

FIELD CORPORATE STRATEGY PLANNING TOURISMAT INJOURNEY (PT AVIATION TOURISM INDONESIA PERSERO)

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Abstract

Corporate strategy is an overall strategy or integrated strategy that is determined based on the coordination of all fields within the company. The purpose of forming an organization is to achieve the goals of both public organizations and private organizations. This study aims to determine the corporate strategy of SOE Injourney (PT Aviassi Wisata Indonesia) Persero. Indonesian Journey or Injourney is a BUMN holding for the Indonesian Aviation and Tourism industry which is under the auspices of PT Aviation Tourism Indonesia (Persero). The function of this company is to carry out business activities as a holding company in the field of tourism and support. The research method used is a qualitative method with a literature analysis study approach.

Keywords : *Corporate Strategy; Injourney; Tourist.*

1.INTRODUCTION

Corporate strategy is a comprehensive strategy or integrated strategy that is determined according to the coordination of all fields within the company. Executives and management carry out corporate strategy by selecting decisions that have an impact on strategy by using a single driving force for business (driving force). The art of corporate management is needed by the company in making decisions to meet the interests of stakeholders which will maximize profit in the long term (Chatoth, 2007). The dimensions of corporate strategy are growth and liquidity, this results in which company will decide on investment and company asset liquidity to increase company value.

The purpose of forming an organization is to achieve the goals of both public organizations and private organizations. A corporation or company organization is created in the form of a business entity which is generally for the field of business or business. The form of the company can be closed or open which is adapted to the company's capabilities. Limited company (PT), basically both closed and open companies have the same tendency, namely a legal entity based on a capital partnership through an agreement, by carrying out business activities with authorized capital which is entirely divided into shares and fulfills the requirements stipulated in Law number 40 of 2007 concerning Limited Liability Companies (Tourism et al., 2022).

Reported in the Bisnis Indonesia daily (2022) that the existence of the BUMN Tourism and Support holding or PT Aviassi Wisata (Perseo) can be the moment in which an integrated tourism ecosystem in Indonesia is formed from upstream to downstream. The contribution from the tourism sector and mutually supporting ecosystems resulted in the achievement of gross domestic product (GDP) this year of 4.5%. InJourney is the naming of the Holding which was inaugurated by President Jokowi on Thursday, January 13 which is located in Kuta Mandalika, Central Lombok, West Nusa Tenggara which is a Special Economic Region. A number of tourism ecosystems that are not connected to each other are planned to be reintegrated with the holding. Rick Thohir as minister of BUMN explained that InJourney will carry out developments

that are always focused on domestic tourism so that tourists from within the country and from abroad are fulfilled. "By trying all of the infrastructure, integrated software," he explained. Furthermore, Erick Thohir said that he would form a mega ecosystem for Indonesian tourism with this holding. Injourney with this can be related to other ecosystems for development contained in BUMN, such as banking.

Maya Watanto as the marketing director of PT Aviata Tourism Indonesia said that in the coming 100 days the tourism ecosystem and its supports will be able to synergize, especially in dealing with international activities such as the MotoGP in March 2022 in Mandalika. "In order to revive the slump of tourism," Maya said in an online press conference on Friday, January 14. We give thanks to God Almighty who has conveyed His grace, so that PT Aviata Wisata Indonesia (Persero) or "Injourney" which was officially formed in 2021 as a Tourism and Support BUMN Holding. 2021 will be a turning point for all sectors of the struggle so that they can rise from the downturn caused by the COVID-19 pandemic. In the same year, along with the better results of vaccination for all of Indonesia, both the Government, the actors in the struggle, and the people carried out transformations and adjustments in living life amidst the unfinished challenges of COVID-19. In accordance with the mandate from the President of the Republic of Indonesia, Ir. H. Jokowi, the formation of Injourney is a strategic step to take advantage of the momentum of national economic recovery, especially in the aviation and tourism sectors. In an effort to accelerate recovery from COVID-19, management has taken strategic steps to accelerate the aviation and tourism sectors. Injourney as a BUMN Tourism Holding and Supporter in the aviation and tourism ecosystem strengthens collaboration and consolidation between institutions. The following are challenges and some things that have not been realized due to COVID-19.

Table 1. Challenges and some things that have not been realized

No	Target	Information
1.	Financial governance and funding in the process of establishing a holding	Not finished
2.	Standardized service system for all holdings and integrated to all subsidiaries in the journey	There isn't any yet
3.	Management information system in real time which can be accessed by holding members	Not yet integrated
4.	A tourism digital platform that integrated between members and easily accessible for service users	There isn't any yet
5.	Demands enhancement quality to improve competitiveness	Not done yet
6.	Demands enhancement quality to improve competitiveness	There isn't any yet
7.	Integrated marketing strategies and programs between subsidiaries	There isn't any yet

Several aspects of tourism were planned in the journey in preparing recovery strategies for tourism sector covering accessibility, amenities and attractions. Injourney in terms of tourism attraction programs has prepared a calendar of events for 'three key tourism programs' namely music and art, sports, culinary and culture packaged in "InJourney Festival".

During 2021, the Board of Commissioners has carried out supervisory duties and provided advice to the Board of Directors regarding the implementation of the management strategy and management of the Company. Synergy with all subsidiaries is needed to be able to become a big step for the revival of the aviation and tourism sectors. As a result, the pandemic that had occurred was not an obstacle, but a stepping stone for a better future. This cooperation and cooperation between state-owned companies further strengthens the potential for achieving joint achievements as a provider of a superior tourism ecosystem in Indonesia. It is this strategic move and optimism that underlies the spirit of Indonesia's tourism recovery. Injourney is optimistic that it can provide inclusive services to all tourists both when traveling, accommodation, as well as the quality of international standard tourism destinations. Ending 2021, PT Aviassi is preparing to seize the future of Indonesia's aviation and tourism sector, synergize with all of its subsidiaries, and return Indonesia as the prima donna of the international tourism stage. Based on the background in the explanation above, to achieve the vision and mission as well as efforts to increase tourism progress, PT aviation is required to carry out a corporate strategy. Where in this way, the tourism sector can develop from now on until the future. So that a variety of appropriate management strategies are needed to run it.

2. RESEARCH METHODS

This study applies a qualitative method using a literature analysis study approach. Literature study is a way of analyzing in research. This method is used by many novice researchers in completing research at the data collection stage. Literature data analysis techniques emphasize which references or literature are used as references for researchers to conduct research. Almost all types of research certainly require this one data analysis technique for research needs. The data collected in this study comes from writings, financial statements of the company PT Aviassi Wisata Indonesia (Persero), ebooks, and electronic information that can be trusted for validity.

3. RESULTS AND DISCUSSION

3.1. Implementation Of Corporate Strategy For BUMN Injourney

Established companies usually have clear aims and objectives and estimate the resources they have. The formation of a corporation is an organization or company engaged in the field of business or business with a legal entity or non-legal entity. Using the establishment of a corporation for someone to start with having their own income where setting clear targets and the products obtained can be accepted by the public or the market. By establishing a company the aim is to gain financial benefits, be profitable, have good business ethics, and be sustainable to ensure its success and increase its long-term value (Katharina, 2022). In the business world, strategy means a plan to achieve the future which: (1) involves measuring the current situation and anticipating the factors used by customers and competitors (as the external environment) and the state of the company (as the internal environment), (2) the envisioning process functions new and more effectively to be more creative, and (3) aligning policies, good implementation, reliability and resources to realize the vision (Sulisworo, 2010). Meanwhile, from Indriastuti, corporations are like plants with many branches, namely business units, which are always considered world pioneers. However, rapid market changes can result in consumers who are not easily understood,

As a result, the task of the corporation itself is how to build products using attractive functions, building products that customers do not imagine. This is needed in the preparation of corporate strategy, namely a corporation is required to have core competencies for its company. So the notion of corporate management strategy is a strategy that reflects all

directions of the company, with the goal of creating growth for the company as a whole and management of various product line businesses (Indriastuti, 2010). In preparing this corporate strategy, it must pay attention to the company's core business. Apart from that, it can also be through corporate strategy by choosing the industry where the company carries out its activities and operations through the spread of various types of businesses or product lines.

The development of the tourism sector has increased the owners of capital to establish various service facilities including travel services both at home and abroad, one of which is carried out by BUMN Injourney (PT Aviawi Pariwisata Indonesia) Persero. Indonesian Journey or Injourney means BUMN holding for the Indonesian Aviation and Tourism industry which is under the auspices of PT Aviation Tourism Indonesia. The function of this company is to carry out business activities as a holding company in the field of tourism and support. PT Aviawi Tourism Indonesia (Persero) has been established as a Tourism and Supporting SOE since 2021, with members consisting of PT Angkasa Pura I, PT Angkasa Pura II, PT Hotel Indonesia Natour, PT Tourism Development Indonesia, PT Borobudur Temple TourismPark, Prambanan ,

This company was previously named PT Survai Air Penas which later changed its name after being appointed as the main tourism holding and supporter. The name change refers to Government Regulation (PP) number 72 of 2021 concerning Amendments to Government Regulation Number 48 of 1991 concerning the Transfer of the Form of a Public Company (Perum) Air Survey (Penas) to a Limited Liability Company (Persero). Meanwhile, the duties and objectives of holding the BUMN Injourney company have been listed in Government Regulation No. 72 of the year 2021, namely Article 2 of this law reveals that PT Aviawi Wisata Indonesia has the intent and purpose of carrying out business activities as a holding company in the tourism and supporting sector.

PT Aviawi Wisata Indonesia (Persero) or Injourney has subsidiaries, namely PT Angkasa Pura I, PT Angkasa Pura II, PT Hotel Indonesia Natour, PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko and PT Sarinah. The Board of Directors of PT Aviawi Tourism which was established on October 4, 2021. The following are the names of the Directors of PT Aviation Tourism Indonesia (Persero):

1. Main Director : Dony Oskaria
2. Deputy Main Director : Edwin Hidayat Abdullah
3. HR and Digital Director: Herdy Rosadi Harman
4. Marketing Director and Tourism Program : Maya Watono
5. Main Commissioner : Triawan Munaf
6. Commissioner : Odo Manuhutu
7. Commissioner : Wihana Kirana Jaya
8. Independent Commissioner : Elwin Mok

Through the establishment of Holding PT Aviawi Wisata Indonesia (Persero) or Injourney, which is the most complete and largest multi-sector tourism ecosystem in Southeast Asia, Injourney transforms holding members to develop into companies that are competitive, healthy, and have a major impact on the progress of the Indonesian tourism sector. This company consists of airport and cargo services, tourism destinations, hotels, and product retail management and the creative industry, Injourney is ready to become a pioneer of Tourism Holding and Supporters that are interconnected from upstream to downstream in a holistic, collaborative, and inclusive manner. The synergy with all the children of the struggle is needed can be a big step in the revival of the aviation and tourism sectors. Thus, the COVID-19 pandemic that had occurred was not an obstacle,

In 2019, the contribution of the tourism sector to GDP reached 4.7%, then in 2021 GDP will be at 4.1%. This means the impact of the COVID-19 pandemic, but based on government calculations this condition will return to normal in 2024 with an estimated donation of 4.5%. This figure is certainly not easy to achieve when people's mobility is still limited, although not as strict as last year. In order to achieve the vision and mission as well as efforts to increase tourism development, PT Aviassi has the right corporate strategy steps to carry it out. The first step, Injourney conducts thorough market research to understand consumer needs and references in tourism products and services. By understanding the market, companies can adjust the products and services offered to meet consumer expectations and strengthen Injourney's position in the market. Second, Injourney creates and expands business networks with partners and suppliers around the world to ensure that the products and services offered to consumers are of high quality and have significant added value. Using a strong business network allows Injourney to offer unique and best travel packages at competitive prices.

Third, Injourney can strengthen the company's branding in the market by creating a strong brand image and creating good relationships with consumers. The company places great importance on friendly and responsive customer service and ensures that consumers are satisfied with their experience. Then lastly, Injourney carries out technological developments and discoveries in tourism products and services. The company continuously monitors trends and innovations in the tourism industry and adapts corporate strategy to reflect changes and advances in this field. So that in its entirety, Injourney's corporate management strategy in the tourism industry is an emphasis on developing unique products and services, strengthening business networks, strengthening corporate branding, and spreading innovation in products and services.

3.2.Views On The Implementation Of Corporate Governance

The implementation of governance at Injourney is carried out in accordance with the principles of good corporate governance (GCG), applicable rules and regulations, and in sync with the aims and objectives of the company's establishment. In carrying out its duties and functions, the Board of Commissioners is guided by the principles of good governance: independence, transparency and good faith, and refers to the provisions of the Company's Articles of Association and applicable laws and regulations. The appointment and designation of governance organs, both the supervisory function and the executive function, which have been carried out in 2021 confirms that the foundations of good corporate governance have begun to be laid. Become a BUMN, the implementation of Good Corporate Governance in Injourney is subject to the Minister of BUMN Regulation Number PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in BUMN, as amended by the Minister of BUMN Regulation Number PER-09/MBU/2012. In its implementation, the Board of Commissioners always reminds the Board of Directors to prepare the foundation and implementation of strong governance, and always applies good governance practices to every activity and corporate action carried out by the Board of Directors. In addition, the Board of Commissioners through the Business Risk Management, Investment & GCG Committee continues to oversee the implementation of GCG in the company by conducting monthly evaluations. In its implementation, the Board of Commissioners always reminds the Board of Directors to prepare the foundation and implementation of strong governance, and always applies good governance practices to every activity and corporate action carried out by the Board of Directors. In addition, the Board of Commissioners through the Business Risk Management, Investment & GCG Committee continues to oversee the implementation of GCG in the company by conducting monthly evaluations. In its implementation, the Board of Commissioners always reminds the Board of Directors to prepare the foundation and

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Committee continues to oversee the implementation of GCG in the company by conducting monthly evaluations. The realization of Injourney's grand strategy certainly needs to be supported by solid financial readiness and capabilities. Therefore, Injourney laid the initial foundation for capital management and the financial system and optimally increased costs, in the context of seeking funds, strengthening capital, and improving the group's consolidated financial performance. Optimally increasing costs on a consolidated basis will also eliminate eliminated revenue and hidden costs, increase shared services, and increase efficiency in the long term.

3.3.Injourney Financial Strategy

In 2021, Injourney's subsidiaries will succeed in carrying out strategic initiatives and incised achievements related to financial governance. Operating income for the 2021 period exceeds the Company's Work Plan and Budget (RKAP). This achievement was inseparable from several initiatives, including implementing a system to protect revenue, initiatives focused on increasing revenue, and cost leadership/optimization. Going forward, Injourney is committed to continuing these achievements by establishing a financial governance management strategy through optimal company valuations, sustainable business synergies, and risk management processes. Strengthening capital management (capital management) is aimed at strengthening balance sheets and capital structure as well as profitability, including reprofiling and restructuring of subsidiary debt, PMN funding, group fundraising, asset recycling, & optimization of underutilized assets. The cash and cost leadership management strategy supports integrated cash management in order to maintain a healthy level of liquidity, as well as optimal cost efficiency and productivity on a consolidated basis.

At a technical level, Injourney's future strategy includes:

1. Increase the stability of financing (financing advantage) by raising funds for struggling children and internal funding along with;
2. Establishing an overall development management strategy (alignment development strategy) by providing centralized strategic directions from Injourney, aligning the RKAP and RJPP with all subsidiaries, and structuring hub-spokes and collaboration between airlines – airports – destinations;
3. Optimally improve shared services (shared services optimization) through the use of IT systems and, efficiency of joint procurement, and integrated human resources education and training programs;
4. Operational engagement which is realized through budgeting and monitoring, implementing SLG as a group holding, and supporting operational activities synergistically between OpsCo (support events);
5. Running a better business synergy (fostering business synergy) with sales synergy (integration loyalty program), operational synergy, and marketing synergy.

In determining a number of company management strategies, the Board of Directors plays an active role in the strategy formulation process from the stage of giving company

strategic direction, aligning the overall management strategy of the group, choosing strategies and policies, to providing evaluation and carrying out the control function on the implementation of the strategies and policies that have been set (Annual, 2021)

4. CONCLUSION

InJourney is an Indonesia-based tourism company that offers domestic and international tour packages. In the company's corporate strategy, InJourney focuses on developing unique and high-quality tourism products and services and strengthening the company's branding in the market. First of all, InJourney conducts thorough market research to understand consumer needs and preferences in travel products and services. By understanding the market, companies can adapt the products and services offered to consumer expectations and strengthen InJourney's position in the market. In addition, InJourney also builds and expands business networks with partners and suppliers around the world to ensure that the products and services offered to consumers are of high quality and have significant added value. This strong business network allows InJourney to offer unique and best travel packages at competitive prices. InJourney also strengthens the company's branding in the market by building a strong brand image and building good relationships with consumers. The company places great importance on friendly and responsive customer service and ensures that consumers are satisfied with their travel experience. Finally, InJourney carries out technology development and innovation in tourism products and services. Companies continuously monitor trends and innovations in the tourism industry and adapt their corporate strategies to reflect changes and advances in this area. InJourney's corporate strategy in the tourism industry is to focus on developing unique products and services, strengthening business networks, strengthen corporate branding, and develop innovation in products and services. PT Aviassi also has a financial strategy in carrying out its vision and mission. PT Aviassi establishes a financial governance strategy through optimal company valuations, sustainable business synergies, and risk management processes.

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