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**IMPROVING COMPETENCE WITH BUSINESS COMPETITION  
MANAGEMENT APPLICATIONS  
(STUDY ON CUSTOMS SERVICES MANAGEMENT  
ENTREPRENEURS IN THE SOEKARNO HATTA AIRPORT  
AREA, JAKARTA)**

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**ABSTRACT**

*This research aims to develop Business Competition Management Applications to Improve Competitiveness. Researchers use customs service business actors in the Soekarno Hatta Airport, Jakarta. The research method uses an action research approach by mapping the existing problems at the research locus and then developing problem solutions to minimize the risk of loss due to the competitive level of competition. The research results describe the problems at the research locus and produce Business Competition Management Applications as an early warning system and self-assessment to assess business competitiveness and what solutions companies must take to get out of these difficulties. The novelty of this research is in the form of Business Competition Management Applications that customs service business actors can implement. The implications of this research are to positively contribute to customs service businesses as an early warning system and self-assessment to minimize the risk of business bankruptcy.*

*Keywords: competition management, early warning system, self-assessment.*

**INTRODUCTION**

The global competition sweeping the world today has impacted various business fields, including the PPJK (Customs Service Administration) service business in the Soekarno Hatta Airport Region. As a result of this business competition, many PPJK service businesses went bankrupt because they could not overcome the competition. This condition occurs because the company does not have good business competition management. Such as using technology applications as an early warning system and self-assessment to assess PPJK's business competitiveness. Moreover, what solutions must PPJK companies take to get out of this competition. With the creation of an application of this business competition management technology, the company can immediately identify potential factors that can cause operational difficulties for the company and immediately take anticipatory steps for the company so that it can return to exist amid competition. (Hseeb, Hussain, Kot, Androniceanu & Jermisittiparsert, 2019)

Managing a business is a challenging thing to do. A business person must ensure that the business wheel is running well and, of course, achieving the targets that have been prepared beforehand. Not all business people have natural talent and have to work hard to get it right. Some may need to work on managing their time correctly, while others need more strategic thinking or creativity. (Sidharta, Priadana & Affandi (2019) Doing business is an activity that may be carried out with planning. If it is carried out casually, in addition to reducing the potential for success, the risk of losing business capital that has been disbursed can also occur. (Dao, 2019) Therefore, business people need to prepare determination and plans in order to develop their businesses to success (Suddaby & Jaskiewicz, 2020)

Business management can be complicated as the business person must be responsible for hiring and firing employees, managing leasing and inventory, and keeping up to date with marketing and sales developments, among many other daily tasks. (Hamadamin & Atan, 2019)

One of the things that are important for every business person to learn is business management. Through proper management, a business can run more smoothly, achieve predetermined targets, and increase the likelihood of success. (Vrchota, Řehoř, Maříková & Pech, 2020) Some things that business people must learn are budget management, human resource management, business management, sales management, cash management, and, no less critical, business people must be able to manage inventory.

Business management, also known as business management, is the process by which a company plans, organizes, directs, and controls the activities and resources of the company to achieve its objectives effectively and efficiently in an ever-changing environment. (Takwi, Bate, Akosso & Sharon, 2020) It is the process of overseeing and controlling the business affairs of an organization.

Based on initial observations, theoretical studies, and previous research, the researcher formulates a research problem: engineering activities. The form of this research is to find out whether the engineered results of the application of business competition management technology in the field of PPJK can provide benefits as a means of self-assessment for PPJK to assess the competitive bargaining position of their business. Meanwhile, this research aims to make an application for Business Competition Management Application that customs service business actors can implement.

## **METHOD**

This research uses an action research approach in which the researcher describes the real problems in the field by examining the existing conditions so that the problems that occur can be mapped. After that, researchers offer concepts through solutions to the problems encountered. Then it can then be applied at the research site. The data source is primary, where the researcher collects data by directly contacting the business actors and implementers involved in the research. Secondary data researchers obtain from research sites to support management applications that will be made. Finally, developing management application concepts involves various interested parties conducting focus group discussions.

## **RESULTS AND DISCUSSION**

The business management that PPJK engages in is a service business in the customs sector that needs to be managed properly and provide a predetermined quality. (Tashiev & Abdyrov, 2019; Abdulmugnievich & Qudratillaevich, 2022)) The definition of PPJK itself is short for Customs Services Management Entrepreneur. As the name implies, PPJK helps exporters and importers who will take care of customs obligations. When dealing with these customs obligations, PPJK acts on behalf of the exporter/importer it represents. According to the PPJK government, PPJK is a business entity that will carry out activities and manage the fulfillment of customs obligations for and on behalf of importers and exporters. PPJK is a service that will make it easier for some business people, both exporters, and importers, to make several shipments related to logistics when in and out of Indonesia.

In simple terms, PPJK's customs obligations are to take care of all the necessary import/export procedures according to the stipulated regulations. The aim is to fulfill state financial rights, protect domestic industries, and certain goods to be traded. So, exporters/importers believe in the classification of goods, procedures for filling out notification documents, customs clearance, and many other things. Using PPJK services, export and import activities can run smoothly without being constrained by administrative problems.

In order to be able to manage customs obligations, PPJK must have a Customs Services Management Entrepreneur Number (NPPPJK). To obtain a PPJK Identification Number, one can register customs at the Directorate General of Customs and Excise (DJBC). PPJK Principal Number is valid in all Customs Offices throughout Indonesia until revocation by the Directorate General of Customs and Excise, usually due to unique and extraordinary matters. They are using the results of NPPPJK registration to create a PPJK profile and assessment. This PPJK profile and assessment is the basis for providing services to transporters, importers, and exporters who need PPJK services.

The NPPPJK itself will apply in all customs offices in Indonesia and will even be valid until the Director General of Customs and Excise or the Official who will be appointed revokes it. Later, use the registration results to conduct several assessments and create PPJK profiles. For assessment and also the PPJK profile itself will be used as a basis for providing customs services and supervision to several transporters, importers, and exporters who will be in charge of managing their customs services to PPJK.

The government makes a regulation regarding customs management with the aim that later during the customs process, customs obligations must be fulfilled and complied with, especially by all importers and exporters. Therefore, PPJK must carry out all customs-related activities to comply with applicable regulations.

Implementation of a preliminary Focus Group Discussion (FGD) with Partners and Customs and Excise to find out potential problems experienced by PPJK related to the ability to compete amid the current challenging economic conditions, which have resulted in several PPJK businesses experiencing bankruptcy. So from this preliminary FGD activity, accurate information will be obtained regarding what PPJK should carry out activities and outcomes to overcome business competition and what solutions should be

made by PPJK companies to get out of these difficulties. In addition, implementing a Focus Group Discussion (FGD) with the Soekarno Hatta Airport Customs Office is intended to obtain information regarding rules and regulations governing work activities in the field of PPJK and current problems faced by PPJK, as well as what materials are relevant to submit in the upcoming workshop.

Survey Implementation and Questionnaire Dissemination will be carried out to complete the PPJK data profile and view the PPJK data map. In addition, both human resource, financial, and other data need to be carried out through survey activities and distributing questionnaires to 65 PPJK registered in the Soekarno Hatta Airport area, carried out by seven students as survey officers.

They are using the implementation of the Application Workshop for an early warning system and self-assessment as a company anticipatory step in dealing with competition. The results of the application workshop activities are six things PPJK needs to have, including 1). PPJK must understand the Applicable Customs Regulations and Knowledge, understand Procedures in the Field, 2). understand the IT/Application used, and communicate more actively with importers. Another result is that there are seven essential business strategies in the logistics sector, including PPJK, including a comprehensive understanding of logistics & supply chain to take on a principal role; Increasing HR competencies (Education & Competence) is needed to deal with changes in the industrial revolution 4.0 with national & international standards; understand the importance of digitalization and acceleration related to operations - connectivity & partnerships - non-asset based). (Sony, Antony, McDermott & Garza-Reyes, 2021)

Implementation of the Management and Finance Workshop was carried out as an effort so that PPJK could exist and compete amid today's intense competition, as well as material on the importance of sound financial management for companies to avoid bankruptcy. The results of the management and finance workshop showed five components of competitive advantage: Unique, Defensible, Sustainable, Valuable, and Consistent. (Foster & Sidharta, 2019; Orishede, 2021) A model can also be used to predict corporate bankruptcy using the Z-Score model. Constructed Z score model and applied it to many listed firms in credit rating based on their Z-score.

Implementation of the IT Training Workshop, held for PPJK business actors so that they continue to exist and be able to compete amid today's tight competition. As well as materials on successful business tips in the PPJK field so that they can continue to exist and exist to compete in the midst of today's intense competition through IT. (Saeidi et la., 2019) The results of the IT workshop were that before implementing a business strategy, one of them must pay attention to business conditions using SWOT analysis. Furthermore, it is necessary to implement a data-based culture as the key to overcoming digital transformation barriers and bridging the digital divide, the formation of a digital ecosystem is the heart of a modern organization. Therefore, it is necessary to develop a data culture, empower the organization with the right tools, and become a leader in the fourth industrial revolution.

Another result is that there are six simple tips to be able to exist today, including not closing oneself and one's eyes from IT developments (Li, Su, Zhang & Mao, 2018), external systems and trying to quickly understand (Shahzad, Qu, Zafar & Apollonia, 2021), establish communication with social networks (Keskin et al., 2021), associations or communities that are appropriate to the business sector both domestically and abroad (Fisher, 2019), and set aside the Company's Gross Profit for social activities. (Nyuur, Ofori & Amponsah, 2019)

Making PPJK Business Competition Management Application System and Application Dissemination is carried out to anticipate the demand for information technology facilities to overcome competition that can be used as an early warning system and self-assessment by PPJK and as an anticipatory step for PPJK to overcome business competition. In making the application system, it has accommodated the results of survey activities and questionnaires. In addition, it has included necessary materials presented by experts in business competition management and IT during FGDs and workshops. As a result, the results of creating the PPJK business competition management application system, namely the completion of the prototype draft and the PPJK business competition management application system, are ready to be used and applied by PPJK and the public. After that, proceed with socialization activities.

Preparation and Study of the Monograph (Reference Book), used as a guide and reference material that can be used by both customs, ALFI, PPJK, universities, and the public in business competition management in the field of PPJK which specifically discusses how PPJK's efforts to continue to exist in business competition and being able to survive amid today's intense business competition and what anticipatory steps must be taken to avoid business difficulties.

Implementation of Focus Group Discussion (FGD) Reporting on Monitoring and Evaluation of Activities, carried out to assess the effectiveness of activities that can benefit PPJK, the community, lecturers, and students, is necessary to monitor and evaluate FGDs. From the results of the FGD monitoring and evaluation reporting, both from the customs department, ALFI DPP, and DPW DKI Jakarta, industrial partners, PPJK, lecturers, and students felt the many benefits obtained from the entire series of business competition management application activities carried out by the Bakrie University Team and industrial partners, namely the production of 4 main outputs including business competition management module (PPJK case study), monograph (reference book) business competition management in the field of Customs Services Management Entrepreneur (PPJK), PPJK business competition management application prototype and PPJK business competition management application. Therefore, all stakeholders can use the PPJK outputs, including customs, ALFI DPP and DPW DKI Jakarta, industry partners, PPJK, lecturers, students, and the general public as reference materials and reading materials to understand the ins and outs of PPJK better. The ins and outs. Business exits in the PPJK field, efforts that can be made to continue to exist amid business competition, and solutions that can be anticipated to avoid business difficulties.

Implementation of Focus Group Discussion (FGD) Preparation of Final Report with Partners, carried out as a form of implementation of responsibility and accountability that the Implementation Team must account for to all parties funding the MF Kedaireka grant activities, which includes Dikti/Dictionaries, partners and universities. The results of the final report FGD activities with partners resulted in a draft of the final activity report and its financial report.

Implementation of Webinars/Hybrid Making Final Reports with Partners is carried out as a form of responsibility, accountability, and dissemination of the final report to all implementing teams involved. In order to know and understand the final results of all business competition management application implementation activities in the PPJK sector that have been carried out by the implementing team properly and feedback that needs to be done in the future. The results of the final report hybrid webinar activity with partners are that all parties involved can accept and understand the final activity report and its financial reports. In addition, media coverage was carried out as a form of socialization and accountability by the implementing team to provide information to all PPJK sector companies in particular and the general public in the form of coverage in the mass media.

## **CONCLUSION**

The results of this study generate new innovative ideas that can increase the competitiveness of the PPJK service business due to good synergy between the Bakrie University academic community and PPJK industry partners and ALFI (Indonesian Logistics and Forwarder Association) DPW DKI Jakarta. In addition to technology applications, other output products from this design include modules, monographs (reference books), and business competition management application prototypes in the PPJK field.

Kedaireka's output has provided many good benefits for PPJK business actors. Especially for students and the general public as reading material and references in managing business competition. Then as an early warning system and self-assessment to assess bargaining position and must take anticipatory steps so that it continues to exist and can get out of difficulties in competition.

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