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STRATEGIES IN DEALING WITH ONLINE TAXI INVASION TO THE LOCAL COMPANIES' OFFLINE MINIBUS TAXI: A CASE STUDY OF LOCAL OFFLINE TAXI COMPANIES IN YOGYAKARTA, INDONESIA

Karyono, Agus Suryono I., Suryo Sutrisno Michael Alfonsus Liquori

Faculty of Economics, University of Pembangunan Nasional "Veteran" Yogyakarta,
Yogyakarta, Indonesia

*E-mail: karyono@upnyk.ac.id

ABSTRACT

This research aims at analyzing the internal as well as external condition of the local companies of offline taxis in Yogyakarta that operate minibus, and eventually formulating the strategies after the great invasion by online taxis. The respondents in this research are the internal parties of the local companies of offline taxis in Yogyakarta, some minibus drivers, and 105 taxi consumers in Yogyakarta. The analysis tool used in this research is descriptive and the formulation of the strategies employs the analysis of *Internal Factor Evaluation Matrix*, *External Factor Evaluation Matrix*, *Competitive Profile Matrix*, *SWOT Matrix*, *Boston Consulting Group Matrix*, *Internal External Matrix*, *Grand Strategy Matrix*, and *Quantitative Strategic Planning Matrix*. The research result contributes 3 strategic alternatives for the local companies of offline taxis in Yogyakarta that operate minibus: the first strategic alternative is Integration strategy that joins the companies' online taxi application; the second strategic alternative is Defensive Strategies Retrenchment and the third strategic alternative that must be taken is Joint Venture. The practical implication of the result of the strategies formulation in this research can be used as the reference in making the strategic decision for the local companies of the offline taxis in Yogyakarta that operate minibus transportation. From the result of the research mapping of the strategies formulation, the analysis of External Factor Evaluation Matrix data is always from the internal parties of the company management, the updated process of the strategies formulation of the External Factor Evaluation Matrix took the data from the general taxi market target in Yogyakarta to find out the consumers' and the customers' interests in taxi in the form of minibus.

KEY WORDS

Official taxis, conventional taxis, online taxis.

Public transportation business in Yogyakarta has already been stipulated in government regulation (President of Republic of Indonesia, 2009). In Yogyakarta there are 800 official taxis that are distributed into 17 local companies with official permission from the government, which is the Transportation Department of Yogyakarta that has operated for several decades (Tribunnews.com, 2012).

This research specially investigates the formulation of strategic alternatives of the companies operating the minibus transportation (Sutrisno, 2017). Before the existence of online taxi, the income of local offline taxi is very stable and it always reaches the income target (Sutrisno and Suryono, 2018) because this business has high entry barrier from the government regulation both central and local government, as mentioned by Porter 1998 in five force Micheal Porter. The official or offline taxi companies never predict an invasion to this business. It means that all offline taxi companies do not prepare defense strategies, but only the strategies for business development. This occurs until the last vehicle regeneration in 2014. In the following year after the regeneration, the Governor of Yogyakarta stipulated a policy to add 200 new taxis that are distributed to the several taxi companies with the best management, so that the number of the taxis in Yogyakarta reached 1.000 units.

Eight months after getting the additional 200 taxis, the central government in Jakarta permitted online taxis from Indonesia Go Car and from overseas Grab Car and Uber to operate in Indonesia. Online taxis operate without having permission as a means of

transportation as regulated in the Constitution Number 22/2009 Chapter 173 (Kompasiana.com, 2016). Online taxis are operated and owned by individuals who cooperate with a provider for taxi reservation application. In the beginning, the business model of the online taxis is based on the principle of ride sharing- the passengers with the same destination or direction can share the transportation fees, so that it will cost cheaper (Kompasiana.com, 2016). The Ministry of Transportation at that time, Mr. Jonan mentioned that online taxis are different from offline or official taxis, in which the later must obey the rules about public transportation and the former or the application-based taxis denies numerous rules as regulated in the Constitution Number 22 Year 2009 about Traffic and Public Transportation, Government Regulation Number 74 year 2014 about Public Transportation (President of Republic of Indonesia, 2009) and Transportation Ministry Decision Number 35 year 2003 about Public Transportation (Transportation Ministry, 2003).

The great invasion by the online taxis makes the offline companies cannot arrange their defense strategies or counter attack to the market challenger. The difference fare compared to the offline taxis with fare meter and the service quality for the consumers using online application are so impressive that the offline taxis are really abandoned by the consumers who have android smart phones. Due to the online taxis invasion, the market target of the offline taxis decreases time by time, and this leads to the drastic decrease of the income of the offline taxis. In addition, it also leads to the inability from the finance management to pay the installment for the short term and long term loans, the decrease of the companies' operational funds, and unpaid repair reserve fees. Meanwhile, in human resources aspect, there are many drivers and employees who change their professions, and in terms of transportation operational aspects, there are many vehicles that cannot operate and the maintenance for the vehicles also decreases drastically.

The main purpose of this research is to formulate several concepts of business strategic alternatives for the local companies of offline taxis in Yogyakarta in handling the great invasion from the online taxis, especially for the local companies of offline taxis that operate minibus.

MATERIALS OF METHODS OF RESEARCH

According to David and David (2015), strategy is a way to reach a long term goal. Strategy involves diversification geographical expansion, acquisition, product development, market penetration, reduction, divestiture, liquidation, and joint venture. Pearce and Robison (2013) suggest that strategy is a big scale plan with long term orientation to interact with the competitive environment to reach the goal of the companies.

According to David and David (2015), there are 4 types of strategy, which are Integration Strategy (Forward Integration, Backward Integration, Horizontal Integration), Intensive Strategy (Market Penetration, Market Development, Product Development), Diversification Strategy (Related Diversification, Unrelated Diversification) and Defensive Strategy (Retrenchment, Divestiture, Liquidation).

Assessment on Internal and External Environment:

- Internal Environment. The internal audit process gives more opportunities for the participants to understand more about the job, the department, and their division according to the whole organization. Internal audit requires the collection and assimilation of information about management, marketing, finance and accounting, production and operation, R&D, and companies' Management Information System. Conducting internal audit is a significant way or it serves as a forum to improve the communication process in organization (David and David, 2015).
- External Environment. According to Pearce and Robinson (2013), the external environment is the factors beyond control that influence the choice made by the companies related to the direction and the action, that eventually also influence the structure of the organization and its internal process.

External audit focuses on identifying and evaluating the trend or events beyond control in a company. External audit conveys the opportunities and the crucial threat faces by the

company, so that the manager can formulate the strategies to take an advantage from the opportunities given and to reduce the impacts of the threats (David and David, 2015).

The companies should respond offensively or defensively to these factors by formulating strategies that can benefit from the opportunities given or minimize the impacts of the potential threats.

According to David and David (2015), the external power can be divided into five broad categories, which are: Economic Power; Social, Cultural, Demographic and Environmental Power; Politics, Governmental and Juridical Power; Technology Power, and Competitive Power.

Figure 1 – The Strategy-Formulation Analytical Framework (David and David, 2015)

Input stage or stage 1 summarizes the basic input information needed to formulate the strategies. Stage 2 or called as matching stage focuses on the formulation of alternate strategies that are appropriate by balancing the internal factor and external keys. The technique in stage 2 belongs to the Matrix of Strengths-Weakness-Opportunities-Threats (SWOT), Matrix of Strategic Position and Action Evaluation (SPACE), Matrix of Boston Consulting Group (BCG), Matrix of Internal-External (IE), and Matrix of Grand Strategy. Stage 3, or called as decision stage involves the single technique, Quantitative Strategic Planning Matrix (QSPM). QSPM uses the input information from stage 1 and objectively evaluates the alternate strategies identified in stage 2. QSPM conveys the relative attractiveness from the alternate strategies and provides objective bases in selecting certain strategies (David and David, 2015).

Figure 2 – Framework for research

The population in this research involves all employees, staffs, drivers, and the general consumers of the taxi in Yogyakarta. While the sample in this research involves several employees, staffs, drivers, and the general consumers of the taxi in Yogyakarta.

The sampling technique used is accidental sampling. The sample consists of 6 employees, 7 staffs, 25 drivers and 107 consumers or users as the respondents (Sugiono, 2016). The analysis tool used in this research is descriptive and the formulation of the strategy employs the analysis of Internal Factor Evaluation Matrix, External Factor Evaluation Internal Factor Evaluation Matrix, Competitive Profile Matrix, SWOT Matrix, IE Matrix, and Quantitative Strategic Planning Matrix (David and David, 2015) by using template _17_1_19 (Strategy Club, 2019).

RESULTS AND DISCUSSION

The analysis result of Internal Factor Evaluation Matrix states that the total average weighted score shows that the internal condition of the companies is low of 2,17 meaning that the offline official taxi companies in Yogyakarta has the biggest weakness of W3 with the income decrease from IDR 260.000 to Rp.130.000 for each vehicle each day, and this is bigger that its strength especially S2 with 224 minibus after the online taxi invasion (David and David, 2015).

Table 1 – Internal Factor Evaluation Matrix

Strengths		Weight	Rating	Weighted Score
1	Marketing: official taxis are accustomed to take passengers inter cites of provinces within Java Island, which is avoided by the driver of online taxis.	0,01	1	0,01
2	Operation: own 224 minibus with high resistance quality.	0,25	4	1,00
3	Finance: most of the minibus with high resistance quality are supported by the partners.	0,01	3	0,03
4	Human Resources: most of the minibus taxis are operated by loyal drivers even when there are challenges.	0,13	4	0,52
Weaknesses		Weight	Rating	Weighted Score
1	Marketing: all vehicles have the dashboard "TAXI" referring to public transportation, which is not favored by the consumers and potential online taxi customers.	0,01	2	0,02
2	Human Resources: difficulty to find back-up drivers, most of the minibus operated without qualified drivers, so that the operational hour of the minibus is not full in a week.	0,07	1	0,07
3	Finance: the income of the offline taxi is very unstable of around IDR 80.000 up to IDR 130.000 each vehicle, before the existence of online taxi, the income is stable for IDR 260.000 each day.	0,16	1	0,16
4	Finance: unable to pay the operational reserve fund for the spare parts, before the online taxi it reaches IDR 750.000 each month.	0,14	1	0,14
5	Finance: unstable operational fund, before the online taxi invasion, it is IDR 60.000 each day for each vehicle.	0,11	1	0,11
6	Finance: companies are unable to pay the salary for the employees, the salary is not the same as it is the past, which is salary plus bonus.	0,06	1	0,06
7	Finance: 10 minibuses are funded by the bank in arrears condition.	0,05	1	0,05
Total IFE Score		1,00		2,17

The analysis result of External Factor Evaluation Matrix states that the total average weighted score shows that the external condition of the companies is low of 1,54 meaning that it indicates the strategies of the local companies of the offline taxi in Yogyakarta that operate minibus are still less effective in taking the advantage of the opportunities given after the invasion of the online taxis, especially opportunity O1, which are the 80% increase of the consumers of online taxis and the existence of new airport. O2 shows that there are three companies of online taxi applications that open chances for cooperation with official taxis. These opportunities must be taken to reduce the threat T1, in which the trend in society that tends to count on the application to order affordable online taxis using hand phones. T3 shows that the government let the unofficial taxis to operate online (Fred David, 2006).

The analysis result about the competitors shows that there are two main competitors that really influence the local companies of the offline taxis in Yogyakarta. The first one is online taxi application company number 1 that serves as the leader of the current market and the pioneer of online taxi application in Indonesia with the total score of 3,62. Meanwhile,

company number 2 with the total score of 3,37 is a market challenger company outside Indonesia, and the local companies of the offline taxi serves as market follower (Kotler and Keller, 2009).

Table 2 – External Factor Evaluation

Opportunities		Weight	Rating	Weighted Score
1	The number of potential consumers and the customers of online taxi application in Yogyakarta increases by 80% with cheap fare and most of them rely on the application and the new international airport in Kulonprogo, Yogyakarta.	0,20	1	0,2
2	Operation: the biggest national taxi companies open opportunities for cooperation especially with minibus, with high resistance quality.	0,05	1	0,05
3	Three online taxi application companies still open the opportunities for cooperation especially for the official yellow taxi.	0,20	1	0,2
Threats		Weight	Rating	Weighted Score
1	80% of physio-graphical segment, the potential consumers and costumers prefer cheap fare and the new design of the vehicle without the dashboard of the public transportation brand.	0,09	1	0,09
2	The number of online taxi vehicles is increasing of 2500 cars using the new design without the public transportation brand. Supervision from the land transportation department is low.	0,28	1	0,28
3	The Transportation Department let the unhealthy competition between official offline taxi and unofficial online taxi based on the Constitution Number 22 year 2009.	0,18	4	0,72
Total EFE Score		1,00		1,54

Table 3 – Competitive Profile Matrix

Critical Success Factors	Taksi Offline Lokal DIY			Taksi Online 1		Taksi Online 2	
	Weight	Rating	Score	Rating	Score	Rating	Score
Advertising and Promotion	0,15	1	0,15	4	0,60	3	0,45
Domestic Market Penetration	0,10	2	0,20	4	0,40	3	0,30
Customer Service	0,08	4	0,32	3	0,24	3	0,24
Product Variety	0,09	1	0,09	4	0,36	4	0,36
International Market Penetration	0,01	1	0,01	1	0,01	1	0,01
Employee Dedication	0,05	2	0,10	2	0,10	2	0,10
Financial Profit	0,08	1	0,08	3	0,24	3	0,24
Customer Loyalty	0,08	2	0,16	4	0,32	4	0,32
Market Share	0,09	1	0,09	4	0,36	4	0,36
Product Quality and Service	0,08	2	0,16	3	0,24	3	0,24
Top Management	0,01	1	0,01	3	0,03	3	0,03
Price Competitiveness	0,18	2	0,36	4	0,72	4	0,72
Totals	1,00		1,73		3,62		3,37

The matching stage of numerous strategic alternatives employs SWOT matrix, BCG matrix, Internal External matrix, and Grand Strategy matrix.

Table 4 – SWOT Matrix

SO Strategies	
1	Backward integration, joining the online taxi application companies.(S2,S4 + O1,O3)
ST Strategies	
1	Backward integration, joining the online taxi application companies. (S2,S4 + T2, T3, T1)
WO Strategies	
1	Backward integration, joining the online taxi application companies. (W3, W4, W5, W6 + O1,O3)
2	Joint Venture with the National Taxi (W7, W3, W4, W5, W6 + O7,O1)
WT Strategies	
1	Defensive Strategies Retrenchment, reducing human resources to reduce expenditure (W3, W4, W5, W6 + T3, T2, T1)

The analysis result using SWOT Matrix shows 4 strategic alternatives, in which the 3 strategic alternatives of SO, ST, and WO employs Backward Integration that join the companies of the online taxi application, and 1 strategic alternative of WT employs Defensive Strategies Retrenchment by reducing the human resources for the office to reduce expenses, and these are appropriate based on the SWOT identification in IFE and EFE Matrix (David and David 2015).

The analysis result using Boston Consulting Group matrix (David and David, 2015) shows that 65% of the market share position are under average and from the average of industry sale growth, there are 55% that are above the average. The 53% that belong to the stars quadrant of the strategic alternative employs Backward Integration and Joint Venture and that is appropriate to the SWOT matrix.

Figure 3 – BCG Matrix

The analysis result using Internal External matrix (IE) shows that there are 80% that belong to quadrant VI, VIII, and IX. According to David and David in 2015, the strategic alternative used is Defensive Strategies Retrenchment, and that is appropriate to the SWOT identification in IFE matrix of W3, W4, W5, W6, in which the companies are no longer able to reach the income target as obtained before the invasion of the online taxi.

The strategy that must be taken is the reduction of human resources as effective and efficient as possible. This is in line with the 20% in the IE matrix that belong to quadrant III, V, and VII, just like mentioned by David and David in 2015, in which to keep and maintain the main strategy, market penetration must be done by adjusting the cheaper fare, service quality by using online taxi application, and this can be done by joining the online taxi companies.

Figure 4 – IE Matrix

The analysis result of the strategic alternatives using Grand Strategy matrix shows that the market growth condition of the companies are under the average of the industry and the competition position is 60% above the average of the industry and belong to quadrant IV. In this quadrant, according to David 2006, one of the right strategic alternatives is Joint Venture. There are 40% that are under the industry average in this quadrant, and according to David 2006, the right strategic alternative is Retrenchment, which is by reducing the human resources in the office.

Figure 5 – Grand Strategy Matrix

The analysis result of the matching stage provides some results of two inline strategies groups, as follows:

Strategy alternative	SWOT Matrix	BCG Matrix	IE Matrix	GS Matrix
Backward integration, joining the online taxi application companies.	✓	✓	✓	—
Defensive Strategies Retrenchment, reducing human resources to reduce expenditure	✓	—	✓	✓
Joint Venture	—	✓	—	✓

From the result of the strategy matching, the strategic alternative selected is as stated in QSPM.

The analysis result of the decision of the strategic alternatives using QSPM shows that there are two decision groups. The first one is for the official offline taxi companies to operate the minibus that are funded by the partner: strategic alternative of Backward Integration by joining the companies of online taxi application with the total attractiveness score of 7,34. after conducting the first alternative, the official offline taxi companies must directly conduct the second strategic alternative of Defensive Strategies Retrenchment by reducing human resources in the office and minimizing budget for all aspects to reduce the expenses with the total attractiveness score of 5,24. Therefore it is expected that by conducting the two strategies above, the offline taxi companies in Yogyakarta will rise again as mentioned by David and David, 2015. Second, for the offline taxi companies in Yogyakarta that operate minibus with a great deal of debts and arrears, they should conduct alternative 3 by doing Joint Venture with the National Taxi companies with the total attractiveness score of 4,90.

Table 5 – Quantitative Strategic Planning Matrix

n/n		Backward integration, joining online taxi companies		Defensive Strategies Retrenchment, reducing human resources and minimizing operational expenditure		Joint Venture with National Taxi	
Strengths	Weight	AS	TAS	AS	TAS	AS	TAS
1 Marketing: official taxis are accustomed to take passengers inter cities of provinces within Java Island, which is avoided by the driver of online taxis.	0,01	1	0,01	2	0,02	3	0,03
2 Operation: own 224 minibus with high resistance quality.	0,25	4	1,00	3	0,75	2	0,50
3 Finance: 214 minibus with high resistance quality are supported by the partners.	0,01	1	0,01	2	0,02	0	0,00
4 Human Resources: most of the minibus taxis are operated by loyal drivers even when there are challenges.	0,13	4	0,52	3	0,39	2	0,26
Weaknesses	Weight	AS	TAS	AS	TAS	AS	TAS
1 Marketing: all vehicles have the dashboard "TAXI" as public transportation, which is not favored by the consumers and potential online taxi customers.	0,01	1	0,01	2	0,02	3	0,03
2 Human Resources: difficulty to find back-up drivers, most of the minibus operated without qualified drivers, so that the operational hour of the minibus is not full in a week.	0,07	4	0,28	3	0,21	1	0,07
3 Finance: the income of the offline taxi is very unstable of around IDR 80.000 up to IDR 130.000 each vehicle, before the existence of online taxi, the income is stable for IDR 260.000 each day.	0,16	4	0,64	3	0,48	4	0,64
4 Finance: unable to pay the operational reserve fund for the spare parts, before the online taxi it reaches IDR 750.000 each month.	0,14	4	0,56	3	0,42	4	0,56
5 Finance: unstable operational fund, before the online taxi invasion, it is IDR 60.000 each day for each vehicle.	0,11	3	0,33	4	0,44	3	0,33
6 Finance: companies are unable to pay the salary for the employees, the salary is not the same as it is the past, which is salary plus bonus.	0,06	3	0,18	4	0,24	3	0,18
7 Finance: 10 minibuses are funded by the bank in arrears condition.	0,05	0	0,00	0	0,00	4	0,20
Opportunities	Weight	AS	TAS	AS	TAS	AS	TAS
1 The number of potential consumers and the customers of online taxi application in Yogyakarta increases by 80% with cheap fare and most of them rely on the application and the new international airport in Kulonprogo, Yogyakarta.	0,20	4	0,80	3	0,60	2	0,40
2 Operation: the biggest national taxi companies open opportunities for cooperation especially with minibus, with high resistance quality.	0,05	0	0,00	2	0,10	4	0,20
3 Three online taxi application companies still open the opportunities for cooperation especially for the official yellow taxi.	0,20	4	0,80	3	0,60	2	0,40
Threats	Weight	AS	TAS	AS	TAS	AS	TAS
1 80% of physio-graphical segment, the potential consumers and costumers prefer cheap fare and the new design of the vehicle without the dashboard of the public transportation brand.	0,09	4	0,36	3	0,27	2	0,18
2 The number of online taxi vehicles is increasing of 2500 cars using the new design without the public transportation brand. Supervision from the land transportation department is low.	0,28	4	1,12	3	0,84	2	0,56
3 The Transportation Department let the unhealthy competition between official offline taxi and unofficial online taxi based on the Constitution Number 22 year 2009.	0,18	4	0,72	3	0,54	2	0,36
TOTALS			7,34		5,24		4,90

CONCLUSION

The strategic decision for the offline taxi companies that operate minibus funded by the members of the partner: strategic alternative must immediately conduct Backward Integration by joining the online taxi application companies. After conducting the first alternative, then the official offline taxi companies in Yogyakarta must conduct the second strategic alternative, which is Defensive Strategies Retrenchment, by reducing the human resources and retrenchment in all aspects to reduce expenses.

For the official offline taxi local companies in Yogyakarta that operate minibus and have great debts and arrears, the alternative decision that must be taken in Joint Venture with the National Taxi companies.

SUGGESTIONS

The local companies of offline taxis in Yogyakarta:

- Should conduct the strategy policies, the lateness of decision making will lead to fatal impacts for the companies with big debts and arrears;
- After conducting the backward integration strategy and defensive retrenchment as well as joint venture, then the market target priority is the passengers with short destination because it will be more advantageous for the companies, seeing that the vehicles have been used for 3-4 years. This is in line with the research conducted by Hu, B., Kong, Y., Sun, M., Dong, X., & x, G. Z. (2018);
- It is much better for all local companies of official offline taxis in Yogyakarta that operate minibuses to ask the government to re-stipulate the policy of public transportation in the Constitution Number 22 year 2009 that is still prevailing up to now.

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