

**Strategies to increase sea export shipments at PT. Raiz Container Line**  
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**Abstract:** The main problem at the PT Raiz Container Line is how the internal and external factors of PT Raiz Container Line in 2023 in increasing sea exports and how the company is positioned in the IE Matrix and SWOT-4K Matrix. The purpose of the study is to determine the internal and external factors at PT Raiz Container Line in 2023 in increasing sea exports and to determine the position of PT Raiz Container Line Jakarta in the IE Matrix and SWOT-4K Matrix. For our main respondents, namely employees who work at PT Raiz Container Line. Then the author analyzes using the SWOT analysis method at the PT. Raiz Container Line. Based on the IE matrix, the company is in cell II, namely Grow and Build with the acquisition of a total score of Internal (3,45) and external (3,30). In the SWOT-4K matrix with a horizontal axis (X) of (0,81) and a vertical axis (Y) of (0,78) the position of PT. Raiz Container Line is in quadrant I. From the results of the analysis of their matrix and the SWOT-4K matrix, the alternative strategy obtained is the Market Penetration Strategy, namely by expanding activities to areas that have not received services from competitors and intensifying promotional activities.

**Keywords:** Export, Sea Transportation, Strategy, Swot Analysis, Company.

## **1. Introduction**

Exports are an important part of the world economy, and countries involved in export trade have the opportunity to gain many benefits, one of which is the expansion of capital in the country's economy and its broad influence on other industries, and can overcome the problem of overproduction in the country, therefore domestic companies can still produce optimally, exports also play an important role in economic growth, especially the business of goods made from natural materials to promote economic growth in developing countries. Export activities are carried out with various organizations in the country, such as private companies, national ports, or local ports, for example, commercial activities where cargo shipping services, shipping companies, customs, importers, and other agents work together. This is also an issue that cannot be ignored if all of these parties are interrelated and cannot be separated from import-export activities, including determining shipping services, supporting documentation, and determining the mode of transportation used for shipping between countries.

PT. RAIZ CONTAINER LINE is a professional company based in Medan, Indonesia and has branch offices in Jakarta, Surabaya, and Semarang offering innovative and cost-effective logistics solutions. We are a global transportation company dedicated to providing flexible logistics solutions at competitive prices with the highest quality standards.

PT. RAIZ CONTAINER LINE specializes in integrated international transportation

and logistics solutions whether air freight, sea freight, or road freight.

PT. RAIZ CONTAINER LINE was formed to become a leading player in the handling of customs clearance projects, and special cargo loads. We are committed to providing world-class services with our high technology and experience.

| NO | Nama Penelitian                 | Judul Penelitian                                                                                                                                                       | Hasil Penelitian                                                                                                                                                                                                                                                                     |
|----|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | (Chaeruddin & Musdalifah, 2016) | PT Pos Indonesia Business Strategy                                                                                                                                     | PT Pos's position in the IE Matrix is in quadrant V, which is stability. PT Pos should carry out an intensive strategy by increasing market share for products or services in the market. Improve the quality of service to consumers and increasing the number of operating fleets. |
| 2. | (Apriandini, 2021)              | The Influence of cost control and identification of occupational safety and health (K3) risks on limiting operating hours at PT Masaji Prakayasa cargo Jakarta In 2018 | There is a positive direct effect of cost control with restrictions on operating hours. This explains that cost control with improvements will result in improved restrictions on                                                                                                    |

|   |                          |                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                    |
|---|--------------------------|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |                          |                                                                                                                        | operating yours.                                                                                                                                                                                                                                                                                                                                   |
| 3 | (Putra, 2021)            | Website based service strategies and the application of chatbots to accelerate service to customers using swot in 2021 | The Chatbot created has been able to help answer consumer questions quickly, order recording, and order processing. This will indirectly be an added value for the company.                                                                                                                                                                        |
| 4 | Annisa & Febriana (2019) | Crew Recruitment Strategy ar PT MCS INTERNATIONAL IN 2023                                                              | The company's IE matrix is in a position with concentration through vertical intergration. The result of the 4K Swot diagram, the company is in quadrant I, namely the position of the growth strategy, where the company must suppress the utilization of the company's internal strengths to seize opportunities that exist outside the company. |

|   |                           |                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---|---------------------------|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5 | (Ramadhani Pambudi, 2021) | Marketing Strategy in an Effort to Improve the Quality of Cargo Services | Based on the results of the SWOT analysis obtained in the IFE matrix shows that strength and weakness factors have a total score of 3.47. this indicates that the condition is in such a strong internal position, Furthermore the EFE matrix shows that the opportunity and threat factors have a total score of 3.14. 3,14. This indicates that the cargo services business can respond to existing opportunities in the right way to avoid threats in the industrial market. |
|---|---------------------------|--------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## 2. Literature review

According to (Pratama, 2020) Management is the process of planning, organizing, staffing, directing, and supervising organizational members to achieve organizational goals.

According to ((Novitasari, 2020) the elements of management consist of 6M, namely :Man is the most important element in achieving predetermined goals. Money is a means of supporting and accelerating the activities carried out. Machines are supporting facilities used to smooth the activities of an organization. Material is the most

influential element in the process of implementing activities or activities carried out by humans to achieve organizational goals. Methods, namely in carrying out activities to achieve predetermined goals, humans are faced with various alternative ways or methods that will be used to do the job. Market is used as a means of making a profit for organizations that aim to make a profit.

Management functions according to (Ruyatnasih & Megawati, 2018) are as follows: Planning is a decision on a series of actions based on the selection of various alternative dates available, in this case, developed in terms of future decisions to achieve the desired goals. Organizing is the process of creating relationships between personnel, functions, and physical factors so that the activities carried out are unified. Actuating is an aspect of human relations in leadership that binds subordinates to be willing to understand and contribute their thoughts and energy effectively and efficiently to achieve the goals that have been set. Controlling is an activity to determine what has been carried out per the objectives.

In developing a strategy, there must be factor that are considered, namely (Wheelen et al., 2017): Environmental analysis: Organizations need to analyze the external environment, such as markets, technology, and competition, as well as internal factors such as strengths and weaknesses and employee capabilities. Competitive Strategy: Determine how to compete with competitors in the market and determine product advantages and production costs. Vision and mission: have a clear vision and mission that is understood by all employees as a direction for developing the right strategy. Strategy Selection: Strategy selection must be based on competitive advantages, and organizational resources and must be on the vision and mission of the organization.

### Definition of Strategy

According to (Astiko, 2022) Strategy is an integrated and comprehensive plan designed to ensure the achievement of company goals. Functional level strategy

To achieve company goals, strategies can be divided into three types, namely management strategies, investment strategies, and business strategies. Management strategy includes macro strategy development. Meanwhile, investment strategy focuses on aggressive growth, market penetration, defensive strategies, building and divesting new divisions, and more. On the other hand, business strategy refers to management functions, such as marketing, operations, distribution, organization, and finance. By considering these three types of strategies, companies can choose the right and effective approach to achieve their goals. Companies need to conduct proper analysis and develop effective strategies to compete successfully in the market.

## 3. Research method

### Location and Time of Research

This research was conducted at PT Raiz Container Line Jakarta Branch. This research was conducted from September 30 to September 31, 2023, following the time of the research permit.

### Data Source

- Primary Data

We get primary data sources through structured or written interview techniques using questionnaires to employees of PT Raiz Container Line.

- Secondary Data

We use secondary data in our research on strategies to increase sea export shipments at PT Raiz Container Line, which we get from the official website [raizcontainerline.co.id](http://raizcontainerline.co.id)

### **Data Collection Technique**

- Field Research (Observation)

Conducted by observing activities, work activities, and data collection techniques by conducting research on PT Raiz Container Line Jakarta which was carried out in 2023.

- Interview

According to (Elvera & Yesita Astarina, 2021) Interview is a data collection technique by asking questions verbally to respondents. The purpose of conducting interviews is to obtain more complex information and explanations from respondents that are more detailed and in depth. In this case, the researcher conducted interviews with relevant resource persons who have a role in marine domestic cargo shipping activities at PT Raiz Container Line Jakarta.

- Literature research

This literature research comes from books, previous related research results, and related journals to get references in research related to the topics discussed.

### **Conceptual and operational definition of variables**

- Conceptual definition of variables

- a) Strategy is a long term plan that is prepared to achieve a goal or objective.

- b) Sea cargo is cargo that can be transported using sea transportation modes that are equipped with documents such as sea cargo letters (SML) Bill of Lading (B/L) or other complementary documents.

- Variable Operational Definition

- a) Strategy

According to (Chandler in (Sepriadi et al., 2022) Strategy is a tool of a company or organization that is used to achieve desired goals, for long term purposes and is also used to prioritize resource allocation.

- b) Strategy Formulation

Strategy Formulation is the initial stage carried out in the strategy process which includes developing a vision and mission, identifying the organization's external opportunities and threats, analyzing internal strengths and weaknesses, formulating long term goals, producing alternative strategies, and choosing a specific strategy to achieve goals.

c) Cargo

Cargo is the object of transportation in the sea transportation system, by transporting cargo a commercial shipping company can obtain revenue in the form of additional money (Freight) which is very decisive in the survival of the company and financing activities at the port.

### SWOT Analysis

SWOT Analysis is a strategic planning method used to evaluate using influential factors to achieve a goal, namely, Strengths (Kekuatan), Weaknesses (Kelemahan), Opportunities (Peluang), and threats (Ancaman), both for short-term goals and long-term goals. This analysis can play a role in business because its purpose is to outline the situation and conditions in a company from a SWOT point of view (Ratna Andi Wibowo, 2019). SWOT analysis using the IFE where matrix includes strengths and weaknesses while the EFE includes Opportunities and threats. Next, followed by the SWOT-4K matrix, and the IE matrix.

### External Factor Analysis

External Factor Analysis is an analysis used to identify the opportunities and threats of the company in maintaining the company in the existing market. Therefore, the author uses an external factor evaluation (EFE) matrix to determine the size of the company's opportunities and threats.

#### External Factor Analysis (EFE)

| No.               | Peluang | Bobot   | Rating | Skor Pembobotan |
|-------------------|---------|---------|--------|-----------------|
| 1                 |         |         |        |                 |
| 2                 |         |         |        |                 |
| 3                 |         |         |        |                 |
| 4                 |         |         |        |                 |
| 5                 |         |         |        |                 |
| Sub Total Peluang |         | a       |        | c               |
| No.               | Ancaman | Bobot   | Rating | Skor Pembobotan |
| 1                 |         |         |        |                 |
| 2                 |         |         |        |                 |
| 3                 |         |         |        |                 |
| 4                 |         |         |        |                 |
| 5                 |         |         |        |                 |
| Sub Total Ancaman |         | b       |        | d               |
| Total Skor        |         | (a+b)=1 |        | (c+d)           |

Source : Fred R David

### Internal Factor Analysis

Analysis of the company's internal factors is an analysis used to identify the

strengths and weaknesses of the company. Therefore, the author uses the Internal Factor Evaluation (IFE) matrix as a measuring tool to analyze the value of the company's strengths and weaknesses.

#### **Internal Factor Evaluation Matrix (IFE)**

| No.                 | Kekuatan  | Bobot   | Rating | Skor Pembobotan |
|---------------------|-----------|---------|--------|-----------------|
| 1                   |           |         |        |                 |
| 2                   |           |         |        |                 |
| 3                   |           |         |        |                 |
| 4                   |           |         |        |                 |
| 5                   |           |         |        |                 |
| Sub Total Kekuatan  |           | a       |        | c               |
| No.                 | Kelemahan | Bobot   | Rating | Skor Pembobotan |
| 1                   |           |         |        |                 |
| 2                   |           |         |        |                 |
| 3                   |           |         |        |                 |
| 4                   |           |         |        |                 |
| 5                   |           |         |        |                 |
| Sub Total Kelemahan |           | b       |        | d               |
| Total Skor          |           | (a+b)=1 |        | (c-d)           |

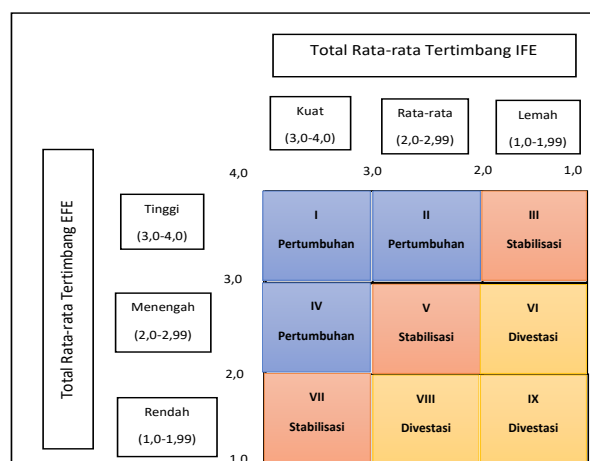
Source : Fred R David

## Matching Stage

### IE Matrix

The IE matrix is based on two dimensions : the IFE value score weighted on the -X axis and the FE total Score Weighted on the -Y axis. On the -x, the total IFE value given 1,0 to 1,99 indicates a weak internal position: a value of 2,0 to 2,99 is considered medium: and a value of 3,0 to 4,0 is considered strong. Similarly, on the -Y, the total EFE score given a weight of 1,0 to 1,99 indicates a low internal position, a value of 2,0 to 2,99 is considered medium and a value of 3,0 to 4,0 is considered high

### IE Matrix

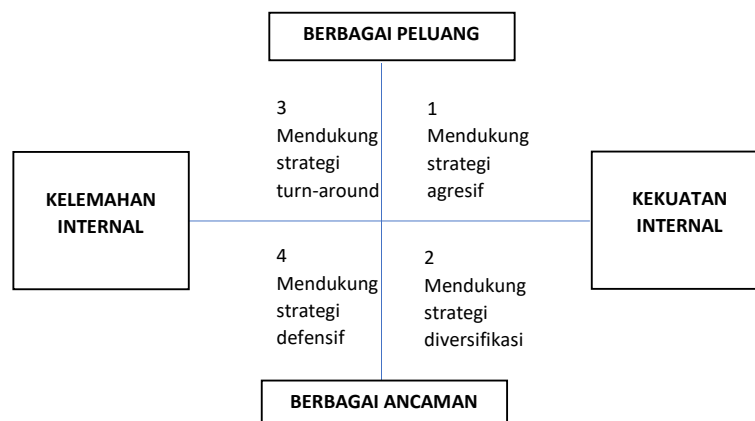


Source : Fred R David

### SWOT -4K

- Quadrant I : Formed by a positive horizontal axis cut (company strengths) and a positive vertical axis cut (business opportunities).
- Quadrant II : Formed by a positive vertical axis cut (business opportunities) and a negative horizontal axis cut (company weaknesses).
- Quadrant III: Formed by pieces of negative horizontal axis (company weaknesses) and pieces of negative vertical axis (business threats)
- Quadrant IV : Formed by pieces of negative horizontal axis (company weaknesses) and pieces of positive vertical axis (business opportunities).

**Diagram SWOT-4K**



## 4. Results and discussion

### • Analysis of internal and External Factors at PT. Raiz Container Line Jakarta

In applying the SWOT Method, the author analyzes internal factors and external factors. First, the author analyzes what internal factors will be discussed, namely strengths and weaknesses. And external factors, namely opportunities and threats that exist at PT. Raiz Container line.

| No | Strengths                                   | Bobot | Rating | Skor Bobot |
|----|---------------------------------------------|-------|--------|------------|
| 1  | Office location close to Tanjung Priok port | 0,10  | 3      | 0,30       |
| 2  | Has branch offices in several               | 0,11  | 4      | 0,44       |

|           |                                                                                                                          |              |               |                   |
|-----------|--------------------------------------------------------------------------------------------------------------------------|--------------|---------------|-------------------|
|           | major cities                                                                                                             |              |               |                   |
| 3         | Shipping offers that are numbered and easy to follow                                                                     | 0,10         | 4             | 0,40              |
| 4         | Adopt market changes quickly and correctly                                                                               | 0,12         | 4             | 0,48              |
| 5         | Customer service is the priority                                                                                         | 0,12         | 4             | 0,48              |
|           | <b>Total Strengths</b>                                                                                                   | <b>0,55</b>  |               | <b>2,10</b>       |
| <b>No</b> | <b>Weaknesses</b>                                                                                                        | <b>Bobot</b> | <b>Rating</b> | <b>Skor Bobot</b> |
| 1         | Advertising or promotion to the public regarding the services offered at PT. Raiz Container Line has not been maximized. | 0,09         | 3             | 0,27              |
| 2         | Social media accounts have not been maximized.                                                                           | 0,09         | 3             | 0,27              |
| 3         | High operating costs.                                                                                                    | 0,09         | 3             | 0,27              |
| 4         | Techhology and infrastructure development is hampered due to limited funding.                                            | 0,08         | 3             | 0,24              |
| 5         | Cooperation with local partners has not been maximized                                                                   | 0,10         | 3             | 0,30              |
|           | <b>Total Weaknesses</b>                                                                                                  | <b>0,45</b>  |               | <b>1,35</b>       |
|           |                                                                                                                          | <b>1,00</b>  |               | <b>3,45</b>       |

**Figure 1. IE Matrix Analysis (Internal-Eksternal)**

|           |                                                                                                                 |              |               |                   |
|-----------|-----------------------------------------------------------------------------------------------------------------|--------------|---------------|-------------------|
| <b>No</b> | <b>Opportunities</b>                                                                                            | <b>Bobot</b> | <b>Rating</b> | <b>Skor Bobot</b> |
| 1         | The rapid advancement of technology.                                                                            | 0,12         | 4             | 0,48              |
| 2         | Have consumer confidence.                                                                                       | 0,12         | 4             | 0,48              |
| 3         | Popolution growth is increasing rapidly so that it requires services in transporting large quantities of goods. | 0,10         | 3             | 0,30              |
| 4         | Market expansion to areas that have not been serviced by competitors.                                           | 0,12         | 4             | 0,48              |
| 5         | Business expansion through cooperation with local and international partners.                                   | 0,11         | 3             | 0,33              |
|           | <b>Total Opportunities</b>                                                                                      | <b>0,57</b>  |               | <b>2,07</b>       |
| <b>No</b> | <b>Threat</b>                                                                                                   | <b>Bobot</b> | <b>Rating</b> | <b>Skor</b>       |

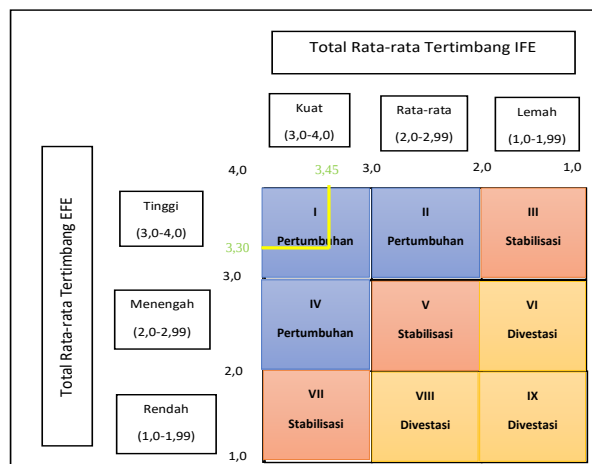
|   |                                                             |             |   | <b>Bobot</b> |
|---|-------------------------------------------------------------|-------------|---|--------------|
| 1 | The growth of the logistics world is increasing.            | 0,09        | 3 | 0,27         |
| 2 | There are more and more competitors for similar businesses. | 0,09        | 3 | 0,27         |
| 3 | Air shipment.                                               | 0,06        | 2 | 0,12         |
| 4 | Ever increasing production costs.                           | 0,09        | 3 | 0,27         |
| 5 | Indonesia's unstable economy                                | 0,10        | 3 | 0,30         |
|   | <b>Total Threat</b>                                         | <b>0,43</b> |   | <b>1,23</b>  |
|   |                                                             | <b>1,00</b> |   | <b>3,30</b>  |

### PT. Raiz Container Line External Factor Evaluation Matrix

Source: processed by the author

\*External factor rating values are as follows: 1= the response is below average, 2= the response is average, 3= the response is above average, 4= the response is very good

**Figure 2. Matriks IE**



**Source: Processed by the author**

From the IE Matrix in Figure 2 above, the position of PT. Raiz Container Line based on SWOT analysis according to the IE matrix that has been analyzed by the author is in cell I, namely Grow and Build. Getting a total internal score of (3,45) and a total external score of (3,30). So, the position of the PT. Raiz Container Line is in the Grow and Build cell. According to Fred R David, Cell I is described as growing and building.

### Analysis According to the SWOT-4K Diagram

In this SWOT-4K Diagram analysis using a diagram divided into four quadrants.

Namely, it has the aim of knowing how the company's position and its development, by adding up the strength factors and opportunity factors that have a positive value (+), while the weakness factors and threat factors have a negative value (-).

Figure 3. Weighted value

| No | Strengths                                                                                                                | Bobot       | Rating | Nilai Tertimbang |
|----|--------------------------------------------------------------------------------------------------------------------------|-------------|--------|------------------|
| 1  | Office location close to Tanjung Priok port.                                                                             | 0,19        | 3      | 0,57             |
| 2  | Has branch offices in several major cities.                                                                              | 0,20        | 4      | 0,80             |
| 3  | Shipping offers that are numbered and easy to follow.                                                                    | 0,21        | 4      | 0,84             |
| 4  | Adopt market changes quickly and correctly.                                                                              | 0,21        | 4      | 0,84             |
| 5  | Customer service is the priority.                                                                                        | 0,19        | 4      | 0,76             |
|    | <b>Total Strengths</b>                                                                                                   | <b>1,00</b> |        | <b>3,81</b>      |
| No | Weaknesses                                                                                                               | Bobot       | Rating | Nilai Tertimbang |
| 1  | Advertising or promotion to the public regarding the services offered at PT. Raiz Container Line has not been maximized. | 0,20        | 3      | 0,60             |
| 2  | Social media accounts have not been maximized.                                                                           | 0,20        | 3      | 0,60             |
| 3  | High operating costs.                                                                                                    | 0,20        | 3      | 0,60             |
| 4  | Technology and infrastructure development is hampered due to limited funding.                                            | 0,18        | 3      | 0,54             |
| 5  | Cooperation with local partners has not been maximized.                                                                  | 0,22        | 3      | 0,66             |
|    | <b>Total Weaknesses</b>                                                                                                  | <b>1,00</b> |        | <b>3,00</b>      |
| No | Opportunities                                                                                                            | Bobot       | Rating | Nilai Tertimbang |
| 1  | The rapid advancement of technology.                                                                                     | 0,21        | 4      | 0,84             |
| 2  | Have consumer confidence.                                                                                                | 0,21        | 4      | 0,84             |
| 3  | Population growth is increasing rapidly so that it requires services in transporting large quantities of goods.          | 0,18        | 3      | 0,54             |

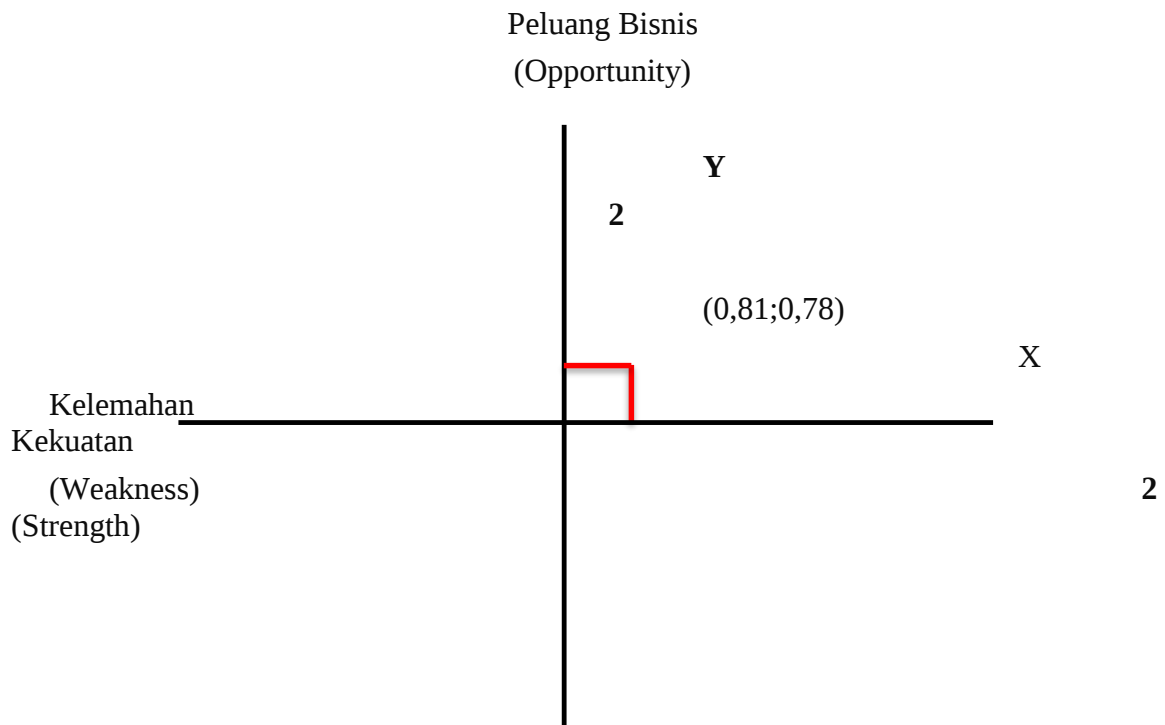
|           |                                                                               |              |               |                         |
|-----------|-------------------------------------------------------------------------------|--------------|---------------|-------------------------|
| 4         | Market expansion to areas that have not been serviced by competitors.         | 0,21         | 4             | 0,84                    |
| 5         | Business expansion through cooperation with local and international partenrs. | 0,19         | 3             | 0,57                    |
|           | <b>Total Opportunities</b>                                                    | <b>1,00</b>  |               | <b>3,63</b>             |
| <b>No</b> | <b>Threat</b>                                                                 | <b>Bobot</b> | <b>Rating</b> | <b>Nilai Tertimbang</b> |
| 1         | The growth of the logistics world is increasing.                              | 0,21         | 3             | 0,63                    |
| 2         | There are more and more competitors for similar businesses.                   | 0,21         | 3             | 0,63                    |
| 3         | Air shipment.                                                                 | 0,15         | 2             | 0,30                    |
| 4         | Ever increasing production costs.                                             | 0,20         | 3             | 0,60                    |
| 5         | Indonesia's unstable economy                                                  | 0,23         | 3             | 0,69                    |
|           | <b>Total Threat</b>                                                           | <b>1,00</b>  |               | <b>2,86</b>             |

Source : Processed by the authoe

\*Rating of internal factors, namely: 1 = very weak, 2 = weak, 3 = strong, 4 = very strong.

\*Rating of external factors, namely : 1 = the response is below average, 2 = the response is average, 3 = the response is above average, 4 = the response is very good.

**Figure 4. SWOT-4K diagram PT. Raiz Container Line**



Ancaman  
(Threat)

Source : processed by the author.

How to calculate the X axis coordinate value, namely:

$$\begin{aligned}\text{Horizontal Axis (x)} &= \text{sub total Strengths} - \text{sub total Weaknesses} \\ &= 3,81 - 3,00 \\ &= 0,81\end{aligned}$$

How to calculate the Y axis coordinate value, namely:

$$\begin{aligned}\text{Vertical Axis (Y)} &= \text{Sub total Opportunities} - \text{sub total Threats} \\ &= 3,63 - 2,85 \\ &= 0,78\end{aligned}$$

The results obtained from the SWOT-4K analysis that have been obtained or processed by the author show that the position of PT. Raiz Container Line is in quadrant I. Where internal factors get a score of (0,81) and external factors get a score of (0,78). This quadrant I position is very favorable. PT. Raiz Container Line can use the strengths possessed by the company with the opportunities obtained to increase sea export shipments. The results of the SWOT-4K diagram analysis above, according to Fred R David in the SO quadrant of the SWOT Matrix, said that the strategies that can be applied are product development, Market Development, and Market Penetration.

## 5. Conclusion

Based on the results of the analysis and discussion of internal factors (strengths and weaknesses) and external factors (opportunities and threats) owned by PT. Raiz Container Line in increasing sea export shipments, from these results, it can be concluded that : Internal factors, which are the biggest strength of PT. Raiz Container Line, namely the number of shipping offers that are easy to follow and adopt market changes quickly and correctly. While cooperation with local partners has not been maximized, which is a form of weakness owned by PT. Raiz Container Line. In external factors, which as an opportunity for PT. Raiz Container Line, namely having consumer confidence, and market expansion to areas that have not received services from competitors but still have threats, namely similar business competitors are increasingly emerging.

The results of the IE matrix analysis and the SWOT-4K Matrix, namely:

The IE matrix of the PT. Raiz Container Line company is in cell I, namely the Grow and Build position which has an internal score of (3,45) and external score of (3,30). The SWOT-4K matrix with a horizontal axis (X) of (0,81) and a vertical axis (Y) of (0,78) is where the position of PT. Raiz Container Line according to the SWOT-4K matrix is in quadrant I with alternative product development strategies, market penetration, and market development.

## 6. Implications

PT. Raiz Container Line is required to be able to maintain its strengths, namely maintaining several easy to follow shipping offers and adopting market changes quickly and correctly to gain consumer trust and be able to establish transparent communication

with consumers or employees to develop more. PT. Raiz Container Line is expected to maximize opportunities by maintaining the trust that has been given or given to consumers so that consumers continue to use the services of PT. Raiz Container Line. However, there is a threat side to PT. Raiz Container Line, which must continue to appeal to or maintain performance because many similar business competitors are increasingly emerging which poses a threat to the company. PT. Raiz Container Line is expected to be more developed or brave enough to provide innovations by using or utilizing all strengths and opportunities to minimize existing weaknesses and threats.

Based on the results of the analysis that has been done at PT Raiz Container Line is expected to implement intensive strategies, namely:

Market Development is to develop services such as advertising or promotion to the public services offered at PT Raiz Container Line should be maximized to increase public knowledge of PT Raiz Container Line services.

Product developers, PT Raiz Container Line are expected to develop a more practical bill of lading update to further improve the quality of the company.

Market Penetration is to carry out expansion activities to areas that have not yet received services from competitors.

## 7. Research limitations

In the process of conducting this research some limitations may affect the results of the study, namely:

1. There are limitations in research time, energy, and researcher abilities.
2. This research only assesses the strategy of several factors to increase sea exports at PT. Raiz Container Line Jakarta so further research needs to be developed to examine other factor strategies that have not been studied to increase sea exports.
3. There is a lack of ability of respondents to answer questionnaire statements and also honesty in filling out the questionnaire so there is a possibility that the results are less accurate.
4. The conclusions drawn are only based on the acquisition of data analysis, so it is hoped that further research on service quality on customer satisfaction with different research methods, a wider sample, and the use of different and more complete research instruments.

## Tables and Figures

*Tables are presented in the following:*

**Table 1**

Measurement of variables.

| Variable | Operational definition                                                                               | Source                                     |
|----------|------------------------------------------------------------------------------------------------------|--------------------------------------------|
| Strategy | Strategy is a tool of a company or organization that is used to achieve desired goals, for long term | Chandler (2004) in (Sepriadi et al., 2022) |

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|                    |                                                                                                                                                                                                                                                                                                                                                                |                                                                                                               |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
|                    | purposes and is also used to prioritize resource allocation.                                                                                                                                                                                                                                                                                                   |                                                                                                               |
| Formulasi Strategy | Strategy Formulation is the initial stage carried out in the strategy process which includes developing a vision and mission, identifying the organization's external opportunities and threats, analyzing internal strengths and weaknesses, formulating long term goals, producing alternative strategies, and choosing a specific strategy to achieve goals | David, Fred R, (2009) in (Dharma, 2019)                                                                       |
| Cargo              | Cargo is the object of transportation in the sea transportation system, by transporting cargo a commercial shipping company can obtain revenue in the form of additional money (Freight) which is very decisive in the survival of the company and financing activities at the port                                                                            | Balai Besar Pendidikan Penyegaran dan Peningkatan Ilmu. Pelayaran (2007) in (Fuadaturrahmah & Manurung, 2020) |

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*Figures are presented as follows:*



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