

STRATEGY OF BROTOJOYO POST AGENT IN THE COMPETITION OF PACKAGE AND LETTER DELIVERY AGENTS (CASE STUDY POS AGENT BROTOJOYO SEMARANG)

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ABSTRACT

The postal agent is a service unit managed by the other party (partners) that act for and on behalf of PT. Pos Indonesia (Persero) to conduct postal services in accordance with the prevailing agreement. The operation of the postal agent can be combined with the partner's services or other retailer businesses. Although the offer of this post agent Kemitraann has been a long time and much in demand by the community, but in fact the number of postal agents who are still a partner of PT Pos relatively little when compared to the number of package agents/courier from private companies. The problem is how the strategy used by postal agents Brotojoyo Semarang in the middle of the competition delivery agents and mail packages. The purpose of this research was made to determine the factors that have been held by the agent Brotojoyo post in the middle of competition. Research conducted at the post agent Brotojoyo Semarang Tengah subdistrict. The Penelitian design used Holistic single case study or a holistic single case study which is the research that puts a case as the focus of the research. This type of research is inferential. The data source in this research there are 2 kinds of data sources namely primary data and secondary data. The data collection methods used are methods of inquiry or questionnaire, interview method or interview, and observation method. Informant as the source of information is the principal, employee, and user of the postal agent Brotojoyo. In this research the data of the research results were analyzed by qualitative method by conducting direct observation or observation, interviews and documentation. The results obtained from the research we do is the location chosen by the post agent Brotojoyo indicates that the strategic location, where around the office of the post agent Brotojoyo there are many offices, schools and residents houses, so the strategy to get the customer in terms of location distance is very appropriate to be used for quality, from the information of the interview obtained that the quality provided in the form of delivery and pick-up of mail and packages that ontime, always careful Letters and packages received and carried, and assist in tracking. To service here all the parts related to the service that is in the agent Brotojoyo post is to always give a smile, friendly and put the customer first come first. Capital strategy used by the post agent Brotojoyo to back up financing of letters and packages are employees helping each other close the financing of the funds of the agent Pos employees first. In terms of the transaction, Pos agency delivers a fairly large cut to customers who send a large number of letters or packages. The last strategy is with follow-up strategy, so that the customer always loyal then always follow up to the customer, then after the beginning of the cooperation to make the MOU, always monitor the service in the pickup and delivery of mail and the package carried out by employees, so that the unwanted things can be reduced.

Keywords: Strategy, Competition, Agent.

I. INTRODUCTION

Background

The Post Office is identical as an institution that serves the delivery of letters / documents, it can even be said that the Post Office has a monopoly on this business. Almost no competition from the private sector because the law at that time only authorized the Post Office, which could provide mail delivery services. Not surprisingly, at the time of Eid and Christmas, the Post Office was overwhelmed with letters and greeting cards sent by the public, so they had to work overtime and recruit extra staff just to sort letters/cards.

In its development then the private sector was given space to participate in running the mail delivery business, but with the term "Documents". From here, TIKI, JNE and so on were born as document and goods/package delivery service companies. Next, with the development of communication technology that gave birth to cellular phone products, aka HP, there has been a shift in communication patterns in society, from the culture of sending letters to a culture of communicating directly orally or via SMS, Whatsapp, or via cellphone. Since then, there has been a drastic decline in the habit of communicating by letter in the community, which was later exacerbated by the increasingly cheap telephone rates, so that the Post Office's income from letters and greeting cards fell drastically. So it can be said that sending letters through the Post Office is currently dominated by official letters of companies or government agencies, while personal letters are already very small in volume.

In order to continue to exist, Pos Indonesia finally changed its form to PT Persero in 2005, from the previous Public Company (Perum) and developed other services that could provide significant income.

Thus, PT Pos is more open to partnering with the community. So that since 2010, PT. Pos Indonesia (Posindo) has offered partnerships for the community, both individuals and companies who are interested in being involved in the business of delivering goods or packages as the manager of the Postal Agent. The Postal Agent as an extension of PT Pos is also Posindo's strategy to expand its network and services without opening a branch office which of course requires no small amount of money and human resources. In this case, PT Pos, of course, does not want its core business to be undermined by the growing number of private players who have networks spread throughout Indonesia.

Postal agent is a postal service unit managed by another party (partner) acting for and on behalf of PT. Pos Indonesia (Persero) to provide postal services in accordance with the applicable agreement. Postal agent operations can be combined with service facilities owned by partners or other retailer businesses. Postal agents are a concept of network development through partnerships between PT Pos Indonesia and individuals or business entities in order to provide postal services more broadly to the community. The services available at the Postal Agent are the same as the services provided by the Post Office, namely the Postal Agent can serve the delivery of letters, packages and payment of various bills that have been collaborating with the Post Office, which includes: postal mail and document delivery services via special express mail, postal express, and EMS (Express Mail Service) as well as Ordinary Mail (standard postal mail), goods delivery services via postal parcels (regular / special express), overseas shipments and sales of postal items. Although this postal agency partnership offer has been going on for a long time and is in great demand by the public, in reality the number of postal agents who are still partners with PT Pos is relatively small when compared to the number of package agents / couriers from private companies.

Along with its development since it was founded in 2012 until now starting from 2015 to 2019 Brotojoyo Postal Agent has always been number one in obtaining results by always winning the 22% Gold Fees award in the MLO (Packet/Letter) field. With a turnover of between 78 million to 100 million a year. And for this year also won 22% Gold Fees in the MLO field with the reward of a vacation to the island of Bali for 5 days with outstanding postal agents from all over Indonesia.

In Law Number 38 of 2009 concerning Posts in Article 3 concerning Procedures for Service Implementation, namely PT. Pos Indonesia in addition to handling correspondence services, PT. Pos Indonesia also serves postal parcel delivery with coverage throughout Indonesia and abroad. Postal parcels are a cost-effective service for the delivery of valuables both nationally and internationally.

With the existing phenomenon, the researcher wants to examine the strategy that causes the Brotojoyo Semarang Postal Agent to remain the best in the midst of competition for parcel and mail delivery agents.

FORMULATION OF THE PROBLEM

Based on the description above, the formulation of the problem is what is the strategy used by Brotojoyo Semarang postal agents in the midst of competition for parcel and letter delivery agents?

II. LITERATURE REVIEW

Definition of Postal Agent

According to the Big Indonesian Online Dictionary (<https://kbbi.web.id/agenpos>), a Postal Agent is a postal service unit managed by another party acting for and on behalf of PT (Persero) Pos Indonesia based on a cooperation agreement and domiciled in the city.

Postal agent is a postal service unit managed by another party (partner) acting for and on behalf of PT. Pos Indonesia (Persero) to provide postal services in accordance with the applicable agreement. Postal agent operations can be combined with service facilities owned by partners or other retailer businesses. Postal agents are a concept of network development through partnerships between PT Pos Indonesia and individuals or business entities in order to provide postal services more broadly to the community. The services available at the Postal Agent are the same as the services provided by the Post Office, namely the Postal Agent can serve the delivery of letters, packages and payment of various bills that have been collaborating with the Post Office.

Package Definition

According to the Big Indonesian Online Dictionary (<https://kbbi.web.id/agenpos>), namely 1. goods sent in packages by post or shipping company, 2. a number of goods (books and so on) that are wrapped into one that is sent or sold as a whole as a unit, 3 allotments or divisions of work, 4. Unit events (on television or so on).

III. RESEARCH METHODOLOGY

Research Place

The research was conducted at the Brotojoyo Postal Service, Central Semarang District.

Research Study Design

The research design used is a Holistic single case study or a single holistic case study, namely research that places a case as the focus of the research. The number of units of analysis used is only one or even the unit of analysis cannot be explained, because it is integrated with the case. In this holistic single case study, the analysis cannot be determined because the case is also the unit of analysis of the research.

Data Types and Sources

This type of research is inferential, namely research that does not only describe the condition of the subject or company, but also uses sample data calculations to conclude the character of the wider population.

The data sources in this study there are 2 kinds of data sources, namely:

Primary data. Data obtained directly from the object under study, in this case is the postal agent Brotojoyo who is in the District of Central Semarang.

Secondary Data. The data obtained indirectly, to support this research the authors get from literature, diktat, books related to research.

Method of collecting data

1. Question or Questionnaire Method

This method is obtained by providing a questionnaire sheet through a questionnaire submitted to respondents that contains the aspects studied.

2. Interview method or interview

This method collects data by means of direct interviews with informants. Informants as sources of information are the leaders, staff, and users of the Brotojoyo Postal Agent.

3. Observation

Observation (observation) is a systematic description of events and behavior in the chosen social setting for research. investigated (Marshall & Rossman in Bagong Suyanto & Sutinah, 2008:172).

Source of Informants

Informants as sources of information are leaders, employees, and users of the Brotojoyo Postal Agent.

Data analysis method

In this study, the data from the research were analyzed using qualitative methods by conducting direct observations or observations, interviews and documentation. Qualitative descriptive method is a method used to examine the status of human groups, an object, a condition and a system of thought and events that will occur (Sugiyono 2008).

The use of this qualitative research aims to be more in-depth in understanding the true meaning of the growing phenomenon of the success of postal agents in the community

IV. RESULTS AND OUTCOMES

Overview of Research Objects

Brotojoyo Postal Agent is one of the postal agents located in the Semarang area, precisely on Jalan Brotojoyo, Pondok Indraprasta Housing Ruko Semarang. And as a postal agent, Brotojoyo postal agent, which is located in the center of Semarang, is a postal agent that is growing fast. And Brotojoyo Postal Agent became a postal agent to be reckoned with.

With more and more postal and parcel delivery agencies being established, this has more or less affected the number of letters and packages received. Therefore, the Brotojoyo Postal Agent implements a strategy to maintain its business.

Profile of Key Informants (Key Respondents)

Informants are a very important source of information in qualitative research, it is important because the informant is a source of information from the research to be carried out. The informants who were the respondents of this study were leaders, employees, mail carriers, and customers.

Informant I (Director of Brotojoyo Postal Agency)

The first informant was Mrs. Wiwik Indriawati, S.Psi, M.Si who was 50 years old. This informant is the leader of the Brotojoyo Postal Agency. The informant has been leading the Brotojoyo Postal Agent since 2017.

Informant II (Employee of Brotojoyo Postal Agent)

The second informant is Yety's mother who is 58 years old. This informant is an employee of the Brotojoyo Postal Service, Semarang. The informant has been working since 2017, since the establishment of the Brotojoyo Postal Agent in Semarang.

Informant III (Pick-up and Delivery of Letters and Packages)

Informant III is Mr. Marman who is 56 years old. This informant is an employee of the pick-up and delivery department for letters and packages. The informant has worked since 2017 until now.

Informant IV (Customer / Customer of Brotojoyo Postal Agent)

Informant IV is Mr. Setiawan who is 53 years old. This informant is a private employee. The informant has become a regular customer of the Brotojoyo Postal Agent in Semarang since occupying Brotojoyo Street.

Overview of Research and Discussion

Triggered by the large number of people's needs to send letters and packages, Mrs. Wiwik Indriawati, S.Psi, M.Si opened a postal agent business as part of the Post Office to serve the community in the Brotojoyo street area, Semarang.

The Brotojoyo Postal Agent starts operating to serve the surrounding community and Semarang at 08.00 and closes at 17.00. But it is possible to open until 19.00 pm if the letters and packages received are crowded. The Brotojoyo Postal Agent has 2 office employees and 2 pick-up and delivery employees for letters and packages.

Since it was opened in 2017, the Brotojoyo Semarang Postal Agent has experienced an increase in the turnover of letters and packages received. With the opening of the Brotojoyo Postal Agent in the Brotojoyo area, specifically the Pondok Indraprasta Housing Ruko, the surrounding community felt helped in sending their letters and packages.

In 2018 the Brotojoyo Postal Agent began to develop its business by accepting payments for electricity, telephone, and PAM. Brotojoyo Postal Agents also provide stamp duty in large quantities according to customer requests.

However, by seeing this potential, many people have set up postal agents, postal pay, and package services. So that in the Semarang area a lot of new postal agents and delivery services have sprung up.

From the results of an interview with the Head of the Brotojoyo Postal Agent in Semarang, it shows that, in the current conditions, the Brotojoyo Postal Agent is fighting hard in order to retain customers or customers who are still loyal to the Brotojoyo Postal Agent.

Summary of Findings Description of Research Results

The results of interviews with several respondents consisting of 4 informants are as follows:

Research Issues	Informant				Category	Patterns and Concepts
	Wiwik	Yetty	Marman	Setiawan		
Why was this agency established this location	close to people's houses, offices and close to the Big Post Office	many offices and people's houses, and for transactions to the Great Post Office it is also close	close to anywhere in the Semarang area	close, and does not interfere with my working hours	Near Does not interfere with working hours	Location
What agents offer to loyal customers	ontime, always careful, helps tracking	ontime	ontime	ontime	Ontime	Quality
How is agent service done	Prioritizing those who come first, always friendly, always smiling	always friendly and smiling	always friendly, always smiling	friendly	Prioritize those who come first Friendly smile	Service
How to make Agents survive	back up financing because the customer does not pay directly or in cash, it is paid in the following month, comes from the funds available to the agent's employees.	work together to pay for letters and packages, because for letters and packages that are large in number, the payment will be paid the following month	Do not know	Ask directly to the leadership	Cooperate	Capital
What makes a customer loyal	Discounts for large quantities	Discounts for large quantities	Discounts for large quantities	Discounts for large quantities	Piece	Piece
What is the	follow up	follow up,	follow up	follow up	Follow up	Follow Up

agent's attitude towards customers	to the customer, at the beginning of the collaboration always make an MOU, always monitor the service in pick-up and delivery	usually after the initial offer is made MOU, always monitor the work	MOU, always monitor your service	to the customer, at the beginning of the collaboration always make an MOU, always monitor the service	MOU Monitor	
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Interview result

1. Location

Brotojoyo Postal Agent Leader:

"I chose a strategic location, which is close to people's homes, offices, and close to the Big Post Office, making it easier for us to transact, both picking up and delivering letters and packages"

Brotojoyo Postal Agent Employees:

"I think the location of the Brotojoyo Postal Agent office is right and strategic, around here there are many offices and houses of residents, and for transactions to the Great Post Office it is also close"

Delivery and pick-up of Brotojoyo Postal Agent Letters and Packages:

"The location makes it easier for me to deliver and pick up letters and packages closer to anywhere in the Semarang area according to my duties, and on time"

Brotojoyo Postal Agent Customers:

"I always go to the Brotojoyo Postal Agent because besides being close, if you want to buy stamps, postage, send packages or letters, it's closer and doesn't interfere with my working hours"

2. Quality

Brotojoyo Postal Agent Leader:

"I expect employees to be able to send and pick up package letters on time, always be careful with customer letters and packages so they are not damaged, if requested for an important reason, we will help track it"

Brotojoyo Postal Agent Employees:

"We are always on time for pick-up and delivery of letters and packages even though sometimes it is a bit late, but not too long"

Delivery and pick-up of Brotojoyo Postal Agent Letters and Packages:

"I have to deliver and pick up the mail on time"

Brotojoyo Postal Agent Customers:

"The Brotojoyo Postal Agent in terms of sending and picking up letters and packages is always on time, and always keeps our letters and packages from being damaged"

3. Service

Brotojoyo Postal Agent Leader:

"Our policy in the process of serving customers is to prioritize those who come first, always friendly, always smiling"

Brotojoyo Postal Agent Employees:

"In serving must always be friendly and smile"

Delivery and pick-up of Brotojoyo Postal Agent Letters and Packages:

"We are required to always be friendly and always smile"

Brotojoyo Postal Agent Customers:

"The officers and employees of the Brotojoyo postal agency are friendly"

4. Capital

Brotojoyo Postal Agent Leader:

"To back up financing for letters and packages from customers, because customers do not pay directly or in cash, but are paid the following month, we as a solid team work together to cover the financing from the funds we have in advance, so that the letter and packages from customers continue to be distributed according to the delivery date"

Brotojoyo Postal Agent Employees:

"Usually we always work together to finance letters and packages, because for large letters and packages, the payment is paid the following month"

Delivery and pick-up of Brotojoyo Postal Agent Letters and Packages:

"I didn't know about it"

Brotojoyo Postal Agent Customers:

"As far as I know the Brotojoyo Postal Agent is always on time and the main thing is satisfying, and for working capital I think you can directly ask the Brotojoyo Postal Agent Leader"

5. Piece

Brotojoyo Postal Agent Leader:

One of our policies in retaining customers is to give a fairly large discount to our customers who send letters or packages in large quantities.

Brotojoyo Postal Agent Employees:

"We provide discounts for sending letters and packages for large quantities"

Delivery and pick-up of Brotojoyo Postal Agent Letters and Packages:

"As far as I know, customers will get discounts for large letters and packages"

Brotojoyo Postal Agent Customers:

"As a customer at the Brotojoyo Postal Agent, I always get a discount for sending letters or packages in bulk"

6. Follow Up

Brotojoyo Postal Agent Leader:

"So that customers are always loyal to us, we always follow up with customers, at the beginning of the collaboration we always make an MOU, we always monitor the service in picking up and delivering letters and packages that we do through our employees, so that unwanted things can be reduced"

Brotojoyo Postal Agent Employees:

"For follow-up, we usually do an MOU at the beginning of the offer, we always monitor our work related to delivery and picking up letters and packages from customers"

Delivery and pick-up of Brotojoyo Postal Agent Letters and Packages:

"Follow up is as far as I know, the leadership carried out an MOU and then monitored our work"

Brotojoyo Postal Agent Customers:

"In following up after the Brotojoyo Postal Agent made an MOU with us, their leaders always came to ask how the process of picking up and delivering packages and letters from us was, asking how the performance of their employees was, asking how the Brotojoyo Postal Agent service was to us"

V. DISCUSSION

Based on the research results obtained from the results of interviews conducted with the 4 informants, the researchers obtained 6 variables as a strategy from the Brotojoyo Postal Agent, namely:

1. Location

The location chosen by the Brotojoyo Postal Agent shows that the location located on Jalan Brotojoyo Semarang is a strategic location, where around the Brotojoyo Postal Agent Office there are many offices, schools and people's houses, so the strategy to get customers in terms of location distance is very precise. used

2. Quality

For the quality strategy, from the information obtained from the interviews, it was obtained that quality is always prioritized to keep customers loyal to the Brotojoyo Postal Agent. The quality provided is in the

- form of on-time delivery and pick-up of letters and packages, always being careful of letters and packages received and carried, and assisting in tracking.
3. Service
For the service strategy here, all parts related to services at the Brotojoyo Postal Agent are to always give a smile, be friendly and put the customers who come first.
 4. Capital
The Capital Strategy used by the Brotojoyo Postal Agent to back up the financing of letters and packages from customers, because the customer does not pay directly or in cash, but is paid the following month, the Brotojoyo Postal Agent works hand in hand to cover the financing from the funds available to the Agent's employees. Post in advance, so that letters and packages from customers are still distributed according to the delivery date.
 5. Piece
In terms of discounts on transactions, Brotojoyo Postal Agent in retaining customers, one of which is to give a fairly large discount to customers who send letters or packages in large quantities.
 6. Follow Up
The strategy used by other Brotojoyo Postal Agents is the follow-up strategy, so that customers are always loyal, they always follow up with customers, then after the beginning of the collaboration, make an MOU, always monitor services in picking up and delivering letters and packages by employees, so that the - unwanted things can be reduced"

VI. CLOSING

Conclusion

Based on the results obtained from the research we did, the conclusions from this study are:

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Suggestion

There are several suggestions that can be put forward:

1. To always maintain customer loyalty, strategies need to be chosen by adjusting the characteristics of the customer and the surrounding environment.
2. Always maintain cohesiveness in the team and maintain a culture that has been going well.

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