

The Service Strategy of Passenger Ship Agencies in Indonesia

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Abstract— The main problem of this research was that ship agency service companies have not been able to cope with the lateness in document administration. Poor services to customers were also caused by the low quality or performance of employees and company as well as limited quantity of human resources in the operational division. The aim of this research was to know the service strategy of ship agency with a case study at Bahari Eka Nusantara Branch of Tarakan in Jakarta. The research employed the Quantitative Strategic Planning Matrix (QSPM) and Strength, Weakness, Opportunity, and Threat (SWOT) analysis methodologies using the study informants from ten different countries. The managers and personnel of the PT Bahari Eka Nusantara Branch of Tarakan. The SWOT analysis in Strength-Opportunity strategy results in two alternative priority strategies developed using QSPM. The result of research explains that the company through Quantitative Strategic Planning Matrix carried out a business expansion in the forms of improving excellent ship agency service quality and product development through product diversification with the highest Total Attractive Score 7.423 and 6.918 respectively, and that business expansion became the strategy prioritized by the company.

Keywords— Business Expansion, Ship Agency Service, Service Performance, Excellent Service Quality, Service Strategy

I. INTRODUCTION

Today, Indonesian ports should provide optimum services, requiring cooperation and coordination among related agencies to smoothen the process or flow of cargo export and import by using sea transportation. The activities of operation management team are to plan the concept of increasing the number of customers and to organize a successful international shipping business while expecting that any ship around the world builds a cooperation with Bahari Eka Nusantara when they run their operation in Indonesian territory. Bahari Eka Nusantara in the North Kalimantan, precisely in Tarakan, is a branch that at the same time functions as local agent of the general agent O.S.K Lines Indonesia and as general agent of Libra Shipping Ltd, Oldendorff Ltd. Its job and function are to arrange the operational activities of ship's arrival and departure (clearance in and clearance out), find customers, ship's berthing, and document administration at Tarakan port, Tarakan Anchorage, and Bunyu Anchorage.

The increasing frequency of ship's calls in the port and cargo loading-unloading activities both at wharf and off shore surely needs quality, skilled and professional human resources so that there will be no obstacle in the activities carried out. Limited number of human resources is the main obstacle that causes delay in document administration due to minimum number of employees of Bahari Eka Nusantara. In every agency there is a work division such as: carrying out ship berthing activities, document administration, ship departure, boarding agent, and crew service. These departments will always have relationship with harbormaster, immigration, customs, quarantine, health agency, and stevedoring companies. This research aims to analyze the service strategy of a ship agency as the most appropriate recommendation to Bahari Eka Nusantara Branch of Tarakan.

Theoretically, a shipping agent acts as mediator among ship owner, operator, and various stakeholders involved in maritime operation [1]. A shipping agent provides various services to facilitate the smoothness of ship's arrival, stay, and departure in the ports around the world. In other words, shipping agents mediate between ship owners, operators and various stakeholders involved in maritime operations and shipping agents provide various services to facilitate the smooth arrival, transit and departure of ships at ports around the world [1]. According to another study, the current connection between agent and principal is positively correlated with organizational performance [2]. Based on the study [3], the long process of managing ships at an agency company is closely related and is the basis for every shipping company to improve the quality of service. In general, the administration of routine consignment of a shipping company will be done quickly and efficiently by ship agent [4]. Furthermore, [5]–[8] state that the quality of a service agency has a positive impact on customer satisfaction. In addition, research findings related to shipping agencies show that they are related to price, service quality, customer satisfaction, and competitiveness between shipping agency services and will increase the competitiveness of shipping agency services [9].

II. RESEARCH MODEL

This research uses observation, semi-structured direct interview, and survey to get the primary data. In contrast, the secondary data used in this study comes from journals and similar studies that discuss how to improve the effectiveness of ship agencies. Tarakan, Bahari Eka Nusantara Branch, provides services. The research informants as many as ten people include some leaders and operational staff of Bahari Eka Nusantara Branch of Tarakan. The method uses direct field observation concerning the efforts to optimize the performance of ship agency services of Bahari Eka Nusantara Branch of Tarakan. Quantitative Strategic Planning Matrix

(QSPM) and Strength, Weakness, Opportunity, and Threat (SWOT) analysis with the research informants from ten leaders are used in the research method. the Bahari Eka Nusantara Branch of Tarakan's operational personnel. The validity of data pertaining to the study issue is evaluated in this work using the triangulation technique. There are two alternative business strategies recommended to Bahari Eka Nusantara Branch of Tarakan which are shown in a diagram of SWOT quadrants and SWOT matrix, namely: (1) Product development strategy (product diversification), and (2) Business expansion strategy (improving the excellent agency service quality).

III. RESULTS AND DISCUSSION

A. Data Description

In this research, the object is described as the internal factors that may be the strengths and weaknesses of the company as well as external factors in the form of opportunities and threats that may influence the company. In addition, the best strategies can be implemented by the company to compete with competitors. Internal and external analyses of Bahari Eka Nusantara Branch of Tarakan can become a reference to determine the most appropriate strategy of agency services to be implemented by the company to increase the number of ship's calls. Bahari Eka Nusantara Branch of Tarakan runs ship agency services especially in coal export for the area of North Kalimantan, precisely in Tarakan. The company carries out *clearance in* and *clearance out*, promotion and document processing in Tarakan Port, Tarakan Anchorage, and Bunyu Anchorage.

Based on the information obtained until 2021, the management team of Bahari Eka Nusantara Branch of Tarakan has implemented various strategies to increase the number of ship's calls. For example, from 2017 to 2019 Bahari Eka Nusantara Branch of Tarakan experienced its golden era in 2019 with the increase of ship's calls as many as 47 ships. One of the company's internal success factors is the human resources with good spirit and work ethos and professional in delivering agency services to the customers as well as strong financial support. Whereas the external factors are the quite high ship's calls in Tarakan port and the company is one of the agency companies that serve coal export. Based on the internal and external conditions, SWOT analysis can identify the internal factors that may be strengths and weaknesses as well as external factors in the form of opportunities and threats for Bahari Eka Nusantara Branch of Tarakan.

B. Internal Factors

Internal factors include a strength factor made up of six indicators and a weakness factor made up of four indicators. To see the influence of internal factors on the agency service strategy, weighting and rating are given to each indicator of strength and weakness. The rating is taken from the questionnaire filled up by 10 respondents and subsequently the average rating per indicator of strength is obtained. The weight is obtained by dividing the average rating with the total average rating of internal factors (strength and weakness) amounting 31.4. The highest score for strength factor is 0.446 that is in the indicator of Human Resources having good spirit

and work ethos and professional (S1 & S5) and the lowest score is 0.315 in the indicator of strong financial support (S2). The total score for the strength factor is 2.373. Then, it can be concluded that the most influential strength indicator of Bahari Eka Nusantara Branch of Tarakan is the service delivered by the Human Resources with good spirit and work ethos and professional.

The result of weighting and rating for the weakness factor is similar with the strength factor; the rating is taken from the questionnaire filled up by 10 respondents and subsequently the average rating per indicator of weakness is obtained. The weight is obtained by dividing the average rating with the total average rating of internal factors (strength and weakness). The highest score for weakness factor is 0.258 that is in the indicator of limited number of Human Resources (W1) and the lowest score is 0.153 that is in the indicator of limited facilities owned (W4). The total score for weakness factor is 0.889. Then, it can be concluded that the most influential weakness indicator of Bahari Eka Nusantara Branch of Tarakan is the limited number of Human Resources. While the total score of internal factors is 3.262.

C. External Factors

The external factors include opportunity factor consisting of five indicators and threat factor consisting of four indicators. To see the influence of external factors on the agency service strategy, then weighting and rating are given to each indicator of opportunity and threat. Similar with internal factors (strength and weakness), the rating is taken from the questionnaire filled up by 10 respondents and subsequently the average rating per indicator of opportunity. The weight is obtained by dividing the average rating with the average rating of external factors (opportunity and threat) amounting 27.5. The highest score for opportunity factors is 0.509 that is in the indicator of ship's call at Tarakan Port which is quite high as the impact of increased world trade (O1 & O5) and the lowest score is 0.349 that is in the indicator of company's potency which is quite good in delivering agency services (O3). The total score for opportunity factor is 2.218.

Then, it can be concluded that the most influential opportunity indicator of Bahari Eka Nusantara Branch of Tarakan is the ship's call at Tarakan Port which is quite high as the impact of the increased world trade. The result of weighting and rating for the threat factor is similar with the opportunity factor; the rate is taken from the questionnaire filled up by 10 respondents and subsequently the average rate per indicator of threat is obtained. The weight is obtained by dividing the average rating with the total average rating of external factors (opportunity and threat). The highest score for threat factor is 0.305 that is in the indicator of Covid Pandemic (T1) and the lowest score is 0.189 that is in the indicator of consumer's increased bargaining power (T4). The total score for threat factor is 1.062. Then, it can be concluded that the most influential threat indicator of PT Bahari Eka Nusantara Branch of Tarakan is the Covid-19 Pandemic. While the total score of external factors (opportunity and threat) is 3.280.

The weight is obtained by dividing the average rating with the total average rating of external factors (opportunity and threat). The highest score for threat factor is 0.305 that is in the indicator of Covid Pandemic and the lowest score is 0.153 that is in the indicator of limited facilities owned (W4). The total score for weakness factor is 0.889. Then, it can be concluded that the most influential weakness indicator of PT Bahari Eka Nusantara Branch of Tarakan is the limited number of Human Resources. While the total score of internal factors is 3.262. IFE Matrix is used to know how big is the role of the internal factors existing in the company. IFE Matrix indicates the internal condition of a company in term of strengths and weaknesses which are calculated based on the rating and weight. Based on the calculation of rating and weight through the IFE Matrix, the score for internal factors is obtained as big as 3.261 which is a cumulative result from strength factor as big as 2.373 and weakness factor as big as 0.889. Then, it is concluded that the strength factor of PT Bahari Eka Nusantara Branch of Tarakan is bigger than its weakness factor.

The external conditions (opportunity and threat) of ship agency company are assessed through EFE Matrix based on rating and weighting. Based on the calculation of rating and weight through the EFE Matrix, the score for external factors is obtained as big as 3.280 which is a cumulative result from opportunity factor as big as 2.218 and threat factors as big as 1.062. Then, it can be concluded that the opportunity factor of PT Bahari Eka Nusantara Branch of Tarakan is bigger than its threat factor. IE (Internal-External) matrix analysis is a way to formulate a company business strategy that is developed based on the analyses of IFE matrix and EFE matrix. The company business strategy can be put in the IE (Internal-External) Matrix. The IFE Matrix is in the point of 3.280 and EFE matrix is in the point of 3.261. The IE Matrix is in Quadrant I, so the company business strategy of PT Bahari Eka Nusantara Branch of Tarakan is in Growth and Development. Then, the business strategies recommended by IE matrix to Bahari Eka Nusantara Branch of Tarakan are: (1) Intensive Strategy through market penetration, market development or product development, and (2) Integrative Strategy through backward integration, forward integration, or horizontal integration.

D. SWOT Matrix Analysis

Based on calculation, it is known the horizontal axis (X) is 1.484, resulted from deducting the total score of strengths by the total score of weaknesses in the internal factors, whereas the vertical axis (Y) is 1.156, resulted from deducting the total score of opportunities by the total score of threats in the external factors (Figure 1).

Figure 1 explains that the position of Bahari Eka Nusantara Branch of Tarakan is in Quadrant I, a very favorable position, where the company has good internal strengths so that it can take advantage of the opportunities to develop its business. Based on the diagram of SWOT analysis quadrant, the recommended strategy is to support the policy of aggressive growth. The SWOT analysis aims to make SWOT matrix and then formulate the strategy, a combination of strengths, weaknesses, opportunities, and threats indicators.

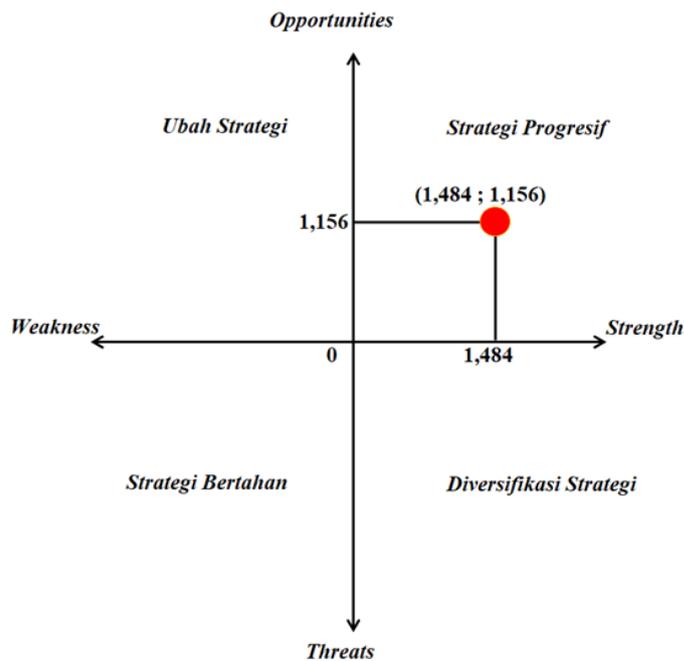


Figure 1 Diagram of SWOT Analysis Quadrants

Four main strategies based on SWOT are; (1) S-O strategy, it is to know the strengths and take advantage of opportunities. Bahari Eka Nusantara Branch of Tarakan can develop a strategy supported by strong finance, professional human resources with good spirit and work ethos. So, the strategy that should be made is an agency expansion in the form of excellent agency service quality improvement. (2) W-O strategy, it is based on the weaknesses and opportunities in PT Bahari Eka Nusantara Branch of Tarakan. It is to know the company's weaknesses to take advantage of opportunities and to develop a business strategy with strong financial support and company's strategic location. So, what should be done is to diversify the product, not only ships special for coal but it can expand to other products. (3) S-T strategy, it is developed based on the strengths and threats in Bahari Eka Nusantara Branch of Tarakan.

The company uses its strengths to face the threats by implementing a strategy with strong financial support, professional human resources with good spirit and work ethos. So, the strategy that should be made is an agency business expansion in the form of excellent agency service quality improvement, including agency tariff competition. (4) W-T strategy, it is based on the weaknesses and threats in the company. PT Bahari Eka Nusantara Branch of Tarakan will minimize its internal weaknesses to avoid external threats. With the strong financial support and strategic location, what should be done is to diversify the product, not only ships special for coal but it can expand to other products as a solution for the decreased coal production due to Covid-19 pandemic.

TABLE 1. SWOT Matrix

	Strength (S)	Weaknesses (W)
Internal	Service by professional human resources Strong financial support The company has experiences in ship agency. Regular customers Employees with good spirit and work ethos. The company has a strategic location.	Limited number of human resources (HR) Non-optimal document preparation Less effective communication and information between the company and terminal and ship Lack of facilities
External	S-O Strategy	W-O Strategy
Ship's call in Tarakan port is quite high. Good company image The company has quite good potency in delivering agency services. As one of the ship agency companies that serve coal export. World trade activities increase.	With strong financial support, professional HR with good spirit and work ethos, the strategy that should be made is agency expansion in the form of excellent agency service quality improvement.	With strong financial support and strategic location, what should be made is to diversify the product, not only ships specially for coal but expand to other products.
Threats (T)	S-T Strategy	W-T Strategy
Covid Pandemic Agency companies keep growing in number. Tariff competition in ship services Consumer's bargaining power becomes high.	With strong financial support, professional HR with good spirit and work ethos, the strategy that should be made is agency expansion in the form of excellent agency service quality improvement, including agency tariff competition.	With strong financial support and strategic location, what should be done is to diversify the product, not only ships specially for coal but it can expand to other products as a solution for the decreased coal production due to Covid pandemic.

The most appropriate business strategy to be implemented by Bahari Eka Nusantara Branch of Tarakan, regarding the company's position is in Quadrant I, is S-O Strategy. This strategy is developed based on the company's mindset, by taking advantage of all the strengths to grab big opportunities. Thus, the strategy that should be made is agency expansion in the form of excellent agency service quality improvement.

TABLE 2. QSPM Matrix

Alternative Strategy	Weight	Product development strategy (product diversification)		Business expansion strategy (excellent agency service quality improvement)	
		AS	TAS	AS	TAS
Main Factors	Strength				
Service by professional human resources Strong financial support The company has experiences in ship agency. Regular customers Employees with good spirit and work ethos. The company has a strategic location.	0.111 0.105 0.105 0.105 0.111 0.108	4 4 3 4 4 3	0.446 0.420 0.315 0.420 0.446 0.325	4 4 4 4 4 4	0.446 0.420 0.420 0.420 0.446 0.433
	Weakness				
Limited number of human resources Non-optimal document preparation Less effective communication and information between the company and terminal and ship Lack of facilities	0.086 0.076 0.083 0.076	4 3 3 3	0.344 0.229 0.248 0.229	3 4 4 3	0.258 0.306 0.331 0.229
	Opportunities				
Quite high ship's call in Tarakan port Good company image The company has quite good potency in providing agency services As one of ship agency companies that serve coal export The increased World trade activities	0.127 0.124 0.116 0.120 0.127	4 4 4 3 4	0.509 0.495 0.465 0.360 0.509	4 4 4 4 4	0.509 0.495 0.465 0.480 0.509
Threats					
Covid-19 Pandemic Agency companies keep growing in number Ship service tariff competition Consumer's bargaining power becomes high	0.102 0.091 0.098 0.095	3 3 3 3	0.305 0.273 0.295 0.284	3 3 4 3	0.305 0.273 0.393 0.284
Total			6.918		7.423

E. QSPM (Quantitative Strategic Planning Matrix) Analysis

The business plan is objectively assessed using QSPM (Quantitative Strategic Planning Matrix) analysis, taking into account the internal and external variables that have been discovered. and finished up in the prior phase. There are two alternative business strategies recommended to Bahari Eka Nusantara Branch of Tarakan based on the conclusion from IE Matrix, Diagram of SWOT Quadrant and SWOT Matrix, namely product development strategy (product diversification)

and business expansion strategy (excellent agency service quality improvement). The appropriate business strategy to be implemented by Bahari Eka Nusantara Branch of Tarakan is selected by using the tools of QSPM Analysis as shown in Table 2.

The Quantitative Strategic Planning Matrix (QSPM) Analysis is used to objectively assess the company plan based on the internal and external elements that have been identified. identified and came to a conclusion at the prior phase. From the calculation on QSPM Matrix, the highest Total Attractive Score is obtained 7.423 namely alternative strategy 2 and the lowest Total Attractive Score is 6.918 namely alternative strategy 1 (Table 5). Thus, alternative strategy 2 is set as the priority more than alternative strategy 1.

F. Discussion

This research describes the problems and findings that exist during the research concerning the analysis of ship agency service strategy in Bahari Eka Nusantara Branch of Tarakan. This research is carried out in stages through the processes of literature study, field observation, interview with respondents related to the research problem, and distribution of research questionnaire. After the data from each process is gathered, it is followed by analysis and data processing using SWOT method.

1. Company Business Strategy Based on IE Matrix

Based on the calculation of IE (Internal-External) Matrix in Figure 1, Bahari Eka Nusantara Branch of Tarakan is in Quadrant I. Thus, from IE Matrix it can be concluded that the most appropriate business strategies with the current condition where Bahari Eka Nusantara Branch of Tarakan is in the stage of growth and development are product development strategy and business expansion strategy. So, the company can develop, build, and improve the customer service quality and provides substitute products other than the previous products.

2. Company Business Strategy Based on the Diagram of SWOT Quadrant and SWOT Matrix

Figure 2 shows the position of Bahari Eka Nusantara Branch of Tarakan in the diagram of SWOT quadrant. The company is in Quadrant I, the most-wanted position because of having many internal strengths that can take advantage of opportunities in the external factor maximally. One of internal strengths the company relies on is the service from professional human resources who have good spirit and work ethos, as well as the company's strong financial support. With its internal strengths the company is expected to be able to take advantage of opportunities to increase the number of ship's calls by optimizing all the strengths and opportunities. In addition, new opportunities can be utilized to increase the number of ship's calls of Bahari Eka Nusantara Branch of Tarakan. Then, based on the analysis of the diagram of SWOT quadrant in Figure 2, some business strategies which support the aggressive growth policy can be recommended, including the strategies of market development, market penetration, product development, forward integration, backward integration, horizontal integration, and related diversification.

After knowing the position and location of Bahari Eka Nusantara Branch of Tarakan in the diagram of SWOT

quadrant, subsequently some possible strategies in SWOT matrix are developed as shown in Figure 2. Four possible business strategies can be implemented, namely S-O strategy to take advantage of opportunities with the existing internal strengths, W-O strategy to minimize weaknesses with the existing opportunities, S-T strategy to minimize threats with the internal strengths, and W-T strategy to avoid threats by turning the weaknesses into the company's strengths. Thus, it is concluded that the most appropriate business strategy to be implemented by Bahari Eka Nusantara Branch of Tarakan is S-O strategy. S-O strategy is developed based on the company's thought, that is taking advantage of all internal strengths to grab big opportunities. Therefore, the strategies that must be implemented are the strategy of product development (product diversification) and the strategy of business expansion (excellent ship agency service improvement).

3. Company Business Strategy Based on QSPM Matrix

Based on the calculation of IE (Internal-External) Matrix, diagram of SWOT quadrant, and SWOT matrix, two alternative strategies are recommended to be implemented by Bahari Eka Nusantara Branch of Tarakan. The first is product development strategy and the second is business expansion strategy. From those two alternative strategies, one that is most optimal and appropriate to be implemented by Bahari Eka Nusantara Branch of Tarakan will be selected. This selection of alternative strategy uses QSPM Matrix analysis. From the calculation in QSPM Matrix the highest Total Attractive Score is obtained as big as 7.423 in the second alternative strategy, namely business expansion strategy (excellent ship agency service improvement), and the lowest Total Attractive Score as big as 6.918 in the first alternative strategy namely product development strategy. Based on the calculation of QSPM Matrix, the order of strategy priority for Bahari Eka Nusantara Branch of Tarakan is; (1) Product development strategy, namely product diversification, and (2) business expansion strategy, that is excellent ship agency service improvement.

Based on such analyses it can be concluded that this research is in line with the studies by [10] who carried out a research in the same company, that is Bahari Eka Nusantara which is considered as fairly good, but the processes of ship's arrival and ship's departure have not been optimal so that they hindered the performance. Simultaneously, the research at PT Bahari Eka Nusantara Tanjung Priok Branch is in line with the study [11] which explains that Standard Operating Procedures and Work Environment have a positive and significant influence on employee productivity. The results of this research related to agency at PT. Bahari Eka Nusantara, a representative of Ben Line Agencies Indonesia, support the research [12], [13], which states that directly and simultaneously there is a positive and significant influence between agency services and business strategies on customer satisfaction at PT. Bahari Eka Nusantara, a representative of Ben Line Agencies Indonesia. This research is also in line with the results of other studies, [14] explaining that in order to maintain the quality of shipping agency services, efforts are still needed to improve the quality of shipping agency services

by requiring companies to provide special training to employees, especially in terms of building good communication and relationships with customers to improve service accuracy.

This research is also in line with the studies by [15], which discuss about the preparedness of human resources as the preparedness of ship agency service. In addition, research on business expansion strategy by improving the excellent quality of ship agency service is in line with the studies by [16] that the role of agent and excellent service contribute to customer satisfaction. The result of this research is also in line with other researches that ship agency service is closely related to service quality and customer satisfaction [5], [7], [8]. The results of the research using the SWOT Strategy helped some companies in its research, which formulated targeted strategic steps to improve operational performance, maintain service quality, and increase customer satisfaction [17]–[20]. This research is also in line with the researches by [21]–[23] that use QSPM Matrix Analysis. Likewise, this research supports the previous study by [24] that uses SWOT analysis and QSPM Matrix Analysis. The results of this study, using the SWOT matrix and the QSPM matrix, strongly support the research [17], [25] which states that alternative strategies can be implemented, namely maintaining the company's image, facilities, and maintaining product quality and service.

IV. CONCLUSION

Being in Quadrant I of I-E Matrix, the position of Bahari Eka Nusantara Branch of Tarakan's strategy shows that the company is in the phase of growth and development. From the external factors, the increasing volume of services, namely the flow of ship's calls and the flow of containers through international trade, requires the company to improve the quality of ship agency service. In fact, external threats can become opportunities for the company to increase the number of ship's calls. The action that must be taken through the implementation of product development strategy and business expansion strategy is improving the excellent quality of ship agency services. By analyzing the diagram of SWOT Quadrant and SWOT Matrix, alternative S-O strategies, namely product development strategy and business expansion strategy, can be proposed.

Through QSPM Matrix Analysis, it is stated that the second alternative strategy, namely business expansion strategy through the improvement of excellent ship agency service quality, is prioritized more than the first alternative strategy namely product development strategy. To increase the number of ship's calls, marketing strategies should have been well-developed too since it will impact the company's service quality in the eyes of customers. It is necessary to hold further researches using quantitative research methods to see how big the influence and impact of ship agency service strategy that has been recommended to Bahari Eka Nusantara Branch of Tarakan on the company's business revenue. In addition, it needs to include more alternative strategies or put back the strategies that have ever been implemented by the company into further researches to observe the effectiveness of the ship agency service strategies from various perspectives.

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