

Strategies For Developing Excellence And Improving The Performance Of PT Pelni Logistics Freight Forwarding Services To Improve Competitiveness In 2023

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Abstract: PT Pelni Logistik, operating since March 31 1986, the company currently handles loading and unloading services, goods expedition, transportation and distribution, and others. This research aims to determine external and internal factors and analyze research regarding strategies for developing excellence and service performance. This research uses SWOT analysis, internal and external matrices. The results based on SWOT analysis are strengths 3.84, weaknesses 3.40, and opportunities 3.57, threats 3.18,. The company is located in quadrant I SWOT where the company has great strengths and opportunities. Based on the IE matrix, the company is in cell I in a position to grow and develop. Apart from that, based on the results of the SWOT diagram and IE matrix, it was also found that alternative strategies that can be utilized are carrying out promotional activities optimally using currently available technology, carrying out market development, product development and future integration.

Keywords: *Strategy, Freight Forwarding, Service Quality, Competitiveness, SWOT Analysis*

INTRODUCTION

Entering the 21st century, competition between manufacturing and service businesses is no longer the same. In the twenty-first century, customers can access, study, sort, assess and request any information related to the goods or services they want. The real fact of the above phenomenon is that companies are increasingly selective and strict in the way they carry out their business processes to produce goods and services that match customer perceptions and expectations(Handiyanto, 2012).

A freight forwarding company focuses on shipping goods from within the country to overseas and vice versa. The goal of these companies is to ensure that goods shipped or imported from abroad remain in the form and condition in which they were shipped from the port of departure. It is difficult for this freight forwarder company to ensure that the goods sent and received are in various forms, ranging from those packed in containers, bulk form (liquid, powder, flakes, bars, etc.) to complex commodity forms such as shipping railroad cars, factory machine parts, main engines, and others(Handiyanto, 2012).

The freight forwarding industry is a combination of several means of transportation. The available means of transportation can be by land, sea, and air transportation. One of the companies that focus on freight forwarding is PT Pelni Logistics. PT PelniLogistik, operating since March 31, 1986, Pelni Logistics currently handles the business of loading and unloading services, freight forwarding, transportation and distribution, customs management

(PPJK), warehousing, container depots, as well as retail and trading through all of its business lines spread throughout the archipelago, with the support of 56 branch offices, strategic business units (SBU), subsidiaries and parent company ships that have a fixed and regular schedule (*Pelni Logistics*, 2017).

This logistics market as a whole invites companies from other countries to participate in Indonesia. As such, national companies must also improve their ability to compete. The ability to survive is one way to measure the success of a company. This means that the company must have additional value or competitive advantage compared to its competitors. The company's ability to meet the expectations, wants, needs, income, and desires of service users is known as competitive advantage. If there is no competition, the product is not important to the company. Conversely, if there is greater competition, the product becomes more important to the firm (Rahmasari, 2018).

Businesses can also have a competitive advantage through the innovative services they can offer through the service facilities provided. This service facility allows the company to handle all customer complaints or recommendations aimed at improving the company. In an uncertain market competition, the implementation of effective innovation strategies is crucial to business success. The freight transportation business relies heavily on providing excellent service, reducing complaints, and establishing long-term relationships with customers to improve performance (Rahmasari, 2018).

PT PelniLogistik itself has several problems such as lack of promotion, less flexible tariffs, employees who do not master excel. In the logistics market competition, these problems can affect PT Pelni Logistics. So with these conditions, research is carried out to carry out what strategies help overcome these problems.

In strategy design or business strategy preparation can be done with a variety of approaches, the most important thing in strategy selection is to harmonize the company's vision & mission as well as the company's internal and external environmental conditions. To determine the right strategy, it is necessary to make criteria that can be done with the SWOT method. Before doing the SWOT method, to get the criteria that will be input into the input stage, validation and reliability tests must be carried out first to match the factors that affect the company.

Based on the above background, the researcher is interested in raising these issues to conduct research entitled "Strategies For Developing Excellence And Improving The Performance Of PTPelni Logistics Freight Forwarding Services To Improve Competitiveness In 2023".

LITERATURE REVIEW

a. Strategy Management

Management Strategic is a collection of decisions and actions that are the result of formulation and implementation, plans, which are designed to achieve the goals of a company carried out by analyzing:

- 1) The business environment needed to detect business opportunities and threats,
- 2) Company profile to identify the strengths and weaknesses of the company; and

- 3) The business strategy required to achieve the company's objectives by taking into account the company's mission.

Strategy is the key to success in competition in the midst of the environment fast changing business. As industry with characteristics specialized and globally competitive, industry the ship needs a strategy that can create competitive advantage. For this reason, business analysis and determination of internal dominant factors and more accurate external, as input in the strategy formulation process (Setiawati et al., 2017).

According to Porter there are three strategies that companies can implement to gain competitive advantage namely: (a) Cost Leadership, companies can gain competitive advantage higher than his competitors if he can deliver the selling price is cheaper than the price given by its competitors with the same product value/quality. (b) Differentiation, companies can also carry out a differentiation strategy by creating a perception of value specific to consumers, for example, perceptions of superior performance products, product innovation and better service. (c) Focus, focus strategy can also be applied to gain competitive advantage in accordance with segmentation and expected target market (Mashuri & Nurjannah, 2020).

According to Craig and Grant (2003), business strategy is policy and guidelines that specify how a company competes in a industry, especially the base that becomes the foundation on which he strives to build a competitive advantage (Priyanto et al., 2016).

b. Freight Forwarding

A business entity that aims to provide service / management services for all activities necessary for its implementation delivery, transportation and receipt of goods including for export and import using multimodal transportation, both by land, sea and/ or air is called freight forwarding (Primadi et al., 2017).

Freight Forwarder carries out procedures and formalities documentation required by government regulations export countries, transit countries, and import countries. And fits the space scope of business, Freight forwarder also pays costs arising as a result of transportation activities, cargo handling in port/warehouse, documentation management, and also includes insurance liabilities that are generally required by the owner of the goods (Suryani, 2020).

The definition of freight forwarding services was once defined in PER178/PJ/2006 (which was later revoked with the issuance of PER-70/PJ/2007) which refers to the Decree of the Minister of Transportation No. KM/10 of 1988 concerning Transportation Management Services. Based on the Decree of the Minister of Transportation No. KM/10 of 1988 concerning Transportation Management Services, what is meant by Freight Forwarding Services is : a business that is intended to represent the interests of the Owner of the Goods, to take care of all activities necessary for the implementation of the delivery and receipt of goods by land, sea and air transportation which may include receiving, storing, sorting, packing, marking measuring, weighing, managing document settlement, issuing transportation documents, insurance claims, for the delivery of goods and settlement of bills and other costs related to the delivery of goods until the receipt of goods by those entitled to receive them (Iii, 2008).

The definition of freight forwarding is found in the International maritime dictionary, among others:

- A person or company that does the work or the name of the ship or exporter and provides detailed details about the shipment of goods.
- Shipment, insurance and document management of the goods.
- Delivery of goods from the port to the destination.
- Services including customs tax.
- Chartering space for the goods, preparing LCs.
- Making invoices and all letters related to the goods to be shipped (Environmental, 2005).

Based on the activities carried out by freight forwarding, it can be seen that it is truly an architect of excellence in freight forwarding. The success of a good shipment of goods depends on freight forwarding that really provides good management.

In Indonesia, forwarders are divided into three categories, namely:

1. international forwarders (class A)
2. domestic/regional forwarders (class B)
3. local forwarders (class C)

c. Transportation

Transportation is the movement of people or goods using vehicles driven by humans or machines. Transportation is used to make it easier for humans to carry out their daily activities.

The word transportation comes from Latin, namely *transportare*, which *trans* means to lift or carry. So transportation is carrying something from one place to another.

➤ Definition of transportation by several experts:

- 1) Salim (2000) said that transportation is the activity of moving goods (cargo) and passengers from one place to another. The two most crucial components of transportation are movement or transfer and the actual physical relocation of passengers and goods (commodities).
- 2) Transportation, pursuant to Miro (2005), can be defined as an attempt to move, move, transport, or transfer an object from one location to another, where it may be more advantageous or useful for specific reasons in the other location (M, Steven, 2005).

As a result, the definition of transportation refers to any process that involves moving, moving, transporting, or transferring and that cannot be separated from the requirement for auxiliary equipment to guarantee a smooth and timely process of movement.

d. Competitive Advantage

The competitive environment is competitive forces existing in the industry, the main factors that tend to increase competition between competitors in an industry is the number of competitors, high number of potential competitors, costs high production, low differentiation products, slow industry growth, the identity of each brand, information complexity, barriers existing in the industry (Anggorowati & Sihombing, 2019).

Competitive advantage is the development of the value that a company is able to create for its buyers. competitive advantage is something that allows a company to obtain higher profits compared to the average advantages obtained by competitors in the industry.

One assessment of the success of a company is ability to defend its existence. This means that companies need to have more value or superiority competitiveness of companies

similar or competitors. Superiority Competitiveness is an ability company in meeting expectations, desires, needs, income and desires service users (Marina, 2017).

Competitive advantage can be seen from the company's position in the competition which is analyzed by looking at the strengths and weaknesses of the company when compared to its competitors. Competitive advantage comes from the company's ability to maintain the superiority of its resources and capabilities.

Competitive advantage means superiority of skills and resources based on customer perceptions and market share. In accordance with Michael E. Porter, there are three strategies that companies can use to gain competitive advantage, namely cost advantage, differentiation and focus (Amalia Yunia Rahmawati, 2020).

e. Improved Performance and Quality of Service

Under Lupiyoadi (2013) service quality is a combination of properties and characteristics that determine the extent to which the output can meet the requirements of customer needs. Customers who determine and assess the extent to which these properties and characteristics meet their needs (Priambodo et al., 2021).

Quality of logistics services is the company's effort to provide service logistics activities with Minimize costs without cutting back quality of services provided with a purpose achieve customer expectations (Gasing et al., n.d.).

According to HR Logistics (2008) quoted in (Baharudin, 2012), referred to with transportation management services (freight forwarding) is a business that intended to represent interests the owner of the goods to take care of everything activities required for implementation of sending or receiving goods via land, sea and transportation air which can include reception, storage, sorting, packing, marking, measuring, weighing, managing document completion, issuance of transport documents, calculations costs, claim freight, top insurance delivery of goods and completion bills and other related costs delivery of the goods arrives with the receipt of goods by the person entitled to receive it (Astuti et al., 2016).

One of the determining factors employee performance in the logistics sector, namely level of ability to deliver quality service. Some are wrong an effort to increase satisfaction customers by making repairs performance and service system continuously and meet appropriate requirements with quality standards (Monang Hutabarat et al., 2023).

Improving service performance in freight forwarding means taking steps to effectively and efficiently manage all aspects related to the delivery of goods from the point of origin to the final destination. The ultimate goal is to provide better service to customers, optimize operational processes, and create a positive and smooth experience during the entire shipping process.

f. SWOT Analysis

SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is an analysis that is based on data and information that has been collected and helps in decision-making to build a strategy for an organization. It helps organizations achieve success by leveraging elements of strengths and weaknesses as well as opportunities and chances. Internal (SW) and external (OT) factors are the two components of SWOT analysis, by Kotler and Keller (2009:63). Internal factors consist of strengths and weaknesses (SW) and external factors consist of opportunities and threats (OT) (Zulkifli, 2017).

Formulating a SWOT analysis for a company is done by exploit opportunities, strengths, and reduce threats and weaknesses. Analysis SWOT begins by comparing external factors consisting of opportunities and threats with internal factors consisting of the company's strengths and weaknesses. SWOT can be implemented by administrators individually or in groups organization. If done in groups, it will be more effective, especially at times Providing structure, objectivity, clarity and company focus on winning business

competition. Because, from this process, you can create a strategy concept within the competition completely so that problems will not spread further because of political influence or strong personal interests (Dwi et al., 2006).

SWOT analysis is a multi-purpose instrument, which can be used multiple times at various stages of the project; build a review or lesson to warm up discussion before making plans. This instrument can be widely applied, or Small sub-components (parts of the strategy) can be separated so that we can do it detailed analysis. SWOT is often a useful complement when conducting Stakeholder Analysis. These two instruments are a good introduction before carrying out Force Field Analysis and Influencing Mapping (Start & Hovland, 2011).

METHOD

In this study the authors used SWOT analysis, the analysis method used was the SWOT matrix.

The stages in this research analysis are:

1. Conduct internal and external company analysis which is the basis for conducting SWOT analysis
2. SWOT analysis is carried out through the IFAS (Internal Strategic Factors Analysis Summary) matrix which will explain the strengths and weaknesses of the company and the EFAS (External Strategic Factors Analysis Summary) matrix which will reduce external factors, namely opportunities and threats owned by the company. The SWOT matrix is an alternative corporate strategy tool based on the company's strengths, weaknesses, opportunities and threats.
3. The results of the SWOT analysis combined with marketing theory that is in accordance with the strategies used by the company, become the basis for researchers to build the right marketing strategy that the company can use, depending on the conditional on the company's vision and mission.

RESULTS AND DISCUSSION

Analysis of Internal Factors at PT PELNI LOGISTICS

In this case, the strengths possessed by PT PelniLogistik are: a) Sufficient and adequate equipment and work modes; b) Has become a selected loading and unloading company; c) Being a subsidiary of Pelni, has been assigned agency work for Pelni ships; d) Has a large customer network; e) Has its own port warehouse.

The weaknesses of PT PelniLogistik are: a) Tariffs are less flexible; b) The competence of employees who do not master excel formulas, so there is an imbalance of human resources; c) Weak collection of receivables; d) Lack of promotional activities; e) There is no work unit that focuses on developing distribution channel information.

IFAS (Internal Strategic Factors Analysis Summary)

No	Internal Strategic Factors	Weight	Average Rating	Score
Strength				
1	Sufficient and adequate equipment and work modes	0.15	4	0.60
2	Has become a selected stevedoring company	0.13	4	0.52
3	Became a subsidiary of Pelni, was assigned agency work for Pelni ships.	0.12	3	0.36
4	Already has a large network of customers	0.13	4	0.52
5	Has its own port warehouse	0.14	4	0.56
Sub Total Strength		0.67		2.56
Weaknesses				
1	Rates are less flexible	0.09	2	0.18
2	The competence of employees who do not master excel formulas, so there is an imbalance of human resources.	0.06	2	0.12
3	Weak collection of receivables	0.06	2	0.12
4	Less promotional activities	0.05	1	0.05
5	There is no work unit that focuses on developing information on distribution channels.	0.07	2	0.14
Sub Total Weaknesses		0.33		0.61
Total Internal Factors		1.00		3.17

source of data processed by the author

Analysis of External Factors at PT Pelni Logistics

The opportunities that PT Pelni Logistics has are: a) Synergize with other logistics companies; b) Establish other new branches in areas of Indonesia where it is still difficult to distribute food ingredients; c) Become a market leader; d) Increase in agreement rates in each region; e) The world of transportation and logistics is growing.

The threats owned by PT Pelni Logistics are: a) Switching to other companies with efficient rates and faster times; b) Large-scale promotions by similar companies; c) Tariff wars between loading and unloading companies; d) Benchmark competitor rates; e) Increase in labor costs.

EFAS (External Strategic Factors Analysis Summary)

No	External Strategic Factors	Weight	Average Rating	Score
Opportunities				
1	Synergize with other logistics companies	0.17	4	0.68
2	Establish other new branches in areas of Indonesia where it is still difficult to distribute food ingredients	0.14	4	0.56
3	Become a market leader	0.14	4	0.56
4	Increase in agreement rates in each region	0.11	3	0.33
5	The world of transportation and logistics is growing	0.12	3	0.36
Sub Total Opportunities		0.68		2.49
Threats				
1	Switching to other companies with efficient rates and faster times	0.10	2	0.20
2	Large-scale promotions by similar companies	0.06	2	0.12
3	Tariff wars between loading and unloading companies	0.07	2	0.14
4	Benchmark competitor rates	0.06	1	0.06
5	Increase in labor costs	0.04	2	0.08
Sub Total Threats		0.32		0.60
Total External Factors		1.00		3.09

source of data processed by the author

Analysis Based on 1E Matrix, SWOT-4K Diagram Analysis, and SWOT Matrix

The analysis is as follows:

Matriks 1E (*Internal - Eksternal*)**IFE weighted score**

	Strength 3.0 - 4.0 3.17	Average 2.0 - 2.99	Weakness 1.0 - 1.99
High 3.0 - 4.0 3.09	I	II	III
Medium 2.0 - 2.99	IV	V	VI
Low 1.0 - 2.99	VII	VIII	IX

source of data processed by the author

According to the 1E matrix processed by the author, the SWOT analysis shows that PT PelniLogistik is in cell I. With an internal strategy score of 3.17 and an external strategy total score of 3.09, the company is in the growth and development phase. With an internal strategy score of 3.17 and an external strategy total score of 3.09, the company's position is in the growth and development phase.

In analyzing SWOT, a company must identify its strengths, weaknesses, opportunities, and threats. These will be used to calculate the company's total score.

Weighted Value Table of PT PelniLogistik

No	Categories of Internal and External Variables	Weight	Average Rating	Score
Strength				
1	Sufficient and adequate equipment and work modes	0.23	4	0.92
2	Has become a selected stevedoring company	0.21	4	0.84
3	Being a subsidiary of Pelni, has been assigned agency work for Pelni ships	0.21	4	0.84
4	Has a large customer network	0.18	4	0.73
5	Has its own port warehouse	0.17	3	0.51
Sub Total Company Strengths		1.00		3.84
Weaknesses				
1	Tariffs are less	0.28	3	0.84
2	The competence of employees who do not master excel formulas, so there is an imbalance of human resources	0.18	3	0.54
3	Weak collection of receivables	0.14	4	0.56
4	Lack of promotional activities	0.26	4	1.04
5	There is no work unit that focuses on developing distribution channel information	0.14	3	0.42
Sub Total Company Weaknesses		1.00		3.40

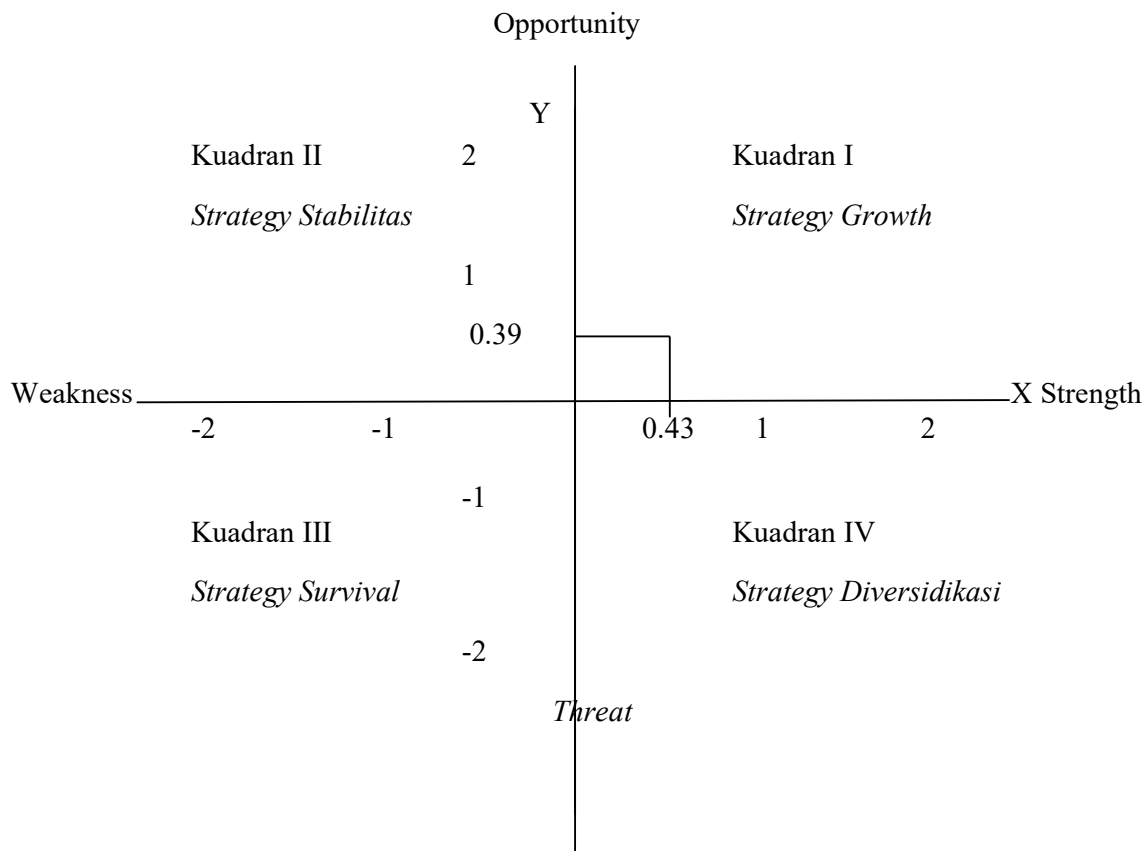
source of data processed by the author

No	Categories of Internal and External Variables	Weight	Average Rating	Score
Opportunities				
1	Synergize with other logistics companies	0.25	3	0.76
2	Establishing other new branches in areas of Indonesia where food distribution is still difficult.	0.20	4	0.80
3	Become a market leader	0.20	4	0.80
4	Increase in agreement rates in each	0.17	4	0.67

	region			
5	The world of transportation and logistics is growing	0.18	3	0.54
Sub Total Company Opportunities		1.00		3.57
Threats				
1	Switching to other companies with efficient rates and faster	0.31	3	0.93
2	Large-scale promotions by similar companies	0.18	3	0.53
3	Tariff wars between loading and unloading companies	0.22	3	0.67
4	Benchmark competitor rates	0.18	4	0.72
5	Increase in labor costs	0.11	3	0.33
Sub Total Company Threats		1.00		3.18

source of data processed by the author

SWOT Diagram Analysis of PT Pelni Logistics



source of data processed by the author

So based on the analysis of the SWOT diagram in accord with Suwarsono Muhammad, the strategy that must be applied by PT Pelni Logistik in improving service excellence and performance is to carry out maximum promotional activities using currently available technology, conduct market development, product development, and forward integration, backward integration, horizontal integration or Strengths-Opportunities (SO) strategy.

A company can create a SWOT matrix to determine what strategies are suitable for its business. The SWOT matrix can consist of four main strategies, namely: S-O strategies that use all the company's strengths to seize opportunities, W-O strategies that minimize the company's weaknesses to take advantage of opportunities, S-T strategies that use all the company's strengths to deal with threats, and W-T strategies that use all the company's strengths to overcome threats.

MatrikSWOT

IFAS EFAS	Strengths (S) 1. Sufficient and adequate equipment and work modes 2. Has become a selected stevedoring company 3. Being a subsidiary of pelni, received the assignment of pelni ship agency work 4. Has a large network of customers 5. Has its own port warehouse	Weaknesses (W) 1. Less flexible tariffs 2. The competence of employees who do not master excel formulas, so there is an imbalance of human resources 3. Weak collection of receivables 4. Lack of promotional activities 5. There is no work unit that focuses on developing distribution channel information
Opportunity (O) 1. Synergize with other logistics companies 2. Establish other new branches in areas of Indonesia that are still difficult to distribute food ingredients 3. Become the market leader 4. Increased deal rates in each region 5. The world of transportation and logistics is growing	SO strategy 1. Utilize a large network of customers that will support the company to become a market leader in the logistics competition market (S4, O3). 2. Utilize well-selected loading and unloading companies to synergize with other logistics companies (S2,O1). 3. Utilizing adequate equipment and modes will attract consumers to seek opportunities as the world of transportation and logistics continues to develop (S1,O1). 4. Utilizing the company's own warehouse in order to get the	WO Strategy 1. Maximize promotional activities carried out to be able to synergize with other logistics companies (W4, O1) 2. Adding work units that focus on developing distribution channel information to be able to cope with the increasingly developing world of transportation and logistics (W5,O5)

	opportunity to establish other new branches in areas of Indonesia that are still difficult to distribute food ingredients (S5,O2) 5. Strengthen Pelni's subsidiaries, get assignments for Pelni ship agency work to get opportunities to increase agreement rates in each region (S3,O4)	
Threats (T) 1. Switching to other companies with efficient rates and faster time 2. Massive promotions carried out by similar companies 3. Tariff wars between stevedoring companies 4. Competitor's tariff benchmark 5. Increase in stevedoring labor costs	ST Strategy 1. Having a wide and sufficient network can attract customers not to switch to other companies with efficient rates and faster times (S4, T1) 2. Utilizing a well-selected loading and unloading company after a massive promotion carried out by a similar company (S2,T2).	WT Strategy 1. Increase promotions so that customers do not switch to other companies with efficient rates and faster time (W4,T1) 2. Create a work unit that focuses on developing information on distribution channels so that it can carry out the same promotions carried out by competing companies (W5,T2).

source of data processed by the author

IMPLICATIONS

After going through several research processes, therefore, based on matching the results of the SWOT diagram analysis and IE matrix, the strategy that PT PelniLogistik can carry out in improving excellent service performance is to carry out maximum promotional activities using currently available technology, carry out market development, product development.

CONCLUSION

1. After carrying out a SWOT analysis using the IFAS table and obtaining internal strength factors (S) and weakness factors (W), it shows that PT PelniLogistik has strong internal factors (S), higher than the average.
2. In the EFAS table, external opportunity factors (O) and threat factors (T) are obtained, so it can be concluded that the company has responded very well to its ability to face the threats above average.
3. This company is in a relatively very good position because it can be seen from the IE matrix that the company is in cell I, which means that this position is a position of growth and development. It can also be proven from the results of the 4K SWOT diagram that it is in column I, namely in an aggressive position. So based on the analysis that the author carried out using the SWOT matrix, the strategy that can be implemented by PT PelniLogistik is the SO (StrengthsOpportunities) strategy. This means that the company can use all the strengths it has to make the most of opportunities.

4. So alternative strategies that can be used from the results of the IE matrix analysis. Among others: conducting maximum promotional activities using currently available technology, conducting market development, product development.

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