



ASSESSMENT OF MARKETING PERFORMANCE THROUGH SWOT ANALYSIS IN FREIGHT FORWARDING COMPANY

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Abstract: This research are intended to be able to see the conditions in the XYZ Company about what things can cause a decrease in the company's performance and what should be done so that the company can find out where is the Strengths, Weaknesses, Opportunities and Threats are seen from the marketing mix. By using the SWOT Method, it is expected that after knowing the current condition of the company, Management can create and design a corporate strategy so that in the future, the company can further improve their marketing performance which can make a positive contribution from all existing Stake Holders. From this study, it was found that the condition of the XYZ company was in a Grow and Build condition, so that there were a few things that must be corrected by company management and drafting strategies that could be increase positive results, and hopefully things suggested by the author could become a reference in formulating the company's strategy so as to achieve maximum results.

Index Terms - SWOT, Corporate Strategy, Freight Forwarding Company, Marketing Mix

Introduction

The freight forwarding business is a trading specialist that provides various functions and facilities for the transportation of goods (Murphy and Daley, 2000). It has long been known that freight forwarding is a key intermediary involved in the transportation of goods (cargo) from the point of departure to the point of destination by sea or air. In more detail, Lai and Cheng (2004) explain that the main business of freight forwarders is to purchase transportation services from various shipping companies or ship owners (carriers) and make a series of shipments from several shippers in small or large quantities to certain destinations at lower prices. From this perspective, freight forwarding services are seen as important by companies that work hard to achieve two goals at once, namely customer satisfaction (delivery of products at the right conditions, time and place) and cost savings (avoiding unnecessary activities and costs to handle cargo matters themselves and also documents).

Freight forwarding services are considered more suitable for e-commerce-based local small and medium enterprises (SMEs) in terms of shipping goods to and from abroad. Freight forwarding services can guarantee that the product will arrive at the correct destination on the agreed date and in good condition. The shipping services offered by freight forwarders are far more varied than shipping agents. Freight forwarders offer services for sending or receiving cargo for both export and import, using air or sea services with a variety of prices and services. Thus, they can negotiate the best prices for shipping products along the most economical routes. Freight forwarding services mostly use sea freight and air freight.

Currently, many third party logistics (3PL) companies provide international freight forwarding services to support international trade, primarily to facilitate SME companies in exporting. Business people in international trade can use freight forwarding services to send products overseas. Selection of freight forwarding service provider companies is based on the consideration criteria of reliability, convenience, shipping costs, responsiveness, service, and service flexibility (Rahman 2017).

Tanjung Perak Port in Surabaya, as one of the ports used in export and import activities, is ranked 2nd in volume after Jakarta's Tanjung Priok Port. This further spurred the growth of the freight forwarding and shipping business, resulting in the emergence of many local and international freight forwarding companies (PMA: Foreign Investment) in Surabaya. The purpose of this study is to analyze the marketing performance of one of the freight forwarding companies in Tanjung Perak Port through SWOT analysis. However, for the sake of privacy, the company did not want to be named, so in this study the company name XYZ was used for the company.

XYZ Company is one of the companies engaged in the freight forwarding business which was founded in 2004 providing export and import shipping services for fully loaded container cargo (Full Container Load / FCL) and less than Container Load / LCL cargo by sea (sea freight), land (inland) and air (air freight). XYZ Company was founded with the idea of providing world-class logistics services with international standards with a tradition of service through a personal touch, through a combination of the application of high technology and the highest quality service to be able to meet all customer needs. XYZ Company, in its efforts to achieve success has the main key, which is to meet all the needs of service users through the provision of a unique range of logistics services, making it easier for service users to be able to operate their business effectively and efficiently and focus on their core competencies.

XYZ Company is a company that specifically handles the following business scopes, namely:

1. Architect of mode transport, it is a series of shipments that suit customer needs.
2. International ocean freight forwarding service, it is a shipping services between countries by sea.
3. International airfreight forwarding service, it is delivery services between countries by air.
4. LCL / FCL domestic truck / feeder service, it is a delivering of full container goods and small amounts of goods using domestic trucks / ships.
5. Warehousing and distribution, it is a provision of warehouses and distribution of goods.
6. Project cargo specialists, it is an handling planned shipments, in large quantities and on a project basis.
7. Custom clearance, it is providing customs clearance services
8. Consultancy service, it is providing consulting services for shipping arrangements.

Services provided by XYZ Company covers land, sea and air:

- 1) Sea freight arrangement of comprehensive services in export and import movement for LCL and FCL, providing consolidation services for arrangement of FCL goods to LCL and vice versa.
- 2) Air freight shipping arrangements and special services to meet very specific requests, usually in small quantities / LCL.
- 3) Inland transportation (land transportation) provides multi-modal transportation services from the origin to the final destination to save shipping costs and add value.
- 4) Warehouse and Consolidation Services provides a series of logistics, consolidation, warehouse provision, transportation solutions and global distribution network.

The target of this business is service users who carry out export-import activities of goods:

- a) Export entrepreneurs who produce or collect goods themselves (direct shipper)
- b) Buying agent / trading, namely people / companies who act as intermediaries between sellers and buyers
- c) Other local or international forwarders who are less competitive in the market, and require better prices for their customers.

Sales of XYZ company services are carried out to export entrepreneurs who are end users or end users (direct selling) and sales to fellow forwarding agents and buying agents who are intermediaries (non-direct selling) because they redistribute these services to some of their other customers. Each type of consumer has its own characteristics, advantages and disadvantages. The revenue of XYZ Company is derived from goods export revenue in full container (FCL) by sea. Talking about the export business by sea (sea freight), freight forwarding companies have businesses with many export services taken from various shipping companies, to then be offered to customers or shippers. Various kinds of service products from shipping also have their own advantages and disadvantages, this is what makes forwarding companies must be able to compete with other companies to obtain, process and provide the best and competitive service. The buyer, who in this case is called the shipper, must also have certain requirements that influence his decision to determine the right type of service.

Revenue and sales volume in the period January 2015 to December 2016 have increased and earned a pretty good profit, but starting in January. From 2017 to July 2017 export earnings have decreased significantly and on average per year, profit and export volume are lower than the previous year. This is a question mark for the company as well as a responsibility to be able to find out the real problem, its causes and solutions and strategies. Based on data obtained from the company XYZ Company, the problem that arises is the decrease in sales volume and company profits in the period January 2017 to December 2017.

Based on these problems, this study aims to analyze the company's strategic plans carried out in the field of service product strategy (in this case container shipping services) to be able to improve marketing performance and the evaluation results and further policy recommendations. The purpose of this study is also to analyze the company's strategic plan in the field of pricing strategy in order to be able to improve marketing performance and the evaluation results and subsequent policy recommendations. It is also to analyze the company's strategic plan carried out in the field of promotion strategy to be able to improve marketing performance and what are the results of the evaluation and subsequent policy recommendations. Finally, this study aims are also to analyze the company's strategic plan carried out in the field of human resource strategy to be able to improve marketing performance and the evaluation and subsequent policy recommendations.

I. LITERATURE REVIEWS

Becoming a market leader in accordance with the mission of XYZ Company is not easy. In the Industrial era 4.0 and the rapid development of information is a challenge in itself. Planning and implementing strategies that become policies to be more competitive by increasing revenue and sales volume in accordance with corporate governance (Good Corporate Governance). The marketing mix strategy (product, price, promotion, sales/distribution, market entry, and customer management) is considered appropriate to be able to help achieve what is expected. From the other side, it is felt that service product policies and pricing policies need support from suppliers, considering that the forwarder's business position is as an intermediary or Third Party Logistics (3PL) and there is support from the government regarding matters of accelerating Dwelling time for processes at tariff as well as the port authority.

SWOT analysis is a strategic planning method for evaluating influential factors in an effort to achieve goals, namely strengths, weaknesses, opportunities and threats, both short term and long term goals. We often find the term SWOT analysis in the economic and business sphere. This analytical method aims to describe the situation and conditions being faced and is not an analytical tool that can provide solutions to the problems being faced. SWOT analysis plays an important role in business because its purpose is to frame the situation and conditions within a company from a SWOT (Strengths, Weaknesses, Opportunities, and Threats) point of view.

Broadly speaking, there are 2 main factors that influence SWOT, namely internal factors and external factors. Internal factors are factors that come from within a company, namely the strengths and weaknesses of the company itself. As for some things those parts of the internal factors are: adequate financial resources; competent human resources; latest technology properties; public trust in the company; good marketing ability; and good distribution ability. External factors are all factors that come from outside the company (threats and opportunities) and affect the company's performance. As for some things those parts of the external factors are: business trends; community culture; social politics and ideology; the economic condition of a country; government regulations and policies; and development of technology

Marketing mix is a tool for marketers consisting of various elements of marketing program that need to be considered so that the implementation of the marketing strategy and positioning that has been determined can be successful. The role of the marketing function is to achieve company goals by generating profitable product/service sales in the market. The marketing mix for goods products that is known so far is different from the marketing mix for service products. This is related to the differences in the characteristics of services and goods. The four components of the 4P functional marketing strategies (marketing mix strategies) according to Philip Kotler are: Products or Services (which product / service is preferred, which products / services contribute the most to profitability, what product/service image do you want to highlight, what are the consumer needs that will be met by the product/service, what changes will affect customer orientation); Price (what is prioritized in competing in price, is there a policy regarding commissions, is there a policy regarding discounts or price reductions for customers, which price segment is desired (high, medium, low, medium etc.), what is the desire for the percentage of company profits, does the company emphasize demand-cost or competition-based pricing?); Place (what level of market coverage is required, is there a priority geographic area, what are the main demand channels, how to target, structure and channel management, do marketing managers need to change the level of reliance on distributors, sales representatives, and direct sellers- how sales organization is desired, whether the sales force is organized by region, market or product); and Promotion (what are the main promotion priorities and designs, where the priorities and designs of advertising / communication are related to various products, markets and regions, what medium is most consistent with the overall marketing strategy).

More specifically in the service sector, according to Lupiyoadi and Hamdani (2006), as a mix, these elements (7 elements in the service sector) influence each other so that if one is not properly organized it will affect the overall marketing strategy. According to Lupiyoadi and Hamdani (2006), elements of the marketing mix consist of 7 things: Product (what kind of service do you want to offer); Price (what is the pricing strategy); Promotion (how the promotion should be done); Place (how the service delivery system will be implemented); People (the type of quality and quantity of people who will be involved in providing services); Process (how is the process in the operation of the service); and Customer service (what level of service will be provided to consumers).

There are several researches related with SWOT Analysis and Marketing Strategies. There are numerous methods that can be employed to boost sales and entice customers to purchase the goods that producers are offering. The marketing mix strategy is one that many businesses employ. The marketing mix refers to marketing operations that concentrate on product positioning, pricing, distribution rules, and promotion strategies. Maulita (2020) study's application to boost sales volume at Griya Manik-Manik Kaca Plumbon includes evaluating internal evaluation and indicators of the best marketing mix approach. Maulita (2020) employs a qualitative descriptive analysis method, gathering information from the company directly through observations and interviews tailored to the research topic. The findings demonstrated that the Griya Manik-Manik Kaca Plumbon plan, in which the four marketing strategy variables support and complement one another and play various roles in product promotion, had been successful. With the marketing mix that has been used, we advise that the owner of the Plumbon Griya Glass Bead UMKM be upgraded. The company's strategy is effective, but it would be better if it intended to keep refining it given that many of its rivals have released goods with similar features.

Iqbal et al. (2021) conducted research using a SWOT analysis to examine the shoe and care industries. This study's methodology makes use of qualitative techniques. Data for this study were gathered through interviews, which were then evaluated using SWOT with the aid of the IFE and EFE business tables. Primary data is the type of data. The SWOT analysis of this study's findings yielded a value of 3.28. In the organizational world, washing and caring for shoes results in a growth in the sales sector, assets profit, or any combination of the three. According to the analysis in this study, the Surabaya shoe and care business is located in quadrant I (one), which refers to the aggressive strategy. In this strategy it is more appropriate to use not only to increase the competitiveness of Shoes and Care Surabaya, but also to increase power competitiveness in the face of various weaknesses and threats.

Angelica (2016) conclude that PT. Bank Mandiri's implement the marketing strategies, particularly for savings products. These strategies include take-a-ball, networking, providing excellent service, and satisfying customer needs in order to increase customer trust and satisfaction and prevent customers from fleeing the bank. The outcome of the SWOT analysis revealed that PT Bank Mandiri has the fortitude to fight in a cutthroat environment. The SO (strengthen opportunities) includes market share, strengthening cooperative relationships, and improving linkages between academic Muslims, the government, and businesspeople. Doing the take-a-ball approach, boosting a customer's loyalty, and improving product quality are all examples of WO (weakness opportunity). ST (strengthen threats) involve collaborating with other banks to establish marketing goals and raise service standards. WT (weakness treatments) is stepping up its promotion efforts across a variety of media and has established an effective and efficient marketing plan. Based on the existing data, a company marketing performance model will be created which can be described as follows.



Figure 1
Research Framework

II. RESEARCH METHOD

The research method used in this thesis is a case study that has occurred in the past at XYZ Company. The research variable that will be examined in this case is the marketing mix variable in the service sector, namely: product, price, promotion, place, process, people, consumer service quality, and marketing performance. The type of data used is secondary data, namely data obtained from XYZ Company is in the form of sales volume data, and sales profit data and sales reports as well as meeting reports which are conducted regularly and continuously. Data sources are obtained directly from company archives and files as well as systems that can be accessed via the company's webmail. The data collection method used is through direct observation in handling this case as part of the company XYZ, and through studies and available company data from 2015 to 2017.

For data analysis, this study uses SWOT analysis. SWOT analysis is a systematic way to identify the strengths, weaknesses, opportunities and threats facing a company and the strategy that describes the best match between them. This analysis is based on the assumption that an effective strategy will maximize strengths and opportunities and minimize weaknesses and threats. Figure 2 below describes the road map of research design.

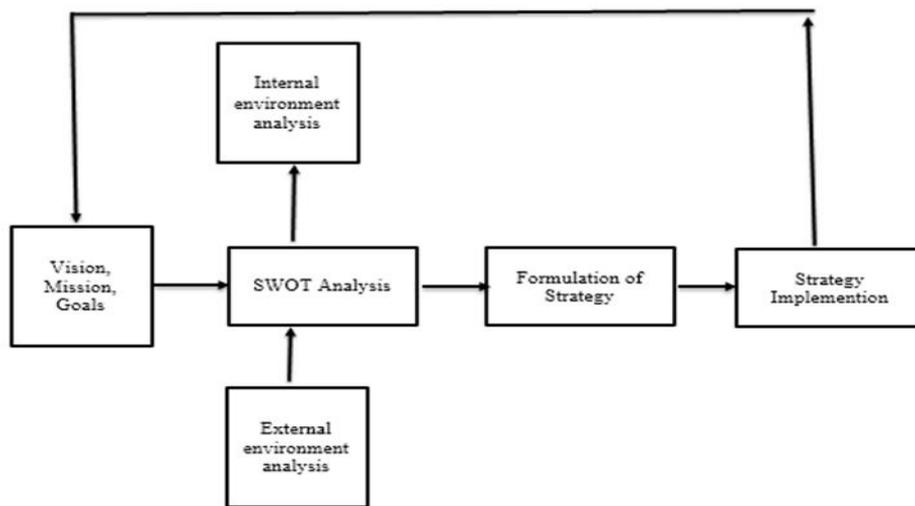


Figure 2

Road map of research design

In conducting the analysis there are several things that will be assessed, namely weight, scale and value. Weight is a percentage factor of how important a variable or indicator is in a similar company in general. The total of the weights for each analysis is 100. The scale is an assessment given to conditions or circumstances that have been running so far within the company. a) Scale 1: for very weak condition; b) Scale 2: for weak condition; c) Scale 3: for moderate or normal conditions; and d) Scale 4: for strong or superior condition. Value is the multiplication between the weight and the scale that will be used to determine the general position of the company. a) 100: for very weak conditions; b) 101-200: for weak conditions; c) 201-300: for moderate or normal conditions; and d) 301-400: for strong or superior condition.

III. RESULTS AND DISCUSSION

XYZ Company that located in Surabaya was founded with the idea of providing world-class logistics services with international standards with a tradition of service through a personal touch, through a combination of the application of high technology and the highest quality service to be able to meet all customer needs. Besides that, XYZ Company is expected to be a seller of all products that have National Shipping activities that cover it and in its efforts to achieve success, has the main key, namely by meeting all the needs of service users through the provision of a unique series of logistics services, making it easier for service users to be able to operate their business in an efficient, effective, and focus on their core competencies. On this matter XYZ Company became the Architect of the mode of transport.

4.1 Internal Environment SWOT Analysis

4.1.1. SWOT Analysis of Service Product Variables

The analysis carried out in the service product sector itself is formulated based on several dimensions. The dimensions will be measured the weight, scale, and value of the service product along with an assessment of the conditions at that time can be seen in the table 4.1 below.

Table 4.1: Dimensions, weight, scale, and value of service product

No	Dimensions	Weight	Scale	Value
1	Product quality	40		120
	A Cruise schedule that is always up to date	5	4	20
	B Feeder update schedule	5	4	20
	C Provide and monitor capacity and schedule connecting vessel	5	4	20
	D Provide and monitor the availability of container equipment	5	4	20
	E Provide timely delivery of goods	10	2	20
	F Up to date information about the existence of positions containers	5	1	5
	G Provide information that the shipment reaches its destination safely	5	3	15
2	Value Added Quality Service Products	25		85
	A Prepare Containers in Good Condition	10	4	40
	B Using Safe and Reliable Shipping	10	4	40
	C Up to date information on developments in Cargo conditions	5	1	5
3	Architect of Mode Transport	35		110
	A Can do a series of multiple deliveries that the customer wants	15	4	60
	B Able to modify the effective delivery path as needed	10	2	20
	C Able to find alternative ship options for shipping according to customer needs and capabilities	5	4	20
	D Able to provide additional services required by customers	5	2	10
TOTAL		100		315

4.1.2. SWOT Analysis of Price Variables

The results of price analysis that formulated based on several dimensions, weight, scale, and value can be seen in the table 4.2 below.

Table 4.2: Dimensions, weight, scale, and value of price

No	Dimensions	Weight	Scale	Value
1	The added value of service products in nominal terms	25		45
	A The price given includes the whole thing so there will be no additional charge in the destination country	15	1	15
	B The price includes the management of all documents according to customer requests, so that it saves more time and effort	10	3	20
2	Payment policy	25		70
	A Payment can be prepaid or collected	10	4	40
	B Prepaid payments are made after the BL is printed	5	4	20
	C Payment terms can be negotiated (credit terms)	10	1	10
3	Discounts or price reductions	20		65
	A Giving Discounts to Customers	15	4	60
	B Giving Discounts if there is acceleration of payment	5	1	5
4	Fee or Commission	30		110
	A Give a refund / commission to the sender of the goods	10	4	40
	B Refunds / commissions can be given after payment is received	10	4	40
	C Refund / commission amount can be negotiated if there is a special request	10	3	30
TOTAL		100		290

4.1.3. SWOT Analysis of Distribution Channel Variables

The results of distribution channel analysis that formulated based on several dimensions, weight, scale, and value can be seen in the table 4.3 below.

Table 4.3: Dimensions, weight, scale, and value of distribution channel

No	Dimensions	Weight	Scale	Value
1	Coverage area	20		60
	A Expanding sales calls out of town	10	4	40
	B Increase the frequency of market/visit outside the city of Surabaya	10	2	20
2	Activation of sales and marketing performance	40		130
	A Strengthening skills and product knowledge for Marketing	20	4	80
	B Increase sales calls and visits to direct shippers	10	3	30
	C Increase sales calls and visits to non-direct shippers	10	2	20
3	Company Location Near Harbor	40		160
	A The company is close to the Shipping Office / Shipping Line	15	4	60
	B Companies close to activities related institutions (Customs – quarantine etc.)	15	4	60
	C Close to the Port so that it can carry out Supervision of Cargo movements.	10	4	40
TOTAL		100		350

4.1.4. SWOT Analysis of Promotion Variables

The results of promotion analysis that formulated based on several dimensions, weight, scale, and value can be seen in the table 4.4 below.

Table 4.4: Dimensions, weight, scale, and value of promotion

No	Dimensions	Weight	Scale	Value
1	Sponsorship	25		55
	A Become a sponsor in activities in activities shipping/ forwarding	15	3	45
	B Become a sponsor in community activities	10	1	10
2	Participation in expos/exhibitions	25		25
	A Introducing company profile through Expo and Association	25	1	25
3	Promotion to customers directly	25		55
	A Sales calls and visiting by providing merchandise	15	3	45
	B Distributes innovative merchandise every year	10	1	10
4	Internet Media	25		90
	A Create a company profile WEB	15	4	60
	B Using the WEB to process tracking shipments	10	3	30
TOTAL		100		225

4.1.5. SWOT Analysis of Process Variables

The results of process analysis that formulated based on several dimensions, weight, scale, and value can be seen in the table 4.5 below.

Table 4.5: Dimensions, weight, scale, and value of process

No	Dimensions	Weight	Scale	Value
1	Process effectiveness and efficiency	40		160
	A Implement an easy and practical booking process	10	4	40
	B Implement an efficient container release process	10	4	40
	C Implement documentation processes quickly, accurately and in a timely manner	10	4	40
	D Have experts in the PPJK customs field	10	4	40
2	Procedure flexibility	20		40
	A Implement documentation and payment administration procedures that are Practically Simple and Safe	20	2	40
3	Completeness of access and facilities	40		150
	A Have communication facilities	10	4	40
	B Have good Service Vehicle Support facilities	10	4	40
	C Providing hotel facilities for market out of town.	10	4	40
	D Have affinity with authorized officials.	10	3	30
TOTAL		100		350

4.1.6. SWOT Analysis of Human Resource Variables

The results of human resource analysis that formulated based on several dimensions, weight, scale, and value can be seen in the table 4.6 below.

Table 4.6: Dimensions, weight, scale, and value of human resource

No	Dimensions	Weight	Scale	Value
1	Training & Education	25		35
	A Provide intensive training and training to employees	5	3	15
	B Providing PPJK Education to Competent Employees	10	1	10
	C Conduct semiannually review of Knowledge Product developments	10	1	10
2	Internal coordination within the company	40		115
	A Holding Weekly Meetings to discuss problems and conditions that occur	15	1	15
	B Coordinate between related departments before making decisions on problems that arise	25	4	100
3	Incentives, bonuses and rewards	35		130
	A Provide Assessment of the performance of each employee	15	4	60
	B Provide annual bonuses for employees according to the results of employee assessments	10	3	30
	C Provide incentives for Sales or Marketing if anyone can exceed the target	10	4	40
TOTAL		100		310

4.1.7. SWOT Analysis of Customer Service Variables

The results of customer service analysis that formulated based on several dimensions, weight, scale, and value can be seen in the table 4.7 below.

Table 4.7: Dimensions, weight, scale, and value of customer service

No	Dimensions	Weight	Scale	Value
1	Communication quality	20		70
	A Increase sales calls from Indoor Marketing activities	10	3	30
	B Give a friendly response to every customer	10	4	40
2	Problem Solving / Handling complaint	30		80
	A Provide fast and accurate response and follow up on customer complaints	10	3	30
	B Follow up and find the best solution to the problems faced by customers	10	2	20
	C Make a suggestion box or input for the company's future improvement	10	3	30
3	Entertain Customer and carrier	30		90
	A Provide additional after sales service (entertain) to customers to build good future relationships	15	2	30
	B Making Vendors think of us as the best Customers so that we can provide the best service to our Customers.	15	4	60
4	Services for input, criticism and suggestions	20		50
	A Pay attention to suggestions, criticisms and customer complaints and find the best solution for all interests.	10	2	20
	B Discuss suggestions, criticisms and customer complaints with management to find the best solution	10	3	30
TOTAL		100		290

4.1.8. SWOT Analysis of Marketing Performance Variables

The results of marketing performance analysis that formulated based on several dimensions, weight, scale, and value can be seen in the table 4.8 below.

No	Dimensions	Weight	Scale	Value
1	Increased revenue	30		90
	A Approach Direct Shipper Customers	10	4	40
	B Approach fellow Forwarding companies	10	4	40
	C Starting to see opportunities for non-container or LCL and Domestic orders	10	1	10
2	Increase in Number of orders	50		140
	A Selecting existing customers	20	4	80
	B Perform additional segmentation for existing customers	20	1	20
	C Make additions to the type of product produced	10	4	40
3	Completeness of access and facilities	20		80
	A Have communication facilities	10	4	40
	B Have good Service Vehicle Support facilities	10	4	40
TOTAL		100		310

4.2. SWOT Analysis of External Environment

The company's external environment is factors beyond the company's control that can influence the company's performance. The company's success lies in its ability to adapt and adapt in an ever-changing environment, this affects the company's strategy to determine how and when it is right to survive and develop. The results of external environment analysis that formulated based on several dimensions, weight, scale, and value can be seen in the table 4.9 below.

Table 4.9: Dimensions, weight, scale, and value of external environment

No	Dimensions	Weight	Scale	Value
1	Opportunities	60		170
	A Government regulations regarding port service tariff policies	15	2	30
	B Government Regulation regarding Dwelling Time (accelerated document processing)	15	2	30
	C Export Value Growth	10	4	40
	D Infrastructure (Toll Roads) is available which is quite good	10	4	40
	E Growth over Macroeconomics	10	3	30
2	Threats	40		115
	A Growth and development of Forwarding competitors	15	3	45
	B Government policy to tighten regulations on import documents	5	4	20
	C Many international shipping companies have started to lose money	15	3	45
	D Weather, season, peak season/low season	5	1	5
TOTAL		100		285

4.3. SWOT Matrix

Through the series of SWOT processes above, the plans and actions taken by v will be discussed and explained based on the strengths, weaknesses, opportunities and threats that exist in the company. This SWOT matrix is a decision-making formulation tool to determine the strategy to be pursued based on logic to maximize strengths and opportunities, but simultaneously minimize the company's weaknesses and threats. The stages in preparing the SWOT matrix are as follows: 1) Compile a list of the company's external opportunities and threats as well as the company's internal strengths and weaknesses; 2) Develop SO (Strength Opportunity) strategy by matching internal strengths and external opportunities; 3) Develop a WO (Weakness-Opportunity) strategy by matching internal weaknesses and external opportunities; 4) Develop an ST (Strength Threat) strategy by matching internal strengths and external threats; and 5) Develop a WT (Weakness Threat) strategy by matching internal weaknesses and external threats. The recapitulation of SWOT analysis can be seen in the table 4.10 below.

Table 4.10: Recapitulation of Strength and Weaknesses (SW)

No	Description	Weight (%)	SWOT Value	Final Value
1	Product	15	315	9.75
2	Price	15	290	10.95
3	Distribution	10	350	8.80
4	Promotion	10	225	5.60
5	Process	10	350	8.80
6	Human resource	15	310	11.70
7	Customer service	10	290	7.30
8	Marketing performance	15	310	11.70
Value of Strength and Weaknesses (SW)		100	305	74.60

Table 4.11: Recapitulation of Opportunities and Threat (OT)

No	Description	Weight (%)	SWOT Value	Final Value
1	Opportunities	60	170	25.80
2	Threat	40	115	11.60
Value of Opportunities and Threat (OT)		100	285	37.4

The IE (Internal External) matrix is useful for positioning equations into a matrix consisting of 9 cells. The IE matrix consists of two dimensions, namely the total score of the IFE matrix on the X axis and the EFE Matrix on the Y axis. These matrices are grouped into three main strategies, namely:

1. Grow and Build are in cell I, II or IV. Suitable strategies are intensive (market penetration, market development, and product development) or integration (backward integration, forward integration, and horizontal integration).
2. Hold and Maintain includes cells III, V, or cells VII. Common strategies used are market penetration, product development and market development.
3. Harvest and Devest (Harvest or Divestment) covers cells VI, VIII, or IX. The strategy used is the conglomerate diversification divestment strategy, and the liquidation strategy.

IE Matrix based on the results of the IFE matrix and EFE matrix, it can be arranged further in the IE matrix. The average value of IFE is 305 and the average EFE is 285. These values indicate the position of quadrant IV, which indicates the strategy needed for the company at this time is grow and build strategy. Grow and build strategy shows that the company needs a strategy to grow better and be able to develop the company for the better. The strategies that can be applied by companies today are intensive strategies, integrative strategies, and concentration strategies. The IE matrix can be seen in figure 3 below.

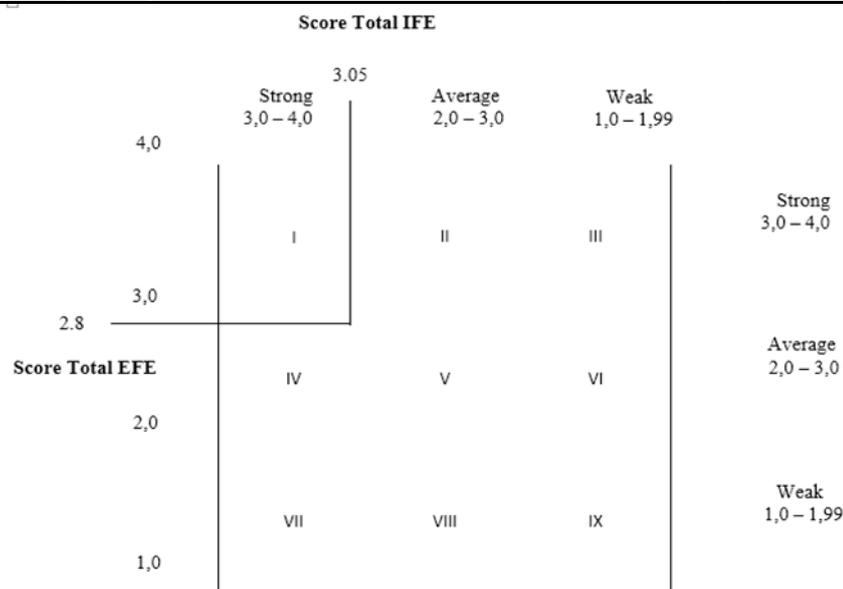


Figure 3
IE (Internal and External) Matrix

Based on the SWOT Matrix in Figure 3 above, several alternative strategies are generated which are obtained from internal and external variables according to the company's position in the IE matrix, namely the Grow and build strategy. The alternative strategies obtained are as follows:

1. SO Strategies
 - a. Make good lines or architects of mods so that they can fulfill customer desires.
 - b. Create a good information system by creating a tracking system to make it easier for customers to monitor their cargo.
 - c. Accelerating loading and unloading activities so as to achieve the target and in accordance with the increase in existing dwelling time
 - d. With the availability of better infrastructure, it is hoped that it will be able to carry out cargo distribution to remote areas.
2. WO Strategies
 - a. Can provide Credit Term / Credit payment term to Customers.
 - b. Paying attention to and managing constructive suggestions and criticism so that they can innovate on the company's performance.
 - c. Seeing opportunities for Segmentation in Customers so they can see the opportunities that exist, namely to become Domestic Transporters and LCL
 - d. Trying to find a series of modes of transport that can meet customer desires.
3. ST Strategies
 - a. Being the company's position as the best customer so that the company can provide the best service.
 - b. Approaching competitors to be able to establish a business that is equally profitable and to diversify the business
 - c. Establish cooperation with shipping parties and enter into space contracts so as to provide certainty for the use of certain shipping lines.
 - d. Provide education to the customer about the document requirements that must be met so that it can make it easier to carry out the work.
4. WT Strategies
 - a. Trying to evaluate employee performance and conduct a selection process so as to select competent employees to receive PPJK education
 - b. Collaborating with shipping parties regarding cargo tracking systems and educating customers
 - c. Finding the best solution to the problems faced by customers in connection with government or shipping regulations
 - d. Forming partnerships with fellow forwarding companies to be able to specialize in the capabilities of fellow forwarders.

IV. CONCLUSION

Based on the results of the SWOT analysis, it is expected that the management of XYZ Company can carry out a grow and build strategy. Some recommendations that need to be conveyed in connection with management policies for future provision for XYZ Company are: 1) improvements to the existing tracking system and WEB Profile so that it can be further developed with adequate technology to make it easier for customers to carry out their own Cargo Tracking so that the update makes it easier for customers; 2) Improving the quality of relationships with Vendors and making work contracts and space contracts so that they continue to receive priority and good cooperation support, especially in terms of price, availability of containers and allocation of ship capacity as well as availability of Trucking Fleet and other needs.

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