

Marketing Strategy for Loading and Unloading Services at PT. PBM DHARMA LAUTAN NUSANTARA

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Abstract: This study aims to determine the Marketing Strategy for loading and unloading at PT PBM Dharma Lautan Nusantara. This research applied a qualitative descriptive method using SWOT analysis. The data source used primary data taken from interviews with the directors of PT PBM Dharma Lautan Nusantara while secondary data was obtained from the management of PT PBM Dharma Lautan Nusantara and literature studies such as journals, articles, websites, and documents related to this research. This study shows that every activity that occurs is in applicable SOP (Standard Operating Procedure). Quality and quantity can be guaranteed and good for the company.

Keywords: *Strategy, Marketing, Unloading, Quality, SWOT matrix approach, and IE matrix.*

Introduction (Include Literature Review)

At this time the need for loading and unloading services has increased very rapidly. Loading and unloading services are part of consumer needs. The consumers want something light, easy, safe, and practical in t loading and unloading objects. Their needs continue to be large, and the rapid growth of the Export-Import Shipping business makes the loading- unloading service industry a very suitable target within and outside the country. The high number of consumers who use loading and unloading services is projected to increase the volume every year to reach 5%. It makes the loading and unloading industry grows positively every year in line with the development of e-commerce recorded in the last four years.(J. Rachbini 2019)

PT PBM Dharma Lautan Nusantara is a company with the main activity to serve loading and unloading services for goods to and from ships. Loading and unloading are usually used in domestic trade which is a supporting factor in the process of moving goods from sea transportation modes to land transportation modes or vice versa.

PT PBM Dharma Lautan Nusantara has several problems that hinder the smoothness of its work in the process of marketing loading and unloading services, the most important one is the problem of competition. PT PBM Dharma Lautan Nusantara itself has several competitors from the same business venture. In moreover, the problems are the absence of a digital platform owned, and the difficulty of finding companies/vendors for equipment rental.

PT PBM Dharma Lautan Nusantara itself uses a service marketing strategy with a 4P strategy to carry out its service marketing activities. It is also known that each company certainly has a service marketing strategy that varies among the same similar companies. To overcome the difficulty of finding a company to rent loading and unloading equipment, PT PBM Dharma Lautan Nusantara needs to maintain good relations with second-party companies so that the needs of PT PBM Dharma Lautan Nusantara can be met.

LITERATURE STUDY

In the Strategic Management Book written by Suwarsono Muhammad (2017: 7), Strategic management can be interpreted as a managerial effort to develop the company's strength to exploit emerging business opportunities to achieve the company's goals that have been set in accordance with the vision that has been determined

According to Tjiptono and Diana (2020: 3), marketing is the process of creating, distributing, promoting, and pricing goods, services and ideas to facilitate satisfying exchange relationships with customers, and to build and maintain positive relationships with stakeholders in the dynamic environment.

According to Tjiptono (2019:29), services can be defined as any action or deed that can be offered by a party to another party that is intangible (physically intangible) and does not result in ownership of something. However, service products can be related to physical products or not.

According to Ahsanatun (2019), loading and unloading is a business activity that is crusty in the field of loading and unloading goods to and from ships in the port which includes stevedoring, cargodoring, and receiving/delivery activities (PM Transportation No. 152 of 2016). In General the loading and unloading of goods is the activity of moving goods from the mode of sea transportation to the mode of land transportation or vice versa.

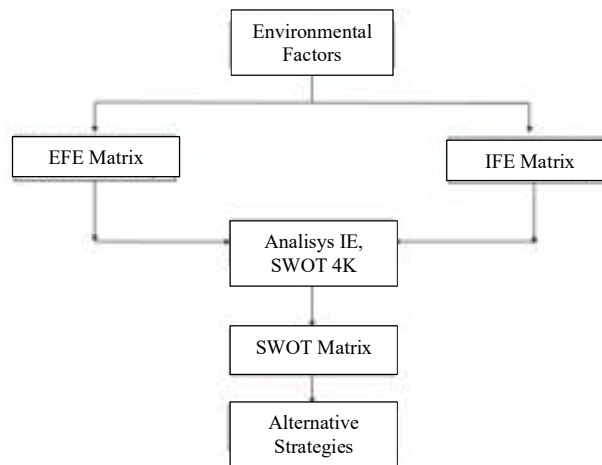
Method

The research method used is a qualitative study with data analysis techniques using SWOT (Strength - Weakness - Opportunity - Threat) through the IE matrix approach and 4K SWOT. Data are obtained from competent sources in analyzing internal and external environmental factors to determine the right alternative strategy. Then the next step is the internal and external matrices.

The following are the stages of activities in determining the right alternative strategies for improving the quality of cargo services. The steps of analysis that can be applied to obtain the result of strategy formulation in strategy management are as follows:

Figure 1 Thinking Framework Based on SWOT Analysis as Strategy Formulation

Source: Fred R. David, 2018



In making decisions, researchers determined through the IE Matrix obtained through the results of IFE calculations & EFE. The reference of the IE matrix can be seen in the following figure :

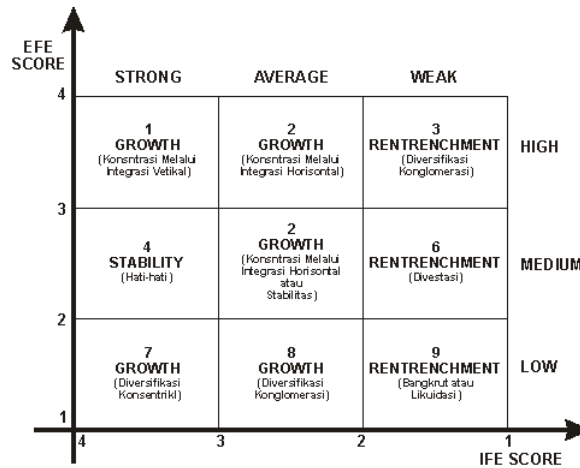


Figure 2 IE Matrix Value

Internal-External (IE) matrix is a strategic management tool used to analyze working conditions and strategic positions of businesses. The Internal-External Matrix or IE matrix is based on the analysis of internal and external business factors combined into one suggestive model. The IE matrix is a continuation of the EFE matrix and the IFE matrix of the model

Discussion and Result

Figure 3 IFE and EFE. Matrix

IFE	
<i>STRENGTH</i> _	<i>WEAKNESS</i> (Weaknesses)
1. PT PBM Dharma Lautan Nusantara services produced and trusted by consumers 2. The company has a network work same wide _ 3. The company has a professional marketing staff 4. Company has a strategic location _ 5. The company provides good service	1. The company does not have a digital platform in the process of marketing service 2. Companies find it difficult to meet consumer demand 3. Company has trouble in looking for second party to support the loading and unloading process.

	4. Company has trouble in promoting service because a lot of competitor 5. There is lack of workforce in the company
EFE	
OPPORTUNITIES (Opportunities)	THREATS (Threats)
1. The company has great amount of service requests _ 2. The company has a connection with good customer _ 3. The company offers fair and affordable prices. 4. The company takes non-captive market jobs 5. Customers feel satisfied with services provided _	1. There are competitors in the same field 2. There is lack of availability of hindering tools activity operational 3. There is alack of power marketing in inform service 4. Skilled customers feel unsatisfied with the services provided. 5. There are strong promotion, advertising, and innovation from \ competitor

Figure 4 IFE Matrix Calculation Results

MATRIX IFE (Internal Factor Evaluation)			
Strategic Factors	weight	Rating	Score
STREANGTH			
PT PBM Dharma Lautan Nusantara has services products that can be trusted by customer.	0,1	3	0,3
The company has an extensive network of cooperation.	0,14	4	0,56
The company has professional marketing employees.	0,1	3	0,3
The company has a strategic location.	0,14	4	0,56
The company provides good service in providing services	0,07	2	0,14
TOTAL			1,86
WEAKNESS			
The company does not have a digital platform in the process of marketing services	0,14	4	0,56
The company struggles to meet consumer demands	0,07	2	0,14
The company struggles to find a second party to support the loading and unloading process	0,14	4	0,56
The company has difficulty in marketing services due to the large number of competitors	0,07	2	0,14
There is lack of existing labor in the company	0,03	1	0,03
TOTAL	1		1,43
TOTAL INTERNAL FACTORS			3,29

Figure 5 EFE Matrix Calculation Results

MATRIX EFE (Eksternal Factor Evaluation)			
Strategic Factors	weight	Rating	Score
OPPORTUNITIES			
The company has a large number of requests for services	0,14	4	0,56
The company has a good relationship with consumers	0,1	3	0,3
The company offers quite affordable prices	0,07	2	0,14
Companies take on non-captive market jobs	0,14	4	0,56
Customers are satisfied with the service provided	0,1	3	0,3
TOTAL			1,86
THREATS			
The presence of competitors in the same field	0,14	4	0,56
Lack of availability of tools that hinder operational activities	0,07	2	0,14
Lack of marketing personnel in informing services	0,07	2	0,14
The success of customers who are not satisfied with the service provided	0,1	3	0,3
Strong promotion, advertising and innovation of competent companies	0,07	2	0,14
TOTAL	1		1,28
TOTAL EXTERNAL FACTORS			3,14

Figure 6 Matrix IE

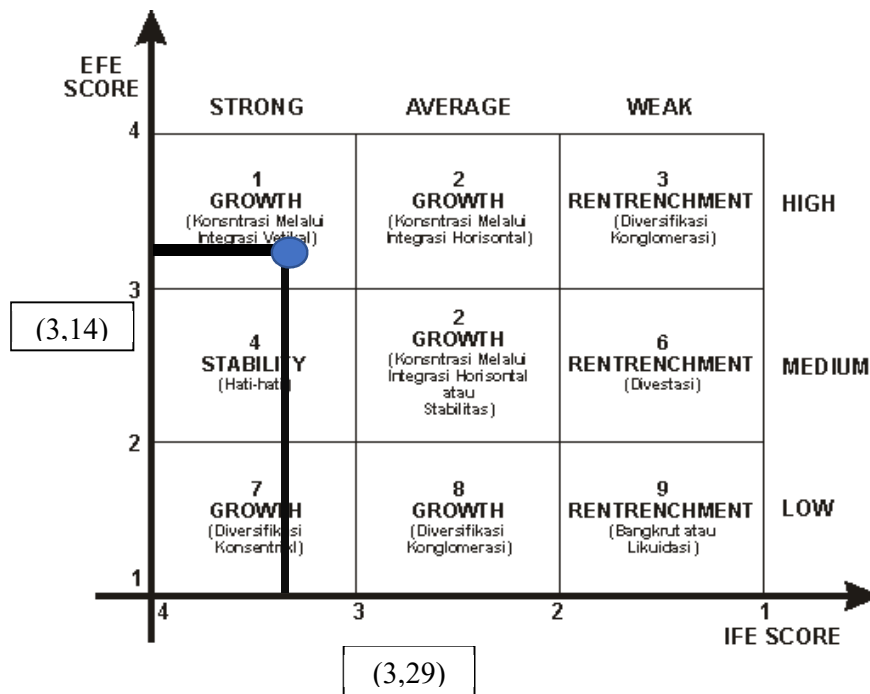


Figure 7 Matrix SWOT

SWOT PT.PBM Dharma Lautan Nusantara	INTERNAL	
	STRENGTHS (S)	WEAKNESS (W)
EKSTERNAL	1. PT PBM Dharma Lautan Nusantara the services products are trusted by consumers	1. The company does not have a digital platform in the process of marketing services
	2. The company has an extensive network of cooperation	2. Company has difficulty in meeting consumer demands
	3. The company has professional marketing employees	3. Company has difficulty finding a second party to support the loading and unloading process
	4. The company has a strategic location	4. Company has difficulty in marketing services because there are many competitors
	5. The Company provides good service in providing services	5. There is lack of existing labor in the company
Opportunities (O)	STRATEGI (SO)	STRATEGI (WO)
1. The company has a large number of requests		1. Company should take noncaptive market jobs,

2. The company has a good relationship with consumers	1. The company has an extensive network of cooperation so that it has a lot of demand (2,1)	so as to be able to overcome competition (4,4)
3. The company offers quite affordable prices	2. Having professional marketing employees allows companies to take noncaptive market jobs (3,4)	2. Companyneeds to increase manpower to overcome a lot of demand (5,1)
4. The company takes on non-captive market jobs	3. Providing good service in providing so that customers are satisfied with the services provided (5,5)	
5. Customers are satisfied with the service provided		
Threats (T)	STRATEGI (ST)	STRATEGI (WT)
1. The existence of competitors in the same field	1. Recruiting professional marketing to market services (3,3)	1. The company has difficulty meeting consumer demand so customers switch (2,5)
2. Lack of availability of tools that hinder operational activities	2. Providing good service in providing services so that customers do not switch (5,4)	2. Lack of labor so that it is less than optimal in marketing services (5,5)
3. Lack of marketing personnel in informing services	3. In order to have an extensive network of cooperation, you must have strong promotions, advertisements, and innovations	3. The difficulty of finding a second party company thus hindering operational activities (3,2)
4. The number of customers who are dissatisfied with the service provided		
5. Strong promotion, advertising, and innovation from competing companies		

Alternative Strategy

At this time PT PBM Dharma Lautan Nusantara uses a marketing Strategy with 4P and the company can be said to be stable. The 4Ps include:

1. Price

PT PBM Dharma Lautan Nusantara determines a fairly rational price in which the price is still in accordance with the price in the marketplace and is also still quite profitable for the company

2. Place

The place owned by PT PBM Dharma Lautan Nusantara has a strategic place, and also takes several jobs that are outside the company's area to encourage company revenue.

3. Promotion

The current marketing at PT PBM Dharma Lautan Nusantara is quite good by maintaining good relations with old consumers or providing the best consultation in offering products to consumers so that they can match consumer desires.

4. Product

The products of PT PBM Dharma Lautan Nusantara are currently sufficient to meet the high needs of loading and unloading in countries including: Stevadoring, Cargodoring, Warehousing and there are also other businesses such as forklift rental, trucking, as well as supporting tools for loading and unloading.

A decision can be made in the IE Matrix figure above. The position of PT. PBM Dharma Lautan Nusantara is in quadrant 2 where GROWTH (Concentration through horizontal integration or stability). Because it has Internal Factors (3.29) and External Factors (3.14), the Company's position at this time can be said to be stable. The alternative strategies that can be used for PT. PBM Dharma Lautan Nusantara in the future is Market Penetration by measuring how much a service is used by consumers compared to the total number of markets for the products offered. because Market penetration can develop strategies for a certain product or service. PT. PBM Dharma Lautan Nusantara can apply Product Development because the services offered cannot always survive in accordance with the expectations of the owner or producer, so it is necessary to hold development or changes in the services offered appropriately due to the very fast changes to tastes, technology, and competition.

Conclusion

PT PBM Dharma Lautan Nusantara is a company engaged in loading and unloading services of goods «from» and «to» Ships which was established in 1986 as an implementation of Presidential Instruction IV of

1985. PT PBM Dharma Lautan Nusantara as a subsidiary of the state-owned company PT Dharma Lautan Nusantara has branches in several ports in Indonesia, with the strength of a sufficient number of human resources, highly dedicated, and quite experienced in the field of loading and unloading and operating mechanical equipment such as forklifts, cranes, trucks and non-mechanical tools such as spreaders, slings, shackles, hooks, etc. that have been certified by PT Biro Klasifikasi Indonesia. PT PBM Dharma Lautan Nusantara also cooperates with other logistics companies such as loading and unloading rental companies, forklifts, and others. PBM Dharma Lautan Nusantara requires the development of technology that supports this.

PT PBM Dharma Lautan Nusantara focuses on competitive prices with other loading and unloading companies without forgetting the rational adjustment of the targets and goals owned by PT PBM Dharma Lautan Nusantara in determining prices. In terms of prices, it is not far from the existing market place, there is no risk of overcost in the company.

Of the many loading and unloading companies that exist, PT PBM Dharma Lautan Nusantara develops its business by adding service products offered, following the needs of the shipping line and also looking for opportunities that exist in these needs. For example, PT PBM Dharma Lautan Nusantara creates a subsidiary of Dharma Lautan Logistik Nusantara in which the company focuses on warehousing, trucking, and forklift rental. After that, it chooses the potential customers to visit and makes an appointment with the potential customer. Then, it visits the potential customer, presents, identifies the needs of the prospect, makes an offer and sends an offer to the potential customer. If it is not approved then makes a quote again.

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