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## Market-Driven Resilience in Luxury Transportation: A Competitive Advantage Approach

Ema Rahmawati<sup>1</sup>, Sugiarto<sup>2</sup>, Tonny Hendratono<sup>3</sup>, Sony Heru Priyanto<sup>4</sup>, John Joi Ihalaui<sup>5</sup>

### Abstract

As demand for premium private transportation grows, fuelled by rising purchasing power and a preference for luxury, transportation companies are increasingly offering high-end services. This study focuses on the luxury tourism bus Omah Sultan by Juragan 99 Trans in Malang, East Java, Indonesia, and explores its market resilience. Conducted over a year, the research uses qualitative methods, including observations, interviews with three managers, and feedback from 112 users. The study examines key aspects such as service quality, facilities, safety, innovation, pricing, brand image, and uniqueness. Results indicate that users appreciate the luxurious amenities, advanced technology (including a unique self-cleaning toilet), and the high level of safety and comfort provided. The bus's competitive pricing and strong brand reputation also contribute to its popularity. Since its launch in July 2021, the rental price has increased from 9 million to 14 million rupiah per day by May 2024, yet demand remains robust, with 42 out of 112 respondents being repeat customers. This research underscores the importance of continuous innovation and high-quality service in maintaining a competitive edge in the luxury transportation market.

**Keywords:** Luxury Tourism Transportation, Transportation Resilience, Competitive Advantage

<sup>1</sup> Corresponding author, Affiliation: PT Gemilang Wisata Persada Jl. Magnesium No. 14 Malang – Jawa Timur ORCID: <https://orcid.org/0009-0004-0593-6390>  
Email: [demajalanwisata@gmail.com](mailto:demajalanwisata@gmail.com)

<sup>2</sup> Affiliation: Sekolah Tinggi Pariwisata Ambarrukmo (STIPRAM) Yogyakarta, Indonesia, ORCID: <https://orcid.org/0000-0002-0094-2810>  
Email: [profsugiarto@stipram.ac.id](mailto:profsugiarto@stipram.ac.id)

<sup>3</sup> Affiliation: Sekolah Tinggi Pariwisata Ambarrukmo (STIPRAM) Yogyakarta, Indonesia, ORCID: <https://orcid.org/0009-0008-7957-8775>  
Email: [tonnyhendratono@stipram.ac.id](mailto:tonnyhendratono@stipram.ac.id)

<sup>4</sup> Affiliation: Sekolah Tinggi Pariwisata Ambarrukmo (STIPRAM) Yogyakarta, Indonesia, ORCID: <https://orcid.org/0000-0002-5016-1748>  
Email: [sonecid@yahoo.com](mailto:sonecid@yahoo.com)

<sup>5</sup> Affiliation: Sekolah Tinggi Pariwisata Ambarrukmo (STIPRAM) Yogyakarta, Indonesia

## 1. Introduction

Tourism cannot be separated from its associated sectors, one of which is transportation. In some countries, transportation itself is a tourist attraction, such as water taxis or water buses in Venice; yachts or Bateaux-Mouches aircraft on the Seine River in France; hot air balloon in Capadocia, Turkey; typical Venetian paddle gondola; pedicabs in Japan; jeepney in the Philippines; and klotok boats in Banjar Indonesia (kumparan.com, 2020; asean2023.id., 2023).

The impact of the Covid 19 pandemic has changed travel intentions, beliefs, and patterns (Ali et al., 2020; Garaus et al., 2022; Iulia, T.R., 2022; Singh, K., 2022). The recovery of the post-pandemic transportation system is being achieved through a proactive approach to the transportation systems. Consumers willingness to pay for more expensive transportation during the Covid 19 pandemic to get private transportation and premium facilities for their safety and comfort (Kusumaningrum et al., 2020; Jangtawee et al., 2021; Chen et al., 2021), as well as changes in tourist behaviour during Covid 19 pandemic have made the tourist transportation industry flourish (Kim, JH, & Lee, HC, 2019; Tirachini, A., & Cats, O., 2020). Even in the post-pandemic period, the trend of using premium transportation is still ongoing. Users of this luxury transportation are getting used to and feel comfortable with more premium and private transportation with all luxury facilities. This is due to the increasing purchasing power of the public and the need for more personal and luxurious travel. Transportation companies are competing to provide this premium service by offering luxury transportation with all luxury, comfort, high-end facilities and excellent service (Da Silva, ALR, 2021; Connors, DP, 2023; Wyatt, B., 2023).

One of the transportation sectors currently experiencing growth and aggressive competition is tourism bus transportation companies. Until now, various new buses have provided premium, luxury, and exclusive fleets to serve passengers at varying prices and prioritise the application of technology and information systems (Yudha, 2022). With the advent of luxury tour bus transportation, transportation companies must consider ways to continue developing and updating their products to survive in the market. Resilience in transportation is an essential factor in managing transportation systems. However, studies on transportation resilience models that effectively utilise real data and are based on actual cases remain inadequate (Pan X. et al., 2022).

Studies on transportation resilience primarily focus on handling engineering resilience, disaster management, transportation system resilience, transportation infrastructure resilience, investment and funding, disaster and risk mitigation, transportation system and infrastructure resilience (Wan, C. et al., 2018; Nguyen et al., 2019; Hassan et al., 2021; Nipa, T.J., & Kermanshachi, S., 2022; Ajagunna, I., & Casanova, S., 2022). In contrast, research specifically addressing transportation resilience in the context of tourism tends to focus on the management of transportation assets, new technologies and tools relevant to transportation security (Kim K. et al., 2018). Premium transport resilience will allow managers to implement marketing strategies, especially based on competitive advantages from a market perspective.

To date, the durability of luxury tour buses, particularly from a market perspective, has not been thoroughly explored in the existing literature. The purpose of this study is to investigate the durability of luxury tour bus transportation by analysing the competitive advantages from the markets' (users') perspective, so that a suitable durability model for premium and luxury tour bus transportation is found which can ultimately be recommended as a luxury tour transportation durability model.

Accordingly, this research intends to explore and find out the market perspective on the competitive advantages of luxury tourism buses to achieve resilience in luxury tourism transportation, especially tourism buses. This research was conducted for one year at the Juragan 99 Trans Malang bus transportation company, East Java, Indonesia, which has a luxury Omah Sultan tourism bus. This study employs qualitative research methods, beginning with in-depth interviews with the luxury tourism bus service manager Omah Sultan Juragan 99 Trans Malang, located in East Java, Indonesia. To complement and reinforce the qualitative data, the study also gathers quantitative data by distributing a guest comment feedback form as a questionnaire to users of the Omah Sultan Juragan 99 Trans Malang luxury tourism bus service. The research will focus on exploring the following aspects: (1) performance and service, (2) facilities, (3) safety and convenience, (4) innovation and technology, (5) price, (6) brand image, and (7) uniqueness and rarity.

## 2. Related Works

Research on premium and luxury transportation for tourism is still mainly limited to research on cruise ships, trains, aeroplanes, and buses in general (Danthanarayana, CT, 2019; Pring, M., 2019; Aeberhard et al., 2020; Gladkikh, T., et al., 2022). Premium and luxury travel offerings on cruise ships are increasingly diversified by providing accommodations and other amenities that support the luxury of cruise ships, even at a premium cost (Jeong *et al.*, 2019; Ye et al., 2019; Aeberhard et al., 2020; Ma, Y., 2020; Yuen, et al., 2021; Gladkikh, T., & Gladkikh, V., 2023).

Meanwhile, premium and luxury transportation options are also available by tourist trains in several countries such as Europe and India, which still provide excellent service, premium prices, various premium facilities, and promise a luxurious travel experience (Pring, M., 2019; Dogra et al., 2020; Medcalf, A., 2021; Ahmed, 2022). Travelling by plane typically involves private jets as well as scheduled commercial aircraft that provide premium class (first class) amenities and services (Lee et al., 2021; Sung B. et al., 2021). Research on long-distance travel by luxury buses highlights the appeal of enjoying the beautiful scenery along the way, comfortable facilities such as air conditioning, on-board toilets, comfortable seating, good service, punctuality, cleanliness maintained, and ample storage capacity (Danthanarayana, C. T., 2019; Saranyan, T., & Hewage, U., 2021).

To date, no research has specifically addressed the durability of luxury tour bus transportation based on competitive advantages in the market. However, several studies have been conducted on the resilience of tourist transportation and luxury tourism transportation, as shown in Table 1 below:

Tabel 1- Resilience of Luxury Tourism Transportation

Source: Extracted from various sources, 2024

Researcher & Year	Journal	Title	Results
Wan, C., Yang, Z., Zhang, D., Yan, X., & Fan, S. (2018)	Transport reviews	Resilience in transportation systems: a systematic review and future directions	Safety is one of the most important issues in transportation research. However, the focus has expanded from traditional risk through security to resilience and sustainability. This paper provides comprehensive insights into understanding transport resilience, as well as building new horizons for relevant research topics in the context of Belt & Road
Ganin, A. A., Mersky, A. C., Jin, A. S., Kitsak, M., Keisler, J. M., & Linkov, I. (2019)	Transportation Research Part C: Emerging Technologies	Resilience in Intelligent Transportation Systems (ITS)	Cities that adopt ITS and other smart systems that result in potential unknown vulnerabilities, it is important to consider the resilience of transportation infrastructure affected by potential cyberattacks
Pan, S., Yan, H., He, J., & He, Z. (2021)	Physica A: Statistical Mechanics and its Applications	Vulnerability and resilience of transportation systems: A recent literature review	Resilience and vulnerability are representative indicators in the performance analysis of the transportation system. A large number of related studies have emerged in recent years. Therefore, this paper reviews recent advances in vulnerability and resilience studies. Specific definitions of resilience and vulnerability are first given from the perspective of the supply and demand of transportation systems. Other concepts related to transport system performance (TSP) are also discussed, including reliability, resilience, survivability, and risk. The existing study can be divided into two aspects: the traditional topological structure and the system structure analysis.
Lin, YA, Tsai, FM, Bui, TD, & Kurrahman, T. (2023)	In Tourism, Resilience and Sustainability	Building a hierarchical structure of shipping industry resilience for a sustainable shipping port city	Technological resilience is an important dimension and strongly influences all other dimensions. Adaptability to innovation, port authority, urban environment and resource allocation procedures are interrelated criteria identified as the strongest drivers in achieving cruise ship resilience
Huang, L., Tan, Y., & Guan, X. (2023)	International Journal of Shipping and Transportation Logistics	Resilient supply chain emergency management strategy of cruise ship supply on a node-by-node basis fails under disruption.	In order to address the increasing disruptions caused by human error and natural disasters, or epidemiological risks, such as norovirus, hurricanes, icebergs, and so on, a resilient supply chain network should be considered as an integrated perspective into the cruise ship supply system planning process.
Yip, TL, Lau, YY, & Kanrak, M. (2023)	Frontiers in Marine Science	Social transformation in the cruise industry during the COVID-19 pandemic	Shipping companies face stiff competition from many rival companies and sophisticated and unpredictable challenges from the wave of social transformation. Companies must take action to create resilience to the impacts of social transformation.

Table 1 explains that in 2018, Wan, C. et al. researched risk, security, and safety factors as factors in the resilience and sustainability of transportation. Then Ganin A.A. et al. (2019) also discussed the use of technology to prevent cyberattacks and create transportation resilience. In 2021, Pan S. et al. discussed that the performance of transportation systems including reliability, resilience, survivability and risk from a supply and demand perspective, measures transportation resilience. Then, in 2023 Lin, Y. A., et al. conducted research on the durability of yachts, concluding that technological durability is a crucial dimension that significantly influences all other aspects of durability. Adaptability to innovation, port authority, urban environment, and resource allocation procedures are found to be interrelated criteria identified as important drivers in achieving cruise ship resilience. Huang, L. et al. (2023) researched cruise ship resilience, which, according to the authors, was to address the increasing disruptions caused by human error and natural disasters or epidemiological risks, such as norovirus, hurricanes, icebergs, and so on, Resilient supply chain networks should be made an integrated perspective into the planning process of cruise ship supply systems. Yip, T., in 2023, also examines cruise ship companies where companies face stiff competition from many competing companies and sophisticated and unpredictable challenges from the wave of social transformation. Companies must take action to create resilience to the impacts of social transformation.

### 3 Theoretical Background

#### *Luxury Transportation and Transportation*

Transportation is the activity of moving and moving goods, cargo and passengers from one place to another for a specific purpose that is driven by human, animal or machine power (Salim, 2000; Miro, 2005; Nasution, 2008; Li, M., & Chen, J., 2020; Feng et al., 2023). It can be said that there are six important elements in transportation, namely, people, goods, vehicles, facilities (accessibility), organisation (managers), and destinations. As a means of transportation, transportation consists of various types that are grouped into 4, namely (1) rail/train transportation (trains, trams, monorails, subways); (2) motorcycles and road transportation (bicycles, cars, buses, trucks, taxis, tuk-tuks, motorhomes, and golf carts); (3) sea transportation (canoes, boats, boats, canoes, kayaks, ferries, hovercraft, yachts, sailboats, and submarines); and (4) air transportation (hot air balloons, gondolas, parachutes, helicopters and aeroplanes) (Nasution, 2008; Rodrigue, 2020; Stainton, 2022).

Tourist transportation is different from public transportation in that tourist transportation focuses more on the movement of tourists from one destination to another. Transportation in the tourism sector includes services from and to tourist areas not limited by administrative areas, and for purposes other than transportation services on the route. Tourism transportation is a means of supporting tourism to facilitate and transport passengers or tourists to locations that provide tourism services (Widiawaty, 2018;

Robles et al., 2021; Yamaka et al., 2021; Pellegrino, 2021; Tapa et al., 2022; Karimov et al., 2023). Transportation is also important in encouraging the growth and development of tourist destinations. This is one of the reasons why it is supported by the development of new technologies in the use of transportation and new transportation innovations, which are very helpful in improving the tourism sector (Afanasyeva et al., 2020; Christofakis et al., 2020; Hou et al., 2021; Qi, H., & Qi, N., 2021).

A study conducted by Jangra R. et al. (2023) reveals that transportation is a crucial element of the image of a tourist destination and occupies an essential position in tourism because it is an important component of tourism infrastructure (Dileep, M. R., & Pagliara, F., 2023). With the development of the tourism industry, the choice of tourist transportation modes, such as premium transportation, is also growing. More and more consumers are using it in line with the increasing purchasing power and their desire to travel not only for relaxation purposes but also to enjoy unforgettable trips and travel sensations that are different from the usual (Jászberényi, M., & Miskolczi, M., 2020).

According to Nasrudin (2022), premium prices and brands offer several advantages, including (1) higher profit margins because consumers continue to buy them because they prioritise product value, namely a combination of quality and price; (2) strong customer loyalty; and (3) a strong brand image. Luxury, a special form of tourism that usually requires high financial resources, is considered a high-quality tourism service, characterised by unique, limited products, presenting different experiences, and a good brand image (Petroman, C., 2021). Luxury is often positioned to have high quality and price. The company launches premium products to give it a sense of exclusivity, especially to differentiate it from other brands on the market. Another motivator for people to buy luxury products is quality, high performance, and unique consumption value (Ioana-Daniela, S., et al., 2018; Smith, O., 2019; Petroman, C., 2021).

Premium prices in the tourism industry can be applied to any sector, including transportation. Transportation is currently undergoing development and has transformed to provide comfort and safety for its passengers, thus providing a pleasant transportation experience, including tourist transportation. The context of premium prices in tourism transportation prioritises the quality or exclusive features of transportation services, such as higher comfort, excellent service, or exclusive features offered. Premium transportation prices also reflect the brand's position, which appeals to a segment of consumers willing to pay more for a better experience or a certain status.

Based on these explanations, the premium price reflects the cost and the value consumers feel. In many cases, tourists are willing to pay more for experiences considered to be of high value or to get perceived services not found elsewhere (Wiwin, I. W., 2018). In Figure 1 below, things that can build premium prices on tourism transportation are presented as follows:

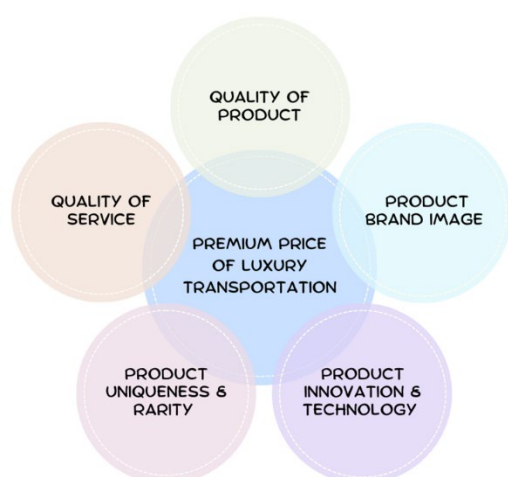


Figure 1- Premium Price Formation of Tourism Transportation, Source: Researcher Processed, 2024

The luxurious and premium impression of a tour bus can be seen from several things, such as (1) the luxurious exterior and interior design is different from tour buses in general; (2) equipped with facilities such as A.C., DVD, LCD/LED TV, karaoke set, recleaning seat and sofa, dispenser, cooling box and refrigerator, blanket, pillow, sofa bed or bed, massage chair, mini kitchen or pantry, coffee maker, lounge that can function as a meeting room or lounge, smoking room and toilet; (3) Convenient and safe with adequate safety equipment; (4) competitive/premium price; (5) premium services; (6) high technology; and (7) good reputation and image (Aminudin, N., et al., 2018; Andarabus.com., 2020).

### Resilience Concept

Resilience is the ability of an organisation or company to be able to defend its products from change, evaluate the concept of resilience and formulate alternatives that describe the factors that makeup resilience (Paulina, Lo & Sugiarto, 2021; Paulina, Lo, et al., 2023a; Paulina, Lo, et al., 2023b; Butler, 2017; Jiang, Y, et al., 2019). Resilience in a company is needed at all times, so resilience has two processes, namely planned resilience and adaptive/reactive resilience (Prayag et al., 2018; Jiang et al., 2019; Davoudi, 2021; Sobaih, 2021; Paulina, Lo & Sugiarto, 2021; Paulina, Lo, et al., 2023a; Paulina, Lo et al., 2023b). Planned resilience is designed before a crisis occurs, while adaptive resilience arises naturally after a crisis (Prayag et al., 2020; Paulina, Lo et al., 2023; Prayag et al., 2023).

Tourism is a good example of a complex adaptive resilience system that applies an integrative, interdisciplinary, non-linear approach, as well as the strategic role of innovation as a key characteristic of resilience (Bérbés-Blázquez et al., 2017; Espiner et al., 2017; Lew et al., 2017; Paulina, Lo & Sugiarto, 2021; Paulina, Lo, et al., 2023a; Paulina, Lo, et al., 2023b). Resilience is a framework that tourism service companies must have in an era of global and ecological uncertainty and how they are required to be able to deal with crises (Jiang et al., 2019; Gössling, S., 2020; Nair, B.B., & Dileep, M.R., 2020; Wongmonta, S., 2021; Paulina, Lo & Sugiarto, 2021; Paulina, Lo, et al., 2023a; Paulina, Lo, et al., 2023b).

Various studies on transportation resilience have been conducted from various perspectives, but not many studies specifically address transportation resilience in terms of definitions and characteristics (Wan et al., 2018); as a result, different definitions and concepts have been developed to define and describe transportation resilience due to the absence of commonly used metrics to characterise it (Chan et al., 2016). Several studies show that the durability of luxury tourism transportation is seen from the following factors, namely: (1) safety, security, and comfort; (2) technological advancement; (3) human resource services; (4) the ability to compete with competitors; (5) price; and (6) brand image (Ganin, A.A., et al., 2019; Nguyen, DN, et al., 2019; Gonçalves et al., 2020; Sun, W. et al., 2020; Pan, S. et al., 2021; Serdar, M.Z. et al., 2022; Lin, YA et al., 2023; Huang, L. et al., 2023; Yip, TL et al., 2023).

### Competitive Advantage

The majority of research on transportation competitive advantage is based on the concept of competitive advantage introduced by Porter, namely the Diamond Model and Porter's Five Forces Model where competitive advantage is created and maintained through focused processes and innovation (Kol, O., & Zigm-Korn, N., 2019; Ilchenko, S., et al., 2021; Lesmana, Henky, et al., 2022; Lesmana, Henky, et al., 2023).

According to Porter's theory (2008), competitive advantage is the ability obtained through the characteristics and resources of a company to have higher performance than other companies in the same industry or market. The company owns and manufactures products or services that are perceived by the market as better products compared to other similar products (Swara, 2017; Lesmana, Henky & Sugiarto, 2021; Lesmana, Henky, et al., 2022; Lesmana, Henky, et al., 2023). Competitive advantage is the ability to create, produce, and distribute goods or services and generate profits from the business, which is different from similar products (Lesmana, Henky, et al., 2023).

Competitive advantage is also defined as the value created by a company to differentiate itself from competitors, have an advantage over competitors and offer greater value to consumers than competitors (Aditi et al., 2018; Lesmana, H., & Sugiarto, S., 2021; Lesmana, Henky, et al., 2022; Lesmana, Henky, et al., 2023). Indicators of competitive advantage are competitive prices, better product quality, product superiority over similar products, differentiation of products and services, and prioritising the quality and quantity of the company's resources and technology (Amerta, 2019). Competitive advantage is also a strategy that helps companies maintain their business continuity (Dosinaen, 2018; Kotler & Armstrong, 2018; Dwitia, 2019).

Several factors need to be considered by companies to achieve competitive advantages in the field of transportation, especially luxury tourism transportation, namely: (1) product quality and facilities; (2) service quality; (3) brand image; (4) price; (5) market share; (6) innovation and technology; and (7) uniqueness and rarity (Oentoro, D., 2012; Sumerian, U., 2014; Sunyoto., 2015; Dewi, et al., 2017).

#### **4 Research Methods**

This study employs qualitative research methods, which are used to investigate phenomena in natural settings. In this approach, the researcher acts as the key instrument, utilising theory as a foundation to develop a deeper understanding of the phenomenon under investigation (Gunawan, 2014). This research is part of an initial dissertation study for the Tourism Doctoral Program at Sekolah Tinggi Pariwisata Ambarrukmo (STIPRAM) Yogyakarta. All data collected is kept confidential and used solely for academic research and related activities.

Qualitative research is naturalistic because it is as it is without being manipulated and in accordance with the situation in the field. Some of the characteristics contained in this study are that the researcher takes the setting of the natural environment, the problems studied are current, the conditions are per the actual situation, the use of tacit knowledge, the key instrument in this study is the researcher himself, the data sources used in this study can be diverse, the data analysis is inductive and interpretative (Cresswell, 2010).

This study uses various important elements such as representation, field notes, interviews, conversations, photography, and documents to accurately capture and describe the circumstances as they exist during the research (Denzin & Lincoln, 2017).

The subject of this research encompasses the elements intended for investigation, which include the place, actors, and activities that interact synergistically. This study focuses on the situation or conditions present on the Omah Sultan Juragan 99 Trans Malang luxury tourism bus in East Java, Indonesia, as well as the activities that occur within this setting. The goal is to identify and enhance the competitive advantages that contribute to the sustainability of the service.

In this study, the purposive sampling technique is used as a sampling technique for data sources with certain considerations such as (1) sampling must be based on certain characteristics, properties, and characteristics and (2) the subjects taken as samples are the subjects that contain the most characteristics found in the population (Arikunto, 2013). Data sources include various elements that can provide information, insights, and knowledge directly or indirectly related to the competitive advantages of the Omah Sultan Juragan 99 Trans Malang luxury tourism bus in East Java, Indonesia. Primary data refers to information directly obtained from research subjects without interpretation, typically collected through observations using predetermined instruments (Sugiyono, 2016). This study gathered primary data through direct observation at the research location, specifically Omah Sultan Juragan 99 Trans Malang in East Java, Indonesia.

In addition to direct observation, primary data was also obtained from the results of interviews with the parties who were used as informants, namely the director, operational manager, marketing staff of Omah Sultan Juragan 99 Trans Malang, East Java, Indonesia and users of Omah Sultan Juragan 99 Trans Malang, East Java, Indonesia. The data collected included information about the advantages of the Omah Sultan Juragan 99 Trans Malang luxury tourism bus, East Java, Indonesia, including performance and

service; facilities, safety and comfort, innovation and technology, price, and brand image. This study's secondary data is obtained indirectly from public research objects (Sugiyono, 2016). Secondary data sources in this study refer to data initially collected by other parties or primary data that has been processed and presented further, usually in tables or diagrams. Secondary data collection techniques involve the use of processed data from sources such as the Central Statistics Agency, the Transportation Agency of the Republic of Indonesia, research results from scientific journals and literature and other references. In addition, this study requires various sources of priority data such as representations, field notes, interviews, conversations, photographs, and documents (Denzin et al., 2009; Sugiarto, 2022, 2023; Ihalaauw et al., 2023).

In qualitative research, researchers themselves serve as the primary instruments responsible for planning and executing data collection, followed by analysing, interpreting, and reporting the research findings (Moleong, 2006). Researchers in this study were able to take advantage of the opportunity to confirm the data obtained by combining the theories used and adjusting to the data during the research process, particularly concerning the competitive advantage of the Omah Sultan Juragan 99 Trans Malang.

#### **3. Data**

Data collection was conducted over a period of one year, from May 2023 to May 2024. Observation is a data collection technique that is carried out by observing the behavior of a community by being directly involved in its activities by paying attention to details, recording all activities or phenomena and considering the relationship between aspects of an event or phenomenon (Creswell, 2016). The observation in this study concerns the social situation consisting of three elements, namely the location (object), the perpetrators, and the activities of the actors at the location of the research by stating frankly to the data source that research is taking place so that the researched party knows from the beginning to the end about the research activities (Kusmayadi and Sugiarto, 2000). The observation was carried out by looking directly at the object of the research, namely the Omah Sultan Juragan 99 Trans Malang luxury tourism bus, East Java, Indonesia. Omah Sultan is a luxury tourism bus owned by the transportation company Juragan 99 Trans located in Malang, East Java, Indonesia. Omah Sultan began to be launched in July 2021 with a different concept from other tourism buses. By presenting the impression and sensation of luxury, such as staying in a five-star luxury hotel while experiencing the driving experience like a sultan.

In addition, the data collection technique, in the form of interviews, was carried out by asking and answering several informants who knew the data was needed. The interview technique can be structured or unstructured; it can be done face-to-face or even by telephone (Kusmayadi and Sugiarto, 2000; Sugiyono, 2014). In this study, the researchers followed a formal protocol when interacting with the manager of the luxury tourism bus Omah Sultan Juragan 99 Trans Malang in East Java, Indonesia. Initially, the researcher introduced their identity and sought permission from the manager to conduct the research. The documentation collection technique employed involved recording past events, which could include writings, drawings, or the monumental works of individuals (Sugiyono, 2016).

Using a sequential exploration strategy, the researcher conducted in-depth observations and interviews with three luxury tourism bus service managers Omah Sultan Juragan 99 Trans Malang. These managers included the director, operational manager, and marketing staff. An online survey was disseminated via email and WhatsApp as a guest comment feedback form to complement the qualitative data. This survey was distributed over the course of one month to users of the Omah Sultan Juragan 99 Trans Malang luxury tourism bus. Only users who were at least 18 years old were eligible to fill out the guest comment feedback form, which takes only ten minutes to complete.

#### 4. Data Analysis Process

The data is analysed by determining the overall relationships within the collected data. Throughout the analysis, potential issues are addressed directly by the researchers, and this process continues throughout the research and writing process (Afrizal, 2014; Sudaryanto, 2015). In this study, the data analysis technique focuses on producing data in words, expressions, and observation data. This approach follows the data analysis framework of Miles and Huberman (Ratna, 2010; Miles & Huberman, 2014), which includes four stages: data collection, data reduction, data presentation, and conclusion, as illustrated in Figure 2 below.

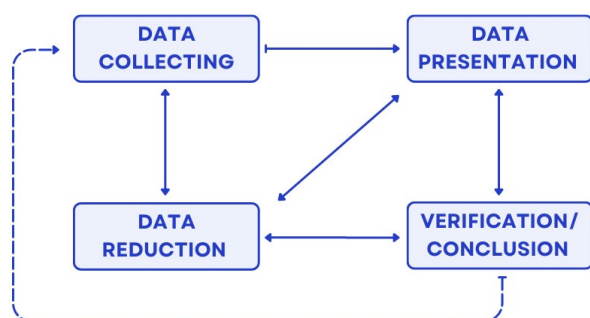


Figure 2- Qualitative Data Analysis Process Source: Adapted from Miles & Huberman, 2024

Accordingly, our detailed qualitative data analysis techniques include (1) data collection through observations, interviews, documentation, and literature reviews; (2) data refinement by summarising, sorting, and focusing on key themes and patterns while discarding irrelevant information, with the results being converted into written form to align with the research topic; (3) data presentation in the form of tables, figures, or descriptive analysis, supported by relevant theories; and (4) drawing provisional conclusions, which may be revised if stronger evidence emerges.

#### 5 Results and Discussion

##### Result

This study aims to find out (1) performance and services, (2) facilities, (3) safety and convenience, (4) innovation and technology, (5) price, (6) brand image, and (7) the uniqueness and rarity of the luxury tourism bus Omah Sultan Juragan 99 Trans Malang, East Java, Indonesia.

Omah Sultan was first launched in July 2021 with an offer price of 9.5 million rupiah, or equivalent to USD 600.03 per day and is currently rented at a price of 14 million rupiah or USD 884.26 per day. This luxury tourism bus, with a capacity of only 12 passengers, has a maroon exterior and a total body length of 12 meters. The results of in-depth observations and interviews with the manager of the luxury tourism bus Omah Sultan Juragan 99 Trans Malang, East Java, Indonesia, can be summarised as seen in Table 2 presented in Appendix A.

< Table 2 Here>

In Table 2, it can be explained that based on in-depth observations and interviews with the manager of Omah Sultan Juragan 99 Trans Malang, East Java, Indonesia, it was found that Omah Sultan Juragan 99 Trans Malang, East Java, Indonesia is a luxury tourism bus that offers luxury and premium facilities with advantages in several ways. The advantages offered by the Omah Sultan Juragan 99 Trans Malang luxury tourism bus, East Java, Indonesia, are as follows:

- Performance and service: The bus crew has knowledge and skills, excellent service, good responsiveness, and is communicative, experienced, and licensed.
- Luxury and premium facilities that are different from tourism buses in general with separate doors between cabins, internal phones in each cabin, captain seats with triple leg rest and massage chairs, smart tablets in each seat that can function as a work desk at the same time, USB ports, and blankets in each seat, hydraulically operated desks, sofa bed, entertainment set with large LCD TV, mini kitchen with cooking utensils and electric stove, mini refrigerator, kitchen sink, fully equipped toilet, air purifier in each cabin, large generator capacity.
- Safety and comfort are ensured by glass breakers, CCTV, seat belts in each seat, a private cabin separate from the crew cabin, certified and licensed drivers, regular bus maintenance, and the latest tour buses.
- Advanced technology with all systems in the bus using Electricity and innovation by introducing the first and only bus that has a fully equipped toilet, technology to decompose bacteria into clean water and reduce environmental pollution, which has been not used in any bus transportation in Indonesia especially tourist bus, a workbench equipped with a smart tablet, hydraulically operated curtains and tables, lights that can be operated remotely, air conditioning in each cabin can be operated separately, air purifier in each passenger cabin, a mini kitchen that can be used for cooking.
- The initial offering price when it was first launched in July 2021 was 9 million rupiah per day, and until 2024, it experienced four price changes. Starting in December 2021, the rental price is 9.9 million rupiahs a day; in 2022, the rental price is 11 million rupiahs a day; in 2023, the rental price is 12.5 million rupiahs a day, and in 2024 the rental price is 14 million rupiahs a day.

- The rental prices on weekdays and weekends are the same when picking up the Malang City area. Rental prices differ during religious holidays by 1.5 million rupiahs a day from the normal price.
- Rental prices for pick-up outside Malang City differ from normal prices, between 1 - 1.5 million rupiahs. The price increase is due to following the market price of tourism buses, which tends to increase every year and testing the purchasing power of the public for luxury tourism buses Omah Sultan Juragan 99 Trans Malang, East Java, Indonesia.
- The image as a transportation company always prioritises sultan-style luxury, premium facilities, and new innovations in its products.
- The uniqueness and rarity of luxury tourism buses Omah Sultan Juragan 99 Trans Malang, East Java, Indonesia is the only luxury tourism bus that has an on-board fully equipped toilet, has bacteria decomposition technology in the toilet that makes feces/disposal products clean and can reduce pollution, this has not been used in any bus toilet in Indonesia, especially for tourism buses, the only luxury tourism bus in Malang with complete and luxurious premium facilities, only has one unit.

To complement the interview and observation data, additional information was gathered from the guest comment feedback form distributed to users of the Omah Sultan Juragan 99 Trans Malang luxury tourism bus in East Java, Indonesia. The user base for this luxury bus service is diverse, encompassing various age groups and backgrounds. However, only users at least 18 years old were eligible to complete the feedback form. According to data provided by the management of the Omah Sultan Juragan 99 Trans Malang luxury tourism bus, from July 2021 to May 2024, a total of 112 people utilised the service, 42 of which were loyal users who had used the Omah Sultan Juragan 99 Trans Malang luxury tourism bus Indonesia more than once.

The researcher strictly maintains the confidentiality of users' names and phone numbers, and they are only used for research purposes. All informants were provided with an explanation of the study and consented to fill out the guest comment feedback form. General information about the users of the Omah Sultan Juragan 99 Trans Malang luxury tourism bus is summarised in Table 3.

**Table 3- User Data of Omah Sultan Juragan 99 Trans Malang, East Java, Indonesia**

18 – 38 years old	39 – 59 years old	> 59 years old	Male	Female			
32 pax	51 pax	29 pax	67 pax	45 pax			
Origin/Citizen			Occupation				
Malang Area	Java	Outside Java	Foreign	Private Sector	Government	Student	
46 pax	41 pax	25 pax	0 pax	57 pax	40 pax	15 pax	
Purpose/Motivation				Use			
Business	Family	Leisure	Meeting	Curiosity	1 time	2 times	> 2 times
15 pax	22 pax	31 pax	10 pax	35 pax	70 pax	24 pax	18 pax

Source: Researcher Processing, 2024

The results of the guest comment feedback were coded according to the specific questions on the form, which focused on the following aspects: (1) service, (2) facilities, (3) safety and convenience, (4) technology, (5) price, (6) image/brand, and (7) uniqueness and rarity. As shown in Table 4 in Appendix B, the questionnaire results indicate that users of the Omah Sultan Juragan 99 Trans Malang luxury tourism bus in East Java, Indonesia, perceive the advantages of the service from various perspectives, including:

- bus crew service in terms of cleanliness, personality, service friendliness, responsiveness, agility, sense of help, skills in operating equipment and facilities on the bus, always providing information and communication, and having a neat and clean appearance;
- Facilities are complete, luxurious and premium in-board amenities such as seats with massage devices and tricycle rests as well as footwear storage, elegant and luxurious sofas, desks with smart tablets for entertainment facilities, adjustable air conditioning, USB ports & bottle holders in each seat, pillows and blankets, bedroom slippers, karaoke equipment and LCD wide-screen TVs, Mini bar with a variety of snacks and mineral water, sofa that can function as a bed, air purifier, colorful light that the user himself can operate, mini kitchen with stove and equipped with cooking utensils, dispenser, small refrigerator, coffee machine, sink, and toilet;
- safety and comfort are seen in the glass-breaking equipment, CCTV, private rooms separate from the crew's cabin, the driver's skills in operating the bus safely, the presence of seat belts;
- bus technology can be seen that the operation of all panels is electrically driven, the sophistication of several appliances, fully equipped toilet, colourful lights that can be operated by the user himself, curtains that can be operated by a remote;
- the prices offered are quite affordable even though rental prices tend to increase yearly. This is not a problem because, with existing facilities and services,
  - the bus brand is famous and trusted as sultan-class transportation with prices that are above the average tourism bus in general because of the facilities and features offered and is renowned for being the only tourism bus in Indonesia that has a fully equipped on-board toilet

- The only luxury tourist bus in Malang equipped with a restroom, offering complete and premium facilities at a relatively high price compared to other tourist buses. Additionally, there is a relatively long waiting list for this bus to rent due to its single-unit availability and high demand.

## 5. Discussion

The manager of the Omah Sultan Juragan 99 Trans Malang luxury tourism bus in East Java, Indonesia highlighted several key advantages of the service:

1. **Performance and Service:** The bus crew is highly knowledgeable and skilled, providing excellent service. They demonstrate good responsiveness, are communicative, experienced, and fully licensed.
2. **Complete and Premium Facilities:** The bus offers a wide range of luxurious and premium amenities, including:
  - Separate doors between cabins
  - Internal phones in each cabin
  - Captain seats with triple leg rests and massage chairs
  - Smart tablets at each seat that can double as work desks
  - USB ports, blankets, and pillows at each seat
  - Hydraulically operated desks and sofa beds
  - Entertainment systems with large LCD TVs
  - A mini bar with complete equipment
  - Remote-controlled curtains and adjustable ambient lights
  - A medical/first aid box
  - A mini kitchen with cooking utensils, an electric stove, a mini refrigerator, a dispenser, a microwave, and a kitchen sink
  - A restroom equipped with a toilet
  - Air purifiers in each cabin
  - A large-capacity generator
  - Spacious luggage compartments
3. **Safety and Comfort:** The bus ensures safety and comfort through features such as glass breakers, CCTV, seat belts at each seat, private cabins separate from the crew cabin, certified and licensed drivers, regular bus maintenance, and the use of the latest models in tourism buses.
4. **Advanced Technology:** The bus is equipped with state-of-the-art technology, including:
  - Fully electric systems throughout the bus
  - The first and only bus toilet that can be used comfortably
  - Work tables equipped with smart tablets
  - Hydraulically operated curtains and tables
  - Remote-controlled lighting
  - Individually operated air conditioning in each cabin
  - Air purifiers in each passenger cabin
  - A fully functional mini kitchen for cooking
5. **Pricing:** The rental price has increased since the bus's launch in July 2021. Initially offered at 9 million rupiah per day, the price increased to 9.9 million rupiah in December 2021, 11 million rupiah in 2022, 12.5 million rupiah in 2023, and reached 14 million rupiah per day in 2024. The rental price remains the same for pick-ups within the Malang City area on weekdays and weekends. However, prices increase by 1.5 million rupiah per day during religious holidays. For pick-ups outside Malang City, the rental price varies, ranging from an additional 1 to 1.5 million rupiah.

These price adjustments reflect the annual increase in market rates for tourism buses and serve to gauge the public's purchasing power for the Omah Sultan Juragan 99 Trans Malang luxury tourism bus in East Java, Indonesia.

6. **Brand Image:** The company is renowned for consistently delivering sultan-style luxury, premium facilities, and innovative products.
7. **Uniqueness and rarity:** The Omah Sultan Juragan 99 Trans Malang luxury tourism bus stands out as the only luxury bus in Indonesia equipped with a toilet that can be used comfortably, featuring bacteria decomposition technology that sanitizes waste and reduces pollution—an innovation not found in any other bus toilet in Indonesia, particularly in tourism buses. Additionally, it is the only luxury tourism bus in Malang with complete, luxurious premium facilities, and only one unit is available.

Meanwhile, from the perspective of users who qualified to fill out the guest comment feedback form for the Omah Sultan Juragan 99 Trans Malang luxury tourism bus in East Java, Indonesia, the advantages are reflected in the following aspects:

- The service of the bus crew in terms of cleanliness, personality, service friendliness, responsiveness, agility, sense of help, skills in operating equipment and facilities on the bus, always providing information and communication, and having a neat and clean appearance;
- Complete, luxurious and premium on-board facilities such as seats with massage devices and tricycle backrests as well as footwear storage, elegant and luxurious sofas, desks with smart tablets for entertainment facilities, adjustable air conditioning, USB ports & bottle holders in each seat, pillows and blankets, bedroom slippers, karaoke equipment and LCD wide-screen T.V., mini bar with various snacks and mineral water, a sofa that can function as a bed, air purifier, colourful light that the user himself can operate, mini kitchen with stove and equipped with cooking utensils, dispenser, small refrigerator, coffee machine, sink, and toilet;
- Safety and comfort are seen in the glass-breaking equipment, CCTV, private rooms separate from the crew cabin, the driver's skills in operating the bus safely, the presence of seat belts;
- The bus technology shows that the operation of all panels is electrically driven, the sophistication of some equipment, fully equipped toilet, colourful lights that can be operated by the user himself, curtains that can be operated by a remote;
- The prices offered are quite affordable even though rental prices tend to increase from year to year is not a problem because of the existing facilities and services;
- The tourism bus brand is famous and trusted as a sultan class transportation with prices above the average tourism bus in general because of the facilities and features offered. It is also famous for being the only tourism bus in Indonesia with a fully equipped on-board toilet.
- The only luxury tourist bus that has a fully equipped toilet, a luxury tourist bus in Malang with complete and premium facilities at a relatively high price compared to other tourist

buses in general, and quite a long waiting list to rent because it only has one unit and many will rent it.

Based on the results of observations, in-depth interviews, and the distribution of guest comment feedback forms regarding the Omah Sultan Juragan 99 Trans Malang luxury tourism bus in East Java, Indonesia, the findings align with the views of Oentoro (2012), Sumarwan (2014), Sunyoto (2015), and Dewi et al. (2017). They suggest that competitive advantages in the field of transportation, particularly in luxury tourism transportation, are determined by (1) product quality and facilities, (2) service quality, (3) brand image, (4) price, (5) market share, (6) innovation and technology, and (7) uniqueness and rarity.

## **6. Conclusions and Recommendations**

In this article, the researchers have presented a study on the competitive advantages of luxury tourism buses as a form of luxury tour bus transportation resilience in Malang. By focusing on the luxury tourism bus Omah Sultan Juragan 99 Trans Malang, East Java, Indonesia, the study explores the advantages of luxury tour buses in terms of (1) performance and service, (2) facilities, (3) safety and convenience, (4) innovation and technology, (5) price, (6) brand image, and (7) uniqueness and rarity.

Using qualitative research methods, the researcher conducted in-depth observations and interviews with key informants, including directors, operational managers, marketing staff, and managers of the Omah Sultan Juragan 99 Trans Malang luxury tourism bus, East Java, Indonesia. To complement observation and interview data, the researchers distributed the guest comment feedback form to the users of Omah Sultan Juragan 99 Trans Malang, East Java, Indonesia and found as many as 112 users who had filled out the guest comment feedback form. Of the 112 users, it was found that 42 people were loyal users because they rented more than once.

Referring to the research results on performance and service, facilities, safety and comfort, innovation and technology, price, brand image, uniqueness and scarcity, coupled with user loyalty, it can be concluded that these advantages are what enable the luxury tourism bus Omah Sultan Juragan 99 Trans Malang, East Java, Indonesia to continue thriving today.

This paper acknowledges certain shortcomings that we hope will be addressed in future research with the availability of more accurate data. These improvements could provide valuable references for journals and further studies on luxury tourism transportation. In future research, it is anticipated that the durability of luxury tourism bus transportation will be examined from various perspectives to gain a more comprehensive understanding. In future research, it is hoped that there will be more in-depth, focused, and specific research on luxury tourism buses, which will be an opportunity to present new research on luxury tourism bus transportation.

The novelty of this study lies in its focus on exploring the advantages of luxury tourism bus transportation from a market perspective a topic that has not been widely studied. This market-

based approach serves as a foundation for understanding the durability of luxury tourism bus transportation.

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Table 2- Advantages of Omah Sultan Juragan 99 Trans Malang, East Java, Indonesia

Competitive Items	Result
<b>Service</b>	<ul style="list-style-type: none"> <li>• The bus crew has skills in operating the bus</li> <li>• The bus crew can operate all panels and equipment on the bus.</li> <li>• Licensed bus crew</li> <li>• The bus crew has skills in excellent service</li> <li>• Bus crews have skills in security, safety and occupational health</li> </ul>
<b>Facilities</b>	<ul style="list-style-type: none"> <li>• Three cabin separate/ private doors in each cabin (cabin crew, middle cabin, rear cabin)</li> <li>• Internal phone in each cabin</li> <li>• The middle cabin has a captain seat for six persons upholstered in luxury leather super executive electric configuration 1-2 with triple leg rest, reclining seat, massage device and footwear storage.</li> <li>• The folding table is equipped with an 8-inch smart tablet and functions as a table.</li> <li>• Each seat is equipped with a USB port &amp; bottle holder on each seat</li> <li>• Each chair is equipped with pillows and blankets</li> <li>• Equipped with luxury leather sofa L-shape for ten people in the middle cabin</li> <li>• One hydraulic table &amp; 2 sofas have a capacity for four people, which can be put together and function as a bed for two people in the middle cabin.</li> <li>• Curtains in the middle &amp; rear cabin operate with a remote (electric curtains)</li> <li>• The rear cabin is equipped with karaoke facilities &amp; large smart LCD TV</li> <li>• Mini bar facilities &amp; premium artesian water</li> <li>• Mini kitchen equipped with mini kitchen equipped with cooking utensils, electric stove, microwave, coffee maker, mini refrigerator, dispenser, and kitchen sink</li> <li>• fully equipped toilet &amp; adjustable ambient light</li> <li>• An air purifier in the middle and rear cabin</li> <li>• Bedroom slippers for each person</li> <li>• Medical/ first aid availability</li> <li>• Large capacity luggage</li> <li>• Additional large capacity generator in the trunk</li> <li>• Air conditioning of each cabin can be adjusted (not internal from the cabin crew)</li> </ul>
<b>Safety &amp; Security</b>	<ul style="list-style-type: none"> <li>• Window hammer in each cabin</li> <li>• Seat belt in each seat &amp; sofas</li> <li>• Electric closing curtains</li> <li>• The window blind glasses</li> <li>• CCTV</li> <li>• Emergency door in the rear cabin</li> <li>• Licenced &amp; experienced driver</li> <li>• Regular maintenance</li> <li>• Newest bus</li> </ul>
<b>Innovation &amp; Technology</b>	<ul style="list-style-type: none"> <li>• Automatic transmission</li> <li>• Automatic doors in each cabin operate with panels</li> <li>• Equipped with Mercedes Benz JetBus 3+</li> <li>• Adiputro Bodyworks Malang</li> <li>• The folding table is equipped with an 8-inch smart tablet and functions as a table.</li> <li>• USB port &amp; bottle holder in each seat</li> <li>• One hydraulic table</li> <li>• Electric closing curtains</li> <li>• Ambient light that can be adjusted &amp; operated remotely</li> <li>• Internal phone in each cabin</li> <li>• Free WiFi</li> <li>• fully equipped toilet &amp; adjustable ambient light</li> <li>• Technology to decompose bacteria in the bathroom, which results in feces/waste, into clean water and reduce environmental pollution</li> <li>• Air conditioning of each cabin can be adjusted (not internal from the cabin crew)</li> <li>• CCTV</li> <li>• The power source is from 3 sources: the battery, generator, and Electricity, which can be directly taken from home electricity.</li> <li>• An air purifier in each cabin</li> </ul>
<b>Price</b>	<ul style="list-style-type: none"> <li>• At the beginning of their launch in July 2021, the rental price was 9 million rupiahs daily.</li> <li>• Then, at the end of the year, the rental price is 9.9 million rupiahs a day.</li> <li>• In 2022, the rental price is 11 million rupiahs a day</li> <li>• In 2023, the rental price is 12.5 million rupiahs a day</li> </ul>

	<ul style="list-style-type: none"> <li>• In 2024: the rental price is 14 million rupiah a day</li> <li>• The rental price at weekdays and weekend are same pick up Malang City area</li> <li>• Rental prices are different during religious holidays by 1.5 million rupiah from the normal price</li> <li>• Rental price for pick up outside Malang City are different from normal price, between 1 - 1.5 million rupiah</li> </ul>
<b>Image/ Brand</b>	<ul style="list-style-type: none"> <li>• Juragan 99 Trans Malang famous as the bus of sultans</li> <li>• The only bus with fully equipped toilet</li> <li>• Juragan 99 Trans famous as buses with expensive rental prices</li> <li>• Juragan 99 Trans Malang famous as buses with luxury facilities &amp; interior</li> </ul>
<b>Uniqueness &amp; Rarity</b>	<ul style="list-style-type: none"> <li>• The only luxury tourist bus that has a fully equipped toilet</li> <li>• Technology to decompose bacteria into clean water and reduce environmental pollution in the toilet which has been not been used in any bus transportation in Indonesia especially tourist bus</li> <li>• A luxury tourist bus in Malang with complete and premium facilities</li> <li>• Only has 1 unit</li> </ul>

## Appendix B

Table 4- User Perspective of Omah Sultan Juragan 99 Trans Malang, East Java, Indonesia

Competitive Items	Result
<b>Service</b>	<ul style="list-style-type: none"> <li>• Bus attendants always greet and welcome</li> <li>• The bus attendant is friendly &amp; helpfully informs all the facilities on the bus and how to use it</li> <li>• Bus attendant quickly respond</li> <li>• The bus attendant looks clean and neat, smells good, and performance</li> <li>• The bus attendant is good at operating all the equipment on the bus</li> <li>• Bus attendants can handle the safety of passenger</li> <li>• Bus attendants can maintain the cleanliness of the facilities on the bus</li> <li>• Informative bus attendant</li> <li>• Bus attendant always wears clean and shiny shoes</li> </ul>
<b>Facilities</b>	<ul style="list-style-type: none"> <li>• Cabin with separate/private doors in each cabin, comfortable and safe</li> <li>• Luxury leather super executive electric seat with massage device, triple leg rest, reclining seat, footwear storage</li> <li>• Folding table with a smart tablet for entertainment facilities</li> <li>• USB port &amp; bottle holder on each seat</li> <li>• Pillows and blankets on each seat</li> <li>• Bedroom slippers for each person</li> <li>• Electric curtains</li> <li>• Comfortable sofas &amp; long table at the rear cabin for meeting and relaxing</li> <li>• Entertainment equipment set with large LCD TV</li> <li>• Mini bar facilities with snacks &amp; premium artesian water</li> <li>• Two sofas for four people function as a sofa bed for two people with a table that can be operated electrically</li> <li>• An air purifier in each cabin</li> <li>• Ambient light that can be adjusted &amp; operated remotely</li> <li>• Mini kitchen with electric stove, cooking utensils, microwave, dispenser, mini refrigerator, coffee maker, kitchen sink complete with amenities such as sugar bag, tea bag, coffee, and creamer</li> <li>• Toilet</li> <li>• Adjustable ambient light in the toilets</li> <li>• Medical/ first aid availability</li> <li>• Large capacity for luggage</li> <li>• Luxury interior</li> </ul>
<b>Safety &amp; Security</b>	<ul style="list-style-type: none"> <li>• Window hammer in each cabin</li> <li>• The seat belt in each seat</li> <li>• Electric curtains</li> <li>• CCTV</li> <li>• Bus drivers who operate the bus carefully and safely</li> <li>• The cabin is spacious and comfortable</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>• Electric wall panel &amp; Electricity</li> <li>• Automatic door in each cabin</li> <li>• Equipped with an 8-inch tablet which also functions as a table</li> <li>• A USB port on each seat</li> <li>• Electric curtains operate with a remote</li> </ul>
<b>Price</b>	<ul style="list-style-type: none"> <li>• Affordable price with luxury facilities</li> <li>• Rental price is not an obstacle according to the facilities &amp; service</li> <li>• Even though rental prices tend to increase from year to year, there are no problems because the facilities are premium</li> </ul>
<b>Image</b>	<ul style="list-style-type: none"> <li>• Juragan 99 Trans Malang is famous as the bus of sultans</li> <li>• Juragan 99 Trans Malang is famous as buses with luxury facilities &amp; interior</li> <li>• Juragan 99 Trans famous as buses with high rental prices</li> <li>• The only bus with a fully equipped toilet</li> <li>• Premium tourism bus</li> </ul>
<b>Uniqueness &amp; Rarity</b>	<ul style="list-style-type: none"> <li>• It is the only luxury tourist bus that has a fully equipped toilet</li> <li>• A luxury tourist bus in Malang with complete and premium facilities at a relatively high price compared to other tourist buses in general</li> <li>• A pretty long waiting list to rent</li> <li>• Only has one unit, and so many will rent</li> </ul>