction of train departure (Subiyantoro et al., 2022). Each train is equipped with toilets and air conditioners that are in accordance with the provisions in PM 63 of 2019 concerning Minimum service

standards for transporting people by train (Platino, 2018). In the economy series, it has a maximum speed of 120 km/hour.

For the executive series, it has a 2-2 seating arrangement with a maximum passenger capacity of 50 passengers with reclining and revolving seating types, which means it can be rotated and can be arranged to lie down. Each executive train is equipped with a toilet according to executive class standards. The maximum speed limit for facilities in the executive class is 120 km/hour. This is the same as the speed limit on the economy train series and the CC206 locomotive which has a speed limit of 120 km/hour, so that the Argo Cheribon train can take about 3 hours for the CN-GMR relation.

Based on the results of an interview with the Manager of passenger transportation on June 19, 2022 regarding the Argo Cheribon train, what is a complaint from passengers who have used the Argo Cheribon train is the cleanliness of the toilets and water filling on the train which is not optimal due to the operating pattern that is still V slag or 1 time departing and 1 return where to depart from Cirebon to Gambir no maximum filling is obtained because after turning around The locomotive in Gambir was immediately dispatched.

### **Price**

The price offered from the Cheribon metered train is divided into 2, namely for executive class and economy class with the destination Tegal-Cirebon-Gambir route, for fares in economy class starting from IDR 140,000-IDR 240,000 for executive class starting from IDR 190,000 – IDR 230,000.

**Table 1. Ticket prices for special executive class relations Gambir (GMR) – Cirebon (CN)**

Train Name	Ticket prices for Economy Class Special Tickets
Gambir (GMR) - Cirebon (CN) PP	
Argo Bromo Anggrek	Rp165.000
Argo Dwipangga	Rp165.000
Argo Lawu	Rp165.000
Argo Muria	Rp165.000
Argo Sindoro	Rp165.000
Bima	Rp165.000
Gajayana	Rp165.000
Purwajaya	Rp165.000
Sembrani	Rp165.000

(Source: Operational Region 3 passenger transport unit Cirebon, 2022)

### **Place**

The Cheribon Argo train has a Tegal-Cirebon-Gambir connection with the following stop stations Tegal – Brebes – Tanjung

– Losari – Babakan – Cirebon – Jatibarang – Haurgeulis – Bekasi – Gambir. Based on the results of interviews with the Cirebon DAOP 3 passenger transport manager, the most favorite

destination in Cirebon is to Jakarta, it was also explained that the connection from the Argo Cheribon train has a destination to Gambir which is the center of Jakarta.

For train ticket sales services, it is done through:

- 1) Internal channels, namely sales of train tickets managed by the company or PT KAI such as station counters and KAI Web, KAI Access
- 2) External channels, namely sales of train tickets managed by third parties or KAI partners, including minimarkets, web and mobile applications managed by partners.

### ***Promotion***

Based on observations and interviews, the person in charge and authorized to carry out promotions in the DAOP 3 Cirebon area is the passenger transportation manager who is assisted by the transport marketing assistant manager and collaborates with the public relations unit DAOP 3 Cirebon. Public relations unit itself is a unit authorized to publish information from the company. Promotion is carried out through social media such as KAI Social Media (Instagram, Facebook, Twitter, Tiktok), Local Social Media (Radio Pillar, Instagram Cirebon Bribin, Radar Cirebon) (Ermalinda & Wiwitan, 2017).

### **External factors that improve marketing strategy**

#### ***Environment***

The environment can be seen from the behavior of people in West Java who tend to want speed and punctuality in traveling. This behavior causes passengers to prefer to use toll roads or buses. The reason is because the travel time is not much different from the train, which is about 3 hours 20 minutes when compared to trains which have a CirebonM-Gambir travel time of around 3 hours 12 minutes.

#### ***Technology***

Based on the results of interviews for technological issues in marketing train tickets there are no obstacles. PT KAI always updates the technology system to keep up with the times. The use of technology in selling services or train tickets is utilized optimally by companies such as conducting promotions through social media, as well as providing ticket purchases online which makes it easier for buyers to get train tickets.

#### ***Social and cultural***

The behavior of people in traveling who want to get to their destination quickly, and want low prices and other offers such as promotions and discounts. As well as the behavior of Indonesian citizens who always return home for certain events such as Eid, Christmas and New Years, where at that time there was a surge in passengers not only on trains but in all transportation.

**Table 2. IFAS**

Implementasi Analisis Swot dalam Meningkatkan Strategi Pemasaran Tiket Kereta Api Argo  
Cirebon

No	Internal strategy factors	Weight			Average	Rating			Average	Weight * Rating
		1	2	3		1	2	3		
<b>Strength</b>										
1	More passenger capacity than other trains	0,11	0,14	0,10	0,12	3,00	2,00	3,00	2,67	0,31
2	Strategic destination relation to downtown Jakarta where it becomes	0,16	0,19	0,15	0,17	4,00	3,00	3,00	3,33	0,55
3	Ergonomic seat design, good for trains	0,16	0,14	0,15	0,15	4,00	3,00	4,00	3,67	0,55
4	The types of train services that vary are economy and Executive	0,16	0,14	0,15	0,15	4,00	3,00	4,00	3,67	0,55
5	The fare offered is relatively cheap compared to the Classy train	0,11	0,10	0,15	0,12	3,00	2,00	3,00	2,67	0,31
										2,28
<b>Debilitation</b>										
1	Toilet cleanliness and water discharge filling that has not been maximized	0,11	0,10	0,10	0,10	2,00	2,00	2,00	2,00	0,20
2	Number of stopping stations for hop-on and hopping services	0,11	0,10	0,10	0,10	2,00	2,00	3,00	2,33	0,23
3	For the series of economy class trains still use K3 NI where for Fixed seats	0,11	0,10	0,10	0,10	2,00	2,00	3,00	2,33	0,23
	Total weakness									0,67
	Total	1,00	1,00	1,00	1,00					2,94

From the results of the IFAS analysis for strength and weakness factors have a total score of 2.9. Because the assessment score exceeds 2.52, it can indicate that the internal position of the company is strong.

**Table 3 EFAS**

No	External strategy factors	Weight			Average	Rating			Average	Bobot Rating
		1	2	3		1	2	3		
<b>Chance</b>										
1	Passenger loyalty to rail transport	0,10	0,11	0,11	0,11	4,00	4,00	4,00	4,00	0,42
2	Community behavior that requires speed and accuracy	0,10	0,11	0,11	0,11	4,00	4,00	3,00	3,67	0,39

3	Improved PT KAI services to passengers who prioritize safety and punctuality in travel	0,10	0,11	0,11	0,11	4,00	4,00	4,00	4,00	0,42
4	Economy and executive class train services where opportunities	0,10	0,11	0,11	0,11	4,00	3,00	4,00	3,67	0,39
5	There are promotions in the form of discounts on certain events or Forms in other promotions	0,10	0,11	0,11	0,11	4,00	3,00	4,00	3,67	0,39
										2,02
Threat										
1	Imposed requirements for strict modes of rail transport	0,10	0,07	0,07	0,08	4,00	3,00	4,00	3,67	0,30
2	There is a special tariff policy for Cirebon-Gambir relations	0,10	0,07	0,11	0,09	3,00	4,00	4,00	3,67	0,34
3	Departure schedules adjacent to the train there are special rates for Cirebon-Gambir relations	0,10	0,07	0,11	0,09	3,00	3,00	4,00	3,33	0,31
4	Government policy	0,10	0,11	0,07	0,09	4,00	1,00	4,00	3,00	0,28
5	There are toll roads	0,10	0,11	0,11	0,11	4,00	4,00	4,00	4,00	0,42
	Total Threat									1,66
	Total	1,00	1,00	1,00	1,00					3,68

Furthermore, calculations are carried out from the difference in the value of strengths and weaknesses as well as the value of opportunities and threats to determine the coordinates of the position of the company. Strength with a value of 2.28 and a weakness of 0.67 so that the difference in value is 1.61, while the difference between the value of opportunities and threats is 0.35. So as to form coordinates (1.61,0.35) this shows that the company is in quadrant I.

From the results of the EFAS analysis, the total score of opportunities and threats from the company is 3.68. Because the total score exceeds 3.0, it means that it can be indicated that the company is responding to opportunities in a high way and can avoid external threats well.

Based on the SWOT matrix above, a strategy is produced that can be used so that it can be an effort to increase the number of passengers on the Cheribon meter train, the results of the SWOT analysis for the company are in quadrant I, which means it has high opportunities and strengths so that the strategy is suitable for use by PT KAI SO strategy (*Strength-opportunity*), this strategy utilizes the strengths possessed by the company to be used in responding to all opportunities that exist around the company so that it can compete with other competitors. From the company's strengths and opportunities, several alternative strategies can be formulated that can be used to increase the number of train passengers, especially the Argo Cheribon train, including the following:

- a. Improving rail services in accordance with the type of service. The various types of Argo Cheribon train services need to be improved in service quality where this is able to build passenger loyalty.
- b. Provide promotions to introduce trains so as to build loyalty to passengers.

In addition to good service quality, passengers need to get enough information about the train to be chosen and the advantages of the train. Promotions can be carried out such as providing information regarding prices and offers both through the mass media and at stations.

## CONCLUSION

The company's internal factors are divided into strengths and weaknesses. Included in the strength factor are more passenger capacity compared to other trains with the same relationship, strategic destination relations, ergonomic seating designs, various types of train services and the fares offered are relatively cheap compared to other trains of the same class. As for the weak factors, namely the cleanliness of the toilets and the filling of the water discharge which is not yet maximized, the number of stopping stations for passenger up and down services, they still use K3 NI where for fixed seats. External factors from the company are divided into threats and opportunities which are the opportunity factors for the company, namely passenger loyalty, community behavior that requires speed and punctuality in making trips, increasing PT KAI services to passengers, economy and executive class train services where market opportunities are more varied. and There are promotions in the form of discounts at certain events or in other forms of promotion. As for the threat factors, namely the strict requirements for rail transportation modes, there is a special tariff policy for the Cirebon-Gambir relationship, the departure schedule is close to the train which has special rates for the Cirebon-Gambir relationship, government policy, there is a toll road.

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