

SWOT Analysis Of Digital Marketing Strategy To Increase Export Cargo Volume at PT. Angkasa Pura Logistics, Semarang Branch Post-Pandemic

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Abstract: This study is a study that uses qualitative methods with the aim of SWOT analyzing marketing Digitalization strategies in order to increase the Volume of export cargo at PT. Angkasa Pura Logistik branch Semarang after the pandemic. The increasing world of exports and imports, this can affect the demand of the Indonesian people in meeting their needs. However, it is known that the value of exports in Indonesia is still low, especially during the COVID-19 pandemic, Indonesia's exports in 2020 decreased compared to the previous year. So with that needed the efforts of facilities and infrastructure that are expected to support these problems. Based on the SWOT analysis of marketing Digitalization in the author's data processing, the company PT. Angkasa Pura Logistik branch Semarang according to the 4K SWOT Diagram is in quadrant 3 position or commonly called the position supporting the Turn-Around strategy, this position can be interpreted that PT. Angkasa Pura Logistik Semarang branch is required to step back from the previous wrong decision, and change the condition of the company which was initially a loss into a profit, and in that position is where the company implements a strategy to improve Weaknesses with the Opportunities the company has.

Keywords: *Marketing Digitalization, SWOT, Turn-Around strategy, The 4k SWOT Diagram*

1. Introduction

(Purwaning Astuti & Juniwati Ayuningtyas, 2018) Indonesia is one of the significant import-export countries, particularly in the industrial sector, which can advance Indonesia's economy. The economic relationships with other countries are also crucial factors related to the development of each country's economy. With the increasing openness of the world economy, it can lead to competition between countries to produce their own benefits. Currently, there is an increasing trend in global import-export, which will affect the demand of the Indonesian people to meet their needs. However, it is known that the value of exports in Indonesia is still low, especially during the COVID-19 pandemic. In 2020, Indonesia's exports decreased compared to the previous year.

In the current situation, it can be seen that many companies are forced to carry out massive layoffs aimed at saving the company, but some have dared to expand into the field of shipping, due to the high public interest associated with shipping services. (Erwin & Sitinjak, 2017) In Indonesia, the parcel delivery service industry itself is a business prospect with an economy growing rapidly from year to year. Not only in private companies, but state-owned companies are also involved and implement several advantages in parcel delivery services.

PT. Angkasa Pura Logistik Semarang branch is one of the subsidiaries of PT. Angkasa Pura 1 (Persero) that focuses on the supply chain in Indonesia, located in the Semarang region. The global network owned by PT. Angkasa Pura Logistik is known to be capable of providing continuously high-quality services and always strives to provide comfort, safety, and accuracy in delivering solutions or problem-solving ideas for customer satisfaction. This also presents a good opportunity for PT. Angkasa Pura Logistik Semarang branch. However, in its implementation, there are still many challenges that PT. Angkasa Pura Logistik Semarang branch has to face in the export cargo process.

The main factor is the higher intensity of import cargo volume compared to export cargo. Because the import volume is seen to be higher than the export volume, facilities and infrastructure are needed to support it. Among the problems of the lower volume of export cargo compared to import cargo, it is also known that the problems faced by PT. Angkasa Pura Logistik Semarang branch include frequent occurrences of human error or mistakes in data input. The systems used in PT. Angkasa Pura Logistik Semarang branch are considered inadequate compared to competitors outside. However, maximizing service quality would not be complete without emphasizing marketing strategies. The importance of marketing in business can even determine the development of a business. In reality, the marketing applied by PT. Angkasa Pura Logistik Semarang branch can be said to be not yet fully effective and consistent due to the lack of well-trained human resources in handling internet and online marketing.

As society starts a new normal life post-pandemic, where life may change from before, according to (Wikipedia, 2022a), this change is evident as almost all societies are evolving with behavioral structures. There are four major highlights of changes in society's behavior in the post-pandemic era, namely (1) Increasing awareness of the importance of health, (2) More focus on prices and genuine needs, (3) Emergence of Contactless Lifestyle, and (4) People's habits of using technology for their daily needs. This will cause businesses or companies to no longer be able to conduct marketing activities as before or only conventionally, as there needs to be an

adjustment to the post-pandemic society's habit of using technology more. Therefore, business owners or companies must shift to using technology as one of the supports for the success of the business, such as utilizing technology for marketing, commonly known as Digital Marketing.

With the digitalization of marketing, businesses can leverage the numerous features of the internet that greatly facilitate activities, communication, and information dissemination without time constraints for the public. According to (Adenia & Husaini, 2019), various digital media platforms such as Facebook, Instagram, Twitter, Google search, YouTube, and TikTok currently have billions of active users. If PT. Angkasa Pura Logistik Semarang branch utilizes digital marketing through these platforms, it will be connected to millions or even billions of individuals, which will present an opportunity for PT. Angkasa Pura Logistik Semarang branch to introduce more of the services it provides to the public.

This digitalization of marketing also enables businesses or companies to easily select target consumers based on age, gender, occupation, and income. With the increasing needs of society and the rapid development of technology, this digitalization will also have a positive impact on logistics businesses or companies, leading to higher growth.

The findings of this research refer to a previous study entitled "Online marketing strategy planning for end-user pant of shoes based on SWOT," conducted by Vendella Aurine Kosasih in the Journal of Management and Business Start-Ups, Volume 2, Number 2. This research also uses the SWOT strategy as its analysis method. The difference lies in the object of the study. In the previous research, the object was the digital marketing strategy for end-user pant of shoes, whereas in this research, it focuses on the freight forwarding business.

The findings from the previous and current research indicate a similarity that strengthens the research, namely that the discovery of Pant of Shoes is located in the WO quadrant, which involves implementing a turn-around strategy. The focus of this strategy is to minimize internal company issues to seize better market opportunities. In practice, there are three principles of internet marketing strategy that can be implemented: immediacy, relevance, and personalization. This implies that digital marketing is one of the strategies that can address the weaknesses in marketing that companies face, utilizing the available opportunities.

The objectives of this research are:

1. To analysed and understand the current external and internal conditions at PT. Angkasa Pura Logistic Semarang branch.
2. To analysed the factors that influence the successful implementation of Digital Marketing to increase the export cargo volume at PT. Angkasa Pura Logistic Semarang branch post-pandemic.
3. To determine the Digital Marketing Strategy applied in the SWOT analysis for the efforts to increase the export cargo volume at PT. Angkasa Pura Logistic Semarang branch post-pandemic.

2. Literature review

A. Digitalization

According to (Adenia & Husaini, 2019), Digitalization is the process of converting media from printed, audio, or video forms into digital formats. Digitalization is carried out to create data documents in digital form and to build digital library collections. Digitalization requires equipment such as computers, scanners, media source operators, and supporting software.

B. Marketing

According to (Kotler, 2019), Marketing is defined as a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others. According to (Kotler, 2019) in the book "Marketing 4.0: Moving from Traditional to Digital," the Marketing Mix is a classic tool to facilitate the planning of what is offered and how it is offered to customers. Essentially, there are 4 Ps: Product, Price, Place, and Promotion.

C. Digital Marketing

According to (Andrian, 2019), Digital marketing is an activity of marketing or promoting a brand or product using digital media or the internet. With the increasing utilization of the digital world for marketing activities, companies have to compete fiercely and creatively with thousands of other businesses. Various methods have emerged to reach the target market that aligns with expectations. To achieve promotional results as expected, companies must be able to select and determine the appropriate digital marketing strategy that suits their business.

1. Utilizing Chatbots Chatbots are software that can communicate by automatically answering questions from each website visitor. This strategy is a useful solution to reduce marketing costs, which can decrease the need for customer service. The

advantage of chatbots, besides being more cost-effective, is that they are recognized as more effective in responding to the numerous queries from website visitors simultaneously.

2. **Hyper-Targeted Advertising** Hyper-targeted advertising is a method where advertisements appear on social media, intentionally targeting a larger market compared to usual practices. Despite its popularity, some ads may not be as relevant as what the user is searching for. For example, when a social media user is looking for makeup, an ad for clothing might appear. Such ads often stimulate customer curiosity, especially when the ad content is appealing.
3. **Personalized Marketing** Personalized marketing is a strategy used by companies to market their products on a personal or individual level, utilizing technology and data collection algorithms to understand customers' preferences or personalities. For instance, when a customer with an account on an e-commerce platform has a birthday, they receive personalized greetings and are offered products that align with their preferences. This strategy fosters a good relationship between the product or business and the customers, leading to customer loyalty.
4. **Displaying Reviews and Creating Video Marketing** This strategy aims to attract new target markets by showcasing positive reviews from existing customers on websites and social media platforms such as Instagram, Facebook, and TikTok. Additionally, creating explanatory videos about upcoming products or services along with providing educational content about the products or services offered by the company is essential. This approach caters to the common behavior of people who tend to scrutinize details related to products before making purchasing decisions.
5. **Utilizing SEO**

The strategy of leveraging SEO across every search engine. This strategy indeed requires expertise to optimize it, but it has been proven highly effective in attracting potential customers. The function of SEO is such that if a company successfully optimizes SEO, the advertising website will rank at the top of search results.

Table 1. Changes in Customer Journey in the Connected (Digital) World.

Customer Journey in the Pre-Connectivity Era.	A1 (<i>AWARE</i>)	A2 (<i>ATTITUDE</i>)	A3 (<i>ASK</i>)	A4 (<i>ACT AGAIN</i>)	
Customer journey in the connectivity era.	A1 (<i>AWARE</i>)	A2 (<i>APPEAL</i>)	A3 (<i>ASK</i>)	A4 (<i>ACT</i>)	A5 (<i>ADVOCATE</i>)

D. Export

According to (Mahyus Ekananda, 2014), Export is the activity of selling or sending goods to foreign countries in accordance with government regulations and with payment in international currency.

E. Cargo

According to (Eko & Warpani, 2009) in the book "Ground Handling: Ground Service Management of Aviation Companies," cargo is simply defined as all goods shipped by air (aircraft), sea (ships), or land (container trucks), typically for trading purposes, either within regions or cities domestically or between countries (internationally), also known as import-export. Air cargo refers to goods shipped without being accompanied by passengers, and the shipment can be facilitated by either airlines or cargo agents (freight forwarders).

F. TOWS Analysis

According to (Sundari et al., 2022), SWOT Analysis is one way to determine the business strategy used by a company to surpass competitors and win the business competition. Simply put, when a company understands its own strengths and weaknesses and knows the strengths and weaknesses of its competitors, it can undoubtedly win the competition.

According to Irham Fahmi (2013:260), for a deeper analysis of SWOT, it is essential to consider external and internal factors as a crucial part of the SWOT analysis.

These factors include:

1. External Factors

These external factors influence the formation of Opportunities and Threats (O and T). They pertain to the conditions occurring outside the company that affect the company's decision-making. These factors include the industrial environment and the macro business environment, economics, politics, law, technology, demographics, and socio-culture.

2. Internal Factors

These internal factors influence the formation of Strengths and Weaknesses (S and W). They relate to the conditions within the company that also affect the decision-making process of the company. Internal factors encompass all types of functional management: marketing, finance, operations, human resources, research and development, management information systems, and corporate culture.

3. Research method

The research was conducted at PT. Angkasa Pura Logistics, Semarang branch, using the following method: in the first stage, the researchers conducted field identification, problem formulation, and the determination of research objectives and benefits. In the second stage, the researchers performed observations and data collection through interviews regarding the marketing systems they implemented. In the third stage, the researchers analyzed the data by distributing questionnaires to the internal company personnel, which was then processed using the SWOT, 4K SWOT, and SWOT quadrant strategies. The results were subsequently applied to make crucial decisions determining the appropriate strategies for the company.

A. Data Collection Techniques

According to (Sugiyono, 2018a), data collection techniques are the most strategic steps in research because the main goal of research is to obtain data that meets the established data standards. The following are the data collection methods applied by the researcher:

1. Observation According to (Almanshur, M. Djunaidi Ghony, 2017) in the book "Qualitative Research Methodology," Observation is a data collection technique that requires researchers to observe things related to space, place, actors, activities, objects, time, events, purposes, and feelings in the field. The observation method is a useful way to monitor the behavior of research subjects in their environment or space, at a specific time and under certain circumstances. The author used the observation method at PT Angkasa Pura Logistics, Semarang branch.
2. Literature Research Literature research is a research process to find, read, note, and collect reading materials from the literature found in libraries or journals related to

the research. Literature studies serve to strengthen the theories discussed in the research, indicating that the scientific sources in this research were taken from reliable sources and can serve as a reference for further research.

3. Interview According to (Sugiyono, 2018b), an interview is a meeting between two people to exchange information and ideas through questions and answers, constructing meaning in a specific topic. The author used the interview method with internal company personnel.
4. Questionnaire In addition to the observation method, library research, and interviews, the researcher also employed data collection through surveys by distributing questionnaires to respondents. Surveys are a primary data collection method involving providing written questions to respondents (Hartono, 2013). The author used the questionnaire method using Google Forms, which was distributed to internal personnel or employees of PT. Angkasa Pura Logistics, Semarang branch, who are permanent employees.

B. Data Analysis Techniques

Data analysis techniques are used to answer the research questions or test the hypotheses formulated in the study. These data analysis techniques are useful to determine the results of the SWOT Analysis of the Digital Marketing Strategy to Increase Export Cargo Volume at PT. Angkasa Pura Logistics, Semarang branch, post-pandemic. To establish the key success factors, the author utilized the TOWS analysis tool.

In the process of formulating this strategy, there are several stages of analysis, including:

1. Data Collection

The data collection phase will be conducted using the IFAS and EFAS matrices, with the following explanations:

a. IFAS Matrix

An overview of the internal factors' framework consisting of strengths and weaknesses that affect the company's performance, which will be weighted, ranked, and scored.

b. EFAS Matrix

An overview of the external factors' framework consisting of opportunities and threats that affect the company's performance, which will be weighted, ranked, and scored.

2. Analysis

This stage of analysis will utilize the TOWS 4k Matrix and the classical TOWS Matrix, with the following explanations:

a. TOWS 4k Matrix

The four-quadrant SWOT matrix is an analysis used to formulate which strategy should be chosen by the company based on the company's position in the four existing quadrants. All indicators are calculated based on their weighted values after obtaining the weight and score values.

b. Classical TOWS Matrix

It is an analysis framework that combines the internal and external aspects of the company by developing four types of strategies, as follows:

1. S-O Strategy (Strength-Opportunity), which leverages the company's internal strengths to seize opportunities.
 2. W-O Strategy (Weaknesses-Opportunity), which aims to mitigate internal weaknesses by exploiting external opportunities.
 3. S-T Strategy (Strength-Threat), which aims to mitigate the company's exposure to external threats.
 4. W-T Strategy (Weakness-Threat), which focuses on survival by minimizing internal weaknesses and avoiding external threats.
- c. Decision Making This is the final stage in the strategy analysis where the results of the TOWS 4k Matrix and the Classical TOWS Matrix determine the appropriate strategies for the company.

4. Results and discussion

A. Analysis of External Factors at PT. Angkasa Pura Logistics, Semarang Branch.

The analysis of external factors involves analyzing the factors from the external environment of the company or organization that can impact the processes within the company or organization. These external factors can potentially be one of the reasons for the failure of the company due to their potential to become threats if not predicted accurately, but they can also be advantageous if effectively addressed. Thus, such an environment includes Threats and Opportunities.

Table 2. The total calculation indicators of the EFE table

External Factors	Weight	Rating	Score
<i>Threats</i>			
1 The increasing number of competitors in the freight forwarding business utilizing digitalization.	0.15	3	0.45
2 Competitors' prices are relatively cheaper.	0.13	3	0.39
Total threat	0.28		0.84
<i>Opportunities</i>			
1 The intensity of society using social media is increasing	0.18	4	0.72
2 Rapid progress in the field of digital marketing	0.18	4	0.72
3 The increasing loyalty of customers	0.17	4	0.68
4 After the pandemic, exporters have increased significantly	0.18	4	0.72
Total <i>Opportunities</i>	0.72		2.84
TOTAL EXTERNAL	1		3.68

B. Analysis of Internal Factors at PT. Angkasa Pura Logistics, Semarang Branch

The analysis of internal factors comprises the factors within the company that are more manageable, predictable, and whose risks can be anticipated. Analyzing these internal factors is crucial because understanding the strengths and weaknesses of an organization aids in its development and provides a competitive edge among other organizations.

Table 3. The total calculation indicators of the IFE table.

Internal Factor	Weight	Rating	Score
<i>Weakness</i>			
1 The lack of promotion for information about products of PT. Angkasa Pura Logistik Semarang branch	0.11	4	0.44
2 The absence of dedicated employees handling marketing	0.11	3	0.33
3 The suboptimal capability of the sales team	0.1	4	0.40
4 The marketing process utilizing digital marketing, such as social media, is still low	0.11	4	0.44
5 Not having its own truck vehicles or using vendors	0.1	4	0.40
6 Inadequate office facilities	0.1	4	0.40
Total Weakness	0.63		2.41
<i>Strenghts</i>			
1 Branches spread across Indonesia	0.09	3	0.27
2 Providing comprehensive services	0.09	3	0.27
3 PT. Angkasa Pura Logistik has a fleet of aircraft	0.09	3	0.27
4 One of the best cargo terminal operators in Indonesia	0.09	3	0.27
Total Strength	0.37		1.08
TOTAL INTERNAL	1		3.49

C. Analysis Using the SWOT or TOWS 4K Matrix

The four-quadrant SWOT matrix is an analysis used to formulate which strategy should be chosen by the company based on the company's position in the four existing quadrants. All indicators are calculated with their weighted values after obtaining the weight and score values. For the internal variables, the total value of strengths (S) is subtracted from the total value of weaknesses (W). Similarly, for the business environment variables, the total value of opportunities (O) is subtracted from the total value of threats (T). The combination of these two final values determines the position.

The assessment of the weighted value of the external factor or the coordinate (Y) at PT. Angkasa Pura Logistics, Semarang branch, can be obtained from: Weighted Value or Y-axis Coordinate Vertical Axis (Y) = Total Opportunity Score (O) - Total Threat Score (T) = 2.84 - 0.84 = 2 (Y)

The assessment of the weighted value of the internal factor or the coordinate X at PT. Angkasa Pura Logistics, Semarang branch can be obtained from: Weighted Value or X-axis Coordinate Horizontal Axis (X) = Total Strength Score (S) - Total Weakness Score (W) = $1.08 - 2.41 = -1.33$ (X)

Hence, the above weighted values are applied in the analysis of the SWOT 4K matrix, resulting in the position of the coordinate point for PT. Angkasa Pura Logistics, Semarang branch, located at (-1.33, 2).

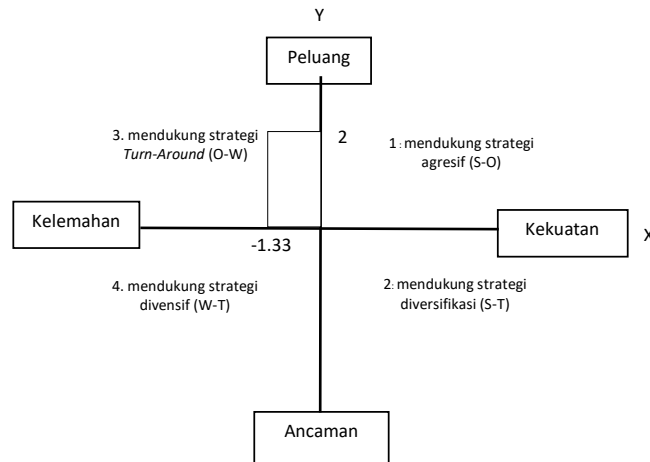


Fig 1: SWOT 4K Diagram

From the above SWOT 4K Matrix diagram, PT. Angkasa Pura Logistics, Semarang branch is positioned in quadrant 3, where the X coordinate or internal factor is valued at -1.33 and the Y coordinate or external factor is valued at 2. Therefore, according to the diagram above, PT. Angkasa Pura Logistics, Semarang branch is in a position that supports the Turn-Around strategy, where it retreats from previous wrong decisions and transforms the company's condition from loss to profit. Thus, this strategy is employed to improve the current condition of the company by exploring alternative methods or opportunities.

D. Analysis Using the Classic SWOT Matrix

By applying this classic SWOT matrix, the author can clearly identify the external factors faced by PT. Angkasa Pura Logistics, Semarang branch, including threats and opportunities, while balancing the internal factors, such as strengths and weaknesses, within PT. Angkasa Pura Logistics, Semarang branch. Based on the results of

processing the SWOT 4K diagram, PT. Angkasa Pura Logistics, Semarang branch is positioned in quadrant 3. Consequently, the W-O (Weakness-Opportunities) strategy in the classic SWOT matrix can be implemented to address this situation.

Matriks TOWS		
EFAS IFAS	Strengths (Kekuatan)	Weakness (Kelemahan)
	1. Cabang yang tersebar di Indonesia	1. Masih kurangnya promosi terhadap informasi jasa
	2. Menyediakan layanan yang lengkap	2. Tidak adanya karyawan khusus yang menangani <i>marketing</i>
	3. Memiliki armada atau transportasi yang mendukung	3. Team kapabilitas sales yang belum maksimal
	4. Salah satu operator terminal kargo terbaik di Indonesia	4. Proses pemasaran dengan memanfaatkan teknologi masih rendah.
		5. Belum memiliki kendaraan truk sendiri atau menggunakan vendor
		6. Fasilitas kantor yang kurang memadai
Opportunities (Peluang)	S - O	W - O
1. Intensitas masyarakat menggunakan sosmed meningkat	1. Dapat meningkatkan dan memaksimalkan layanan sehingga menarik minat masyarakat menggunakan jasa PT. Angkasa Pura Logistik cab Semarang (S1; S2; O4)	1. Menerapkan Digitalisasi <i>marketing</i> atau teknologi untuk promosi dan <i>brand image</i> kepada masyarakat khususnya kota Semarang (W1; W4; O1)
2. kemajuan dibidang <i>Digital marketing</i> yang pesat	2. Menjaga kualitas pelayanan dengan terus berkembang dan lebih memanfaatkan teknologi seperti menerapkan <i>Digital marketing</i> agar mempertahankan pelanggan (S4; O2; O3)	2. Meningkatkan kinerja karyawan terhadap kemajuan teknologi untuk menangani <i>Digital marketing</i> (W2; W3; O2)
3. meningkatnya loyalitas pelanggan		3. Meningkatkan fasilitas pelayanan semaksimal mungkin untuk menarik minat masyarakat dan mempercayai pelayanan PT. Angkasa Pura Logistik cabang Semarang (W5; O4)
4. Pasca Pandemi eksportir menjadi lebih meningkat		4. Memanfaatkan sosmed untuk mempromosikan kelebihan dari pelayanan produk PT. Angkasa Pura Logistik cab Semarang (W1; W4; O1)
Threats (Ancaman)	S-T	W-T
1. Semakin banyaknya pesaing dalam bisnis <i>freight forwarding</i> yang memanfaatkan Digitalisasi	1. Menerapkan hubungan baik terhadap pelanggan untuk meningkatkan kepercayaan (S2; S4; T1; T2)	1. Lebih meningkatkan dan memanfaatkan <i>Digital</i> sebagai tempat promosi terhadap pelayanan jasa PT. Angkasa Pura Logistik cab Semarang kepada masyarakat dengan menjaga <i>brand image</i> yang baik (W3; T1; T2)
2. Harga pesaing relatif lebih murah		

Fig 2: SWOT Matrix

E. Determination of SWOT Analysis Results for PT. Angkasa Pura Logistics, Semarang Branch

From the processing of the SWOT analysis data generated based on the SWOT 4K Diagram, it is determined that PT. Angkasa Pura Logistics, Semarang Branch is

positioned in quadrant 3, as seen from the weighted results where the X coordinate or internal factor has a value of -1.33 and the Y coordinate or external factor has a value of 2. This position can also be interpreted as indicating that PT. Angkasa Pura Logistics, Semarang Branch has weaknesses in various internal factors, but these weaknesses can be overcome by leveraging the available opportunities. Therefore, this approach can lead to positive outcomes and benefits for PT. Angkasa Pura Logistics, Semarang Branch. The appropriate strategy to implement is the W-O strategy, which involves addressing the weaknesses at PT. Angkasa Pura Logistics by capitalizing on the existing opportunities. Some of the W-O strategies are:

1. Implementing digital marketing or technology for promotions and brand image to the community, especially in the city of Semarang (W1; W4; O1).
2. Enhancing employee performance in handling digital marketing through advancements in technology (W2; W3; O2).

5. Conclusion

From the data processing using the SWOT analysis tool, PT. Angkasa Pura Logistics, in increasing its cargo export volume, the author can draw the following conclusions:

1. Based on the questionnaire processing in the External Factor Evaluation (EFE) table analysis, the greatest value for opportunities for PT. Angkasa Pura Logistics, Semarang branch, is the increased intensity of social media usage by the community, rapid advancements in digital marketing, and the post-pandemic increase in exporters. Meanwhile, the greatest value for threats for PT. Angkasa Pura Logistics, Semarang branch, is the growing number of competitors in the freight forwarding business utilizing digitalization.

Based on the questionnaire processing in the analysis of the Internal Factor Evaluation (IFE) table, the strengths present at PT. Angkasa Pura Logistics, Semarang branch, have balanced values, including the branch's widespread presence in Indonesia, providing comprehensive services, having a fleet of aircraft, and being recognized as one of the best cargo terminal operators in Indonesia. Meanwhile, the greatest value for weaknesses at PT. Angkasa Pura Logistics, Semarang branch, is the insufficient promotion of information about PT. Angkasa Pura's products, the absence of dedicated employees handling marketing, and the limited utilization of digital marketing such as social media in the marketing process.

2. Based on the author's analysis and data processing, the factors influencing the success of the implementation are the opportunities in the EFE and the weaknesses in the IFA. This is because these factors have the highest total scores in the EFE and IFA tables compared to other factors, namely, the opportunities factor with a total score of 2.84 and the weaknesses factor with a total score of 2.41.

3. Based on the SWOT 4K Diagram, PT. Angkasa Pura Logistics, Semarang Branch is positioned in quadrant 3, indicating that it is in a position that supports the Turn-Around strategy.
 1. Enhancing service facilities to the maximum to attract public interest and build trust in the services of PT. Angkasa Pura Logistics, Semarang Branch (W5; O4).
 2. Utilizing social media to promote the advantages of the services provided by PT. Angkasa Pura Logistics, Semarang Branch (W1; W4; O1).

The strategies above are derived from the Classic SWOT Matrix at PT. Angkasa Pura Logistics, Semarang Branch. This Classic SWOT matrix strategy is developed based on the current conditions of the company, considering the external factors (Opportunities-Threats) and internal factors (Strengths-Weaknesses). Which means retracting from the previous wrong decisions, and turning the company's initially loss-making condition into profit. Therefore, the alternative strategy that can be implemented from the results of the SWOT 4K Diagram and the Classic SWOT Matrix is to identify the company's shortcomings and improve them by leveraging existing opportunities within the company. This strategy is employed to enhance the condition of PT. Angkasa Pura Logistics, Semarang Branch, which is positioned in a place where significant opportunities can be harnessed to address the shortcomings (W-O).

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