

Qualitative Strategy Analysis for Electric Motorcycle Leasing Business Through Quantitative Strategic Planning Matrix

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Abstract

The growing demand for "green" transport alternatives has led to the emergence of companies like Amerta Bali Lestari (ABL) in Bali, Indonesia, embracing a green and sustainable vision. ABL, a locally-owned startup, provides electric motorcycle rentals with a battery swapping system. However, there is a need for ABL to reassess its business strategy to navigate the industry and facilitate growth. This study uses strategic management analytical tools to assess ABL's position, scrutinizing both external and internal variables and quantifying results to formulate a viable business strategy. ABL's strengths, rooted in reliable and eco-friendly transportation solutions, are attributed to established partnerships. Nevertheless, the study exposes weaknesses related to limited technological development and dependence on external suppliers. In light of these insights, strategic recommendations are proposed for ABL's growth. Firstly, the company is advised to actively monitor and adapt to market dynamics and technological advancements to sustain competitiveness. Recommendations also include expansion across Bali, leveraging strategic partnerships, and horizontally integrating with existing motorcycle rental services. Additionally, investing in a robust IT infrastructure can enhance operational efficiency and facilitate direct customer outreach, expanding the customer base. The paper underscores the significance of green businesses and the strategic value of partnerships for long-term sustainability in the renewable energy sector. It emphasizes the importance of partnerships and green initiatives in the renewable energy sector. Implementing these recommendations positions ABL as a key player in Bali's green transportation industry, contributing to sustainable solutions.

Keywords: Electric Motorcycle Rental; Business Strategy; Strategic Management; Quantitative Strategic Planning Matrix;

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1. INTRODUCTION

As of 2023, climate change, primarily driven by human activities emitting greenhouse gases, has become a critical global issue with far-reaching environmental, social, economic, and political consequences (Köpke, 2022). Despite international agreements like the Paris Agreement, which aims to combat climate change and promote sustainable development, challenges persist, particularly in countries like Indonesia (Aditiyawan, et al., 2023). Indonesia has pledged to contribute to the Paris Agreement through its "Indonesia 2045" vision, emphasizing environmental sustainability and green projects. However, the country still faces challenges in reducing greenhouse gas emissions, particularly in the energy sector (Wijayani & Tumiwa, 2022). To address this, the Indonesian government is actively promoting the development of the electric vehicle (EV) sector, creating opportunities for start-ups to enter the emerging market, especially in electric motorcycles, given the nation's high motorcycle usage. Bali, in particular, has shown significant support for electric motorcycles and their ecosystem, presenting a promising opportunity for start-ups in Indonesia's electric motorcycle market.

PT Amerta Bali Lestari (ABL), a newcomer in the energy sector, faces challenges impeding its growth and success, primarily stemming from the absence of a well-defined business strategy. This deficiency inhibits the company's ability to position itself effectively in the market, pursue long-term goals, and seize emerging opportunities. Furthermore, it hinders ABL's capacity to understand its target market and differentiate itself from competitors. To address these issues, ABL must allocate resources and effort to develop a comprehensive business strategy, analyze market dynamics, trends, and competitive landscape, ensuring a more strategic and competitive market presence.

2. LITERATURE REVIEW

To develop ABL, it requires a comprehensive analysis of its internal competencies. Internal analysis includes Resource Analysis and Value Chain Analysis. The VRIO framework is a valuable strategic tool used to evaluate a business's internal resources and capabilities, enabling the assessment of its competitive advantage (Vargas-Hernández & García, 2019). VRIO stands for Value, Rarity, Imitability, and Organization. Value focuses on whether a business's resources and capabilities can create products or services that are customer-valued and enhance performance. Rarity assesses the uniqueness and scarcity of these resources compared to industry competitors, potentially providing a competitive edge. Imitability measures the difficulty of replicating these resources, with factors like patents or unique expertise contributing to a sustainable competitive advantage. Organization looks at how efficiently a business combines and utilizes its resources and capabilities, encompassing its internal structure, culture, and knowledge management, all of which can enhance its competitive advantage (Kennedy, et al., 2020).

At the other hand, value chain analysis is also an important part of internal environment analysis. Value chain analysis is a vital strategic tool for understanding how a company's activities create products or services that customers value and give the company a competitive edge. It involves breaking down activities into primary (like production and customer service) and support (like procurement and technology development) activities and examining their interconnections. By analysing these activities, businesses can identify opportunities for process improvement, cost reduction, and enhanced differentiation, aligning their operations with customer preferences. This analysis also considers how activities impact each other, potentially leading to a competitive advantage. Overall, value chain analysis enhances business performance by optimizing operations and strategic decision-making (Kohnová & Salajová, 2023a).

ABL also needs to understand its business's external environment to understand any opportunities and threats. A method to analyse external analysis is through a General Environment Analysis using PESTEL and an Industry Analysis using Porter's five forces. PESTEL analysis is a strategic tool used to assess how external factors can impact an organization's operations (Kohnová & Salajová, 2023b). It covers six key segments: Political, Economic, Socio-Cultural, Technological, Environmental, and Legal (PESTEL). The political aspect evaluates government factors like tax policies and legislative changes, influencing how an organization operates. Economic considerations involve interest rates, inflation, and GDP, which affect consumer purchasing power and business strategies. Socio-Cultural analysis assesses demographics, local culture, and consumer preferences. Technological factors consider advancements and innovations that can shape or disrupt industries. The Environmental segment explores ecological conditions and sustainability, helping organizations minimize environmental impact and leverage green opportunities. Finally, Legal factors encompass domestic and international laws and regulations that guide a business's activities, ensuring adherence to legal frameworks. Understanding these PESTEL factors aids businesses in planning for potential threats and opportunities and making informed decisions in their respective industries.

Porter's Five Forces, developed by Michael Porter, is a framework for assessing industry competitiveness. It encompasses five critical forces: rivalry among competitors, the threat of new entrants, substitute product or service threats, supplier bargaining power, and buyer bargaining power (Kennedy, et al., 2020). By analysing these forces, businesses can determine the overall attractiveness of an industry. Favourable conditions include low rivalry, limited threats from new entrants and substitutes, and weak supplier and buyer bargaining power. In contrast, an unfavourable industry structure is marked by high levels of these forces, challenging profitability. This analysis helps companies understand their competitive position, market dynamics, and formulate strategies to enhance their competitive advantage, guiding pricing, marketing, product development, and market entry decisions.

This strategic analysis of internal and external factors will serve as a foundation for formulating a clear and feasible action strategy through SWOT and TOWS. SWOT analysis combines external and internal factors to generate information for identifying strategic issues and developing effective strategies. It's a focused approach tailored to individual businesses (Kennedy, et al., 2020). By leveraging strengths, addressing weaknesses, capitalizing on opportunities, and mitigating threats, businesses can enhance their success and formulate strategies. While SWOT offers a general overview, additional internal and external analyses provide more detailed insights. It serves as a foundation for businesses to craft strategies and is a tool for generating creative ideas rather than a definitive solution.

Following a SWOT analysis, the next step involves creating strategic insights that can be synthesized into alternative strategies to benefit the business.

The TOWS matrix is formed by combining internal strengths and weaknesses with external opportunities and threats, resulting in four categories of strategies: SO (leveraging strengths to seize opportunities), WO (addressing weaknesses to seize opportunities), ST (using strengths to mitigate threats), and WT (addressing weaknesses to mitigate threats). These insights lead to multiple alternative strategies, the number of which depends on the correlation and grouping of strategic insights, providing a clear array of strategic options for the business (Pasaribu, Shalsabila, & Djatmiko, 2023).

Through the results of the SWOT and TOWS analysis a Quantitative Strategic Planning Matrix (QSPM) can then be applied to prioritize and evaluate strategies using quantitative data. It systematically compares and ranks strategic options, aiding in informed decision-making.

Therefore, this research aims to achieve several objectives, including an examination of external and internal factors influencing PT Amerta Bali Lestari (ABL) in the electric motorcycle rental service market, an exploration of the significance of partnerships for ABL's sustainable development, and the development of a business strategic plan aligning with long-term growth goals. This study primarily focuses on ABL, a local start-up in the energy sector, specifically within the Electric Vehicle division, operating in Bali, Indonesia, and aims to evaluate its position for strategic planning.

By addressing these business issues, a business strategy, the reassessment of pricing, and seizing the potential of the current trend, ABL can understand and strengthen its position in the market which will allow a sustainable business growth.

In light of the growing support for green businesses, the study serves as a potential model for other regions and companies looking to transition to a green economy. It showcases how businesses can align with environmental sustainability trends, potentially inspiring broader shifts in the marketplace.

3. RESEARCH METHOD

Research designs typically fall into two broad categories: qualitative and quantitative research (Schoonenboom, 2023). Quantitative research aims to establish causal or correlational relationships between variables through standardized procedures, focusing on numerical data that can be statistically measured and analyzed. It emphasizes objective and generalizable findings. In contrast, qualitative research seeks to understand a phenomenon within a real-world context using interviews and observation, relying on the researcher's subjective perspective for data analysis. This research paper adopts a mixed-method approach, combining both qualitative and quantitative methods.

Data collection will involve primary and secondary sources (Taherdoost, 2022). Primary sources are original documents or objects providing direct evidence, often from individuals with firsthand experience of the subject under investigation. In this research, a questionnaire will be used to gather primary data from competitors to benchmark the company's products and services. Secondary data will be collected from reputable sources such as journals, articles, online books, documents, well-sourced news, and past research papers to support market and green industry sector analysis.

Qualitative obtained through primary source (the questionnaire) and primary source will be utilized for the External and Internal Analysis of the business. Results of questionnaire will be used as benchmark for several points in the data analysis. External analysis and internal analysis will then be utilized for SWOT Analysis. Quantitative data will be utilized in the Quantitative Strategic Planning Matrix (QSPM). Based on the data of the SWOT Analysis, strategic insight and analysis will be made and quantified based on its attractiveness and its weight of contribution. Then the total score will be utilized in order to pick which alternative strategy is worth looking into. This method is applicable to various stages of business, whether they are start-ups or large companies. It aids in decision-making for the strategic steps necessary to foster the company's growth (Zulkarnain, Wahyuningtias, & Putranto, 2018). Which is perfect for ABL, which can be categorized as a recent start-up.

4. FINDINGS AND DISCUSSION

For the external analysis, in case of general environment analysis PESTEL, consist of politic, economic, socio-cultural, technology, environment or ecological and legal.

From the view of political aspect, the government is taking steps to accelerate green development (Wijayani & Tumiwa, 2022). Efforts include converting fossil fuel motorcycles to electric ones through the development of

EV infrastructure, offering incentives for traditional motorcycle taxis to transition to electric, and plans to subsidize the sales and conversion of 1 million electric motorcycles over the next two years with specific quotas. Electric vehicles must be domestically produced with a minimum local content requirement of 40% (Wulansari & Aziz, 2023). Additionally, the government provides exemptions from motor vehicle tax and the Motor Vehicle Ownership Transfer Fee for electric vehicles to promote clean energy. The Balinese government fully supports these green development initiatives and aims to increase the number of electric motorcycles in use locally by 2026, aligning with their Regional Action Plan. These measures offer significant opportunities for electric motorcycle businesses like ABL, especially in the electric motorcycle rental sector.

Bali has always been known for its thriving tourism industry. It heavily relies on visitor arrivals and related economic activities. The number of foreign tourists that visits Bali can be seen from Table 1.

Table 1. Number of Monthly Foreign Tourists to Bali by Entry Points (People)

Year	2022	2021	2020	2019	2018
Total	2155 747	51	1069 473	6275 210	6070 473

(BPS Provinsi Bali, 2023)

The global emphasis on environmental sustainability presents economic advantages in Bali through the adoption of electric motorcycles and sustainable transportation. By reducing reliance on fossil fuels, long-term cost savings are achieved. Electric motorcycles offer lower operational expenses compared to traditional fuel vehicles (Habibie & Sutopo, 2020). Which in turn will lead to increased disposable income for individuals and businesses in Bali. The adoption of electric motorcycles and sustainable transportation in Bali has significant economic benefits, including cost savings for individuals and businesses, job creation through infrastructure development, and opportunities for local businesses. This shift towards sustainability aligns with Bali's image as an environmentally conscious destination, attracting eco-minded tourists and diversifying the tourism market (Rizki, Syahputri, Belgiawan, & Irawan, 2021). Improved transportation planning and eco-friendly modes can enhance the overall tourist experience, leading to increased satisfaction, repeat visits, and longer stays, benefiting various sectors of the economy. Accelerating infrastructure development, including charging and battery swap stations, presents economic opportunities for local labor and businesses. Overall, Bali's transition to sustainable transportation contributes to long-term economic growth and resilience while promoting a greener image for the region.

In the aspect of socio-cultural, there has been a record that there over one million motorcycles in 2023 and that motorcycles takes up to 85.77% of the type of transportation utilize by the populace. Which can be seen in Figure 2

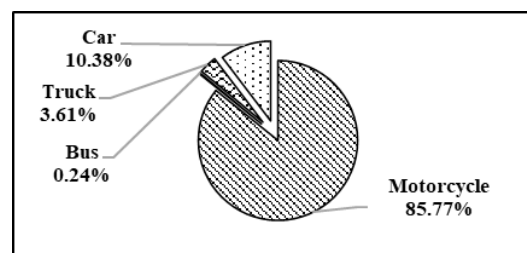


Figure 2 Distribution of Motorized Vehicles by Type in the Province of Bali (BPS Provinsi Bali, 2023)

Through this we can understand that the local populace prefers motorcycle as a means of transportation. A recent study in Indonesia (Astuti & Susanti, 2022) highlights a strong preference for electric motorcycles among the younger generation, particularly those aged 20-24 followed by those aged 35-39 and 45-49. Based on the populace data of 2023, the projected population of locals in Bali that falls within the category of age groups that shows a preference for electric motorcycle than internal combustion engine (ICE) motorcycle is estimated to be a total more than a 1 million individuals (BPS Provinsi Bali, 2023). This reflects a growing environmental consciousness among the Balinese population, making it a promising market for electric motorcycles.

Additionally a study on domestic tourist travel behaviour in Bali (Wiradnyana, Suthanaya, P, Yana, & Dissanayake, 2021) reveal that repeat visitors tend to choose cars, while those with higher incomes and larger groups prefer buses/minibuses and motorcycles. Key factors influencing their choice include travel time and companions, making motorcycles a popular option. This data highlights a significant market opportunity for electric motorcycles, aiding ABL in targeting the right audience.

In terms of technology, there are many types of Electric two-wheelers and battery swap systems. Standardizing batteries for two-wheelers is a challenge in Indonesia, which can impact interchangeability (of different models), swap station density, and compatibility. Standardization can benefit customers needing longer driving ranges with frequent recharging or swapping (Aqidawati, et al., 2022). National-level standardization might be explored to balance standardization's potential advantages and drawbacks. For Bali, an estimated 580 standardized swap stations will be needed by 2030 which can be seen on Table 2.

Table 2. Projected Number of Swapping Stations in Bali

Parameter	2022	2023	2024	2030
Total e-motorcycles (thousands)	27	95	241	1851
Swapping stations standardized	43	148	376	580
Area per swap station standardized (km2)	136	39	15	<10

(Asian Development Bank, 2022)

Despite challenges, the deployment of electric motorcycles and swap stations in Bali is expected to advance, supporting sustainable mobility. Moreover, battery storage system development can significantly enhance electric motorcycle infrastructure.

From its environment or ecological aspect, a report of Indonesia's historical emission has shown that Indonesia is not able to meet the 1.5°C goal for environment sustainability. Based on projection for business as usual on current terms, Indonesia's emission still shows an upward trajectory. This means that further action needs to be taken in order to be able to meet the agreement for decreasing climate change.

According to the report, the biggest contributor for CO₂ emission in Indonesia is the Energy Sector which includes encompasses the Power Sector, Building Sector, Industry Sector, Agricultural Sector, and Transport Sector. With Power Sector encompassing the highest contribution of emission which is then followed by the Transport Sector, this can be seen in Figure 3. The transport sector holds significant potential for reducing CO₂ emissions, with motorcycles being the most widely used vehicles. Accelerating the adoption of electric motorcycles is crucial. In Bali, implementing EV policies for tourist mobility could lead to substantial CO₂ reduction, estimating up to 1.9 million kg of CO₂ saved annually with government support and an extensive charging station network. Additionally, solar-powered charging stations can further decrease emissions from the power sector, making electric vehicles a substantial contributor to pollution reduction (Rizki, Syahputri, Belgiawan, & Irawan, 2021).

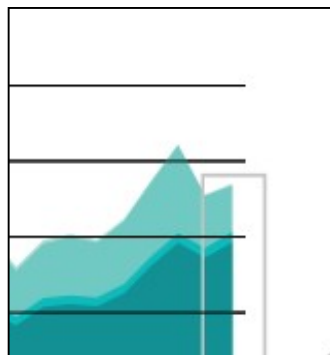


Figure 3 Energy-related CO₂ emissions by sector (Wijayani & Tumiwa, 2022)

Based on its legal aspect, the legal framework in Indonesia strongly supports the development and adoption of electric motorcycles. Various regulations at both the central and regional levels promote electric mobility (Wulansari & Aziz, 2023). For instance, electric motorcycles are exempt from motor vehicle tax under the

Regulation No. 6 of 2023. The Ministry of Energy and Mineral Resources, through Regulation No. 13 of 2020, is actively enhancing the electric charging infrastructure and battery swap stations, with future revisions to further accelerate development. Presidential Regulation Number 55 of 2019 emphasizes the use of local components in electric vehicles, setting out the minimum Domestic Component Level (TKDN) for electric motorcycles. Regulations from Indonesia's Ministry of Transportation, such as Numbers 65; Number 45; and Number 44 of 2020 which focuses on safety standards and guidelines for converting, testing, and operating battery-based electric motorcycles. While the Ministry of Industry's Regulations Numbers 7 of 2022 and 6 of 2023 address manufacturing processes and subsidy eligibility, collectively aiming to foster the adoption and production of these vehicles. At the regional level in Bali, local policies support electric motorcycles (Asian Development Bank, 2022). This is evidenced by the Governor's Regulations that endorse clean and sustainable energy sources (Bali's Governor Regulation 45/2019) and promote the use and development of battery-based electric vehicles, including electric motorcycles (Bali's Governor Regulation 48/2019).

Viewed from its industrial analysis using Porter's five forces, in terms of threat of new entrants, ABL, operating in Bali's electric motorcycle rental market, faces a moderate threat from potential new entrants. Although this market holds opportunities due to increasing electric vehicle demand and government support for green initiatives, barriers to entry exist. These barriers include complex licensing and permitting processes, legal requirements, and the need for substantial initial investment in infrastructure like charging and battery swapping stations (Habibi & Sutopo, 2020). ABL has an early-mover advantage, having already navigated these requirements, developed relationships with authorities, and established the necessary legal framework. However, recent regulations, such as one disallowing tourists from using motorcycle rental services, may hinder business plans targeting tourists. Additionally, the development of charging infrastructure, which ABL has already invested in, is another obstacle for new entrants. In the long run, with standardized charging systems, the barriers to entry may diminish. ABL's competitive edge lies in its early entry and established infrastructure, which can help mitigate the threat of new entrants. Staying focused on exceptional service and market awareness will be key to maintaining leadership in Bali's electric motorcycle rental market.

The bargaining power of suppliers is a significant factor to consider in ABL's electric motorcycle rental service in Bali. Suppliers provide crucial resources, components, and infrastructure for ABL's operations, and currently, they hold a high level of power due to their specialized offerings. ABL relies on these suppliers for their battery swap system, which is a unique feature. However, when it comes to electric motorcycles, ABL has some negotiating power, as there is a variety of models from different brands that can be adapted for their system. To address supplier power, ABL can build long-term partnerships, diversify their supplier base, negotiate favourable contracts, and invest in in-house capabilities. These strategies can help ABL mitigate supplier-related challenges, ensuring cost control and a reliable supply chain.

The bargaining power of customers is a critical factor to consider when evaluating the viability and profitability of ABL's electric motorcycle rental service in Bali. Currently the Bargaining Power of Customers for ABL is high. Customers in Bali's electric motorcycle rental market hold significant bargaining power due to the availability of alternatives, easy access to information, and customer concentration. As a start ABL must be able to focus on the most important aspect viewed by the customers which are ease of charging and affordable pricing (Haryadi, Asi Simaremare, Rohmatul, Hakam, & Mangunkusumo, 2023). Furthermore, ABL must differentiate its services, manage its online reputation, and diversify its customer base to mitigate this challenge and maintain profitability and customer loyalty.

The threat of substitutes for ABL's electric motorcycle rental service in Bali is moderate, primarily due to the presence of traditional gasoline motorcycles. However, factors like charging infrastructure, perceived quality, technological advancements, regulations, and cultural preferences play a significant role in determining this threat. ABL can minimize the risk by highlighting the unique advantages of its electric motorcycles, monitoring industry trends, engaging with authorities, and promoting eco-friendly aspects.

The competitive rivalry in Bali's electric motorcycle rental market is high, with established rental companies and new entrants competing for market share. Factors influencing this rivalry include market growth rate, price competition, distribution channels, and industry regulations. ABL must focus on strategic pricing, value-added services, distribution partnerships, and staying informed about regulatory changes to maintain a competitive edge in the market. The emergence of electric motorcycles as a sustainable and preferred option provides ABL with a unique selling point in a market with limited electric vehicle options.

For resource analysis, VRIO framework is used. Something that adds value to ABL is its source of income which is its electric vehicle. As of 2023 ABL currently owns a number of electric motorcycles. These electric

motorcycles are the core of ABL's business as an electric motorcycle rental service. These motorcycles can be categorized as low power vehicle as in those with power under 125cc. However, they do provide an environmental friendlier option. Another valuable part for ABL's business is the political and legal system that is currently supporting any green projects. In Bali itself electric motorcycle is heavily supported. This plus ABL's early entry can become a valuable resource in future development.

A rarity in the motorcycle rental market would be the electric motorcycle however they do exist. They can either be powered through fast charging stations or through a battery swap system. The motorcycles provided by ABL are not only electric but also charged through a battery swapping system. A battery swapping system, allows faster and easier charging in comparison to charging stations. Battery swapping at a station has also been observed as a preferred method by consumers (Balijepalli, Shepherd, Sourd, Farda, & Lubis, 2023). The motorcycle model chosen are those that are compatible to be modified with the battery swap system of ABL's partner PT Oyika Powered Solutions (Oyika). Oyika itself battery swap system provider. The company can install and modify existing electric motorcycle with their battery system that can utilize their battery swap stations. The company install battery cases on different electric motorcycle brands that have agreed for a cooperation.

The partnership that ABL was able to establish while imitable is quite difficult as they are made under certain circumstances and deals that ABL was able to make with them. A simplified version of ABL's partnership and business model can be seen in Figure 4 ABL Partnership. Certain partnership is also made under exclusive terms meaning they cannot make partnership with other parties under the same circumstances within Bali. Due to ABL's early lead, this partnership was able to be made. ABL was also able to create a partnership and deals with partners that owns an armada of motorcycle for various services. One of which is company that provides motorcycles for ride-sharing services. Such partnership allows ABL to be able to rent a large number of electric vehicles without having to market or make brick and mortar stores thus reducing cost.

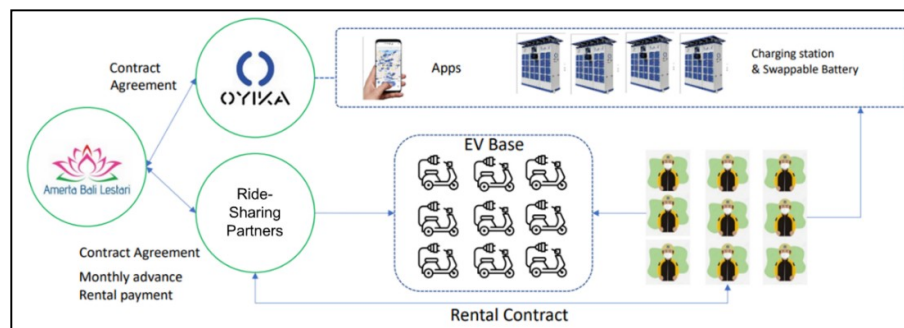


Figure 4 ABL Partnership

By leveraging and organizing all of its resources, ABL has developed a competitive and profitable business model. This model focuses on providing a rental service for electric motorcycles, allowing customers the option to keep the motorcycle after renting for a specified period and offering free battery charges. Like other rental models, the success of ABL's business model is influenced by four key variables: coverage distance, cost for motorcycle title transfer, rental cost, and fuel prices (Waluyo, Irawan, & Dewanti, 2022), all of which can be covered by ABL's partnerships. Through ABL's strategic partnerships, the company can implement its business model and gain a significant advantage in the market. However, the company's heavy reliance on partnerships poses potential risks, as these relationships may not be everlasting and may tilt the balance of power towards suppliers and buyers.

To address this concern, ABL should consider gradually transitioning towards vertical integration. This strategic shift would empower the company with more control over its competitive advantages. To create a value chain analysis, we looked into the Support Activities and the Primary Activities of ABL's business value chain. ABL's firm infrastructure, human resources, technology development, and procurement aspects are essential for its electric motorcycle rental business. ABL's management team ensures efficient operations, while its IT infrastructure, although basic, supports resource management. ABL employs various personnel, invests in training programs, and maintains a workshop for vehicle maintenance. While lacking an R&D department, ABL relies on third-party technology providers and maintains partnerships to ensure a stable supply of electric motorcycles and equipment. These factors contribute to ABL's ability to offer reliable and sustainable electric

motorcycle rental services.

For its Primary Activities we first look into Inbound Logistics. ABL's value chain encompasses procurement, operations, outbound logistics, marketing and sales, and service. The company acquires electric motorcycles and battery swap systems from manufacturers and suppliers, shipping them to Bali. Its operations focus on vehicle maintenance and battery swap stations, with a strategic location in South Bali based on customer concentration. ABL manages customer reservations, motorcycle registration, and scheduling, utilizing technology to track and maintain its fleet. Marketing and sales are primarily driven by partnerships with rental shops, ride-sharing providers, and motorcycle communities, with rent pricing based on market rates and agreements. ABL's service extends to maintaining relationships with partners and ensuring customer satisfaction, fostering good standing in negotiations and showcasing its operational efficiency.

ABL's analysis reveals several key strengths in its business model. ABL demonstrates several core strengths in its business model. Notably, it offers a unique value proposition in the form of eco-friendly electric motorcycles and a battery swapping system, positioning itself as an environmentally responsible alternative to traditional gasoline-powered vehicles. ABL's early entry into the electric motorcycle market has enabled the formation of essential partnerships and exclusive agreements, granting access to a fleet of electric motorcycles and fostering valuable supplier collaborations. The company has also established a strong infrastructure, boasting an efficient management team, well-trained employees, maintenance facilities, legal licenses, and a comprehensive charging system, ensuring the smooth and compliant operation of its rental service. Collaborations with Oyika and battery swap stations provide a competitive edge by offering a more advanced and efficient charging solution. Furthermore, ABL effectively manages its logistics operations, ensuring a stable supply of electric motorcycles and a seamless customer experience.

ABL's business model exhibits both strengths and potential areas for improvement. While the company relies on valuable partnerships, fostering them is essential for business success but also leaves ABL vulnerable to shifts in these relationships. Additionally, limited technological development due to the absence of an R&D department and reliance on third-party suppliers might hinder ABL's ability to stay competitive in a dynamic market. The need for enhanced IT infrastructure and a more comprehensive rental management system is evident for future scalability and improved operations. Furthermore, expanding the operational scope beyond the south of Bali could open up opportunities for attracting a broader customer base and enhancing service coverage, contributing to the company's growth and sustainability.

ABL has several promising opportunities to explore. Firstly, expanding its area of operation beyond the south of Bali presents a considerable opportunity for reaching a broader customer base and increasing its service coverage. The growing market for green projects and electric vehicles, especially in Indonesia, offers a chance for ABL to attract more customers, both within and outside Bali. Considering vertical integration could provide the company with greater control over its competitive advantages and reduce dependence on external partners, ensuring more self-sufficiency. Lastly, diversifying its market through collaborations with various rental shops, ride-sharing companies, direct customers like tourists, and motorcycle communities opens up avenues for reaching a wider range of customer segments and enhancing the company's overall market presence and success.

ABL faces potential threats, including intense competition from traditional motorcycle rental providers and newcomers in the electric motorcycle sector. Changes in regulations and government support could affect the business, which is still positive as of 2023 (Askinatin, Heldini, Supriyanto, & Ariyanto, 2023). Supplier dependence may lead to cost and supply issues. Changing customer preferences or legal changes may impact demand for electric motorcycle rentals. To navigate these threats, ABL must stay adaptable in a dynamic market.

Based on the SWOT analysis made, the next step is to create a TOWS matrix that can be seen in Table 3. TOWS Matrix. And based on those TOWS matrix, ABL has several strategic alternatives to consider. These include expanding its business and operations throughout Bali, extending into other parts of Indonesia, targeting end customers directly through improved IT infrastructure, possibly adding internal combustion engine motorcycles to the product line-up, and pursuing vertical integration. Additionally, ABL should adapt to market and regulatory changes, explore new innovations, and diversify its supplier partnerships for a more sustainable and competitive business. These strategies align with various internal and external factors to strengthen ABL's position in the market.

Table 3. TOWS Matix

	Opportunities (O)	Threats (T)
Strengths (S)	SO1. Expand the business throughout Bali through expansion of the charging infrastructure (S1,S3,O1,O4)	ST1. Create a partnership or horizontal integration with existing motorcycle rental services (S1,S3,S4,T1)
	SO2 Expand customer base in growing market outside if Bali while the market is still emerging (S2,S4,O2,O4)	ST2. Monitor and adapt to changing regulations that may affect ABL's business and partnership (S1,S3,T2)
	SO3 Pursue vertical integration by taking over partners business or adopting their business model. (S2,S4,O3)	ST3. Strengthen supplier relationships through constant communication (S2,S4,S5,T3)
	SO4 Diversify customer segment through finding more partners or direct marketing (S3,S4,O2,O4)	ST4. Innovate and align with evolving customer preferences through adaptation of new technology or partnership. (S5,T1,T4)
Weaknesses (W)	WO1. Improvement of the business strategic control through vertical integration (W1,W2,O2,O3)	WT1. Increase of ABL's business to include internal combustion engine vehicles (W4,T1,T4)
	WO2 Improve technological development through adoption of new innovations (W2,W3,O2,O3)	WT2. Diversify suppliers in orders to decrease their power over ABL which means changing existing contract to no longer be exclusive (W1,W2,T3)
	WO3. Enhance IT infrastructure to allow easier reservation of rental services for potential direct customers (W3,W4,O3,O4)	WT3. Utilize other rental service IT Infrastructure for ABL's use through cooperation or buying them. (W2,W3,T1)
	WO4. Expand area of operation through increase of infrastructure (W4,O1,O2,O4)	WT4. Monitor and adapt to changes in the industry that may affect ABL's business and partnership (W1,T2,T4)

Based on the data from the TOWS Matrix and the SWOT analysis result we can get then quantify the weight of each attribute shown in the **Error! Reference source not found.** The author's SWOT analysis aims for a balanced evaluation, considering both internal and external factors. An attractiveness score is assigned to alternative strategies based on their alignment with SWOT variables. The top priority strategies for ABL are those that best utilize the company's strengths and opportunities. These include monitoring and adapting to changing regulations and market conditions while fostering innovative partnerships, expanding the business and its operational area throughout Bali by developing charging infrastructure and forging new partnerships, and focusing on end customers through IT infrastructure development. These strategies have scored above 1, signifying their significance in ABL's future planning.

Table 4. SWOT Variables Weight for QSPM

Description		Weight
No.	Strength	
1	Unique Value Proposition	0,10
2	Early Entry and Partnership	0,11
3	Established Infrastructure	0,10
4	Competitive Advantage	0,10
5	Efficient Logistics	0,10
No.	Weakness	
1	Reliance on Partnerships	0,15
2	Limited Technological Development	0,10
3	Better IT Infrastructure	0,12
4	Limited Area of Operation	0,12
Internal Total		1,00
No.	Opportunities	
1	Area of Operation	0,13
2	Growing Market	0,12
3	Vertical Integration	0,13
4	Market Diversification	0,13
No.	Threat	
1	Intense Competition	0,12
2	Changing Regulations	0,13
3	Supplier Power	0,12
4	Changing Customer Preferences	0,12
External Total		1,00

Partnerships are fundamental to PT Amerta Bali Lestari's (ABL) success in Bali's electric motorcycle rental market. These collaborations offer access to vital resources and expertise that ABL may lack internally. While ABL's reliance on partnerships can be seen as both a strength and a weakness, it provides the company with the necessary electric motorcycles and charging infrastructure, allowing ABL to benefit from its partners' knowledge in various operational aspects. These collaborations help ABL overcome barriers to entry and expand more rapidly in a challenging market. Given the recent changes in regulations affecting some competitors, ABL can seize opportunities by partnering with struggling competitors and businesses located in electric vehicle-only zones. These partnerships enable ABL to leverage existing customer networks and distribution channels, enhancing brand visibility and reputation. By strengthening existing partnerships and exploring new collaborations, ABL can establish itself as a key player in Bali's electric motorcycle rental market, meeting the increasing demand for eco-friendly transportation in the region.

To address ABL's current lack of a well-defined business strategy, several key strategies should be implemented. The first strategy emphasizes the importance of closely monitoring and adapting to changes in regulations, market conditions, and technological innovations, allowing ABL to maintain a leading position amid growing demand for electric vehicles and sustainability.

The second strategy centres on expanding ABL's business across Bali by enhancing the charging infrastructure and seeking new market opportunities through partnerships and horizontal integration. This expansion will necessitate careful planning and resource allocation to ensure seamless operations and customer satisfaction.

The third strategy encourages the development of an IT infrastructure to directly target end customers and facilitate online reservation services, diversifying ABL's customer base and strengthening its brand recognition. Implementing these strategies can position ABL as a major player in Bali's energy and transport sector, capitalizing on the growing support for eco-friendly businesses and the rising demand for electric vehicles and green solutions.

To overcome ABL's business challenges and ensure sustainable growth, a well-planned implementation strategy is crucial. The first strategy involves ongoing monitoring and adaptation, integrated into daily operations to proactively respond to external changes, maintain competitiveness, and decrease reliance on a sole partner. Monthly strategic meetings will facilitate effective communication and alignment.

The second strategy, expansion of the business and area of operation, will be initiated after two years to establish a strong foundation in the current market. ABL will develop charging infrastructure in other parts of Bali and pursue strategic partnerships, enhancing its competitive position.

The third strategy involves developing an IT infrastructure in the second and third years, streamlining operations and enhancing efficiency. ABL aims to diversify its customer base and establish a stronger brand recognition through an improved customer experience.

By following this comprehensive plan, ABL can ensure systematic business growth, resource allocation, and adaptability. With diligent execution, ABL can position itself as a major player in Bali's energy and transport sector, capitalizing on green business support and seizing opportunities in renewable energy and electric vehicles.

5. CONCLUSION

This study offers insights and strategic recommendations for Amerta Bali Lestari (ABL), an electric motorcycle rental company in Bali, to support its sustainable growth goals. The analysis highlights ABL's strengths in providing eco-friendly transport options and leveraging partnerships, while also identifying challenges related to technology limitations and dependency on suppliers. The strategic plan for ABL emphasizes ongoing market monitoring, expanding services across Bali, and investing in IT infrastructure to boost operational efficiency and broaden its customer reach. By adapting to market shifts, strengthening infrastructure, and focusing on customer engagement, ABL can solidify its position in Bali's green transportation sector, taking advantage of emerging opportunities and addressing key challenges.

Recommendations for ABL's management center around reinforcing partnerships with suppliers and collaborators, implementing consistent market monitoring, and enhancing customer outreach through marketing initiatives and digital infrastructure. ABL is encouraged to extend its charging network beyond Bali's southern region, focusing on sustainability and eco-friendly practices to stand out in the market. These proactive steps will enable ABL to capitalize on strengths, mitigate weaknesses, and seize growth opportunities, positioning the company as a leading player in Bali's electric motorcycle rental industry. Future research should include long-term studies on customer behavior, partner satisfaction, competitive benchmarking, and a lifecycle sustainability analysis of ABL's offerings to reinforce its commitment to sustainable transportation.

6. LIMITATION AND FURTHER RESEARCH

The Quantitative Strategic Planning Matrix is limited to a subjective judgments of the author based on the perception gained from looking into the data and assigning weights on certain aspects that might not align with others perspective and relying heavily on qualitative data. Due to the long research process QSPM might not be flexible enough to accommodate the rapidly changing environments that startups often face. It might not capture the dynamic nature of the market and other external factors.

The Quantitative Strategic Planning Matrix (QSPM) relies heavily on subjective judgments made by the author, based on their interpretation of the data and the assignment of weights to various aspects, which might not align with others' perspectives. It also depends significantly on qualitative data. Given the lengthy research process, the QSPM may lack the flexibility needed to adapt to the rapidly changing environments that startups often face, potentially failing to capture the market's dynamic nature and other external factors.

For further study, a long-term analysis can be conducted. This will allow one to assess situation of ABL after its early periods as a start-up business and to create better strategies for long term sustainability. Long term analysis that can be conducted include long-term ABL's customer behaviour and ABL's partner's satisfaction. Another one is further comparative analysis with competitors, as newer competitors are always available and they may have a better strategy than the one ABL utilizes. Of course, continuous monitoring must continue in order to see future trends and innovations for further understanding of potential new products and customers. Lastly, a life cycle sustainability impact analysis of ABL's product is needed as it can be used to boost ABL's commitment to its mission which can further boost its image as a company that advocates sustainable transport.

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