

ABSTRAK

Skripsi dengan judul “Analisis Strategi Zendo (*Zen Delivery Order*) dalam Menghadapi Persaingan Layanan Transportasi *Online* di Kabupaten Tulungagung” ini ditulis oleh Desita Dwi Rahayu, NIM. 1860405221017, Program Studi Manajemen Bisnis Syariah, Fakultas Ekonomi dan Bisnis Islam, Universitas Islam Negeri Sayyid Ali Rahmatullah Tulungagung, dibimbing oleh: Bapak Abdul Haris Perwiranegara, S.E., M.M.

Kata kunci: Strategi Bersaing, Transportasi *Online*, SWOT.

Penelitian ini dilatarbelakangi oleh munculnya Zendo sebagai *platform* transportasi *online* lokal yang tetap mampu bertahan di tengah persaingan dengan *platform* transportasi *online* nasional yang memiliki keunggulan pada aspek teknologi, promosi, dan jangkauan pasar. Kondisi tersebut mendorong perlunya kajian mengenai strategi yang diterapkan Zendo dalam menghadapi persaingan sehingga mampu mempertahankan keberlangsungan usahanya. Tujuan penelitian ini adalah untuk (1) menganalisis kondisi internal dan eksternal Zendo dalam menghadapi persaingan layanan transportasi *online* di Kabupaten Tulungagung menggunakan pendekatan SWOT, dan (2) menganalisis strategi yang diterapkan Zendo dalam menghadapi persaingan layanan transportasi *online* di Kabupaten Tulungagung.

Penelitian ini menggunakan pendekatan kualitatif dengan jenis penelitian deskriptif. Teknik pengumpulan data dilakukan melalui wawancara, observasi, dan dokumentasi. Analisis data menggunakan pendekatan SWOT melalui penyusunan Matriks *Internal Factor Analysis Summary* (IFAS), *External Factor Analysis Summary* (EFAS), dan Matriks SWOT.

Berdasarkan hasil penelitian, Zendo secara teoritis berada pada Kuadran I (*Strength-Opportunity*) dengan nilai IFAS sebesar 3,50 dan EFAS sebesar 3,55 yang menunjukkan kondisi internal yang kuat serta peluang eksternal yang besar. Namun, hasil analisis menunjukkan bahwa strategi yang paling dominan diterapkan adalah strategi *Strength-Threat* (ST), yaitu memanfaatkan kekuatan internal untuk menghadapi ancaman eksternal berupa persaingan dengan *platform* transportasi *online* yang lebih besar. Strategi tersebut diwujudkan melalui rekrutmen yang terbuka, pelatihan berbasis praktik langsung, evaluasi kinerja yang fleksibel, pengelolaan mitra *driver* yang terorganisir, diversifikasi layanan sesuai kebutuhan masyarakat, serta sistem operasional berbasis *WhatsApp* yang sederhana dan mudah diakses. Strategi tersebut menjadi upaya Zendo dalam mempertahankan kualitas pelayanan, meningkatkan fleksibilitas operasional, dan memperkuat daya saing perusahaan di tengah persaingan layanan transportasi *online*.

ABSTRACT

The thesis entitled “Analysis of Zendo (Zen Delivery Order) Strategy in the Competition of Online Transportation Services in Tulungagung Regency” was written by Desita Dwi Rahayu, Student ID Number 1860405221017, Sharia Business Management Study Program, Faculty of Islamic Economics and Business, State Islamic University Sayyid Ali Rahmatullah Tulungagung, under the supervision of Abdul Haris Perwiranegara, S.E., M.M.

Keywords: Competitive Strategy, Online Transportation, SWOT.

This research was motivated by the emergence of Zendo as a local online transportation platform that has managed to survive amid competition with national online transportation platforms possessing advantages in technology, promotion, and market coverage. This condition encouraged the need to examine the strategies implemented by Zendo in facing competition to maintain its business sustainability. The objectives of this research were (1) to analyze Zendo's internal and external conditions in facing competition in online transportation services in Tulungagung Regency using the SWOT approach, and (2) to analyze the strategies implemented by Zendo in facing competition in online transportation services in Tulungagung Regency.

This research employed a qualitative approach with a descriptive research design. Data were collected through interviews, observations, and documentation. The data were analyzed using the SWOT approach through the preparation of the Internal Factor Analysis Summary (IFAS) Matrix, the External Factor Analysis Summary (EFAS) Matrix, and the SWOT Matrix.

The findings indicate that, theoretically, Zendo is positioned in Quadrant I (Strength–Opportunity) with an IFAS score of 3.50 and an EFAS score of 3.55, indicating strong internal conditions and significant external opportunities. However, the analysis revealed that the most dominant strategy implemented by Zendo is the Strength–Threat (ST) strategy, which emphasizes utilizing the company's internal strengths to address external threats, particularly competition from larger online transportation platforms. This strategy is reflected in an open recruitment system, practice-based training, flexible performance evaluation, well-organized driver management, service diversification based on community needs, and a simple, accessible WhatsApp-based operational system. These strategies enable Zendo to maintain service quality, enhance operational flexibility, and strengthen its competitiveness amid the increasingly competitive online transportation service industry.