

ANALYSIS OF SERVICE STRATEGIES BUSINESS MODEL CANVAS GARUDA CARGO CENGKARENG DURING PANDEMIC AND POST- PANDEMIC

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Abstract: This study aims to identify the way a marketing strategy manages human resources in the air carrier PT. Data was collected using interviews and data collection techniques. In addition, the research method that will be used is a qualitative method. With this research, it is hoped that it can further help the operation of the cargo business in PT Garuda Indonesia Cargo, and can help PT Garuda Indonesia Cargo to advance in its cargo shipping services in the future after the Covid-19 pandemic.

Keywords: *Model Canvas, Business Strategy, Cargo, Cargo Airlines, Shipping Services.*

1. Introduction

The logistics sector is one of the most profitable industries within Indonesia's geographical borders. As Indonesia's economy continues to grow, the role of logistics companies is expanding. This growth is intricately linked to the country's demographics. As of April 25th, 2022, Indonesia boasts a population of 278.7 million people spread across a remarkable 16,771 islands. Furthermore, Indonesia is rich in diverse natural resources, including oil and gas, coal, and palm oil.

One of the companies operating in the logistics sector in Indonesia is PT Garuda Indonesia Aircraft. This company has set ambitious goals that depend on the individual contributions of its employees. To achieve these objectives, PT Garuda Indonesia Aircraft has developed and implemented a comprehensive human resource program. This program focuses on global talent management, integrated human resource development, performance optimization, productivity enhancement, and employee recognition.

In 2019, the transportation landscape in Indonesia witnessed an annual increase in air transportation usage. Within this context of rapidly advancing globalization, trade and consumer demand for competitive products and goods have transcended geographical

boundaries. Distance, space, and time no longer present insurmountable obstacles, as access is easily attainable within moments, often mere minutes away. This newfound convenience is attributed to highly efficient air transportation means and excellent support facilities, which facilitate the involvement of cargo services in the journey of goods and products from manufacturers to end consumers.

In response to these developments, PT Angkasa Pura Kargo, a subsidiary of PT Angkasa Pura II, has bolstered its network to provide air cargo services through a collaborative partnership with Garuda Indonesia. This collaboration has led to the establishment of the Cargo Service Center KSO CGK.

Garuda Kargo, a division of Garuda Indonesia, the national airline of Indonesia, plays a central role in the air transportation sector. The company provides air transportation services for both domestic and international destinations. Garuda Kargo operates a dedicated fleet of cargo aircraft and maximizes the utilization of cargo holds within Garuda Indonesia's passenger flights for cargo transportation. Among its array of services, Garuda Kargo offers express delivery, specialized cargo handling, transportation of fragile goods, and comprehensive e-commerce logistics solutions (Awaluddin, 2019; Jaya & Ariyanto, 2021).

In line with its commitment to quality and security, Garuda Kargo Indonesia ensures that the delivery of goods to customers maintains the highest standards, a commitment that has remained unwavering from the pandemic era to the present. The company is also proactively embracing technological advancements with the overarching goal of reducing the environmental impact of its delivery operations, enhancing energy efficiency, and securing long-term operational sustainability.

The primary objectives of this study are multifaceted. Firstly, it seeks to gain insights into how PT. Garuda Indonesia Cargo in Cengkareng has strategically managed its marketing and human resources to mitigate losses resulting from the impact of the Covid-19 pandemic in the preceding year. Additionally, the research endeavors to identify the opportunities and challenges that Garuda Indonesia has encountered, extending from the pandemic era to the current context. Moreover, it aims to comprehensively analyze the business model of Garuda Cargo, utilizing the Business Model Canvas as the overarching framework for this assessment.

2. Literature review

Human Resource Management

Human resource management involves adopting specific functions and activities aimed at efficiently and effectively utilizing employees within an organization to achieve its goals. These goals encompass satisfying key stakeholders to the best of its ability and making a positive contribution to the natural environment. This process encompasses the development, implementation, and ongoing maintenance of strategies, policies, procedures, rules, practices, and systems for managing employees in a strategic, participatory, and sustainable manner (Opatha, 2021).

In the aviation industry, Human Resource Management (HRM) holds paramount importance. It serves as a cornerstone for ensuring the efficiency and effectiveness of operations in this complex sector. Effective HRM practices are essential for enhancing the quality of aviation activities, meeting stringent safety standards, and satisfying the needs of passengers and stakeholders. Moreover, HRM plays a pivotal role in addressing the ongoing challenge of personnel shortage within the aviation industry, emphasizing the critical need for effective recruitment, training, and retention strategies. As the aviation landscape evolves in response to modern business challenges, HRM is instrumental in adapting to these changes and ensuring that the industry remains competitive and compliant.

Considering these challenges, guidelines for HRM improvement have been proposed to foster vocational training, overcome weaknesses, and encourage continuous investment in the knowledge and skills development of aviation employees, ultimately contributing to the industry's overall success (Mehmed and Todorova, 2023).

Business Strategy

Business strategies are all-encompassing plans and approaches developed by organizations to achieve their long-term goals and objectives. These strategies encompass a series of actions, decisions, and initiatives meticulously designed to maximize a company's competitive advantage, bolster its market position, and generate value for its stakeholders. Business strategies take various factors into account, including the organization's target market, the competitive landscape, resource allocation, and risk management. They provide a detailed roadmap outlining how a company will leverage its resources, capabilities, and market insights to outperform competitors and adapt to evolving market conditions, ultimately ensuring the long-term success and sustainability of the business. These strategies can encompass areas such as marketing, operations, finance, innovation, and human resources, and they are typically tailored to the specific needs and circumstances of the organization (Fleisher, 2018).

The Business Model Canvas is a strategic tool employed by organizations to visually outline and comprehend the fundamental components of their business model within a single, structured framework. It is designed to offer a clear and organized overview of how a company generates, delivers, and captures value within its specific market and industry. This canvas is composed of essential building blocks, including customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure, all interconnected to illustrate how the organization functions and attains profitability. The Business Model Canvas is a versatile and widely embraced tool that assists businesses in analyzing and adapting their strategies, promoting innovation, and making informed decisions to stay competitive and sustainable in an ever-evolving business landscape (Taipale-Erävala et al., 2020).

3. Research method

The research methods involving qualitative analysis using secondary data and studying existing literature are essential approaches when investigating the cargo operations of PT Garuda Indonesia from 2019 to 2021.

In this method we use data from 2019 to 2021 with data sampling for this method, researchers delve into the company's annual data reports and existing literature to extract insights, patterns, and knowledge related to its cargo operations. This process entails a comprehensive review and critical analysis of the data and information available in these reports, academic papers, and relevant documents.

4. Results and discussion

4.1 The Cargo Logistics Data of PT. Garuda Indonesia: Before The Pandemic, During The Pandemic, and After The COVID-19 Pandemic

The significant yield or revenue generated from cargo transportation, measured in ton-kilometers of cargo transported by PT. Garuda Indonesia, is illustrated in Figure 1. Based on the graph, it can be observed that PT. Garuda Indonesia's revenue from the logistics cargo sector underwent quite significant changes. At the onset of the pandemic in mid-2019, there was a drastic decrease in revenue, which continued into early 2020. However, in the first half of 2020, revenue from logistics cargo began to increase. This was due to PT. Garuda Indonesia's ability to adapt to the pandemic situation and the high demand for logistics in the transportation of medical supplies such as medicines, masks, vaccines, and other medical equipment. Additionally, inflation during that time contributed to increased revenue, despite a decrease in the quantity of goods transported through logistics. Towards the end of 2020 and into 2021, PT. Garuda Indonesia's revenue started to stabilize.

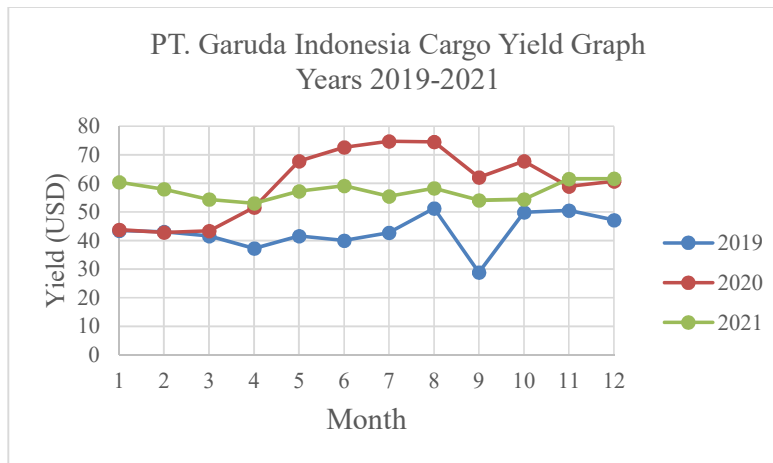


Fig. 1. PT. Garuda Indonesia Cargo Yield Graph for the Years 2019-2021.

The cargo logistics volume of PT. Garuda Indonesia for the years 2019-2021 is reported in Figure 2. Based on the graph, it can be observed that there was a significant decrease in cargo volume during the pandemic. Towards the end of 2019 and into mid-2020, specifically in March and April, there was a drastic decline in cargo volume. This was a direct result of the implementation of the Large-Scale Social Restrictions (PSBB) policy and lockdowns during the pandemic, which restricted public activities (PT Garuda Indonesia (Persero) Tbk, 2019, 2020, 2021).

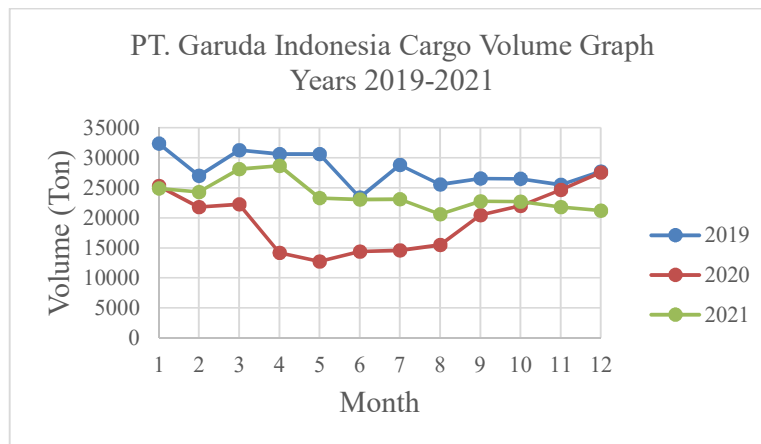


Fig. 2. PT. Garuda Indonesia Cargo Volume Graph for the Years 2019-2021.

4.2 Marketing and Human Resource Management Strategies of PT Garuda Indonesia in Cargo Handling During The Pandemic

The aviation industry, a key element in international business and tourism connections, has a significant impact on the country's economy. In addition to facilitating the mobility of the population and logistics, the aviation sector also has a sustainable impact on the tourism industry. However, when the pandemic arrived, flights were forced to cancel numerous trips in various regions in response to the risk of Covid-19 spread. Large-Scale Social Restrictions (PSBB) and lockdown policies in various countries had a significant impact on PT. Garuda Indonesia, which experienced substantial losses. Study reported by Faturrahman et al. (2022) and Kristanti (2021), reveals some strategies implemented by PT. Garuda Indonesia to tackle these losses during the pandemic, as listed below.

Negotiations with Lessors for Aircraft Lease Payment Funding

To ensure operational continuity during the pandemic, PT. Garuda Indonesia has taken strategic defensive steps. They engaged in negotiations with aircraft lessors to reach agreements aimed at reducing aircraft lease costs. This action proved effective in addressing the decline in revenue, particularly as Garuda Indonesia operates a significant portion of its fleet through leased aircraft. Therefore, this strategy has been instrumental in helping the company control its operational costs amidst the challenges posed by the pandemic.

Lauching Mobile Application “Kirim Aja”

In facing restrictions on public movement during the pandemic, there was a need for a solution that was fast, flexible, and efficient to meet the people's needs. The CEO of Garuda Indonesia, Irfan Setiাপutra, realized that this situation forced the company to innovate and adapt to the 'new normal' era. One of the strategies adopted by Garuda Indonesia was the launch of the digital application 'Kirim Aja' on Google Play on May 3, 2020.

The 'Kirim Aja' application simplifies the process of shipping transactions. Users do not need to visit service locations in person, as all transactions can be done digitally. The application also offers features like checking shipping rates and payment options through a virtual account. Additionally, for information and transaction services, 'Kirim Aja' provides features for reservations, order management, real-time tracking, and tracing.

The importance of the 'Kirim Aja' application goes beyond just the efficiency of the shipping process; it also enhances competitiveness in the cargo service industry. This application has helped Garuda Indonesia succeed in the competition with other airlines providing cargo services, especially those that have not yet incorporated e-commerce into their operations. The ease of access at any time and from anywhere adds value that sets 'Kirim Aja' apart from its competitors, particularly in delivering its services amid the social restrictions imposed during the pandemic. Since the release of this application, based on

operational cargo service data, there has been an increase compared to the previous months in June, July, August, and September.

Termination of Employment

To address the worsening situation during the pandemic, PT Garuda Indonesia took defensive measures by terminating the contracts of 700 contract employees. This action was taken in response to the need to reduce human resources (HR) that were considered less competent and professional. Despite the layoffs, PT Garuda Indonesia remained committed to fulfilling the rights that these employees were entitled to under applicable regulations. This included paying the remainder of the employment contracts. PT Garuda Indonesia prioritized the interests of its employees in making this decision. This difficult decision was made after various rescue efforts were made to ensure the company's sustainability amid the challenges posed by the Covid-19 pandemic.

Human Resource Development

In addition to reducing human resources considered less professional and competent, PT Garuda Indonesia also focused on enhancing employee skills through specific training related to marketing and operations during the pandemic. They launched the "Recurrent Uplifting Learning Service" (RULS) program with the goal of improving employee performance, maintaining good relations with partners, and evaluating progress in marketing and flight operations. This action aimed to ensure that the Garuda Indonesia team was prepared to face the changes in the aviation industry caused by the Covid-19 pandemic and to maintain the quality of their services in interacting with partners while enhancing operational efficiency.

4.3 Challenges and Opportunities Faced by PT Garuda Indonesia During the COVID-19 Pandemic

The presence of the Covid-19 pandemic has created extraordinary challenges for the global aviation industry. Government policies, such as the implementation of Large-Scale Social Restrictions (PSBB), have had a significant impact on air travel. PSBB restricted people's movements by air, leading to a drastic reduction in the number of flights operated by PT Garuda Indonesia and other airlines.

The challenges faced include a decrease in revenue and a loss of peak season momentum. PT. Garuda Indonesia's revenue, primarily derived from scheduled flights, has significantly declined. Scheduled flights were once a major contributor to the company's income but are currently experiencing a noticeable drop in revenue. PT. Garuda Indonesia has also lost the momentum of peak seasons, such as homecoming (mudik), umrah, hajj, and holidays. These peak seasons were previously the main contributors to Garuda Indonesia's income, both in terms of passenger and cargo logistics.

Aside from that, opportunities also arose during that period, such as an increase in logistic charters. To support the sustainability of the aviation business, there has been a rise in the use of logistics charter services. Garuda Indonesia has taken this initiative to maximize cargo transport by utilizing passenger aircraft compartments while maintaining strict flight safety standards. The implementation of Large-Scale Social Restrictions (PSBB) has limited people's travel, especially during peak seasons. However, the increase in logistics cargo services allows individuals to still send their goods even if they cannot travel personally.

4.4 Business Model Canvas for Cargo services of PT Garuda Indonesia

To enhance the overall cargo services of PT Garuda Indonesia, a business model canvas was specifically developed in this study to address the needs of PT Garuda Indonesia's cargo services. The business model was constructed using the table model consisting of the nine elements of the business model canvas (Table 1).

Tabel 1. BMC of PT Garuda Indonesia Cargo Services

	Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Busiess Model Canvas for Cargo services	Aircraft manufacturers	Cargo transportation by air	Safe and Efficient Cargo Transport	Customer Support	Individuals
	maintenance providers				
	Airports and aviation authorities for landing rights and infrastructure.	Cargo handling and logistic airport to airport	Regulatory Compliance	Long-term Partnerships	E-commerce Companies
	Fuel suppliers.	Safety Protocols	Specialized cargo handling		Manufacturers and distributors with time-sensitive cargo
	Freight forwarders and logistics companies for collaborations		E-commerce logistic solution		Import/export businesses dealing with global trade.

Regulatory
bodies for
compliance.

Government
agencies for
emergency relief
and critical
shipments.

Source : PT. Garuda Indonesia Cargo Services

Tabel 1.1 BMC of PT Garuda Indonesia Cargo Services

Business Model Canvas for Cargo services	Key Resources	Channels	Cost Structure	Revenue Streams
	Fleet of cargo aircraft.	Mobile Application	Aircraft operation and maintenance costs.	Freight charges based on weight, volume, or distance.
	Experienced pilots and ground staff.	Online booking and tracking system on the company's website.	Staff salaries and benefits.	Premium and express delivery options with higher fees.
	Maintenance of facilities and equipment.	Sales and customer support teams.	Fuel costs.	Specialized cargo services with premium pricing.
	Online booking and tracking system.	Marketing through social media, SEO, and industry-specific platforms.	Insurance and safety compliance expenses.	Subscription or membership models for frequent users.
	Warehousing facilities for cargo storage.	Partnerships with freight forwarders and logistics companies.	Marketing and advertising expenses.	Ancillary services like cargo insurance and expedited customs clearance.

Collaboration with online marketplaces and e-commerce platforms.	Infrastructure and warehousing costs.
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Source : PT. Garuda Indonesia Cargo Services

Key Partners

Key partners are crucial for ensuring smooth operations and the success of a business model. These key partners play diverse and essential roles, facilitating the entire logistics company. In the aviation industry, aircraft manufacturers and lessors play a pivotal role. When purchasing new aircraft is too expensive, companies can utilize lessors to rent aircraft for a specified period. According to Kristanti's report in 2021, during the pandemic, most of the aircraft operated by PT. Garuda Indonesia were chartered from lessors. Having a good maintenance provider is also essential and should be built internally by the company to ensure the proper upkeep of the fleet.

To facilitate both domestic and international shipping, it is imperative to establish agreements with relevant authorities and airports to secure landing rights and access to essential infrastructure. PT. Garuda Indonesia operates in 38 domestic and 38 international locations, ensuring a wide reach in its service network. Furthermore, to enhance the reach and efficiency of cargo transportation, partnerships with freight forwarders and logistics companies are essential. Collaborations in this field expand the cargo network, allowing for more efficient cargo delivery with door-to-door capabilities and an instant response to customer needs. These collaborations contribute to a seamless and responsive cargo transportation system (Huang et al., 2019).

In an industry where safety and security regulations are paramount, regulatory bodies become indispensable partners. Compliance with their standards and guidelines is not only essential but also mandatory. Maintaining a strong partnership with these authorities ensures that the business remains compliant and operates within the legal framework. Regulatory bodies such as Dishub and Bea Cukai are examples of key partners in this regard. A robust network of key partners, including aircraft manufacturers, airports, fuel suppliers, freight forwarders, and regulatory bodies, is the cornerstone of a successful air cargo logistics operation. These partners collectively ensure that cargo is transported safely, efficiently, and in accordance with all necessary regulations, making them invaluable to the business's continued success.

Key Activities

One of the pivotal activities in the air cargo transportation industry revolves around providing swift deliveries and ensuring efficient cargo handling, frequently encompassing

airport-to-airport logistics. The seamless operation of these activities and the rigorous adherence to standard operational procedures are paramount when dealing with a wide array of cargo categories and facilitating international shipping. These practices are essential in upholding the safety and efficiency of the entire cargo transportation process (Anggraeni et al., 2022)

Value Propositions

The value proposition offered by PT. Garuda Indonesia extends to a range of specialized cargo categories, including but not limited to dangerous goods, perishable goods, pets and animals, pharmaceuticals, valuable cargo, human remains, and valet services. Each of these categories requires a tailored approach to ensure their safe and efficient transportation. Handling dangerous goods involves strict adherence to safety protocols, and perishable goods demand precision in temperature control and timely delivery. For those traveling with their pets or transporting animals, the value lies in providing care and comfort during the journey. The pharmaceutical sector relies on the preservation of drug efficacy and integrity during transit, making secure and temperature-controlled transportation indispensable. Valuable cargo requires secure handling and surveillance, while transporting human remains necessitates a delicate and respectful approach. Valet services offer convenience and efficiency to passengers, ensuring that their vehicles are handled with care and are readily available upon their return.

Safety and efficiency are paramount in the air logistics industry, particularly when dealing with these specialized cargo categories. Regulatory compliance is non-negotiable, and adherence to stringent safety and security standards is imperative. Specialized cargo handling necessitates expertise in the unique requirements of each category, ensuring that items arrive in the best possible condition. E-commerce logistics solutions offer streamlined services, enabling businesses to meet the demands of the digital marketplace. Value is delivered through the seamless processing and delivery of online orders, providing convenience to both businesses and consumers. In an industry marked by diverse cargo types and evolving customer expectations, the ability to offer safe and efficient transport, regulatory compliance, specialized handling, and e-commerce logistics solutions stands as a significant value proposition for air logistics companies.

Customer Relationships

Customer relationships in the air cargo logistics industry are built upon the foundation of personalized customer service. Providing tailored solutions to meet the unique needs of each client is essential in establishing and maintaining strong relationships. Efficiency in handling customer inquiries and addressing any complaints swiftly and effectively is crucial for ensuring client satisfaction. Real-time tracking and communication mechanisms offer

transparency and peace of mind, allowing customers to stay informed about the status and location of their cargo. Additionally, loyalty programs or incentives for frequent customers not only foster customer retention but also demonstrate a commitment to building long-lasting partnerships. These elements collectively contribute to a robust and enduring customer relationship, characterized by trust, efficiency, and a personalized approach to service. A Study by Montung et al. (2019) underscored that overall customer response is predominantly influenced by trust, value, and the timeliness of the services provided, further underscoring the significance of these customer relationship practices.

Customer segmentation

Expanding customer segmentation is a vital strategy to increase revenue in the air cargo logistics industry. By catering to diverse customer segments, companies can tap into new revenue streams and strengthen their market presence. Understanding the unique needs and expectations of each customer segment and tailoring services accordingly is key to capturing their business and fostering long-term relationships. Reported by Chao et al. (2013) in their study, airline cargo transport users are classified into three market segments: professional service-oriented, empathy-oriented, and express service-oriented air freight forwarders. In this study, we elaborate on an offer of expandable customer segmentation that can be adapted by the company.

Individuals constitute a substantial segment, often requiring swift and efficient cargo transportation services for personal needs. These could range from sending gifts or personal belongings across borders to relocating to a new country. For individual customers, personalized service, clear communication, and convenient tracking options are critical to ensure satisfaction and loyalty. E-commerce companies represent another lucrative segment, given the explosive growth of online shopping. These businesses demand seamless logistics solutions to meet their rapidly evolving and time-sensitive needs. With efficient delivery and real-time tracking capabilities, logistics providers can support e-commerce companies in fulfilling their commitments to customers. Additionally, tailored logistics solutions, such as last-mile delivery and warehousing services, are instrumental in catering to this dynamic and expanding market.

Manufacturers and distributors dealing with time-sensitive cargo rely on air cargo logistics for the swift and reliable transport of their goods. This segment often includes high-value, perishable, or time-critical items, making efficiency and safety paramount. By offering specialized handling, temperature-controlled storage, and streamlined customs clearance, logistics providers can become trusted partners for these businesses, securing long-term contracts and consistent revenue. Import/export businesses engaged in global trade constitute a substantial and diverse segment. These companies handle a wide range of commodities, each with its unique requirements. Understanding and accommodating the complexities of international shipping, including customs clearance, documentation, and compliance, is

essential for tapping into this segment's revenue potential.

Government agencies and humanitarian organizations form a specialized yet essential customer segment. They rely on air cargo logistics to transport emergency relief supplies, medical equipment, and other critical shipments to regions affected by disasters or in need of assistance. Establishing reliable partnerships with these entities requires compliance with strict regulations and the ability to respond rapidly to crisis situations. Serving this segment not only contributes to revenue but also plays a vital role in global humanitarian efforts.

Key Resource

Logistics cargo is subject to specific performance standards, including time targets, efficient costs, and effective methods. The overarching objective of logistics activities is to strike a balance between delivering the quality of service expected by customers and optimizing resource utilization to meet company goals. Key interconnected resources in logistics cargo encompass customer service, demand forecasting, inventory management, logistic communication, material handling, order processing, packaging, parts and service support, location site selection, procurement or purchasing, reverse logistics, transportation, and warehousing & storage (Soepriyadi, 2021).

The cargo aircraft fleet serves as a foundational asset in the air cargo sector, tailored to transport diverse goods of varying sizes. A well-equipped cargo aircraft fleet is pivotal for streamlining logistics operations. It necessitates experienced pilots adept at safely and efficiently managing cargo aircraft. Additionally, ground staff, including maintenance personnel, cargo operations managers, and administrative staff, play critical roles in day-to-day operations. Service quality enhancement is paramount for service companies seeking a competitive edge in the industry. Service quality significantly influences customer satisfaction and loyalty (Ramadhani Pambudi, 2021). Moreover, the expertise and competence of aviation employees within a company are of utmost importance. Effective human resource management is pivotal for overall company success. Competent and dedicated personnel significantly contribute to the secure, efficient, and successful execution of air cargo logistics operations (Mehmed & Todorova, 2023).

Maintaining cargo logistics facilities and equipment is paramount. Ground facilities like runways, hangars, and cargo storage areas require regular upkeep to ensure seamless operations. Ground equipment, including cargo loaders, fueling equipment, and cargo handling tools, also demand consistent maintenance to sustain performance and safety standards. A system allowing customers to book cargo delivery services online and track shipment status enhances convenience and aids cargo airline companies in logistics management. PT. Garuda Indonesia facilitates online booking and tracking through the "Kirim Aja" application launched in May 2020 (Kristanti, 2021). Adequate storage facilities are indispensable as temporary storage for cargo pre-shipping or post-arrival. A quality warehouse facility should feature robust security systems and efficient cargo handling

equipment for safe and effective goods management.

Channels

Distribution channels are an essential organizational structure, both within and outside a company, involving agents, dealers, wholesalers, and retailers to facilitate the offering of commodities, products, or services. PT. Garuda Indonesia employs two primary distribution channels, the direct and indirect channels. However, in the case of Garuda Indonesia Cargo, the indirect channel dominates, with agents contributing approximately 89% of the total revenue (Viali et al., 2018). Consequently, there is a need for further development in the Channels aspect to diversify distribution methods.

One such avenue for development is the creation of a mobile application tailored to address all cargo logistics-related requirements. This mobile application provides customers with a convenient means to track their cargo status, place orders, and access vital information directly from their mobile devices. Furthermore, PT. Garuda Indonesia's cargo logistics can enhance the customer experience by offering an online booking and tracking system via its website. This approach allows customers to effortlessly book cargo delivery services and monitor the status of their shipments online, irrespective of their location or the time of day. These digital enhancements significantly contribute to the ease of logistics management.

To bolster customer engagement, PT. Garuda Indonesia's cargo logistics should employ dedicated sales teams responsible for promoting cargo delivery services. In addition, having specialized customer support teams is vital to assist customers with inquiries, requests, or any issues that might arise during the shipping process. Leveraging marketing through social media, search engine optimization (SEO), and industry-specific platforms provide a powerful tool to promote cargo services. This multi-pronged approach not only broadens the reach but also amplifies the company's visibility in a highly competitive market. Furthermore, forging partnerships with freight forwarders and logistics companies opens opportunities to expand the distribution network and ensure the seamless delivery of cargo. Finally, in an era dominated by online shopping applications and e-commerce platforms, collaboration with e-commerce players offers an exciting prospect. This collaboration allows PT. Garuda Indonesia to tap into the rapidly growing online market, connect customers with its cargo services through these platforms, and actively contribute to business growth in the e-commerce sector.

Cost Structure

The cost structure of Garuda Indonesia Cargo consists of overhead costs, human resources costs, and belly space rates. Overhead costs include office building rental expenses, office building operational costs, and expenses related to sales and operations needs. Meanwhile, belly space rates are the calculated expenses required for its operations (Viali et al., 2018). The breakdown of costs within PT. Garuda Indonesia Cargo includes several key elements:

- **Aircraft Operation and Maintenance Costs:** This category comprises the expenditures required for maintaining and operating the cargo planes used by PT. Garuda Indonesia Cargo. It encompasses the costs of routine maintenance, repairs, fuel refills, and all aspects associated with the operation of the cargo aircraft fleet.
- **Staff Salaries and Benefits:** These costs include the salaries and benefits provided to staff working for PT. Garuda Indonesia Cargo. These staff members encompass various roles, such as pilots, cabin crew personnel, ground employees, and others who support cargo operations.
- **Fuel Costs:** Fuel costs are one of the most significant operational expenses within the air cargo business and involve the expenses incurred to purchase fuel for the cargo aircraft.
- **Insurance and Safety Compliance Expenses:** This category comprises expenses associated with insurance to protect the aircraft and the cargo being transported, along with expenses related to complying with aviation safety regulations and standards.
- **Marketing and Advertising Expenses:** These expenses are directed toward the promotion and advertising of PT. Garuda Indonesia Cargo's services, including efforts to market their services to customers and build the company's brand.
- **Infrastructure and Warehousing Costs:** Infrastructure costs involve expenditure necessary for maintaining facilities and infrastructure used in cargo operations, such as storage warehouses. This includes costs related to rent, maintenance, and other expenses associated with these facilities.

Revenue

Garuda Indonesia Cargo plays a vital role within Garuda Indonesia, as it serves as a significant revenue generator alongside passenger-related income. The primary source of revenue for Garuda Indonesia Cargo is currently derived from cargo and document shipments (Viali et al., 2018). The income stream for PT. Garuda Indonesia Cargo encompasses several elements, including freight charges based on weight, volume, or distance. Additionally, there are premium and express delivery options available, attracting higher fees. Specialized cargo services with premium pricing are another source of revenue, alongside subscription or membership models designed for frequent users. Ancillary services like cargo insurance and expedited customs clearance further contribute to the revenue streams of PT. Garuda Indonesia Cargo.

5. Conclusion

Marketing and Human Resource Management Strategies of PT. Garuda Indonesia Cargo Cengkareng during the Covid-19 pandemic include negotiations with lessors for aircraft lease

payment funding, launching the "Kirim Aja" application, employee termination of those considered less competent, and human resource development by providing specialized training related to marketing and operations during the Covid-19 pandemic.

Facing the Covid-19 pandemic, PT. Garuda Indonesia Cargo Cengkareng encountered various significant challenges as well as valuable opportunities that shape the future of Garuda Indonesia's cargo business. Some of these challenges include declining revenue due to the implementation of Large-Scale Social Restrictions (PSBB) and lockdowns, as well as the loss of peak-season momentum like homecoming (mudik), Umrah, Hajj, and holidays.

The opportunities that PT. Garuda Indonesia Cargo Cengkareng can leverage include the increase in logistics cargo services, allowing individuals to still send their goods, even if they cannot travel personally. The identification of the Business Model Canvas (BMC) of PT. Garuda Indonesia Cargo Cengkareng has been successfully conducted, comprising nine aspects. The results of the BMC identification are expected to serve as considerations for determining the ideal marketing and human resource management strategies for PT. Garuda Indonesia Cargo Cengkareng.

6. Implications

In conducting this research, the aspiration is that it will serve as a valuable evaluation for the company. Furthermore, this study is expected to provide recommendations and solutions aimed at enhancing efficiency and service quality within the cargo industry, thus contributing to economic development in Indonesia. With the outcomes of this research, the anticipation is that Garuda Cargo Indonesia can elevate its competitiveness and take on a more active role in both domestic and international cargo markets.

7. Research limitations

The conducted research is limited to a single company and also restricted to one branch office. It is highly recommended for future research to compare the marketing and human resource management strategies of PT. Garuda Indonesia Cargo Cengkareng with other logistics cargo companies. This research has a scope that is too broad because it combines the analysis of cargo service strategies during and after the pandemic. Therefore, it is challenging to delve deeply into all aspects within a single study. Additionally, in some cases, the designed business models may not be sustainable or may undergo significant changes after the pandemic.

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