
Analysis of E-Business Strategy at PT Damri: PEST, SWOT, Porter's Five Forces, and Value Chain Approach

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Abstract

This study aims to analyze the e-business strategy implemented by PT Damri, a state-owned transportation company in Indonesia. Using a qualitative case study approach, data were collected through literature studies and analyzed using PEST, SWOT, Porter's Five Forces, and Value Chain analysis. The results show four key findings: (1) PEST analysis identifies technological factors (4G/5G, cloud computing, IoT) as the primary drivers of digital opportunity, while social barriers (digital divide, low literacy) remain the main challenges; (2) Porter's Five Forces reveals high buyer bargaining power and high competitive rivalry as the most critical external pressures requiring digital differentiation; (3) SWOT analysis positions PT Damri in the SO (Strengths-Opportunities) quadrant, indicating that brand strength and extensive route networks should be leveraged to capitalize on growing smartphone penetration; (4) Value Chain analysis shows that marketing & sales and customer service activities derive the highest benefit from e-business integration. Based on these findings, the study recommends strengthening the digital platform, strategic partnerships with travel and fintech platforms, digital training for employees, and phased digital transformation to minimize disruption.

1. Introduction

The development of digital technology has brought significant transformation to various sectors, including the business world. The concept of e-business has become a primary driver in increasing operational efficiency, expanding market reach, and creating added value for companies [1]. E-business is not only limited to e-commerce transactions but also encompasses all business processes supported by information and communication technology, such as supply chain management, customer service, and collaboration with business partners [2], [3].

In Indonesia, the adoption of e-business has grown rapidly, primarily driven by increasing internet penetration and mobile device usage. This phenomenon is not only occurring in large companies but has also reached the SME and retail sectors, as demonstrated by the implementation of online sales systems in various

fields such as LPG [4] and other commodities [5]. The e-commerce transaction value in Indonesia is projected to reach Rp 533 trillion by 2023, indicating the enormous potential of e-business in driving national economic growth [2]. The success of e-commerce platforms like Shopee, which utilizes SWOT analysis to identify strengths in user-friendly features and competitive pricing, demonstrates the importance of mature strategic planning in e-business [6]. However, behind these opportunities, challenges in e-business implementation remain a concern, especially regarding infrastructure readiness, digital literacy, and data security [7], [8].

Furthermore, e-business also plays a strategic role in supporting sustainable development goals. Technological innovations in e-business, such as Internet of Things (IoT)-based energy management systems and cloud computing, have proven capable of increasing energy efficiency and reducing carbon emissions [9]. This aligns with the Economy 5.0 concept which emphasizes the balance between economic growth and social welfare [2].

In the context of a state-owned enterprise (SOE) like PT Damri, digital transformation through e-business is a necessity to remain competitive in the disruptive era. Transformational leadership has been shown to play an important role in driving e-business innovation, particularly in areas with limited access and resources [10]. Meanwhile, external environment analysis using Porter's Five Forces and SWOT is also a critical approach in formulating effective e-business strategies [11]. Research on the executive vehicle rental company PT. A also confirms that SWOT analysis encompassing strengths (varied fleet, strategic location), weaknesses (limited fleet, no booking app), opportunities (increasing transportation needs), and threats (intense competition, fuel price hikes) is crucial for formulating appropriate competitive strategies [12].

Beyond conventional strategic management studies, this research also contributes to the information systems (IS/IT) domain. Unlike traditional management analyses, the integration of PEST, SWOT, Porter's Five Forces, and Value Chain frameworks in an e-business context explicitly leads to functional requirements specification for IT artifacts. The findings from these four analytical frameworks can be directly translated into feature design recommendations for the Damri Mobile application, such as prioritization of real-time bus tracking modules (derived from Porter's analysis: high competitive pressure), location-based notification systems (from PEST technological factors), and analytics dashboards for route optimization (from Value Chain Operations).

Based on this background, this study aims to analyze the e-business strategy implemented by PT Damri (Persero). The analysis focuses on evaluating the business model, identifying supporting and inhibiting factors, and providing recommendations for developing a sustainable and competitive e-business strategy.

2. Research Method

This study uses a qualitative approach with a case study method. The qualitative approach was chosen because it is suitable for exploring strategic phenomena holistically and contextually, as well as for understanding the complexity of e-business strategy implementation at PT Damri [13], [14]. This type of research is a descriptive-explanatory case study, which aims to describe the e-business strategy being implemented and explain the factors that influence it. Similar approaches have been widely used in transportation strategy analysis, such as the evaluation of the I-Trans 165 digital transportation application [15] and the analysis of the web-based land transportation management system at BPTD South Sumatra [16].

2.1 Data Sources and Collection Techniques

Data collection techniques were carried out through library research. Secondary data were obtained from three main sources: company internal documents, such as annual reports, corporate presentations, and PT Damri's official website; scientific journal articles, textbooks, and publications related to e-business, digital transformation, SOE business strategy, and transportation management; and news and reports from trusted media discussing PT Damri's digital transformation.

2.2 Data Analysis Techniques.

The collected data were analyzed interactively through three concurrent activities: data reduction, data presentation, and conclusion drawing. Data analysis proceeded through four stages. The first stage was external and internal environmental analysis. To analyze external factors, PEST (Political, Economic, Social, Technological) Analysis was used, as applied in prior research [17]. Meanwhile, to comprehensively analyze

internal and external factors, SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis was used [11], [14]. This analysis has proven effective in formulating business development strategies at various scales, from micro-enterprises such as food stalls [18] to e-business system design [4]. Research on PT Kereta Api Indonesia also used IFE and EFE matrices in SWOT analysis to formulate service improvement strategies, indicating the company's position in quadrant I (Growth) with the highest SO score [19]. SWOT analysis will help identify PT Damri's strengths and weaknesses in implementing e-business, as well as opportunities and threats from the external environment.

The second stage was Porter's Five Forces analysis, used to assess the level of competition in the land transportation industry [11], considering five forces: threat of new entrants, bargaining power of buyers, bargaining power of suppliers, threat of substitute products, and rivalry among existing competitors. As identified in the AO Rider Kupang online transportation service, intense competition, tariff competition, and threats from conventional transportation are significant external factors [20]. Each intensity rating assigned in the Porter's Five Forces analysis is supported by empirical indicators. The High bargaining power of buyers rating is justified by the availability of at least five major competing transportation applications in the Indonesian market (Gojek, Grab, Traveloka, Tiket.com, and private bus company apps) as documented by industry reports, by customer switching costs approaching zero due to no lock-in contracts or membership fees, and by price transparency enabled by digital platforms. The High threat of substitutes rating is supported by data from the Indonesian Ministry of Transportation showing that inter-city bus market share has declined from 62% to 48% between 2018-2023, with the difference captured by online transportation and private vehicle usage. The Medium threat of new entrants rating reflects the dual nature of barriers: high capital requirements for traditional bus fleets (IDR 2-5 billion per unit) versus low barriers for asset-light digital intermediaries.

The third stage was value chain analysis, used to identify primary and support activities at PT Damri that can be enhanced through e-business, based on Porter's classic value chain model. This analysis helps examine internal processes and determine where e-business can create the greatest competitive advantage. The fourth and final stage was construction of the SWOT strategy matrix. The results of the SWOT analysis were formulated into a strategy matrix (SO, WO, ST, WT) to produce appropriate e-business strategy recommendations for PT Damri. This SWOT matrix approach was also used in the evaluation of the I-Trans 165 application to formulate strategies for strengthening competitiveness in Sukabumi [15]. By combining these various analytical techniques, this study aims to provide a comprehensive overview and strategic recommendations for the development of PT Damri's e-business.

3. Results and Discussions

3.1 PEST Analysis of PT Damri

PEST analysis evaluates the macro-external factors influencing PT Damri's e-business strategy. Politically, as an SOE, PT Damri receives political and regulatory support from the government for digital transformation, aligning with the "Making Indonesia 4.0" agenda, and government policies encouraging the use of public transportation are also beneficial; at the same time, regulatory changes in the transportation and SOE sectors can affect the company's strategic maneuvering room, and compliance with data security standards such as the PDP Law remains an obligation. Economically, Indonesia's rapid digital economy growth creates a conducive environment for e-business, and increasing public purchasing power has the potential to raise passenger volume, although fluctuations in fuel prices directly affect primary operational costs and macro-economic conditions such as inflation can affect public purchasing power for transportation services, with increased operational costs also posing a serious threat for transportation companies such as PT. A [12]. Socially, the increasing penetration of smartphones and the internet across all levels of society forms the foundation for the adoption of Damri's digital services, and consumer behavior that increasingly relies on online transactions and real-time information also drives use of the Damri application, yet the persistent digital divide and low digital literacy among traditional customers, such as the elderly, can be a barrier to full adoption. Technologically, the development of 4G/5G, cloud computing, and Big Data technologies allows Damri to develop faster, more reliable, and smarter applications, with IoT adoption for fleet management and data analytics for route optimization representing significant opportunities, although the rapid pace of technological innovation requires Damri to continuously invest and adapt, and cybersecurity threats such as data breaches are serious risks that must be addressed, with potential cyberattacks also identified as a major threat in the implementation of web-based transportation management systems [16].

Table 1. PEST Analysis of PT Damri

Factor	Description
Political	Government support for SOE digital transformation; public transportation regulations.
Economic	Digital economy growth; public purchasing power; fluctuations in fuel prices.
Social	Increasing smartphone usage; increasingly digital public behavior.
Technological	Development of mobile applications, IoT, cloud computing, and payment gateways.

Technological and social factors are the main drivers, while economic and political factors need continuous monitoring.

3.2 Porter's Five Forces Analysis of PT Damri

This analysis illustrates the intensity of competition in the land transportation industry. The threat of new entrants is rated medium: high entry barriers exist because the capital required to purchase a bus fleet and build a route network is very large (IDR 2-5 billion per bus unit), and as an SOE, Damri also has privileged access to terminals and airports, while low entry barriers arise because online transportation services, such as inter-city travel, can enter with a more flexible business model, albeit on a smaller scale. The bargaining power of buyers is rated high, since consumers have many alternative choices, at least five competing apps including Gojek, Grab, Traveloka, Tiket.com, and private bus apps, switching costs are very low, and price transparency created by online platforms further increases buyer bargaining power. The bargaining power of suppliers is rated medium: main suppliers such as bus manufacturers and fuel companies have considerable bargaining power due to the limited number of major players, yet as a large company Damri can negotiate better volume pricing, and for technology suppliers such as payment gateways, intense competition among them actually lowers their bargaining power. The threat of substitute products is rated high, as many other modes of transportation can replace Damri buses, such as online transportation (GoCar, Travel), trains, airplanes, and private vehicles, a pattern consistent with research on public transportation in Surabaya that also highlights intense competition with online transportation as a major threat [21]. This is supported by data showing that inter-city bus market share declined from 62% to 48% between 2018 and 2023 according to the Indonesian Ministry of Transportation. Finally, rivalry among existing competitors is rated high, since the land transportation industry is highly competitive, with many private bus companies, such as Primajasa and Handoyo, also adopting technology, and competition is increasingly shifting from price toward service quality, comfort, and ease of digital access.

Table 2. Porter's Five Forces Analysis of PT Damri

Factor	Level	Description
Threat of New Entrants	Medium	Large capital required, but online transportation services can be competitors.
Bargaining Power of Buyers	High	Many transportation mode choices; customers can easily sw
Bargaining Power of Suppliers	Medium	Dependence on fuel and spare parts suppliers, but some alternatives exist.
Threat of Substitutes	High	Online transportation, trains, planes, and private vehicles.
Rivalry Among Existing Players	High	Intense competition with other buses, online travel services, and other transportation modes.

PT Damri operates in a highly competitive industry with high buyer bargaining power, making digital service innovation and differentiation key.

3.3 Value Chain Analysis of PT Damri

Value chain analysis can be used to examine what is happening within PT Damri, thus providing advantages for the company. The value chain analysis of PT Damri can be seen in Figure 1.

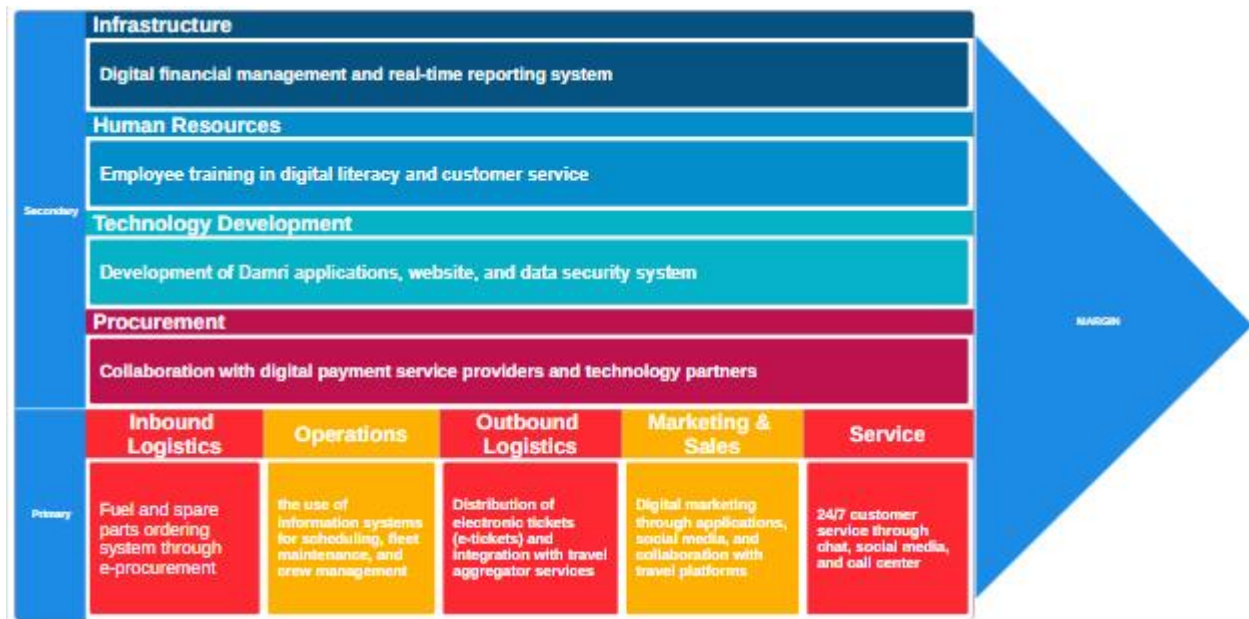


Figure 1. Value chain

Among the primary activities, inbound logistics covers the procurement of spare parts, fuel, and bus equipment; here, PT Damri can integrate its online procurement system with key suppliers, reducing ordering time, improving stock data accuracy, and lowering costs, while enabling real-time monitoring of inventory levels and automatic ordering when stock runs low. Operations, encompassing bus scheduling, fleet maintenance, and crew management, can be strengthened through an integrated information system that forms the backbone of digital operations: data from online bookings can optimize bus scheduling on high-demand routes, and an IoT-based fleet management system can monitor vehicle conditions, such as fuel consumption and service needs, in real time, increasing operational efficiency and service reliability. Outbound logistics, involving the distribution and delivery of tickets to customers, has been transformed by e-business from physical counter-based sales to fully digital channels; the Damri Mobile application and website enable 24/7 e-ticketing with instant QR code delivery via email and in-app notification, eliminating physical ticket queues, reducing waiting time at boarding points, and enabling last-minute bookings up to 15 minutes before departure, while digital tickets also reduce paper waste and provide real-time sales data for capacity planning. Marketing and sales, covering promotion, ticket sales, and brand building, has shifted into digital marketing, with the Damri Mobile application and social media serving as the primary channels for promotions, discounts, and the latest information, while the sales process, previously reliant only on physical counters, can now run 24/7 through various digital channels, directly increasing revenue and market reach. Service, comprising after-sales service and customer support, benefits from digital customer service through chatbots, help centers, and social media response teams that enable faster issue resolution, with customer feedback collected digitally used for continuous service improvement.

Among the support activities, firm infrastructure is adapting through a stronger IT division and real-time dashboards for decision-making. Human resource management faces growing demand for upskilling and reskilling through digital training programs, aligning with findings at PT. A, which recommends optimizing HR training so that operations become more professional and competitive [12]. Technology development forms the heart of PT Damri's e-business through continuous development of mobile applications, websites, cybersecurity systems, and data analytics, with data collected from online transactions analyzed to understand demand patterns, customer preferences, and route optimization. Procurement offers opportunities for e-procurement and strategic partnerships with payment gateway providers and application

developers, with partnerships involving banks, fintechs, and application developers representing a critical form of digital procurement to support operations.

E-business has strengthened almost all value chain activities, especially in terms of customer service and distribution.

3.4 SWOT Analysis of PT Damri's E-Business Strategy

SWOT analysis is conducted to obtain an analysis of the business environment. This process includes conditions inside and outside the organization. Internal analysis includes aspects of the organization's strengths and weaknesses, while external analysis includes aspects of opportunities and threats. The results of this analysis will serve as the basis for designing future strategies.

Table 3. SWOT Analysis

Strengths	Weaknesses
- Well-known and trusted brand. - Very extensive route network. - Support as an SOE. - Relatively easy-to-use platform.	- Dependence on uneven internet infrastructure. - Low digital culture among some long-time customers. - Possibility of legacy systems that are difficult to integrate.
Opportunities	Threats
- Growth in smartphone and internet users. - Collaboration with more fintechs and travel aggregators. - Development of digital-based logistics services. - Utilization of Big Data for route and service optimization.	- Intense competition from online transportation and other modes. - Risk of cybersecurity and customer data breaches. - Changes in government regulations. - Technical system disruptions that could halt sales operations.

Based on the SWOT analysis (Table 3), several priority strategies for the development of PT Damri's e-business can be formulated. Research on public transportation in Surabaya also resulted in similar strategies, such as developing traffic engineering using the e-dishub technology system and developing facilities and infrastructure [21].

Comparison with Prior Studies on Indonesian SOE Transportation: The findings of this study can be compared with prior research on PT Kereta Api Indonesia (PT KAI) [19]. PT KAI's IFE/EFE matrix analysis positioned the company in Quadrant I (Growth) with the highest SO score, indicating strengths in service coverage and government support similar to PT Damri's positioning in the SO quadrant. However, a key difference emerges: PT KAI's primary weakness was identified as aging infrastructure and limited digital integration across stations, whereas PT Damri's main weakness is digital literacy gaps among traditional customers and uneven internet infrastructure. This difference reflects the distinct operational contexts: rail transportation operates on fixed infrastructure with controlled access points, while bus transportation serves more geographically dispersed and digitally heterogeneous populations. The WO strategy recommended for PT KAI focused on infrastructure modernization and station digitalization, while PT Damri's WO priorities emphasize HR upskilling and cloud-based IT infrastructure, a more people-centered and flexible approach. Similarly, prior research on Surabaya public transportation identified intense competition with online transportation as the dominant threat [21], consistent with this study's finding that high threat of substitutes is a critical external pressure. These comparisons position PT Damri's digital transformation within the broader landscape of Indonesian SOE transportation research.

The SO (Strengths-Opportunities) strategy focuses on utilizing strengths to seize opportunities: leveraging its brand strength and extensive route network, Damri needs to develop a website and mobile application integrated with other services such as real-time bus tracking, departure information, and a digital help center,

while strategic partnerships with travel and fintech platforms, such as Traveloka, Tiket.com, or Gojek, can expand market reach. The WO (Weaknesses-Opportunities) strategy addresses overcoming weaknesses by utilizing opportunities, through a digital HR training and upskilling program that provides large-scale training for employees in digital literacy, digital customer service, and data analytics, since limited skilled HR is also a weakness in managing the web-based transportation system at BPTD South Sumatra, making HR training a key strategy [16], alongside modernization of IT infrastructure through cloud computing to overcome the weakness of limited IT infrastructure. The ST (Strengths-Threats) strategy uses strengths to face threats by building a “unique advantage” based on trust and security, highlighting Damri’s positioning as a safe, trusted, and affordable online transportation service provider, and by offering special services not available from competitors, such as group booking or integrated tour packages. Finally, the WT (Weaknesses-Threats) strategy minimizes weaknesses while avoiding threats through measured digital transformation phases, implementing e-business transformation in stages that begin by consolidating and improving existing IT systems to minimize the risk of failure and disruption.

Having examined the external environment through two analytical lenses PEST, which captures the macro dynamics of the business environment, and Porter’s Five Forces, which measures the intensity of industry competition we now arrive at the strategic question: how should PT Damri respond? The answer lies in integrating both perspectives into the SWOT framework. The PEST analysis reveals that technological factors including the development of 4G/5G, cloud computing, and IoT represent the most dominant external driver of PT Damri’s digital opportunities. However, internet infrastructure gaps and low digital literacy among certain customer segments remain significant social barriers that cannot be overlooked. Meanwhile, Porter’s Five Forces analysis shows that high buyer bargaining power and intense rivalry among industry players place PT Damri in a highly competitive environment that demands digital-based service differentiation rather than mere price competition. This is where SWOT serves as a strategic bridge: the technological opportunities from PEST fuel the SO strategy (leveraging brand strength and extensive route networks to build a superior digital platform), while the competitive threats and high buyer bargaining power from Porter inform the WO strategy (enhancing digital HR capacity) and the ST strategy (creating exclusive services that are difficult for competitors to imitate). By synthesizing these two external perspectives, the SWOT factors no longer stand in isolation but become part of a coherent and evidence-based analytical framework. Thus, the transition from external environmental analysis to internal strategy formulation becomes more natural and contextual, reinforcing that all four analytical frameworks PEST, Porter, SWOT, and Value Chain complement each other in generating comprehensive e-business strategy recommendations for PT Damri.

Table 4. PT. Damri SWOT Matrix

INTERNAL EXTERNAL	STRENGTH (S)	WEAKNESS (W)
	• Well known & trusted brand • Extensive route network • SOE support • Easy-to-use platform	• Dependence on uneven internet infrastructure • Low digital culture among old customers. • Possibility of difficult to integrate legacy systems.
OPPORTUNITY(O)	S-O	W-O
• Growth in smartphone/internet users. • Collaboration with fintechs/travel aggregators. • Development of digital logistics. • Big Data utilization.	• Strengthening the Integrated Digital Platform. • Strategic Partnerships with Travel and Fintech Platforms.	• Digital HR Training and Upskilling Program. • Modernization of IT Infrastructure through Cloud Computing.
THREAT (T)	S-T	W-T
• Intense competition. • Cybersecurity risks. • Regulatory changes.	• Building a "Unique Advantage" Based on Trust and Security. • Utilizing the extensive route	• Measured Digital Transformation Phases. • Improving existing IT systems

The findings from the SWOT matrix above have direct implications for the technical feature design of the Damri Mobile application. For example, the SO strategy of "Strengthening the Integrated Digital Platform" can be translated into functional requirements: (1) a GPS-based fleet tracking module with position updates every 30 seconds, (2) a digital help center with chatbot to reduce customer service burden, (3) integration with at least three payment gateway providers for risk mitigation. Meanwhile, the cybersecurity threat (T) and uneven internet infrastructure weakness (W) lead to non-functional requirements: an offline-first application architecture that synchronizes data when connectivity is available, and end-to-end encryption for user data. In this way, strategic management frameworks produce specific system specifications that can be directly used by the development team.

4. Conclusions and Future Works

Based on the analysis conducted using four strategic frameworks, the following conclusions can be drawn: PEST analysis identified that technological factors (4G/5G development, cloud computing, and IoT) are the primary drivers of PT Damri's digital opportunities. However, internet infrastructure gaps and low digital literacy among certain customer segments remain significant social barriers that require targeted mitigation strategies.

Porter's Five Forces analysis revealed that high buyer bargaining power and intense rivalry among existing competitors are the most critical external pressures that PT Damri must address. These findings underscore the urgency of service differentiation through digital innovation rather than competing primarily on price.

SWOT analysis positions PT Damri in the SO (Strengths-Opportunities) strategic quadrant, where brand strength and extensive route networks can be leveraged to capitalize on growing smartphone penetration and fintech collaboration opportunities. The analysis also highlights that digital HR training and cloud-based infrastructure modernization are essential WO strategies to overcome internal weaknesses.

Value Chain analysis showed that marketing & sales and customer service activities derive the highest benefit from e-business integration, followed by operations through IoT-based fleet management systems. Support activities, particularly technology development and HR management, also show significant potential for digital enhancement.

For future research, it is recommended to conduct prototype testing of specific features (e.g., real-time tracking module or offline-first mode) through user acceptance testing, as well as quantitative measurement of e-business strategy impacts on profitability and market share. Additionally, longitudinal studies examining the adoption rate of digital services among elderly customers and digitally underserved populations would provide valuable insights for inclusive digital transformation.

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