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Competitive Intelligence (CI) as a business strategy in the sustainability of delivery services in the era of the industrial revolution 4.0

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ABSTRACT

The company's growth among its competitors is something that needs to be maintained where the company gets the right steps to find out the business development of its competitors. The purpose of this research is to analyze competitive intelligence in the industrial revolution 4.0. This study uses a qualitative research method based on the philosophy of postpositivism. The results of this study state that those who win the competition in an era where everything is easy to obtain but on the other hand are faced with a very competitive level of business competition, the use of the internet network as the main support for business management in the 4.0 era is a must. Delivery services are one of the businesses that are required to use internet services to connect all branch offices in Indonesia and abroad so that they can implement super-fast delivery of goods. The high level of competition makes shipping service companies obliged to take precise steps to find out the business developments of their competitors if the company continues to exist. POS is a shipping service that has the widest reach and the fastest J&T. Win the competition. Shipping services must implement what is expected from the Industrial Revolution 4.0.



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Introduction

The current development is that we are in an era where we are required to make super-fast strategies to seize opportunities so companies need to understand their position in the market so that they can make more profitable business decisions. (Ismanto, 2020). Delivery service is a form of public service that offers various kinds of convenience in the process of sending goods from one city to another safely and can be accounted for by the service. (Dhika, Lukman, and Fitriansyah 2016). Delivery of goods can be in the form of documents, logistics, electronic products, and others (Kristanto et al., 2018). Indonesia is an archipelagic country that geographically strongly supports the delivery service business, one of the factors is the culture of sharing which is a legacy of our ancestors and is also one of the teachings and recommendations for all Indonesian religions (Ilmadi, 2019). The spread of the population throughout Indonesia, which is supported by the means of transportation used to send goods, can be by land, sea, or air (Lestari & Nugroho, 2019). Distance is an important part of determining what means of transportation will be used to transport the consignments (Rohim & Sulaiman, 2020). In addition to this support, it is also driven by community culture and the

situation in the last two years where the corona outbreak has not ended, which has led to the habit of buying online. (Dhika et al. 2016). JNE, J&T, Sicepat, Tiki, Pos Indonesia, Wahana, Indah Logistik, Antareja, Id Express, and Ninja Express are companies engaged in the field of Freight Forwarding (Irianto, 2017). The company serves delivery of goods to all parts of Indonesia, both door-to-door and port-to-port deliveries (Soedradjad, 2017). Based on information from Google Trends, in order, the most searched parcel delivery couriers in the last 3 years (July 2018 - July 2021) are JNE Express, J&T Express, TIKI, Pos Indonesia, and SiCepat (Muafa, 2018).

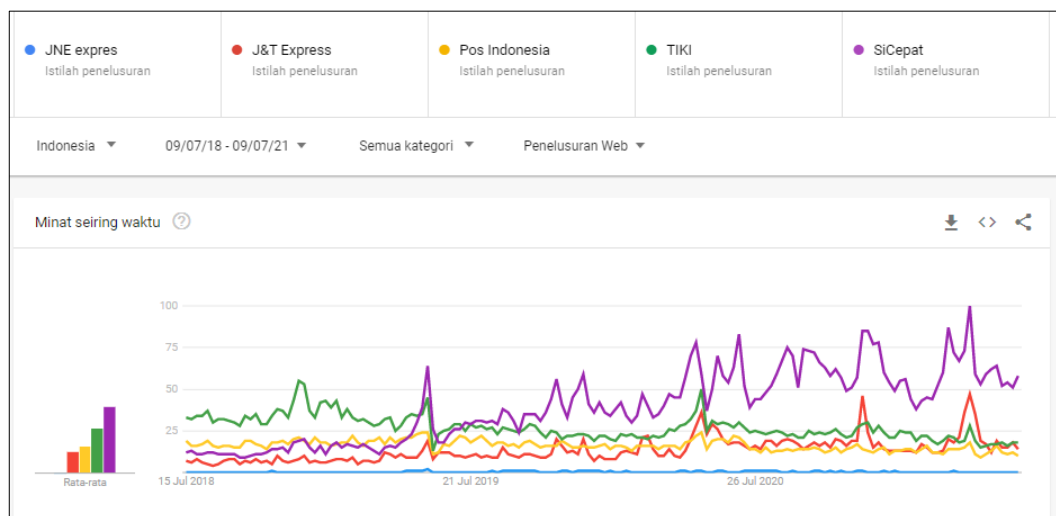


Figure 1. Development of Delivery Service Business in 2018-2021

Based on statistics from Google Trends, the keyword si Cepat is the most searched for in West Java, South Kalimantan, West Kalimantan, Banten, and West Sulawesi.

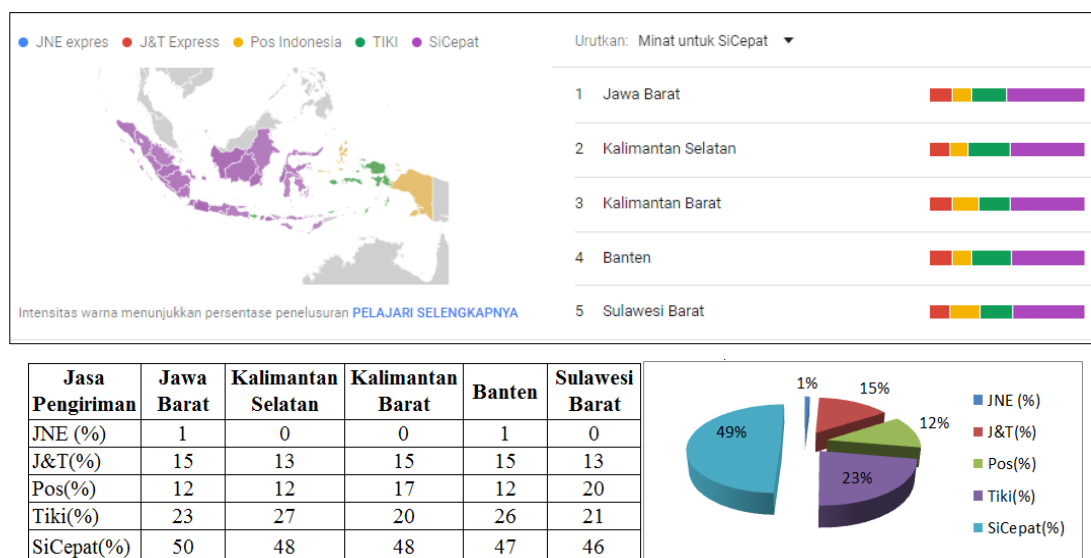


Figure 2. Delivery Service Business Area 2018-2021

Technological advances have influenced many things in the life of modern society today, with the development of information technology, people easily get access to information about specific things in their daily lives (Wicaksono, 2020). This includes tracking the progress of the status of the delivery of goods through the current delivery service (Mutia et al., 2017). Using internet technology and using a globally connected data connection, it supports the public to access information quickly and easily using computer devices such as laptops, tablets, and smartphones (Parhusip, 2019), so through this application technology, it is easier for customers to know their whereabouts, status, progress/progress. the progress of the goods sent so that customers can monitor the progress of the goods sent starting from the time the goods are entered and then processed to their destination (Wasiyanti & Putri, 2020). Increasingly competitive business competition can be considered as part of a pattern of improving the quality of management of a business entity, especially in the

type of business that always follows the times (Fisher, 1992). The type of business that is slightly affected by various obstacles in the industrial era 4.0, one of which is business delivery services (Parhusip, 2019). Companies need to understand their position in the market so that they can make more profitable business decisions (Vikaliana, 2018). With the ability to collect, analyze, and use information about competitors, customers, and other market factors that contribute to the competitive advantage of the company's business as part of the economic driver, it must be able to grow and develop with other companies (Vikasari, 2018). The growing economy makes competition between companies increase (Zuhri et al., 2017). The emergence of competition in the business world is unavoidable (Yudikindra & Badriyah, 2016). With competition, companies are faced with various opportunities and threats, and increasingly demanding consumers will also force companies to maximize their resources to increase competitiveness (Ananto, 2017). That a business can be successful if it succeeds in paying attention, retaining and growing customers (Dhika et al., 2016). In general, the purpose of the company is to get optimal profit or profit (Rohim & Sulaiman, 2020). The current business environment requires a system that can manage risks from the external environment of a business (Risnawati & Manurung, 2019).

The influence of globalization has a major impact on companies (Mukhlis, 2019). In the business world, changes often occur, and the changes occur so quickly and dynamically that environmental conditions become more complex and less predictable (Dewi & Haryanto, 2021). Competition demands the accuracy of the company's activities that can support its performance such as innovation, a cohesive culture, or good implementation (García-Madurga & Esteban-Navarro, 2020). Competition in the business world is unavoidable and very tight, so we must deal with it healthily by regulations (Wodecki, 2018). Business competition occurs because there are companies that run businesses in the same field, competition is characterized by the increasing variety of companies that lead to a certain specialization (Salguero et al., 2019). The company no longer manages the problem of producing a product, but the company focuses more on the particular expertise it has (Colli & Corrocher, 2013). The existence of specialization resulted in the emergence of the company's need to establish cooperation with other companies (Quarm & Busharads, 2020). In the era of the industrial revolution 4.0, there were many changes from the previous era and in the era of the industrial revolution 4.0, almost all of them used technology, and competition between companies was getting tougher (Collini, 2018). In the era of the industrial revolution 4.0, of course, digital technology, one of which is social media have a big impact, including influencing consumer decisions to buy or choose a product or an existing brand (Cannadine 2010). The current conditions have shown extraordinary changes, both for consumers, entrepreneurs, and their networks (Beard, 2013). Practical culture, instant, has become the practice of everyday life ("Making Scientific Instruments in the Industrial Revolution," 2017). High economic growth has an impact on people's purchasing power, especially with the development of information technology which causes a very strong transformation of consumption patterns that tend to be excessive (Stearns, 2020b).

The industrial revolution that puts forward the values of community economic growth through empowerment will be able to build harmony and synergistic cooperation for the development of the community's economy (Stearns, 2018a). As well as the opinion of Boourdeou which states that economic capital is not capital of all capital (Stevenson, 1993). Building the character (character building) of a society is an economic potential that must be able to flow in the social structure so that it can be used as the basis for moving the industrial revolution toward benefit (Sengupta, 2020). In the current era of the industrial revolution, many companies have implemented the 4.0 industrial revolution for the sustainability of their business (Cannadine, 2010). With the application of the industrial revolution 4.0 technology, everything becomes limitless due to the development of the internet and digital technology (Stearns, 2018b). Industry 4.0 has integrity, namely the integrity of the Cyber-Physical System (CPS) and Internet Of Things And Service (IoT and IoS) in industrial processes including manufacturing and logistics and other processes (Jacob, 2008). CPS is a technology to connect the real world and the virtual world. This integration can be realized through the integrity between physical and computerized processes (Bairoch, 1981). In the era of the industrial revolution 4.0, there are currently many service companies that have implemented revolution 4.0 technology, namely making services with a tracking service sent via the internet (Stearns, 2020c). With the tracking of shipments via the web or service company site with an internet connection without having to come to the courier service delivery branch office ("Farm Buildings and the Industrial Revolution," 2014). An entrepreneur must have accurate, objective, and timely information so that managers or decision-makers can get change by making good decisions so that they can be profitable for the company (Benera 2021).

A company will be optimal if it is supported by competitive intelligence. Competitive intelligence in the industrial revolution 4.0 aims to improve a company to be able to compete globally (Khatijatussalihah & Riamanda, 2019). The rapid advancement of information technology has caused various industrial growths to rapidly without being prevented or stopped (Piatkowski, 2020). Powerful industries, both small and large, must be prepared to face invisible competitors ("The Industrial Revolution 1780-1860: A Survey," 2018). The

digital world that is at hand that is freely accessed via a smartphone provides an opportunity for someone to get information quickly and their wants and needs can be fulfilled quickly. (Penprase 2018) . Competitive intelligence in the industrial revolution 4.0, maps the company's strategy to be able to compete globally (Stearns, 2020a). In this era of globalization, it is very vulnerable to companies that almost go bankrupt or even go bankrupt due to the many competitors between companies ("The First Industrial Revolution," 2018). The main function of Competitive Intelligence is to provide competitive business intelligence by collecting and analyzing information about products, collecting and analyzing information about the market, collecting and analyzing information about competitors, and collecting and analyzing information about environmental changes (Guimaraes & Armstrong, 1997). To provide knowledge about Competitive intelligence to develop a business well and be able to compete in the market (Landes, 2018). Competitive intelligence provides accurate, objective, and timely information so that a good manager or decision-maker can benefit the company (Cole, 2020). Research conducted by (Rachmi & Poernamawati, 2020) states that competitive intelligence directly affects performance and indirectly through the performance of competitive strategies, so that intense competition in the business world, coupled with the influence of complex, dynamic and rapidly changing environmental conditions, the existence of competitive intelligence, and the industrial revolution 4.0 is a requirement important for a company to survive. So based on the background above, the authors want to conduct research with the aim of analyzing competitive intelligence in the Industrial Revolution 4.0.

Method

According to Sugiyono (2016: 9), qualitative research methods are research methods used to examine the condition of natural objects where the researcher is the key instrument. The qualitative method is a method based on the philosophy of postpositivism, used to examine the condition of natural objects, where the researcher is the key instrument, the data collection technique is done by triangulation (combined), the data analysis is inductive/qualitative and the results of qualitative research emphasize meaning rather than generalization. Qualitative research is carried out to build knowledge through understanding and discovery. The qualitative research approach is a research process whose understanding is based on methods that investigate a social phenomenon and human problem. In this research, the researcher makes a complex picture, examines words, reports in detail from the respondents' views, and conducts studies in natural situations. With this method, the author tries to analyze competitive intelligence (competitive intelligence) in the 4.0 industrial revolution in freight forwarding companies. Research design is a way for researchers to determine the meaning of the ongoing research process correctly and appropriately. This study aims to obtain an overview of competitive intelligence in the era of the industrial revolution 4.0 for freight forwarding service companies. Referring to the purpose of this study, the researcher intends to analyze competitive intelligence in the industrial revolution 4.0. To determine the results of the study, the research took several steps, namely conducting interviews, by collecting various materials or materials related to competitive intelligence analysis in the 4.0 industrial revolution for the sustainability of a business at a freight forwarding service company. Make observations directly to the shipping company to get objective research results. Conducting data analysis that has been done previously utilizing initial data collection, interviews, and observations to report research results. Compilation of reports and concluding the results of data processing that has been carried out to present research results and conclude on objective conditions. To determine the results of the research, this study carried out several steps, namely by carrying out data analysis techniques, namely data reduction, data presentation, and drawing conclusions or verification.

Results and Discussions

Competitive Intelligence as a Business Strategy

Competitive Intelligence (CI) is the ability to collect, analyze, and use information about competitors, customers, and other market factors that contribute to a business's competitive advantage. This strategy usually encourages companies to collect information from various published and unpublished sources efficiently and ethically. CI encourages companies to analyze information that can create more effective and efficient business practices. Competitive Intelligence is a surefire step that a company can take to find out its competitors' business developments. In addition, It is the core of strategic business analysis, competitive intelligence is the process by which organizations find out the conditions of the competitive environment and competitors so that the organization can make decisions that are useful for its business environment. The environment will forever change and that change is influenced by: Demographic, Economic, Sociocultural, Global, Technological, and Political. In business activity, it will always follow changes in its environment, so the company must always be ready for those changes. What should be analyzed is as follows: 1) Analyze information about products, and what products are suitable and can adapt to market and consumer conditions. The product being marketed is

of course a product that consumers are looking for; 2) Analyzing Industry information, when the product is marketed, we must know at that time what industry is being needed by consumers; 3) Analyzing vendors, vendors as product providers must be able to ensure product availability in various situations and conditions in changing environments; 4) Analyzing customers, companies must be able to know the wants and needs of consumers, consumers will always follow changes in the environment based on their needs; 5) Analyzing Information About Competitors, companies must be able to obtain data that will be used as material for analysis in determining strategic decisions; 6) Analyzing the market, where the company must know the market that is being run starting from the product to how to maintain the market. Analyzing Information About Markets, Markets that match the products being traded and consumers need them.

If a company knows something important before its competitors, or if it can make correct interpretations of the information before its competitors, then the company can act first and gain a strategic advantage through the competitive advantage gained by being the first to offer a particular product or service that customers perceive. worth. The company will obtain information or data ethically about the objectives, strategies, and capabilities of competitors: What are the goals of competitors, what can be done and can be done with its current strategy, and What competitors can do with the capabilities they have? To find out more deeply and accurately, the company needs to analyze competitors. In the business world, competition is one of the important elements in conducting business processes simultaneously and continuously. Intense competition will encourage companies to make breakthroughs in terms of products, resource supplies, operational costs, and so on to provide added value to beat competitors. One of the forces that shape a competitive strategy includes: Rivalry among competing sellers, Companies that do business in the same industry can compete for the highest position, using tactics such as price competition, advertising wars, product introductions, and promotion. services or guarantees for consumers. Competition occurs because one or more companies feel pressure or opportunity to improve their position on the competitive map. The intensity of competition is determined by several factors, such as the number of competitors with balanced competitiveness, the speed of industry growth, differentiation or switching costs, the company's production capacity, as well as obstacles or incentives in the business environment. Analytical activities are carried out to define the company's strengths, weaknesses, opportunities, and threats based on its relationship with competitors in a market. Competitor analysis is needed so that companies can have more detailed knowledge about competitors and can determine the right marketing strategy to fight competitors. Competitors in the shipping service business are called Direct Competitors, namely businesses or companies that offer similar products and services. In general, consumers will consider options in the form of variations in price, location, service level, and product features when deciding to purchase a particular product. However, not all consumers will choose the same combination of choices. This is what causes competition in the market. What the company needs to do is respond, what competitors do in the future, where is the target advantage compared to competitors, and how is the relationship with competitors changing. The response will be influenced by 3 factors, namely: Future Objectives, Current Strategy, and Capabilities, Future Objectives: How do our goals compare with competitors' goals, where are the priorities to be carried out, and What attitude to face risks? Current Strategy: What is the current strategy, is the strategy changing the structure of competition? Capabilities: What are our strengths and weaknesses, how do our strengths and weaknesses compare with competitors?

Competitive Intelligence in the Shipping Service Business

This delivery service business has been running for quite a long time, however, only recently has there been competition, which is very visible with the emergence of several other delivery services after J&T and JNE. Some of the things that become competitive in the field of shipping services include the speed of delivery, delivery area coverage, delivery fleet, delivery services, and information system management, so the advantages and disadvantages of the delivery service can be seen. The following is a comparison of Expedition Services for the following delivery services:

Table 1. Comparison of Expedition Service Delivery Services

Expedition Service	Advantages	Weakness
<p>Indonesian post</p> <p>This state-owned company has been operating for decades. so do not be surprised if Pos Indonesia has a lot of experience in the field of shipping goods. Not only shipping goods, but Pos Indonesia also provides delivery services for various documents and even money to all regions in</p>	<ul style="list-style-type: none"> • When compared to other shipping companies, the rates charged by Pos Indonesia are more affordable and can compete well with other companies. The heavier the shipment, the cheaper it is. • Pos Indonesia has a very wide delivery range, even being the widest among others because Pos Indonesia can even 	<ul style="list-style-type: none"> • Lack of promotional tools, so people are much more familiar with other private companies as freight forwarders. • Most people are more familiar with and remember Pos

Expedition Service	Advantages	Weakness
Indonesia.	<p>reach remote and remote areas that are rarely accessed by other companies.</p> <ul style="list-style-type: none"> • Pos Indonesia has also had online services since 2003 and can be easily accessed for various other purposes. • Pos Indonesia has access to the cheapest and fairly fast shipping services for shipping goods abroad because it is part of the World Postal Union (Universal Postal Union). They have EMS service which will make the delivery time faster. • The scales used are more accurate and can be accounted for. • In shipping small goods, Pos Indonesia will be cheaper because the goods will be calculated at the rate per gram and not per kilogram, so goods weighing several grams will not be rounded up to one kilogram at a time. • Post offices are located in almost every sub-district throughout Indonesia, and this guarantees their wide reach and is the best • The shipping rates applied are uniform and do not vary from one post office to another. • Pos Indonesia also has special rates for shipping goods with a certain weight, where these rates can be selected and adjusted to the needs of the delivery itself. • Longer operating hours at the central post office and postal agents. 	<p>Indonesia as a mail and money delivery company, not as a freight forwarder.</p> <ul style="list-style-type: none"> • Some market places/websites do not include Pos Indonesia in their choice of delivery service. • Closed Holidays
<p>JNE</p> <p>This shipping company is the best private shipping company. JNE has a fairly good marketing and distribution system, so it is not difficult for him to develop his wings in the freight forwarding business which is getting busier by the day.</p>	<ul style="list-style-type: none"> • Have responsive and fast customer service in handling various consumer complaints. • JNE has many branches that can be found easily, even in the hours after coming home from work. • Has a money-back guarantee (guarantee), if at any time the shipment of goods exceeds the specified delivery limit (specifically for certain types of packages). • Has several services whose budgets can be adjusted to the needs and also the finances of consumers. • Having a good tracking system, so you can easily track the whereabouts and delivery process of the shipment. • Can send documents and various other securities. 	<ul style="list-style-type: none"> • Delivery sometimes exceeds the expected time from the start. • Shipping receipt numbers are often difficult to trace. • Delivery does not reach remote areas and is only limited to big cities. • The shipping rates applied are somewhat more expensive, when compared to other freight forwarding companies.
<p>Tiki</p> <p>Tiki is a private shipping company that has been around for a long time in Indonesia, although lately, its</p>	<ul style="list-style-type: none"> • TIKI applies very competitive shipping rates and is even lower than other shipping companies. • Has long experience in the field of 	<ul style="list-style-type: none"> • The hotline available is difficult to contact. • The courier does not take the initiative to

Expedition Service	Advantages	Weakness
name is competing very tightly with other companies engaged in similar fields. TIKI has a long experience in the expedition business, this company has even been able to survive until it is more than 30 years old.	<p>freight forwarding.</p> <ul style="list-style-type: none"> • Has a tracking system that makes it easy to track shipments. • TIKI has more than 250 branches spread across Indonesia, making it easy to find. • Provide guaranteed delivery service. • Has a variety of services and can be tailored to the budget and needs of consumers. 	<p>call the consignee if at any time the goods are not delivered because the address is difficult to find or for other reasons.</p> <ul style="list-style-type: none"> • TIKI only reaches delivery in big cities and does not reach remote or rural areas.
<p>FedEx</p> <p>FedEx is the choice for consumers who want to send goods and other documents abroad. This freight forwarding company has a fairly wide range, so it is widely used by all people who have an interest in expeditions between countries.</p>	<ul style="list-style-type: none"> • Very good for overseas shipments, especially in Europe. • Good track and trace system 	<ul style="list-style-type: none"> • Not recommended for shipments to remote areas of Indonesia
<p>DHL</p> <p>DHL freight forwarding services are present in more than 220 countries and territories worldwide. With a workforce of more than 340,000 employees, providing solutions for logistics needs.</p>	<ul style="list-style-type: none"> • Very good for overseas shipments, especially in Europe. • Good track and trace system 	<ul style="list-style-type: none"> • Not recommended for shipments to remote areas of Indonesia.
<p>ESL Express</p> <p>ESL Express is an expedition service company with a network of branch offices which includes 1 head office and 77 Branch Offices in 40 Cities, 20 Representative Offices, and 347 Agent Offices in 138 Cities with a coverage area of 300 municipalities/districts covering 3600 sub-districts in 34 provinces. spread across various regions of Indonesia.</p>	<ul style="list-style-type: none"> • This freight forwarding service is very strong for the Java and Sumatra regions because it uses the Lorena bus fleet, and many offline traders use ESL services for Java-Sumatra shipments. 	<ul style="list-style-type: none"> • The service network is still limited.
<p>J.&. T Express</p> <p>J.&. T Express is an expedition service company that focuses on technology development. Serving delivery to all inland cities, domestic and international including e-commerce business. Provide pick-up and delivery services to consumers, at the same time we also support the development of the e-commerce business.</p>	<ul style="list-style-type: none"> • Delivery service on the spot even if only one item. 	<ul style="list-style-type: none"> • The network is still limited, only available in big cities.

Delivery services in Indonesia are quite a lot so that by itself there is very competitive and competitive competition. To win the competition, of course, delivery services must have advantages, for example, POS Indonesia even though it seems expensive and slow but still survives to this day because one of the advantages apart from being owned by the government in this case is BUMN, which is very likely to go bankrupt, also has

a very wide network to remote areas. village in Indonesia. Likewise, J&T does not set a minimum rate or weight for these goods pick-up service. Whatever the package, J&T sprinters are ready to pick it up at your place. This is also the case with Tiki, with the slogan "Only One Express Delivery", which also opens up opportunities to partner with various companies that often deliver goods. Likewise, DHL can reach consumers who are overseas and have experience in the international realm. Operates in more than 220 countries. It is also at LTI Express serving large quantities of shipments, and heavy equipment and including the delivery of motorized vehicles, cars, and motorcycles.

Analyzed Factors in Competitive Intelligence

Comprehensive and well-organized Competitive Intelligence can also reveal trends before they are officially spread on the market. Of course, this can help the company to be at the forefront of market competition. Factors that need to be analyzed to obtain quality competitive intelligence are as follows:

Product price

The first factor that a company needs to analyze to obtain valuable competitive intelligence is the price of its competitors' products. Knowing the price of products from competing businesses is the right step to filtering CI. Companies can keep their product prices in line with market expectations. The information obtained can also be an insight for companies regarding pricing models that are more attractive to customers.

Search Marketing

SEO and SEM have an important role in the progress of the company's business Based on these facts, one of the factors that companies need to analyze if they want to get good competitive intelligence is the search marketing performance of their competitors. By knowing the quality of their competitors' search marketing, companies can evaluate the strengths and weaknesses of their search marketing strategy.

Web design

Web Design is a factor that companies must analyze if they want to get good competitive intelligence, namely the web design of competitors' sites. While companies need to maintain a unique identity, website optimization can be achieved by looking at competitors' design strategies. When analyzing the web design of a competitor's site, companies need to make sure not to create a new design that seems too copycat.

Competitive intelligence helps companies understand the development trends in the market. The information obtained can be a gap for companies to filter the needs of their customers.

Delivery Service Business in the Industrial Revolution 4.0.

Industrial Revolution 4.0 as a cyber-physical system. This revolution focuses on automation and collaboration with cyber technology. This industrial revolution is the merging of information and communication technology in the industrial sector. If it originally required a lot of workers, now it can be replaced with the use of technological machines. The Industrial Revolution 4.0 makes everything more effective, easy to reach, and minimizes waste. If it originally required human labor to make it, now it can use advanced technology to make it. Technology in the Industrial Revolution 4.0 Quoting from the website of the Ministry of Communication and Information (Kominfo), five technologies are the main focus in the Industrial Revolution 4.0, namely: (1). Internet of Things (IoT) IoT is a combination of digital, mechanical and computing machines to perform various functions through communication connected to the internet. (2). Big data is a very large and large collection of data. This requires good and correct management; the goal is to be able to make decisions in the organization or company wisely. (3). Artificial Intelligence (AI) AI is a machine or computer technology that has the same level of intelligence as humans. In use, AI requires continuous data. (4). Cloud computing is a technology that uses the internet as a means of managing data and applications. (5) Addictive manufacturing is often also referred to as 3D printing. This technology is intended to create digital designs according to real objects. In this industrial 4.0 era, individual quality is very important for mental development, character, skills, and abilities as an individual who is ready to face the challenges of this era. The industrial revolution certainly saw significant changes in various sectors. One of them is in the logistics sector or delivery of goods, it is very easy to feel the ease of delivery of goods, whether it is delivery of goods that are still in the domestic realm or even outside the domestic, where the price database as shipping costs, delivery locations and using what transportation services have been registered on the website and can be found. easily accessed by consumers. In the research conducted by (Nasution & Aslami, 2022) stated that initially PT. Pos Indonesia is only involved in the field of mail and package delivery services. Then develop its services, namely expeditions, letters / packages, financial services, and logistics of goods, because this is a strategy or effort used to deal with obstacles as well as rejection and keep abreast of the times in the era of the industrial revolution 4.0 by innovating digital transformation which with one application can be used for convenience in various transactions.

Conclusions

Winning the competition in an era where everything is easy to get but on the other hand faced with a very competitive level of business competition, the use of the internet network as the main supporter of business management in this 4.0 era is a must. Delivery services are one of the businesses that are required to use internet services to connect all branch offices in Indonesia and abroad so that they can apply super fast delivery of goods. The high level of competition makes shipping service companies obliged to take precise steps to find out the business developments of their competitors if the company continues to exist. Competitive Intelligence (CI) is something that must be carried out for shipping services as a business strategy to analyze, retrieve competitor information, and find out what customers want as consumers so that the delivery of goods is by the wishes of consumers who want goods quickly to arrive on time and safely in the sense that no damage occurs. So that the delivery service company will always take the best action in shipping goods, namely faster, cheaper, and the best service. Shipping services in Indonesia certainly have advantages and disadvantages, this is inseparable from the strength and reach of the delivery service market itself, just like PT Pos Indonesia, although it has quite a lot of advantages also has a weakness where the image of sending a letter is something that remains attached in the hearts of the people. Likewise, other companies, such as JNE, where deliveries often exceed the stipulated time and deliveries cannot reach remote villages. Likewise, J&T delivery is fast but limited only to big cities. In general, shipping companies only want to know 3 things, namely product prices, search marketing, and web design from their competitors. To be taken and upgraded back to the company.

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