

Marketing Strategy to Increase Port Competitiveness

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ABSTRACT

PT IPC Petikemas Tanjung Priok Jakarta is the service company related to the container terminal sector. The aim of the research is to find out the company's internal and external factors as well as the company's strategy to improve its performance especially for the marketing factor. The research method used descriptive method and used SWOT as the data analysis technique. The result in the first quadrant shows an aggressive position. The strategy is using all power it has to take advantage of the existing opportunities. It suggests to formulate the marketing strategies in order to increase the competitiveness of PT IPC Terminal Petikemas and to build the system to improve the effectiveness and efficiency of the operational services. The result also shows that the company should maintain good relation with its customers by giving rewards and discounts, should improve the quality of Human Resources and should create opportunities to develop new innovations. The strategy could be applied through website electronic systems and social media. The company should supervise the operational activities and to promote widely to prepare and overcome the impact of the economic instability.

Keyword : SWOT analysis, container terminal, marketing performance

A. Introduction

Transportation is a supporting facility for human activities. Transportation cannot be separated from aspects of human activity. Transportation is a human need without transportation humans can be isolated and unable to carry out a mobilization or movement (Maemunah & Anggoro, 2022). The benefits of this mobility can be seen from various aspects of its purpose, namely economic, social and political aspects (Maemunah & Susanto, 2019).

Development of transportation facilities and infrastructure with a high priority level must be carried out by the government. Its services are affordable to all remote and isolated areas where the level of transportation accessibility is low (Ricardianto et al.,

2021). Sea transportation is one part of the national transportation system which plays an important and strategic role. Transportation in the mobility of passengers, goods and services both domestically and to and from abroad. The Indonesian nation has strong and potential sea transportation facilities and infrastructure so that its role can function optimally (Dewanto et al., 2017).

Today's globalization of sea transportation services is growing. This development is marked by the increasing flow of containers. The flow of incoming containers is also required to anticipate it, especially in cargo handling activities (Maemunah et al., 2023). Sailing is the flag carrier following the ship follows the trade pattern. The port is one of the determining

elements of trading activity. Ports are triggers for the growth of road networks, railroad networks, and warehouses for the distribution or consolidation of commodity goods (Monios & Bergqvist, 2017)

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The large volume of goods flow (cargo flow) as well as ship's calls that must be served (Bieliński & Ważna, 2020). PT IPC Container Terminal as a port with facilities for berthing, mooring and loading and unloading processes take place, until goods/passengers enter and leave the port (Dewanto et al., 2017). The port channel is also a channel that is deliberately made as a way for ships to enter the pier by carrying out dredging (Ricardianto et al., 2021). Warehouse is a storage place for goods coming from ships or to be loaded onto ships. The office is a place to carry out administrative activities for docking ships or administration of loading and unloading or embarkation of passengers (Maemunah, 2022).

PT. IPC Terminal Petikemas Jakarta is a company engaged in providing container terminal facilities for both domestic and international trade. PT. IPC Container Terminal manages a special container port that has stacking yards on line 1 and line 2 (Terminal Support Area). Terminals are operated by different terminal operators. Improving the performance of container terminal operators is an important part of reducing logistics costs (Wesmiller et al., 2014) which has a huge impact on economic development and increasing the capacity of the port industry (Maemunah & Syakbani, 2021). Competition

among fellow container terminal operators is currently increasingly felt. Customers who use container terminal services move from one container terminal to another. Container terminal operators must develop a marketing strategy to support competitiveness in order to survive in the port industry (Alon et al., 2018).

Marketing strategy is a plan to achieve organizational goals in the field of marketing (Maemunah & Susanto, 2019). In other words, a marketing strategy is a set of goals and objectives, policies and rules that give direction to marketing efforts. Marketing strategy can be influenced by two factors, namely internal and external factors. First, strengths and weaknesses are internal aspects of the company. This factor includes the industrial environment and macro business environment, economics, politics, law, technology, population and socio-culture.

Several strategies and advantages have been implemented by PT IPC Container Terminal so that they are able to produce achievements that are not considered optimal, and hope that in the future it can further increase its productivity.

B. Research method

In an effort to improve marketing performance in order to increase competitiveness as a container terminal operator, a SWOT analysis approach is used. Marketing strategy formulation is more realistic and more specific and can be implemented well in the Company (Čokorilo, 2020). First, external factors. These external factors influence the formation of opportunities and threats.

Internal factors affect the formation of strengths and weaknesses where these factors relate to conditions that occur within the company, where this also influences the formation of company decision making. These internal factors cover all functional management: marketing, finance, operations, human resources, research and development, management information systems, and corporate culture.

SWOT analysis is a method used

to make evaluations related to strengths, weaknesses, opportunities and threats in a business. To facilitate the analysis of the relationship between aspects, SWOT is generally described in a table on a large paper size (Osita et al., 2014). Apart from that, making a SWOT analysis involves specific business goals and identification of internal and external factors to achieve a goal.

Strength (Strengths) Strength is an analysis conducted to determine the strengths in a business or organization. Weaknesses SWOT analysis can also be done to find out the deficiencies or weaknesses that exist in a company or organization. Opportunity is an analysis method that can be used to analyze opportunities or chances in building a business or organization. Threats are used to determine the arrival of threats in a company or organization. This analytical method has the goal of knowing the resilience of a business or organization from time to time. Threats that have been known will be an illustration in anticipatory planning to minimize weaknesses.

SWOT is the systematic identification of various factors to formulate corporate strategy. This analysis is based on logic that can maximize Strengths and Opportunities (Osita et al., 2014) but can simultaneously minimize Weaknesses and Threats. The strategic decision-making process is always related to the development of the company's mission, objectives, strategies and policies. Thus, strategic planning (strategic planner) must analyze the company's strategic factors (strengths, weaknesses, opportunities, and threats) in the current conditions. This is called Situation Analysis. The most popular model for situational analysis is the SWOT Analysis (Abenzoza et al., 2017).

SWOT analysis also found solutions to existing problems. Everything related to the strengths to weaknesses of the company/organization will be identified in the IFAS matrix (Internal Analysis Summary) (Helms & Nixon, 2010) while opportunities and threats will be described in the EFAS matrix (External Factor Analysis Summary). After the matrix of internal and external strategic factors has been prepared, the results are then

included in the quantitative model, namely the SWOT matrix to formulate the Company's strategy.

Competition companies must plan offers that satisfy their customers as a better target market than competitors' offers. Therefore, to face competitors the company not only looks at the needs of its target consumers but also has to think about strategies in dealing with competitors so that they are superior (Gurl, 2017). Competitive strategy is the search for an advantageous competitive position in an industry, the fundamental arena where competition occurs, and competitive advantage is the company's ability obtained through its characteristics and resources to have a higher performance than the company (Ghazinoory et al., 2011). Competitive advantage is an advantage over existing competition that competitors cannot do and can be applied for a long time (Pakpahan, 2016). Competitive advantage will create good value for the company for a long time, it will also be able to increase income for the company. Competitive advantage is an advantage over existing competition that competitors cannot do and can be applied for a long time (Pakpahan, 2016). Competitive advantage will create good value for the company for a long time, it will also be able to increase income for the company.

C. Discussion

In determining this marketing strategy, there are several important factors that are taken into consideration by the management of PT IPC Terminal Petikemas, namely: A strategy that aims to control the effectiveness and efficiency of the marketing sector. Without a controlling strategy, marketing cannot run effectively and efficiently. A strategy that functions to create a business plan, so that there are always changes and new movements in the marketing of PT IPC Terminal Petikemas services.

The condition of economic growth in Indonesia has experienced growth from year to year. The Indonesian economy in 2022 is expected to grow by 4.7-5.5%. To support this

growth, the transportation sector is expected to experience positive growth reaching 15.79%, this shows an increasing trend in the transportation sector until the second quarter of 2022. In the World Economic Outlook report, the IMF projects that the export volume of Indonesian goods and services will grow by 26.05% in 2022.

With this projected economic growth, it will be an opportunity for PT IPC Terminal Petikema. The determination of tariffs for port services has indeed been regulated based on a Minister of Transportation Regulation, so that uniform rates will prevent companies from slashing prices to attract larger consumers. However, even though the rates have been set the same, many benefits are then offered by similar companies to attract customers. This can be a threat if PT IPC Terminal Petikemas does not innovate in terms of benefits offered to service users. PT IPC Terminal Petikemas, namely conducting observations and surveys in increasing selling points.

Political and legal factors, deregulation and de-bureaucratization carried out by the government in the port sector. The customs and excise and quarantine sectors are opportunities for terminal operators, in this case PT IPC Terminal Petikemas, in improving services.

Technological Factors, technological developments have an influence on the sustainability of company activities. One of these technological developments is the development of information technology via the internet and social media. Business competition that is getting tighter in this era of globalization requires companies to reconstruct their marketing strategy. Online information about the services offered and able to inform service users. So that service users can obtain information at any time regardless of time.

The port sector as a gateway for export-import activities will be affected due to the decline in export-import activities. This will be a threat to PT IPC Terminal Petikemas as a container terminal operator at the port. Company internal factors. Illegal levies for port operational activities will be a separate threat, which if accumulated indirectly

will have an impact on high logistics costs and customer distrust of PT IPC Terminal Petikemas in managing container terminals.

Analysis of the internal environment can identify the strengths and weaknesses of the company. The following are the internal environmental factors that become the strengths and weaknesses of the company as follows. First Use of Information Systems The use of information systems in container terminal services is one of the strengths of PT IPC Terminal Petikemas. The use of information systems in an effort to support the smart port program is important in the digitalization era. Use of the website for services that can be accessed through ipctpk.co.id and social media as a medium of information for service users.

Second Location Factors The current location factor at Tanjung Priok Port, especially in Terminal 2 which specifically handles export and import activities is one of the weaknesses for PT IPC Container Terminal, due to limited locations because in one port location there are 2 container terminal managers.

The company's image is one of the strengths, because the implementation of services both from an operational and administrative perspective is guaranteed because of the experience they have. Besides that, big names also make customers believe and believe in the services offered.

Human Resources (HR), the company has competent human resources (HR) and has a reliable team. This is proven by always providing training and evaluations so as to increase the competence of existing human resources, as well as rewards for outstanding employees and punishment for employees who violate company rules.

Strong capital as a subsidiary of PT Pelindo (Persero) which is a company with great financial strength. This is also a strength possessed by PT IPC Terminal Petikemas, with strong capital it has made large investments bold to make, such as investment in loading and unloading equipment, technology development, human resources.

The quality of loading and unloading services is the quality of loading and unloading

services is one of the company's advantages. The government, in this case the Director General of Sea Transportation and the Head of the Tanjung Priok Main Port Authority Office. Promotion is an activity carried out by companies to communicate benefits and convince consumers to use their services. Company promotions expect an increase in sales/use of services. Creating repeated use of services, if the customer decides to use the services offered it will create repeated use of services which will make the customer a loyal customer. But in this case, promotion becomes a weakness for the company, because the promotion is not done consistently and structured.

Customer Relationship, PT IPC Terminal Continucement continues to maintain good relations with customers by involving customers in each activity. Principles of Good Corporate Governance (Good Corporate Governance or GCG) and implement the Whistleblowing System (WBS) as a reporting system for cheating, corruption and extortion actions.

The SWOT analysis used in this study aims to capture expert judgment on the internal and external factors of PT IPC Terminal Petikemas in order to obtain strengths, weaknesses, opportunities and threats. Based on the weighting with IFE and EFE, several alternative marketing strategies are obtained.

The SWOT analysis, based on the results of interviews and discussions with informants, along with the internal factors which are the strengths and weaknesses as well as the external factors which are the opportunities and threats for PT IPC Terminal Petikemas.

Strength (Strength), Use of Information Systems in Services. The use of information systems for services by PT IPC Terminal Petikemas can be accessed through the ww.ipctpk.co.id/ system which is integrated with government and customer systems.

Strong capital owned by the company makes the company stronger than its competitors. Strong capital obtained from the capital owner, namely BUMN PT Pelindo (Persero), this allows the company to invest

in loading and unloading equipment which has a very large investment value. This was conveyed by the company leadership where in 2021 the company made an investment by buying 2 (two) units of Quay Container Crane (QCC) equipment and 1 (one) unit of Rubber Tyred Gantry (RTG) equipment.

The company has competent human resources (HR) and a reliable team. This is proven by always providing training and evaluation so as to improve the competence of existing human resources. Rewards for outstanding employees and punishment for employees who violate company rules. PT IPC Container Terminal as a subsidiary of BUMN PT Pelindo (Persero) which is very experienced in port management and corporate image as evidenced by the awarding of several awards to the company.

The quality of loading and unloading services is in accordance with operational service performance standards. The port determined by the government in this case the Director General of Sea Transportation and the Head of the Tanjung Priok Main Port Authority Office. Principles of Good Corporate Governance (Good Corporate Governance (GCG) and implement the Whistleblowing System (WBS) as a reporting system for cheating, corruption and extortion for all stakeholders who have information and want to report an act of indicating violations committed by the people of PT IPC Terminal Container.

The weakness of the location is managed by PT IPC Terminal Petikemas is currently limited where in one port location there are 2 (two) managers of the container terminal. Capacity of container buildup location ..

Promotion activities carried out by PT IPC Terminal Petikemas Jakarta are still minimal. Promotion has been carried out through websites and social media, but the intensity of the implementation of the promotion carried out is still not consistent and structured. Strength is the use of information systems on services, strong capital, having reliable human resources, company images and relationships with good customers.

Opportunity is the first speed of technological advances in the speed of technological advances very helping the company. The company increases competitiveness among fellow terminal operators, the speed of delivery of data and information as an opportunity.

Deregulation and bureaucratization of rules, carried out by the government in the port sector, the Customs and Excise and Quarantine sector is an opportunity. PT. IPC Terminal Improvement of Services, is an attraction. The ten regulations are simplified into 1 (one) regulation only by cutting the existing bureaucracy.

Rewards and discounts to customers are given by companies to service users. Opportunities for attraction for service users. Increased customer's trust and loyalty increases customer loyalty. Competition of similar companies in the container terminal business that should be a threat to the company. Companies are required to innovate more in carrying out marketing and services for service users.

Political and Global Economic Effects
The unstable influence of political and global economic and global economic influence will

be a threat to PT IPC Terminal Petices. This is due to the instability of political and global economic. Violations of authority by the company's internal in 2021 PT IPC Terminal Petikemas received valuable lessons with the discovery of illegal levies.

The average weight gain for strength is quite large 0.15 using the information system. Reliable human resources and quality loading and unloading services earned a high rating of 4 . This is based on the belief that the existing power is the dominant force for increasing competitiveness. However, two other factors, namely strong capital and customer relationships, are equally significant, namely 0.11 with a rating of 3 (three). So that the total strength value obtained from the calculation results is 2.98.

For the weight gain for each weakness, namely limited locations and minimal promotions, it gains 0.11 and 0.09 with the same rating of 3 (three) with a total value of 0.6 indicating that the two weaknesses do not affect competitiveness.

It can be seen from the assessment of the strengths and weaknesses above that the marketing strategy in the context of increasing competitiveness has enormous strengths but

Table 1 Internal Factor Evaluation Matrix (IFE)

Internal variable indicator	Weight (a)	Rating (b)	a x b
Strength			
1. Services in information systems	0,15	4	0,6
2. Strong capital	0,11	3	0,33
3. Reliable human resources	0,15	4	0,6
4. Big name and corporate image	0,13	4	0,52
5. unloading service quality	0,15	4	0,6
6. <i>Customer Relationship</i>	0,11	3	0,33
Subtotal	0,8		2,98
Weakness			
1. Limited location	0,11	3	0,33
2. less promotion	0,09	3	0,27
Subtotal	0,2		0,6
Total	1		3,58

Table 2 External Factor Evaluation Matrix (EFE)

External variable indicators	Weight (a)	Rating (b)	a x b
Opportunity			
1. Technological progress and speed	0,15	4	0,6
2. Port construction and development	0,14	3	0,42
3. Deregulation and Bureaucratization of Government	0,14	3	0,42
4. <i>Rewards and Discounts for customers</i>	0,15	4	0,6
5. Competition of similar companies will be an opportunity for the development of new innovations	0,14	3	0,42
Subtotal	0,72		2,46
Threat			
1. World political and economic instability has an impact on the export and import sectors	0,14	3	0,42
2. Violation of the authority committed by the company's internal	0,14	3	0,42
Subtotal	0,28		0,84
Total	1		3,3

efforts need to be made to improve the existing weaknesses.

The external factors with the highest weight are given to the progress and speed of technological development, Rewards and Discounts to customers. This program makes the company maintain its competitiveness. The weight given is 0.15 with a rating of 4 (four) which is very important.

Based on the EFE matrix, it can be seen as a whole that it has a fairly high opportunity of 2.46 while for threats it is 1.12. That the company must take advantage of the great opportunities that exist by paying attention to threats that can hinder future development.

When compared with the IFE matrix, the EFE matrix is not too different. It can

be stated that the company has very strong internal factors (3.58) compared to its external factors (3.3).

Based on the SWOT diagram, it is stated that the chosen strategy alternative is the Strength-Opportunity (SO) strategy, which can be interpreted as using the company's internal strengths in taking advantage of external opportunities. This is a positive aggressive strategy that is full of initiative and planned attack. Data on the program or activity that will be carried out, when and where it will be carried out, so that organizational goals will be achieved in a planned and measurable manner. In Strength-Opportunity SO strategy, the organization pursues external opportunities by considering the strengths of the organization.

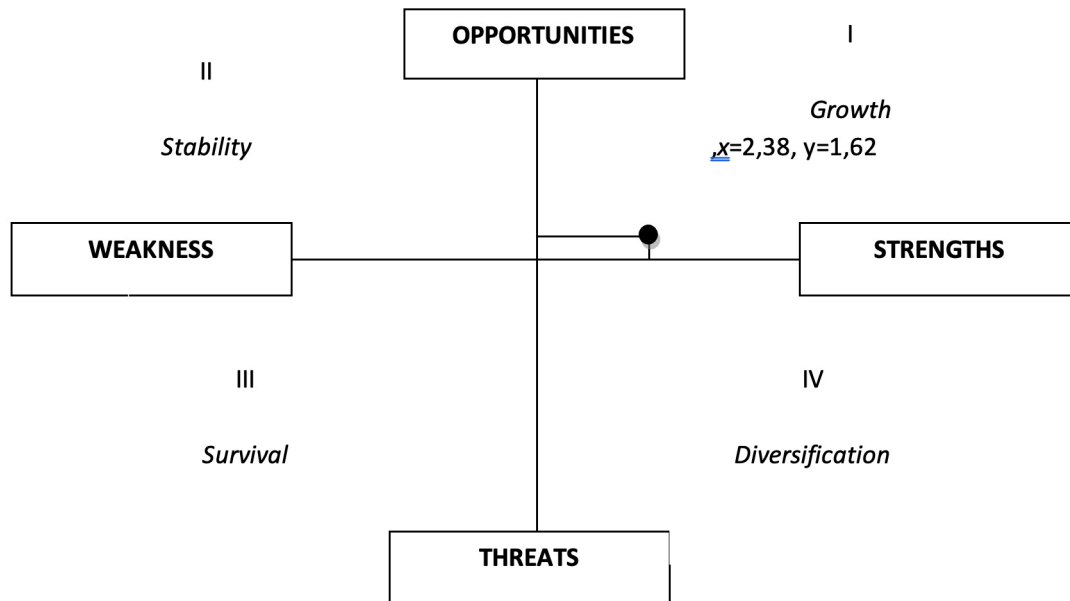


Figure 1 SWOT

The positioning of business units is carried out in order to facilitate business units in determining the right marketing strategy alternatives to face competition and business growth in the future. Based on the results obtained from the IFE and EFE matrices, they can be further arranged in the IE (Internal-External) matrix. The IE (Internal-External) matrix is used to analyze the company's position in more detail and see what strategy is right for the company to implement so that the position of PT IPC Terminal Petikemas can be identified.

The average total score on the IFE matrix is 3.58 while the EFE matrix gets an average total score of 3.3. These results place the marketing strategy in cell I, namely the growth and development strategy, the average cell for the IFE matrix and the medium cell for the EFE matrix. In this position, it is possible for the owner to carry out intensive strategies and integrative strategies. Intensive strategies include market penetration by expanding market share through marketing/promotion efforts. Market development by expanding market share geographically is a new area and service development by developing new businesses. This is done when the service is

in a saturated position. In addition, in cell I there is an integrative strategy, namely forward integration, backward integration and horizontal integration.

The market penetration strategy is carried out to overcome market developments by increasing market share. Increasing the market share of these services can be done with more intensive promotion. Expanding the marketing area geographically is a new territory. The company maintains quality of service, cooperates with many vendors. Development of services by means of new service innovations. In general, this is done when the product is in a saturated position.

The results of the IE Matrix, the position of PT IPC Container Terminal is in the black round dot, namely in quadrant I with an IFE matrix of 3.58. EFE matrix of 3.3. Intensive strategies in this quadrant are market penetration, market development and product development or integration, namely forward integration. Backward integration and horizontal integration may be most appropriate. The following is an explanation according to the analysis of strategies in improving marketing performance according to the results of the matrix: Market penetration

is increasing market share for products or services currently in the market through greater marketing efforts. The company is even more aggressive in carrying out promotions/marketing to customers regarding the rewards and discounts given, recruiting marketing personnel, increasing the marketing budget and increasing publicity activities.

Market development is introducing current products or services to new markets. In terms of improving marketing performance at PT IPC Terminal Petikemas, the company can develop branches where currently there are six branches which may be added to one or two branches.

Product development is improving marketing performance through improving current service products or developing new products or services. In this case the company in question can develop services offered through digital programs or even develop new services by utilizing existing locations, for example by opening a warehousing business.

Analysis based on the SWOT matrix is a strategy generated from the IE matrix that only produces alternative strategies in general without implementing more technical strategies at the company level. Therefore the IE matrix is complemented by a SWOT matrix which are concrete steps that should be taken

by PT IPC Terminal Petikemas.

The SWOT matrix is a tool that can be used to develop four choices. The S-O (Strength and Opportunity) strategy is a strategy used by the company by optimizing its strengths to take advantage of existing opportunities. The W-O (Weakness and Opportunity) strategy is a strategy used by companies to cover as much as possible the existing deficiencies by taking advantage of existing opportunities. The S-T (Strength and Threat) strategy is a strategy used by companies by utilizing their strengths to deal with existing threats. The W-T (Weakness and Threat) strategy is a strategy to minimize deficiencies and avoid existing threats. The key to the success of the SWOT matrix is bringing together key internal and external factors to form a strategy. The SWOT matrix is a systematic identification of various factors to formulate company strategy. This matrix is based on logic that maximizes Strengths and Opportunities but can simultaneously minimize Weaknesses and Threats.

S – O strategy, carrying out system development to increase the effectiveness and efficiency of container terminal operational services (S1, S2, S3, O1). Companies need to develop a service information system that is currently used. Companies developing

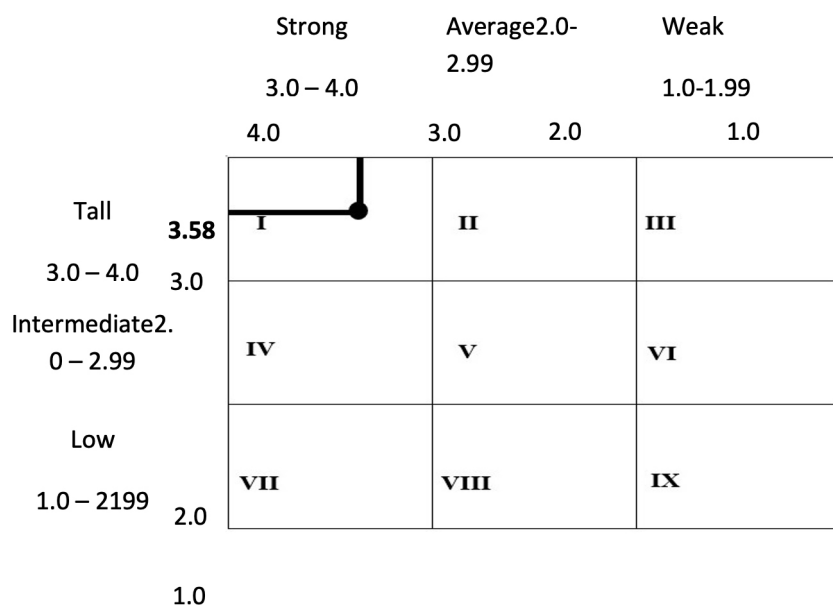


Figure 2 The result of IE Matrix

systems will facilitate marketing performance to service users which can be done via the system. The company publishes achievements, quality of service performance, complaints, and cuts operational costs that must be spent on manual processes because they have been accommodated in the system.

Improving good relations with customers by providing rewards and discounts (S3,S4,S6,O4). Companies also need to improve good relations with customers by giving awards to customers. Customers comply with operational rules in the work area, data and financial reporting compliance is rewarded. and provide discounts to customers who always comply with procedural standards and are loyal to the company. So that it can help the company's promotion/marketing through the customer itself.

Improving HR and Service Quality so as to create opportunities for developing new innovations and expanding market share (S3, S5, O2, O5). Providing training to HR on a regular basis, competent and experienced HR will directly improve service quality. High quality human resources will create new innovations for the company and expand market share, thereby maintaining the company's competitiveness.

W – O strategy, limited location, the company can work with similar companies as joint operation partners (W1, O5). Limited work location area is sometimes an obstacle when the number of ship visits to PT IPC Container Terminal is high. The company maintains customer trust and comfort, so the company should be able to carry out joint operations with similar companies that are located nearby, so that operational activities are not disrupted and customers remain loyal.

Improving marketing and promotion to expand market share and increase competitiveness among similar companies (W2,O2,O5). Providing information through electronic media such as websites and social media. Social media assists companies in conducting marketing and promotions to increase competitiveness.

S – T strategy, improving the quality of human resources, services and maintaining

good relations with customers (S3, S5, S6, T1). Provide understanding to the company's HR to maintain good relations with customers. Increase supervision of operational activities in order to maintain good relations with customers (S6, T2). Supervise supervises operational activities in the field against corrupt practices

W – T strategy, increasing promotion and marketing to deal with the impact of the threat of economic instability (W2, T1). The instability of world political and economic conditions is a challenge, especially for the thermal company's import-export sector. Increasing intensity, consistency and structure in carrying out promotions and marketing will keep the company in the midst of this unstable condition.

A limited location means that it is not too broad, thus facilitating monitoring of threats of violation of authority by internal companies (W1, T2). With a location that is not large or limited, even though it will be a threat to business development, it will make it easier in the process of supervising operational activities from corrupt acts.

Some of the strategies that have been formulated, not all of them can be implemented simultaneously, so that it is necessary to prioritize if the joint implementation experiences limitations. It is possible to determine the strategic priorities of several policy strategies generated through SWOT analysis in this study. If you look at the research results from PT IPC Terminal Petikemas Jakarta, the results are in accordance with previous research, namely market penetration, market development, and product development.

D. Conclusion

The company's position is in the first quadrant, this shows that the company is in an aggressive position. This strategy is created by using all strengths to take advantage of existing opportunities, using a SWOT analysis approach. Formulation of a marketing strategy in order to increase the competitiveness of PT IPC Terminal Petikemas. The first is to develop

a system to increase the effectiveness and efficiency of container terminal operational services. The second is to improve good relations with customers by providing rewards and discounts. Third is Improving the Quality of Human Resources and Services so as to create opportunities for developing new innovations and expanding market share. Fourth, with limited locations, companies can cooperate with similar companies as partners in joint operations. Fifth is increasing the marketing and promotion of services through the website electronic system and social media to expand market share and increase competitiveness among similar companies. Sixth Improving the quality of human resources, services and maintaining good relations with customers. Seventh Increase supervision of operational activities in order to maintain good relations with customers. Eighth Increase promotion and marketing to deal with the impact of the threat of economic instability. Limited location, meaning it is not too broad, it makes it easier to monitor the threat of violation of authority by the internal company.

Based on the criteria that have been set, namely easy to implement/implement, adequate budget, contribute to improving the company's image and contribute to achieving the company's vision & mission, the alternative priority strategy that should be implemented by PT IPC Container Terminal is developing a system to increase the effectiveness and efficiency of container terminal operational services. Improving good relations with customers by providing rewards and discounts. Improving the quality of human resources and services so as to create opportunities for developing new innovations and expanding market share. Improving marketing and promotion of services through electronic website systems and social media to expand market share and increase competitiveness among similar companies.

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