

## SUSTAINABLE REVENUE STRATEGIES FOR PUBLIC TRANSPORT: A CASE STUDY OF PT LRT JAKARTA'S ADVERTISING TRANSFORMATION

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### Abstract:

**Background:** PT LRT Jakarta faces significant challenges in optimizing non-farebox revenue, particularly from advertising, which experienced a drastic 99.41% decline in 2022.

**Purpose:** This study aims to analyze the root causes of these challenges and provide strategic recommendations to enhance advertising revenue.

**Design/methodology/approach:** The research employs qualitative methods, integrating VRIO, PESTLE, and SWOT frameworks to evaluate internal resources, external environmental factors, and strategic opportunities.

**Findings/Result:** The findings reveal that PT LRT Jakarta possesses strengths such as strategic advertising locations and advanced digital signage technology, yet it also faces weaknesses in equipment availability and operational inefficiencies. External opportunities include supportive government policies and economic growth, while threats such as regulatory constraints and cybersecurity risks

**Conclusion:** By leveraging its strengths, addressing weaknesses, capitalizing on opportunities, and mitigating threats, PT LRT Jakarta can significantly enhance its non-farebox revenue. Proposed strategies include enhancing digital advertising infrastructure, forming strategic partnerships, and adopting environmentally friendly innovations.

**Originality/value (State of the art):** This study contributes uniquely by integrating VRIO, PESTLE, and SWOT frameworks to devise actionable advertising strategies tailored for public transportation. The findings provide practical insights to help PT LRT Jakarta optimize non-farebox revenue.

**Keywords:** Advertising strategy, non-farebox revenue, public transportation advertising, PT LRT Jakarta, strategic management

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## INTRODUCTION

PT LRT Jakarta plays a vital role in addressing the increasing mobility needs of the Greater Jakarta area by providing efficient public transportation services. Besides its primary function, PT LRT Jakarta also has significant potential as a platform for non-farebox revenue generation, particularly through advertising. In recent years, however, the company has encountered considerable difficulties in optimizing advertising revenue as a crucial component of its financial sustainability. According to the company's 2022 annual report, non-farebox revenue declined by 18.36 percent from previous years, with advertising revenue dropping sharply by 99.41 percent and resulting in only one active contract, generating just nine million rupiah. This dramatic decline not only threatens the company's ability to diversify its income but also highlights inefficiencies that may jeopardize long-term operational viability. Fluctuations in ridership have further complicated efforts to sustain both farebox and non-farebox revenue streams. Between 2019 and 2022, technical services and leasing revenues showed growth, while advertising revenue, which was historically the largest contributor to non-farebox income, decreased significantly to only 0.19 percent of the portfolio. This situation points to an urgent need for innovative approaches to restore and optimize non-farebox revenue sources.

Academic literature consistently emphasizes the importance of diversifying revenue streams for public transport operators and highlights the need for digital transformation in advertising. Nevertheless, most previous studies focus on traditional advertising approaches or examine cases from outside Indonesia, leaving a gap in research that addresses Jakarta's unique challenges. Theoretical perspectives on strategic management suggest that unique organizational resources, such as the strategic locations and high passenger volumes available to PT LRT Jakarta, are essential for building competitive advantage (Barney, 1991). Despite these assets, a lack of innovation and reliance on conventional advertising methods have been widely recognized as barriers to revenue optimization (Yang & Kang 2021). In addition, regulatory restrictions demand flexible and adaptive strategies, a point noted in recent research on public transport funding mechanisms. For instance, Mendez et al. (2021) highlight that beyond fare-based income, public transport operators increasingly rely on locally-

generated revenues such as agency-driven advertising revenues to sustain financial stability. This perspective supports the systematic combination of VRIO, PESTLE, and SWOT frameworks as a practical and context-specific approach to revitalizing advertising revenue within Jakarta's public transportation sector.

To tackle these challenges, the research adopts a qualitative case study method that utilizes both primary and secondary data sources. Primary data are collected through in-depth interviews and structured questionnaires involving PT LRT Jakarta management, advertising practitioners, and industry partners. Secondary data include internal company documents as well as academic literature relevant to the topic. The analysis follows a structured sequence, beginning with the VRIO framework to evaluate internal resources, then using the PESTLE framework to examine external environmental factors, and finally integrating these results through a SWOT analysis to develop actionable strategies. Focus group discussions with experts and key stakeholders are conducted to validate and refine the findings and strategic recommendations.

The main objective of this study is to identify the root causes of the decline in advertising revenue at PT LRT Jakarta and to develop strategic recommendations for optimizing non-farebox revenue through advertising. The results are intended to provide actionable guidance for PT LRT Jakarta's management and to offer relevant insights for other public transport operators facing similar digital and regulatory challenges. Similar approaches have been discussed in recent studies on non-farebox strategies in Jakarta's public transportation sector, where station naming rights and advertising-based revenue models have been shown to provide sustainable financial contributions (Fajri, 2023).

## METHODS

This study adopts a qualitative case study approach to explore strategic options for optimizing non-farebox advertising revenue at PT LRT Jakarta. The research utilizes both primary and secondary data to construct a holistic understanding of internal capabilities and external environmental dynamics. Primary data were obtained through interviews and questionnaires administered to internal stakeholders such as directors, division heads, and commercial development staff and external stakeholders including advertising

practitioners, industry partners, and academics. These respondents were selected through purposive sampling based on their professional relevance and strategic insight into the advertising function. A total of eight respondents participated in the data collection phase. Secondary data were collected from internal documents such as the company's vision and mission statements, organizational structure, and annual reports. Additional secondary sources included academic literature and industry publications related to urban transport, public-sector advertising, and digital media. The integration of primary and secondary data ensured triangulation and enhanced the validity of the strategic diagnosis (Sajib, 2021).

Data were collected using a combination of in-depth interviews, structured questionnaires, direct observation, and focus group discussions (FGD). Respondents were selected using purposive sampling based on their strategic relevance to PT LRT Jakarta's advertising ecosystem, with criteria including managerial responsibility, expertise in advertising strategy, and partnership involvement. This approach aligns with best practices in purposive sampling for qualitative research, which emphasize the importance of clearly defined selection criteria to ensure rigor and validity (Ahmad & Wilkins, 2024). In-depth interviews were semi-structured, allowing flexibility to probe issues related to infrastructure readiness, innovation adoption, and regulatory constraints. Structured questionnaires were administered separately and contained items aligned with the VRIO and PESTLE frameworks: the VRIO questionnaire evaluated value, rarity, imitability, and organizational support of advertising resources, while the PESTLE questionnaire examined political, economic, social, technological, legal, and environmental influences. Observational data were gathered through non-participant observation at LRT Jakarta stations, focusing on advertising space utilization, passenger flow, and operational practices. FGDs were conducted to triangulate findings, where stakeholders collectively validated the SWOT results and refined strategic recommendations. The use of FGDs as a methodological tool is particularly effective in complementing interviews and surveys, providing space for group interaction and consensus-building (Bachtiar et al. 2024).

The analytical process integrated three strategic tools (PESTLE, VRIO, and SWOT) in a sequential and structured manner. The analysis began with the PESTLE framework, which identified macro-environmental forces that influence the advertising potential of PT LRT Jakarta. This included evaluating government policy, economic conditions, societal trends, emerging technologies, legal frameworks, and environmental considerations that could present either threats or opportunities for the business. Subsequently, the VRIO framework was applied to analyze the organization's internal resources and capabilities. Key advertising-related assets, such as digital signage, strategic station locations, and internal human capital, were evaluated for their value, rarity, difficulty of imitation, and institutional support. This step provided insights into PT LRT Jakarta's internal strengths and weaknesses in supporting advertising growth.

Insights from both PESTLE and VRIO analyses were synthesized into a SWOT matrix, which served as the basis for strategic formulation. The SWOT framework categorized the findings into four strategic domains: Strength–Opportunity (SO), Strength–Threat (ST), Weakness–Opportunity (WO), and Weakness–Threat (WT). These categories enabled the development of strategic alternatives that align PT LRT Jakarta's internal capabilities with external conditions, without proceeding to quantitative prioritization or ranking. The resulting strategic options provide a grounded and contextualized response to the challenges in non-farebox advertising for public transport operators.

This study focuses on identifying and analyzing sustainable revenue strategies for PT LRT Jakarta, particularly in transforming its advertising business. It begins by addressing the decline in non-farebox revenue, specifically within the advertising sector, using in-depth interviews and focus group discussions to pinpoint the underlying causes. The analysis is divided into three core areas: internal factors, evaluated through VRIO analysis to assess the company's resources and capabilities (Naufal et al. 2024); external factors, examined using PESTLE analysis to consider political, economic, social, technological, legal, and environmental influences (Afshar & Shah, 2025); and strategic factors, assessed through SWOT analysis to understand strengths, weaknesses, opportunities, and threats, as shown in Figure 1.

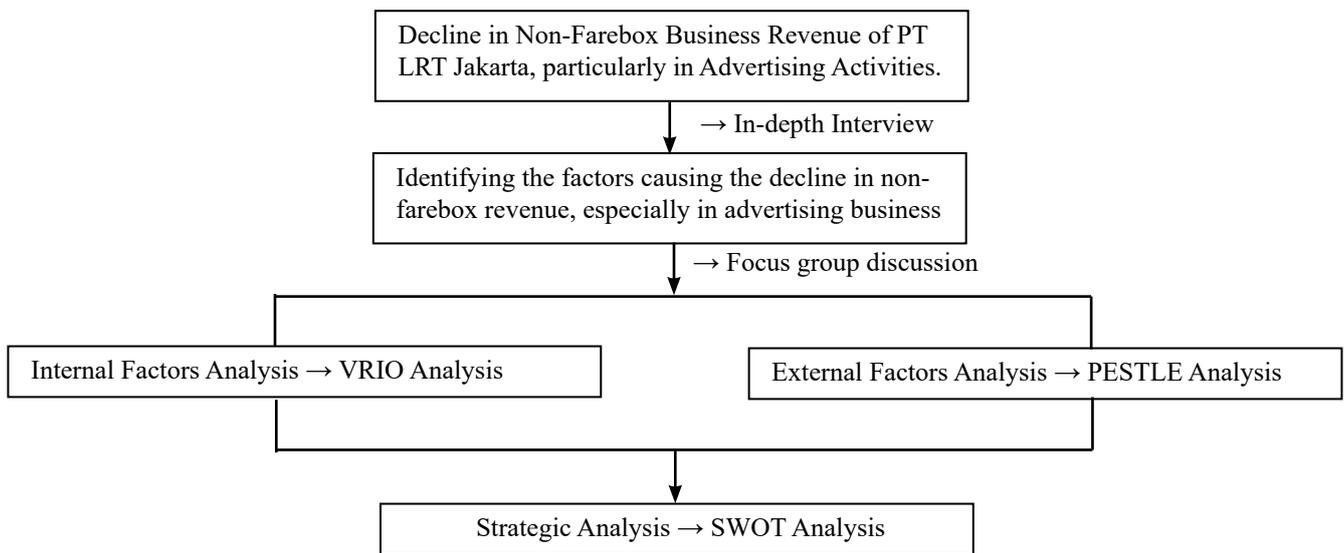


Figure 1. Research framework for sustainable revenue strategies in public transport

## RESULTS

The identification of strengths, weaknesses, opportunities, and threats (SWOT) in PT LRT Jakarta’s advertising strategies was derived from a comprehensive analysis using the VRIO and PESTLE frameworks (Table 1). The VRIO analysis focused on evaluating the company’s internal resources, such as strategic advertising locations, digital signage technology, and robust marketing units, which were identified as key strengths providing competitive advantages (Nurchayo et al. 2020). However, operational challenges, including outdated advertising equipment and inefficient content distribution systems, emerged as significant weaknesses that require immediate attention. Meanwhile, the PESTLE analysis examined external factors, highlighting opportunities such as supportive government policies, economic growth, and demographic changes, which create a favorable environment for advertising in public transportation. Conversely, external threats, including restrictive advertising regulations, inflationary pressures, and cybersecurity risks, were identified as potential challenges to operational efficiency and market competitiveness. The integration of VRIO and PESTLE findings into a SWOT analysis provides a structured framework to evaluate PT LRT Jakarta’s strategic position (Stoilova, 2021).

The components of the SWOT analysis, which were mapped through the VRIO and PESTLE frameworks, were further validated through Focus Group Discussions (FGD) involving key stakeholders such as

internal management, advertising experts, and strategic partners. This validation was not merely a confirmatory exercise but served as a mechanism to triangulate evidence and co-design implementable strategies. Recent methodological research highlights that combining SWOT analysis with structured stakeholder involvement enhances the credibility, feasibility, and actionability of strategic planning, particularly when followed by prioritization methods such as TOWS or AHP (Lertsakulbunlue et al. 2024). In line with this approach, the FGD process in this study helped refine the most material SWOT elements and ensure that the mapping was aligned with PT LRT Jakarta’s operational realities and advertising objectives.

Following the validated SWOT mapping, strategies were formulated using the TOWS matrix, which functions as a generative bridge from diagnosis to prescription. Rather than serving as a descriptive summary, the TOWS framework systematically matches internal factors with external dynamics to produce strategic alternatives. Prior studies have emphasized that the TOWS matrix plays a crucial role in transforming diagnostic findings into quadrant-specific recommendations, ensuring that strengths are exploited, opportunities are seized, threats are reduced, and internal weaknesses are minimized (Maity et al. 2023). In this study, the application of the TOWS matrix, again validated through FGD, resulted in a measurable set of recommended strategies such as programmatic digital roll-out and integrated inventory-order management (SO/WO), compliance-by-design and cybersecurity hardening (ST/WT), dynamic pricing

and bundled advertising products (SO/WO), as well as supplier uptime contracts and governance reviews (WT). Each strategy was developed with clear owners, key performance indicators (KPIs), and time horizons, ensuring that strategic recommendations were not only theoretically grounded but also operationally actionable (Lertsakulbunlue et al. 2024; Maity et al. 2023).

### Formulation Strategy

Following the validation and refinement of SWOT components through FGD, the formulation of strategic alternatives was carried out to support the optimization

of non-farebox advertising revenue at PT LRT Jakarta. These strategies were developed using the TOWS matrix, which classifies them into four categories: Strength–Opportunity (SO), Strength–Threat (ST), Weakness–Opportunity (WO), and Weakness–Threat (WT). Each category is designed to address specific combinations of internal strengths and weaknesses with external opportunities and threats. The strategy formulation process aims to align PT LRT Jakarta’s core strengths with emerging opportunities, leverage opportunities to overcome internal weaknesses, and mitigate threats by strengthening internal capabilities. The details of these strategies are presented in Table 2.

Table 1. Internal and external advertising factors for LRT Jakarta

Strength	Weakness	Opportunity	Threats
S1: Placing advertising media in strategic locations provides a sustainable competitive advantage for PT LRT Jakarta.	W1: Inventory management and availability of advertising equipment are still at industry standards; have not provided a competitive advantage. W2: All operational processes (display, installation, maintenance, ad customization) are still running at industry standards and have not become a source of competitive advantage.	O1: Government and political stability increases investor confidence. O2: Government policies support ease of investment licensing.	T1: Advertising restrictions reduce advertising opportunities for certain products (e.g., cigarettes). T2: Government policies regarding advertising taxes increase operational costs.
S2: Agile marketing and sales teams and the ability to build strong relationships with clients create a sustainable competitive advantage.	W3: The advertising content distribution system and ad order management services are still at industry standards; have not become a competitive advantage. W4: Fast and responsive handling of advertising materials only provides a temporary advantage; needs development to become a sustainable advantage.	O3: Restrictions on private vehicles encourage increased advertising exposure on public transportation. O4: Public transportation fare policies create greater opportunities for advertising.	T3: Global financial instability and exchange rate fluctuations increase advertising costs, prompting advertisers to shift budgets to digital media rather than outdoor media.
S3: The availability of strong physical assets and capital provides the basis for a sustainable competitive advantage.	W5: The promotion carried out is good, but the advantage is only temporary and needs to be continuously developed to become a sustainable advantage. W6: The pricing of advertising space is currently still industry standards; has not become a source of competitive advantage.	O5: Economic growth encourages increased advertising spending. O6: Growing tourism increases the potential for advertising on public transportation.	T4: Inflation significantly increases advertising production costs and advertising rates. T5: Increased investment in transportation infrastructure creates intense competition in advertising.
S4: The use of digital signage technology in LRT areas and digital advertising facilities in trains provide a sustainable competitive advantage.	W7: Installation services, ad customization, and periodic evaluation of the team & infrastructure are still industry standards; have not created a competitive advantage. W8: Customer complaint handling is good and fast, but the advantage is only temporary and needs to be continuously developed.	O7: Demographic changes open up new opportunities for advertising market segmentation. O8: Positive social attitudes towards advertising on public transportation increase marketing effectiveness.	T6: The threat of hackers and viruses can disrupt advertising media systems. T7: Strict advertising regulations limit the flexibility of advertising strategies.
S5: Solid assets and capital that support operational continuity.	W9: The advertising infrastructure system, policies, and maintenance are not optimal, making operations run standard and less adaptive. W10: Partnerships with ad tech suppliers have provided a temporary advantage, but are not yet sustainable.	O9: Changes in consumer preferences create opportunities for innovation in the advertising business.	T8: Data protection requirements in marketing campaigns limit advertisers' freedom of movement.
S6: Equipped with modern digital signage technology at stations.	W11: Procurement processes are efficient, but are still at industry standards and are not yet a competitive advantage. W12: HR department and information systems are only at industry standards; do not yet provide a significant competitive advantage.		T9: Environmental regulations regarding advertising waste increase costs and corporate responsibilities.
S7: Onboard digital technology that provides added value for both passengers and business partners.	W13: Team training and experience in advertising have only provided a temporary advantage; need to be improved to become a sustainable advantage. W14: IT systems for ad management are developed, but the advantage is still temporary and needs to be improved to become sustainable.		

Table 2. Formulation strategy

	Strengths (S)	Weakness (W)
	S1-S4	W1-W23
Opportunities (O)	SO	WO
O1-O9	SO1 (S1, O3, O4, O6, O7, O8); SO2 (S2, O2, O5, O8, O9); SO3 (S4, O2, O5, O7, O9); SO4 (S1, S2, O3, O4, O8); SO5 (S2, S4, O7, O9); SO6 (S3, O5, O6, O7); SO7 (S4, O1, O8, O9)	WO1 (W1, O1, O2); WO2 (W2, O4, O7, O9); WO3 (W3, O3, O5); WO4 (W4, W8, O8); WO5 (W5, O6, O7, O8); WO6 (W6, O5, O6); WO7 (W7, W10, O2, O9); WO8 (W11, W12, O5, O9); WO9 (W13, O7, O9)
Threats (T)	ST	WT
T1-T9	ST1 (S1, T1, T7); ST2 (S3, T2, T3, T4); ST3 (S4, T6); ST4 (S1, S4, T5); ST5 (S2, S4, T8); ST6 (S4, T9); ST7 (S2, S3, T7, T9)	WT1 (W1, T1, T7); WT2 (W2, W13, T2, T3, T4); WT3 (W3, W8, T5, T7); WT4 (W4, W5, W14, T6, T8); WT5 (W6, W11, T2, T4, T5); WT6 (W7, W8, W9, T7, T9); WT7 (W10, W14, T6, T8); WT8 (W12, W13, W14, T2, T9); WT9 (W9, W14, T9)

Based on the results of mapping alternative strategies using the TOWS Matrix, PT LRT Jakarta can develop both proactive and defensive strategic steps to increase non-farebox revenue in advertising efforts. This strategy formulation aligns with the strategic management framework (Wheelen & Hunger, 2018; David & David, 2017), namely by synergizing internal and external factors comprehensively.

### Strength–Opportunity (SO) Strategies

The SO (Strengths-Opportunities) strategy includes seven main strategies. SO1 focuses on increasing advertising media exposure across strategic locations by adding a minimum of 20 new advertising spots, targeting the tourist, commuter worker, and productive age groups within 12 months. SO2 builds and strengthens partnerships with a minimum of 10 corporate clients through innovative collaboration programs in digital marketing with quarterly evaluations for increased sales and digital product penetration over the next 1 year. SO3 launches digital signage-based digital advertising services across the Jakarta LRT area, with a target of full implementation within 9 months to achieve a minimum 30% increase in digital advertising demand. SO4 is the development of an integrated advertising package consisting of a minimum of three bundled products (digital, visual, interactive) for the captive public transportation market, targeting a 20% increase in revenue through special promotions every two months. SO5 adapts digital-based advertising services continuously by launching two new innovations per semester, accompanied by an evaluation of effectiveness every six months. SO6 focuses on optimizing physical

assets and capital to expand at least 10 new advertising spaces within 10 months, responding to economic growth, increasing tourism, and new market segments. Finally, SO7 aims to establish Jakarta LRT as a leading digital advertising platform through a modern and inclusive branding campaign conducted quarterly for one year with a target of increasing brand awareness by at least 25% based on customer surveys.

### Strength–Threat (ST) Strategies

The Strengths-Threats (ST) strategy encompasses seven strategies to address external threats by leveraging internal strengths. ST1 adapts advertising media formats and content to regulatory restrictions through a six-month revision of advertising materials. ST2 improves advertising budget efficiency by negotiating costs and optimizing physical assets, reducing tax and inflation burdens by at least 15% within one year. ST3 implements a new digital security system for digital signage facilities, with IT team training within nine months to mitigate cyber risks. ST4 maintains a minimum of 80% market share with a dedicated marketing strategy that emphasizes strategic locations and modern technology amidst intense competition for infrastructure investment. ST5 ensures all digital marketing activities comply with data protection regulations through audits and specialized training within six months. ST6 converts all conventional media to environmentally friendly digital media, with a target of reducing waste by 30% within a year. ST7 reviews and improves marketing and asset management policies quarterly to be flexible in responding to regulatory changes.

## Weakness–Opportunity (WO) Strategies

The WO (Weaknesses-Opportunities) strategy consists of ten strategies. WO1 emphasizes improving inventory management and advertising equipment through asset digitization with new investments, targeted to be achieved within 10 months utilizing political stability and ease of investment. WO2 is the preparation of new operational SOPs that are adaptive to changes in demographics, consumer preferences, and transportation fare policies with evaluations every 6 months. WO3 integrates content distribution and order management into a cloud-based digital platform, targeting up to 90% automation within 8 months. WO4 develops a mobile application for advertising material responses and customer complaints, with a maximum resolution within 24 hours, increasing customer satisfaction by 20% in a year. WO5 launches innovative promotional campaigns every quarter targeting tourists, urban commuters, and the younger generation, with quarterly evaluations. WO6 adjusts advertising space prices every semester based on economic and market data, as well as special promotional prices for the tourism high season with a target of increasing utilization by 15% in a year. WO7 improved the efficiency of advertising installation and infrastructure services through collaboration with suppliers, targeting time efficiency and a 25% reduction in downtime within 9 months. WO8 implemented a fully integrated digital HR and e-procurement system within 12 months to reduce operational costs. WO9 conducted routine industry-based training at least twice a year with performance monitoring every semester. WO10 improved the performance of the advertising management IT system by adding two strategic new features within 12 months.

## Weakness–Threat (WT) Strategies

The WT (Weaknesses-Threats) strategy comprises nine defensive strategies. WT1 audited its inventory system to ensure 100% compliance with the latest regulations within 9 months, minimizing regulatory risk. WT2 developed operational efficiency training modules twice per semester to reduce costs due to inflation and advertising taxes. WT3 improved advertising content distribution through full digitization within 6 months to reduce costs and address customer complaints. WT4 implemented the latest cybersecurity measures with 6-monthly digital security audits. WT5 reviewed pricing and procurement policies quarterly to remain

competitive and adaptable to market changes. WT6 enhanced installation services and routine infrastructure evaluations with a target of 20% annual installation time efficiency. WT7 strengthened technology supplier partnerships with 6-monthly evaluations and renegotiations. WT8 digitized HR, IT, and procurement management to reduce administrative costs by 10% annually. WT9 implemented environmentally friendly waste SOPs with quarterly audits to reduce waste costs by 15% within 12 months.

The formulation of strategies through the TOWS matrix in this study demonstrates PT LRT Jakarta's ability to translate validated SWOT findings into operational and measurable alternatives. By systematically linking internal strengths and weaknesses with external opportunities and threats, the resulting strategy portfolio reflects a balanced and realistic approach to business development. This methodological sequence is consistent with Lertsakulbunlue et al. (2024), who emphasize that stakeholder involvement through focus group discussions is essential for ensuring that SWOT factors are relevant to contextual realities and for enhancing the credibility of strategic outputs. Moreover, the use of the TOWS framework as a transformative tool aligns with the findings of Maity et al. (2023), who highlight its effectiveness in generating quadrant-specific recommendations that move beyond diagnostic analysis toward actionable and sustainable strategies. As a result, the strategies proposed for PT LRT Jakarta, ranging from programmatic digital roll-out and integrated inventory systems to compliance-by-design policies and supplier governance strengthening, illustrate the practical application of this integrated methodological approach in advancing sustainable non-farebox revenue growth.

## Managerial Implication

The managerial implications of this study emphasize the need for PT LRT Jakarta to reconfigure its advertising business model into a more agile, technology-driven, and stakeholder-oriented system by fostering cross-functional integration among marketing, operations, finance, IT, and human resources to support the seamless execution of digital innovations. Executive management must ensure strategic alignment and governance, while the marketing and sales divisions are tasked with implementing bundled advertising products, dynamic pricing, and targeted brand campaigns to strengthen partnerships and expand revenue streams. The IT and

infrastructure teams carry responsibility for digitizing inventory systems, automating content distribution, and enhancing cybersecurity, whereas the HR division must drive continuous training, talent development, and adaptive culture to meet regulatory and technological changes. At the same time, external actors such as advertisers, regulators, and technology suppliers are directly affected through clearer governance structures, enhanced service quality, and collaborative innovation initiatives. Overall, these managerial actions underscore that the execution of strategies should extend beyond short-term revenue optimization toward building long-term resilience, competitiveness, and sustainable non-farebox growth in Jakarta's public transportation advertising ecosystem.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

This study concludes that PT LRT Jakarta holds considerable untapped potential to increase its non-farebox revenue by transforming and optimizing its advertising business, with strategic opportunities arising from leveraging internal strengths such as strategic advertising locations, agile marketing divisions, and digital signage infrastructure when aligned with favorable external factors like supportive regulations and evolving urban mobility trends. Despite these advantages, the company continues to face significant internal challenges, including outdated operational infrastructure, fragmented advertising processes, and limited human capital investment, compounded by external threats such as regulatory constraints, taxation, and cybersecurity risks. By integrating VRIO, PESTLE, and SWOT frameworks, this research not only diagnoses the current conditions but also bridges them with prescriptive solutions through the TOWS matrix, resulting in actionable strategies encompassing bundled advertising products, dynamic pricing, cybersecurity safeguards, and digitized inventory systems. Theoretically, this study advances the literature on strategic management in public transportation by demonstrating the integration of VRIO, PESTLE, and SWOT frameworks within a single applied context, enriching theory by showing how multiple analytical tools can collectively provide comprehensive diagnoses and practical strategies while contributing to the discourse on non-farebox revenue optimization (Maity et al. 2023). From a

managerial perspective, the findings provide actionable strategies that PT LRT Jakarta's executives, marketing units, IT divisions, and HR departments can directly implement, emphasizing the importance of upgrading digital infrastructure, adopting bundled advertising products, applying dynamic pricing, and strengthening cybersecurity practices. These implications not only support immediate revenue growth but also ensure resilience and long-term competitiveness, serving as a practical reference for other urban transit operators facing similar challenges (Lertsakulbunlue et al. 2024).

### Recommendations

Based on the comprehensive strategic analysis integrating VRIO, PESTLE, SWOT, and TOWS frameworks, which were further validated through discussions with internal stakeholders and industry experts, this study proposes a set of strategic recommendations to enhance PT LRT Jakarta's advertising performance. Strengthening the internal structure and function of the advertising division is imperative, with particular emphasis on improving operational workflows, expanding the competencies and number of personnel, and implementing focused training programs that incorporate digital and location-based marketing approaches. These measures are expected to increase the agility of the marketing division in responding to diverse client needs and enable the creation of more contextually relevant and innovative advertising campaigns. The expansion of digital advertising, including both static and dynamic formats such as digital signage and integrated content distribution systems, should also be prioritized to boost visibility and audience engagement. In addition, establishing strategic partnerships with advertising agencies, media networks, and technology providers can facilitate broader market penetration, enhance technological capabilities, and support the co-creation of adaptive advertising solutions. To support these efforts, a robust performance evaluation system must be institutionalized through the consistent use of Key Performance Indicators (KPIs), allowing for continuous assessment and refinement of strategies in alignment with organizational objectives. For future studies, it is recommended to conduct quantitative evaluations of advertising performance, including financial modeling and return-on-investment analysis of digital infrastructure upgrades. Comparative research across other urban transit systems could offer valuable benchmarking insights, while longitudinal studies

would help assess the long-term impact of the strategic initiatives amid evolving regulatory frameworks, commuter behavior, and technological advancement.

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