



Analysis of Operational Management Strategies in Improving the Efficiency of Freight Shipping at PT Freight Express Surabaya

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ABSTRACT

Competition in the expedition service industry requires companies to formulate appropriate operational management strategies to improve the efficiency of goods delivery. This study aims to analyze how the operational management strategy implemented by PT Freight Express Surabaya contributes to improving the efficiency of logistics services, as well as identifying strengths, weaknesses, opportunities, and threats through a SWOT analysis approach. The results of the study indicate that a structured management strategy allows the company to utilize internal strengths such as fleet ownership and extensive distribution networks in responding to external opportunities such as the growth of e-commerce and the need for fast delivery services. On the other hand, internal weaknesses such as limited information system integration and external challenges such as fuel price fluctuations can be minimized through human resource training and the use of digital technology. The SWOT strategy helps PT Freight Express Surabaya in formulating targeted strategic steps to improve operational performance, maintain service quality, and increase customer satisfaction. Thus, the implementation of a SWOT-based operational management strategy has proven effective in creating efficiency, adaptability, and competitiveness of companies in the competitive logistics industry.

INTRODUCTION

PT Freight Express Indonesia, established in 1989, has become one of the leading logistics service providers in Indonesia. Headquartered in Surabaya, the company offers a range of services including international freight forwarding, shipping agencies, NVOCC, cargo groupage/consolidation, and tug and barging. For over three decades, PT Freight Express Indonesia has built a solid reputation in international cargo management and related logistics. Commitment to high-quality service and reliability has been a key pillar in the company's operations (Vernandy et al., 2024).

However, in the era of globalization and increasingly tight competition, efficiency in shipping goods is a key factor in maintaining competitive advantage (Siburian & Anggrainie, 2022). Logistics companies are required to continuously improve their operational management strategies to meet increasingly complex customer needs. In addition, human resource management strategies also play an important role in company operations (Virly Maharani et al., 2023). Employee training and development, internal communication, and a work culture that supports innovation are factors that can influence delivery efficiency (Sahara et al., 2024).

The current phenomenon shows that many logistics companies face challenges in managing efficient delivery operations. Late deliveries, high operational costs, and lack of transparency in the supply chain are issues that often arise. PT Freight Express Indonesia, despite having established systems and procedures, still needs to evaluate and innovate in its operational management strategy. This is important to ensure that the company can adapt to rapid market and technological changes (Aulia, 2020).

The main reason for conducting this research is to provide a deeper understanding of operational management practices in the logistics industry, particularly in the context of a company that has been operating for more than three decades. By understanding effective strategies, other companies can learn lessons and apply them in their own context (Tohir et al., 2023).

The novelty of this study lies in the focus of in-depth analysis of the operational management strategy implemented by PT Freight Express Surabaya in the context of shipping efficiency, especially in the local logistics industry. This study not only describes the operational process in general, but also examines specifically how operational strategies are designed, implemented, and evaluated to overcome obstacles in the shipping process. In this context, a qualitative approach is used to explore the experiences and views of operational actors in the field including managers, supervisors, and logistics staff who have not been widely discussed in the operational management literature in Indonesia. The focus of this study also includes the integration of resource planning, shipping activity control, and technology utilization as part of an efficiency strategy.

In this context, this study aims to analyze the operational management strategies implemented by PT Freight Express Indonesia in improving the efficiency of goods delivery. This research will explore how companies design, implement, and evaluate their operational strategies (Widyanto et al., 2022). By

using qualitative methods, this study can explore the perspectives of managers and employees on operational strategies, challenges faced, and solutions implemented. This allows for a more holistic understanding of the factors that influence delivery efficiency. This study will also contribute to the academic literature by providing an in-depth case study of operational management in an Indonesian logistics company. This study can be a reference for researchers and practitioners in developing effective operational strategies.

Thus, this research has practical and theoretical value. Practically, this research can help companies in improving operational performance. Theoretically, this research can enrich the understanding of operational management in the context of the logistics industry in Indonesia.

LITERATURE REVIEW

Operational Management

Operational management is one of the important elements in the managerial function that is directly related to the creation of goods and services. According to Heizer, J., & Render, (2017), operational management is a series of activities that produce value in the form of goods and services through the transformation of input into output. Meanwhile, Stevenson, (2021) stated that operational management is the process of managing systems or processes that create goods and services. The importance of integrating various operational elements in order to create competitive value for the company.

Operational Efficiency

According to Porter, (1995) Operational efficiency is part of the process of creating competitive advantage through value chain optimization. Porter introduced the concept of value chain, which describes the primary and supporting activities in an organization that collectively create value for customers. Efficiency is achieved when the activities in the value chain run synergistically, with low costs, fast processing times, and produce high-quality output. Porter emphasized that operational efficiency is very important, but to be superior, companies must also be able to create differentiation, efficiency and innovation must go hand in hand. Meanwhile, Slack, et.al., (2020) efficiency as one of the main objectives of operations management. Emphasizing that operational efficiency is reflected in the company's ability to reduce lead time, minimize waste, and reduce cost per unit without sacrificing quality.

Operation Strategy

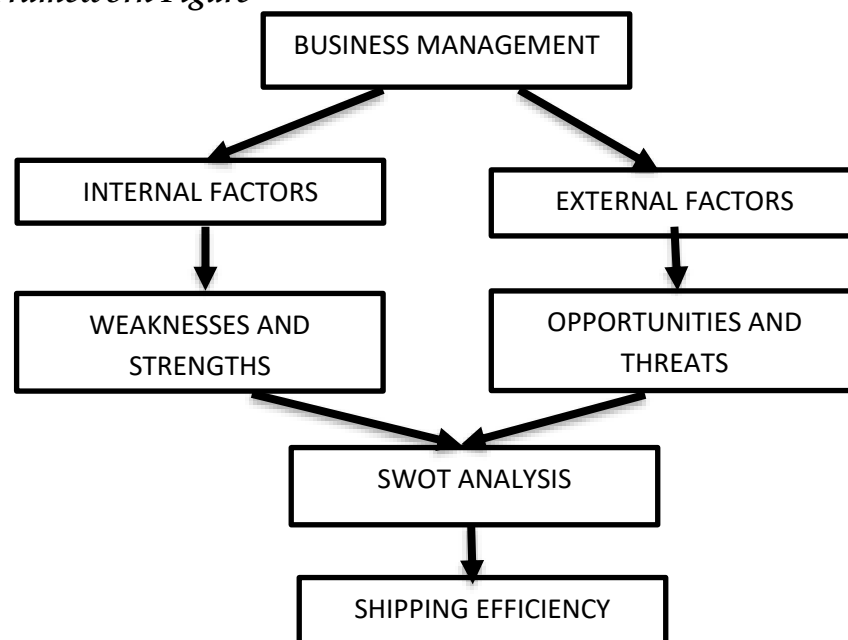
According to Hayes, R.H., & Wheelwright, (1985) Operations strategy is a bridge between the company's business strategy and operational practices in the field. From this theory, it classifies four stages of development of the role of operations in the company, starting from merely a reactive and non-strategic function, to becoming a major force that supports corporate strategy proactively. In their view, companies that are able to align operational strategy with business strategy tend to be more competitive and resilient in facing market changes. The role of operations management is no longer limited to internal efficiency, but rather becomes a strategic tool to create value and build differentiation.

Meanwhile, Hill, (1993) offers a practical approach to developing operations strategy through a framework that links market requirements with operations resources. Hill emphasizes that operations strategy must start from a deep understanding of customer needs such as speed of delivery, flexibility of service, low cost, or high quality and be translated into operational decisions such as the technology used, process structure, production capacity, and quality control systems.

Supply Chain Management

According to Chopra, S., & Meindl, (2019) Supply Chain Management is the strategic management of all activities involved in the acquisition of raw materials, the transformation of materials into finished products, and the distribution of products to consumers. Chopra emphasizes the importance of managing three main flows in the supply chain: product flow, information flow, and financial flow. These three flows must run in harmony to create total efficiency in the system. Meanwhile, Christopher, (2016) Supply Chain Management emphasizes that SCM cannot be separated from logistics strategy. Supply chain as a value-added system that must be designed strategically to create competitive advantages based on customer service and cost efficiency. Christopher, (2016) states that companies no longer compete as individual entities, but as part of a supply chain. Therefore, a company's success in providing fast, accurate, and flexible services depends heavily on the strength of its relationships and coordination with partners in its supply chain.

Conceptual Framework Figure



The internal environment is the strength or conditions within an organization that can be controlled by the company, while the external environment includes the strength and conditions of an event that is interconnected but beyond the company's control (Abdul Mu'id Taufiqi, Benni Agus Setiono, 2023). These two factors greatly influence the performance and

strategic direction of the organization. SWOT analysis is used to examine the existence of these internal and external factors, with the aim of identifying the strengths, weaknesses, opportunities, and threats that the company has (Azizah et al., 2025). This approach is very important to formulate effective and realistic strategic alternatives in supporting the achievement of company goals.

In this context, this study will use a conceptual framework that includes marketing strategy and operational management to explain the factors that influence the development of the freight forwarding business at PT Freight Express Surabaya. As a follow-up tool to the SWOT analysis, the Quantitative Strategic Planning Matrix (QSPM) is used to objectively evaluate various strategic options based on previously established internal and external success criteria. QSPM helps in assessing the relative attractiveness of strategies resulting from the SWOT analysis and supports strategic decision-making that is data-based and relevant to the company's actual conditions.

METHODOLOGY

The purpose of descriptive research using qualitative methodology is to explain the events being observed and provide a clear picture of the challenges faced by the research object (Sugiyono, 2015). The purpose of descriptive research according to Creswell (2015) is to produce organized, factual, and reliable information about the details and characteristics of a particular population or place. The object of research is PT Freight Express Indonesia. Data Analysis Methods using IFE Analysis and EFE Analysis. The Internal Factor Evaluation matrix which was also designed by David (2010:07) is an analysis to determine strong and weak factors in the analysis at PT Freight Express Indonesia. In addition, the value in the total column is divided by the total to calculate the weight of each statement. The score column is then generated by multiplying the weight of each item by the rating of each statement item. PT Freight Express Indonesia in particular, The External Factor Evaluation Matrix which was also created by David (2010:08) is an analysis to determine external environmental factors to identify opportunities and dangers. In addition, the score column is created by multiplying the weight of each item by the assessment of each statement item to calculate the weight of each statement. The method is by dividing the value in the total column by the total number. The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis method with a qualitative approach is used to analyze research data. SWOT analysis can help reduce vulnerabilities and threats while maximizing strengths and opportunities. The following diagram illustrates four potential alternative strategies that can be generated using this SWOT matrix:

IFE	Strength	Weakness
EFE		
THREATS	ST Strategy Leveraging potential to face threats	WT Strategy Minimizes weaknesses to face threats.
OPPORTUNITIES	SO, Strategy Leveraging potential to seize opportunities	WO Strategy Overcoming weaknesses to seize opportunities

Source: Kotler (2016)

Internal External Matrix Analysis is a parameter used in the internal and external conditions of the organization. The data used in this analysis comes from the EFE and IFE analysis. In the internal-external matrix there are two axes that represent the external environment and the internal environment. The criteria for assessing the internal-external matrix axis are described as follows:

- a. If the IFE or EFE score < 2.5 ; then the company is in a below average condition.
- b. If the IFE or EFE score $= 2.5$; then the company is in an average condition.
- c. If the IFE or EFE score > 2.5 ; then the company is in above average condition.

Researchers analyzed the data using an interactive model developed by Miles, Huberman, and Saldana (2014: 12–14). before, during, and after data collection were simultaneously linked. Data Validity Techniques used triangulation, peer checking, and observer persistence.

Factors that influence the success of developing a freight forwarding business include internal factors such as management capabilities, service quality, and competitive advantages, as well as external factors such as market competition, government regulations, and customer needs. Companies also need to make good use of technology and have a good risk management system to minimize risks and improve operational performance.

RESEARCH RESULT AND DISCUSSION

Strategic Management in the Development of Freight Delivery Operations at PT Freight Express Surabaya

Strategic management in the context of operational management is the process of formulating and implementing long-term policies aimed at achieving efficiency and effectiveness in the implementation of goods delivery. At PT Freight Express Surabaya, operational strategy is focused on increasing the speed, accuracy, and transparency of delivery through a structured and responsive work system. This strategy is in line with the principles of strategic management that emphasize internal and external environmental analysis and measurable goal-based planning.

In this context, SWOT approach and advanced analysis such as QSPM (Quantitative Strategic Planning Matrix) are used to assess internal strengths such as the use of real-time tracking systems, as well as weaknesses such as fleet constraints and system integration. From the external side, opportunities that can be utilized include the growth of the e-commerce sector and the need for fast logistics services, while threats come from large competitors and changes in logistics regulations.

Based on the theories of Hayes and Wheelwright (1984) and Hill (1993), Freight Express' operational strategy management is directed at creating competitive advantages through the development of technology-based systems and adaptation to changing market needs.

Operational Marketing in Supporting Goods Delivery Efficiency

Although the main focus is on operations, the marketing strategy implemented by PT Freight Express Surabaya also plays an important role in

increasing the efficiency of shipping goods. Freight Express' marketing strategy is very oriented towards a direct approach to customers, either through interviews, digital feedback, or transparent tracking system integration. This approach is in line with the concept of Customer Relationship Management (CRM) as stated by Kurniawan (2016), which emphasizes the importance of retaining customers through understanding needs and continuous service improvement.

In addition, the company applies the Customer Journey Mapping principle (Kumar & Reinartz, 2016) in the delivery process, where each stage of customer interaction with logistics services is analyzed to identify pain points and potential efficiencies. This strategy not only improves the customer experience but also helps operations in accelerating the handling of goods and responding to problems more quickly. Furthermore, the concept of Customer Centric Marketing (Kumar & Pansari, 2016) is also applied, where the company designs a real-time tracking and notification information system that adds value to customers. This contributes directly to operational efficiency because it minimizes reactive questions or complaints from customers, and encourages proactive communication.

Financial Management in Support of Operational Delivery Strategy

In implementing operational strategies, PT Freight Express Surabaya also emphasizes the importance of efficient and adaptive financial management. Although still using a simple recording system in several divisions, the company is able to calculate and monitor cash flow and profitability of each shipping line accurately. The concept of budgeting as explained by Horngren et al. (2016) is the basis for preparing annual operational plans, including fleet procurement, vehicle maintenance, and tracking system development.

In line with cost management according to Hansen & Mowen (2018), Freight Express also implements operational cost control through cost evaluation per route and utilization of historical data to adjust efficient delivery schedules. This cost management is important so that efficiency is not only achieved in delivery time, but also in the use of resources. In addition, the company applies the principle of risk management as explained by Crouhy et al. (2014), especially in dealing with fuel price fluctuations and potential delivery delays due to external disruptions. This risk management is important in maintaining the stability of operational costs and maintaining profit margins.

In terms of pricing strategy, PT Freight Express considers direct cost components, market conditions, and competitor strengths. This allows the company to remain competitive without sacrificing its operational efficiency. This approach is in line with the thinking of Nagle et al. (2016) regarding the importance of balancing costs, customer value, and price competitiveness in building a sustainable business strategy.

Production and Operations in the Development of Freight Services Business at PT Freight Express Surabaya

Efficient operational processes are a key element in PT Freight Express Surabaya's operational management strategy. As a land-based and express

freight forwarding company, the company emphasizes the importance of punctuality, delivery reliability, and service quality in every aspect of logistics management. Operational activities not only focus on transporting goods, but also include optimal route planning, coordination of delivery schedules, and integration of digital tracking systems to monitor the movement of goods in real time. In terms of operational efficiency, flexibility in route planning and delivery schedules is a distinct advantage for Freight Express. Responsive route adjustments to traffic conditions, customer demand, and potential obstacles in the field allow the company to minimize delays and ensure competitive delivery times. This approach is in line with the idea of Agusdianto (2017:10) who emphasizes the importance of operational team coordination in maintaining quality standards and achieving service targets.

In addition, the success of the company's operations also greatly depends on cooperation between units, such as warehouse teams, drivers, information system operators, and customer service. Effective communication between these divisions is the basis for the successful implementation of operational strategies. With an integrated work pattern, the process of picking up goods, loading, to last mile delivery can be carried out efficiently and according to service standards. Fleet readiness, both in terms of quantity and technical condition, is an important supporting factor in ensuring operational sustainability. PT Freight Express has a fleet management system and regular maintenance schedule, which allows vehicles to always be in prime condition when operated. Direct ownership of a number of logistics vehicles also reflects a strategic investment in productive assets that support the sustainability and efficiency of the delivery process.

Furthermore, the integration of operational information technology, such as tracking dashboards, order management systems, and automatic notifications to customers, also contributes greatly to service efficiency. This technology not only helps companies quickly identify potential bottlenecks in the distribution channel, but also allows customers to gain full transparency into the status of their shipments. By paying attention to the entire process from picking up goods, fleet management, routing, tracking, to after-delivery services, PT Freight Express Surabaya shows that a holistic and data-based operational management strategy can significantly improve the efficiency of shipping goods. This also strengthens the company's competitive position amidst the increasingly tight competition in the logistics industry.

SWOT Analysis of Operational Management Strategy in Increasing Efficiency of Goods Delivery at PT Freight Express Surabaya

SWOT analysis of operational management strategy at PT Freight Express Surabaya aims to evaluate internal and external factors that affect the efficiency of the goods delivery process. This assessment is important in formulating strategies that are adaptive to the dynamics of the logistics market, technological developments, and internal company management challenges. The results of the SWOT analysis provide a basis for planning the right strategy to encourage increased service, speed, and reliability of goods delivery.

Table 1. SWOT Analysis of Operational Management Strategy at PT Freight Express Surabaya

IFE Internal Factors	
Strengths (Strengths)	Weaknesses
1. Internal based digital tracking system.	1. Limitations of real-time monitoring systems on legacy fleets.
2. The distribution process is standardized and efficient.	2. Reliance on third-party logistics vendors for out-of-town routes.
3. Well maintained and controlled delivery fleet.	3. Delivery schedules are not fully flexible during peak season.
4. Solid and responsive inter-divisional coordination.	4. There is no integrated operational dashboard for all levels of management.
5. Experienced and trained operational team.	5. Limitations of integration of customer and operational information systems.
6. Responsive, data-driven customer service.	6. Management of alternative routes is not optimal when there are disruptions on the road.
7. Owning your own vehicle reduces the risk of dependency.	7. There is no operational training program based on the latest technology.
8. Use of tracking applications that support service transparency.	8. Operational data analysis for tactical decision making is not yet optimal.
EFE External Factors	
Opportunities	Threats (Threats)
1. Increasing need for express delivery by MSMEs.	1. Tight competition with application-based logistics startups.
2. The development of e-commerce is driving an increase in shipping volumes.	2. Fluctuations in fuel prices affect operational costs.
3. Advances in IoT and GPS based tracking technology.	3. Changes in government policy regarding logistics transportation.
4. Opportunities for expansion to tier two cities in East Java.	4. Limited road infrastructure in certain destination areas.
5. Digitalization incentive support from local governments.	5. Reliance on digital systems leads to the risk of downtime.
6. Potential collaboration with national e-logistics platforms.	6. Cybersecurity threats to internal tracking systems.
7. Increased customer awareness of tracking services.	7. High turnover rate of drivers or operational staff.
8. Adoption of automation of logistics and delivery systems.	8. Extreme weather and disasters that hamper deliveries.

company's strengths and weaknesses can be analyzed through an internal environmental review that reflects the extent to which operational aspects support the efficiency of goods delivery. This assessment is based on the Internal Factor Evaluation (IFE) which measures the level of influence of each factor on the operational performance of PT Freight Express Surabaya.

Table 2. Internal SWOT Analysis of Operational Management Strategy of PT Freight Express Surabaya

Strengths

No	Statement	Rating	Weight	Score
1	Digital based shipment tracking system	3	0.12	0.36
2	Own well-maintained delivery fleet	3	0.12	0.36
3	Responsive operational team coordination	3	0.12	0.36
4	Standardization of shipping procedures	3	0.12	0.36
5	24 hour customer service availability	2	0.08	0.16
6	Ability to adjust routes when disruptions occur	2	0.08	0.16
7	SOP for efficient loading and unloading of goods	3	0.12	0.36
8	Experienced and certified driver team	3	0.12	0.36
Total Strength Score				2.48

Weaknesses

No	Statement	Rating	Weight	Score
1	There is no integrated operational dashboard	2	0.08	0.16
2	System dependence on internet connectivity	2	0.08	0.16
3	Management of alternative routes is not yet fully optimal	2	0.08	0.16
4	Lack of HR training based on new technologies	1	0.04	0.08
5	The integration of internal reporting systems is not yet optimal	2	0.08	0.16
6	Fleet scheduling flexibility is still limited	2	0.08	0.16
7	Limited workforce with IT capabilities	1	0.04	0.08
8	The field data collection system is still manual	3	0.12	0.36
Total Weakness Score				1.32
Total IFE Score				3.80

Based on the results of the Internal Factor Evaluation (IFE) analysis above, the total score obtained is 3.80, which indicates that PT Freight Express Surabaya has significant internal strengths in supporting operational efficiency, especially in aspects of tracking technology, operational accuracy, and fleet management. This strength can be utilized to strengthen competitive advantage in freight forwarding services. Although there are several weaknesses such as the limitations of integrated systems and technology-based HR training, these weaknesses are remediable through investment in digitalization and internal capacity development. The results of this analysis are an important basis for developing a more adaptive and efficient operational management strategy.

Table 3. SWOT External Analysis of Operational Management Strategy of PT Freight Express Surabaya

Opportunities

No	Statement	Rating	Weight	Score
1	Increasing customer preference for fast and secure services	3	0.12	0.36
2	Growth in demand for e-commerce logistics	3	0.12	0.36
3	Potential for optimizing shipping costs through digitalization	3	0.12	0.36
4	Growth of the distribution and logistics industry	3	0.12	0.36
5	The increasing need for cross-city delivery	2	0.08	0.16
6	Potential expansion into new distribution areas	3	0.12	0.36
7	Increasing the volume of the national transportation industry	4	0.16	0.40
8	Availability of skilled young workforce	2	0.08	0.16
Total Score Opportunities				2.52

Threats

No	Statement	Rating	Weight	Score
1	Tight competition with other shipping service companies	2	0.08	0.16
2	Fluctuations in operating and fuel costs	3	0.12	0.36
3	Dependence on weather conditions during delivery	3	0.12	0.36
4	Changes in national economic conditions	2	0.08	0.16
5	Uncertainty of government regulations regarding logistics	2	0.08	0.16
6	Irregularity of road infrastructure conditions	2	0.08	0.16
7	Seasonal demand fluctuations	2	0.08	0.16
8	Difficulty recruiting highly qualified drivers	3	0.12	0.36
Total Threat Score				1.88
Total EFE Score				4.40

Based on the results of the External Factor Evaluation (EFE), PT Freight Express Surabaya has a great opportunity to improve the operational efficiency

of goods delivery, especially with the growth of the logistics industry, the development of e-commerce, and the opportunity to digitize operational processes. The total opportunity score of 2.52 indicates that the external environment provides a positive impetus for strategy development. Meanwhile, the threat score of 1.88 indicates that there are risks that need to be anticipated, such as market competition, fluctuations in operational costs, and uncertainty in infrastructure and regulations. Therefore, the company needs to develop an adaptive risk management strategy in order to maintain operational efficiency amidst external dynamics.

Table 4. Cartesian diagram of SWOT analysis (processed by researchers, 2025)

Opportunity (+2.52)	
Quadrant III (Change Strategy) Weakness (-1.44)	Quadrant I (Progressive Strategy) Strength (+2.12)
Quadrant IV (Survival)	Quadrant II (Diversification)
Threat (-1.88)	

The Cartesian SWOT diagram is a visual tool to illustrate the strategic position of an organization based on the combined scores of Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE). In the context of PT Freight Express Surabaya, this diagram shows that the company is in Quadrant I, which means:

- a. The internal condition is quite strong (Strengths > Weaknesses)
- b. The external environment is also supportive (Opportunities > Threats)

So the most appropriate strategy is a progressive/aggressive strategy, namely utilizing internal strengths to the maximum to pursue external opportunities, especially in efforts to increase the operational efficiency of goods delivery.

Table 5. SWOT Matrix and Alternative Strategies of PT Freight Express Surabaya

Category	Combination of Factors	Operational Strategy Alternatives
SO (Strengths-Opportunities)	Internal Strengths × External Opportunities	<ul style="list-style-type: none"> • Optimizing customer request tracking and analysis system. • Improving the efficiency of distribution processes to keep up with the growth in logistics demand. • Develop scheduled and express delivery services according to customer preference trends. • Utilizing our own fleet to reach new areas.

Category	Combination of Factors	Operational Strategy Alternatives
ST (Strengths-Threats)	Internal Strengths × External Threats	<ul style="list-style-type: none"> • Strengthening service quality to maintain customer loyalty amidst competition. • Developing a technology-based cost control system to address operational fluctuations. • Preparing operational protocols to deal with adverse weather and changing economic conditions.
WO (Weaknesses-Opportunities)	Internal Weaknesses × External Opportunities	<ul style="list-style-type: none"> • Improve collaboration between departments to improve operational flows. • Using market opportunities to improve HR skills and expand market insight. • Adopt a more transparent and real-time cost information system.
WT (Weaknesses-Threats)	Internal Weaknesses × External Threats	<ul style="list-style-type: none"> • Continuously train employees in managing delivery routes and schedules. • Improve information system integration to reduce reliance on manual processes. • Adapting logistics planning to potential infrastructure and regulatory disruptions.

Based on the results of the SWOT analysis at PT Freight Express Surabaya, the following are operational strategies that can be implemented to increase the efficiency of goods delivery:

a) Strengths-Opportunities (SO)

PT Freight Express Surabaya has internal strengths that can be optimized to take advantage of various external opportunities in the freight forwarding sector. The recommended strategies are:

1. Optimize customer request tracking and analysis systems to improve service accuracy and satisfaction.
2. Improving the efficiency of the distribution process to keep up with the growth in national and regional logistics demand.
3. Develop scheduled and express delivery services in line with evolving customer trends and preferences.

4. Utilizing our own fleet to expand our service reach to new potential areas.

This SO strategy aims to drive aggressive growth by combining the company's internal strengths with favorable market dynamics.

b) Strengths–Threats (ST)

In facing various external challenges such as market competition, cost fluctuations, and economic uncertainty, PT Freight Express Surabaya can utilize its internal strengths to develop strategies to survive and grow. Strategies that can be implemented include:

1. Strengthening service quality as a key differentiator in maintaining customer loyalty amidst intense competition.
2. Developing a technology-based cost control system, such as the use of logistics management software to anticipate fluctuations in operational costs.
3. Preparing adaptive operational protocols, especially to deal with external factors such as bad weather or economic turmoil that could disrupt deliveries.

ST's strategy focuses on protecting competitiveness through operational efficiency and reliability.

c) Weaknesses–Opportunities (WO)

Although the company faces several internal weaknesses, PT Freight Express Surabaya can still take advantage of market opportunities by developing a development strategy based on internal improvements. The strategic steps include:

1. Improve collaboration between departments, especially between operational, marketing, and finance divisions to improve delivery flows and customer service.
2. Taking advantage of market opportunities to improve human resource skills and competencies through relevant training.
3. Adopting a more transparent and real-time cost and logistics information system, so that decision making becomes more accurate.

WO strategy aims to overcome company weaknesses through internal transformation to maximize external opportunities.

d) Weaknesses–Threats (WT)

To face external threats while reducing the impact of existing internal weaknesses, companies need to implement more efficient defensive strategies. The strategic steps are:

1. Continuously train employees in route management, schedules, and logistics information system technology.
2. Improving the integration of information systems, to reduce dependence on manual processes that risk causing inefficiency.
3. Adjust logistics planning and delivery schemes taking into account external disruptions such as unstable infrastructure or changes in government regulations.

WT strategy helps companies maintain operational continuity amidst unstable situations by fixing weaknesses from within.

Analysis of Operational Management Strategy in Increasing Efficiency of Goods Delivery at PT Freight Express Surabaya

The implementation of operational management strategies based on SWOT analysis is an important foundation for PT Freight Express Surabaya in its efforts to improve the efficiency of goods delivery. Through this approach, the company can systematically identify strengths, weaknesses, opportunities, and threats that affect the operational process. The results of the analysis are then used to formulate strategies that can support increased operational effectiveness and efficiency, as well as strengthen the company's competitiveness amidst the increasingly dynamic logistics industry competition.

SO (Strengths–Opportunities) strategy focuses on utilizing the company's internal strengths to maximize external opportunities in order to improve delivery efficiency. PT Freight Express Surabaya has an adequate fleet and extensive distribution network, supported by efficient operational capabilities. This strength enables the company to respond to the increasing demand for logistics, especially from the e-commerce sector and the manufacturing industry. To improve efficiency, the company developed a real-time technology-based goods tracking system, and utilized customer data to design more accurate, faster, and market-needed delivery services. Expanding service coverage to potential areas and implementing fixed delivery schedules were also carried out to reduce operational costs and increase service speed. This is in line with Guyana (2013), who emphasized the importance of consumer analysis and operational information systems for smooth logistics services.

The ST (Strengths–Threats) strategy is aimed at facing external challenges by relying on the company's internal strengths. Challenges such as fuel price fluctuations, tight tariff competition, and the risk of extreme weather or infrastructure disruptions are issues that must be addressed strategically. PT Freight Express Surabaya addresses this by strengthening the cost control system and increasing efficiency through regular fleet maintenance. In addition, responsive customer service and a transparent complaint system are strengthened as part of improving service quality. The company also implements an emergency response protocol to ensure smooth operations amidst uncertain conditions, so that delivery efficiency and reliability are maintained.

The WO (Weaknesses–Opportunities) strategy is aimed at improving internal weaknesses by utilizing available opportunities. PT Freight Express Surabaya faces obstacles such as limited integrated information systems and suboptimal market analysis capabilities. To overcome this, the company strengthens interdepartmental coordination, especially between operational and marketing teams, in order to create a more efficient and responsive work system. HR training has also been improved, especially in the use of information technology and operational data analysis. In addition, a real-time digital cost recording and cash flow management system has begun to be implemented to support the efficiency of managerial and operational decision-making as a whole.

The WT (Weaknesses-Threats) strategy is defensive and focuses on mitigating risks arising from internal weaknesses and external threats. To improve delivery efficiency, the company holds regular training for employees in route management and delivery scheduling. This step aims to enable the operational team to respond to field conditions quickly and accurately. In addition, digitalization in the administration and reporting process is carried out to reduce errors due to manual processes. PT Freight Express Surabaya also adjusts its operational strategy by considering the dynamics of government regulations, infrastructure constraints, and weather risks. This strategy is in line with Akbar's view (2018), which states that shipping service customers demand high speed, security, and efficiency in terms of service and process.

Overall, the SWOT analysis approach within the framework of operational management strategy provides a strong foundation for PT Freight Express Surabaya in increasing the efficiency of goods delivery. From the internal side, the company can strengthen operational processes, financial recording systems, and HR development. Meanwhile, from the external side, PT Freight Express Surabaya is able to adapt to developments in the logistics industry and establish partnerships that support delivery effectiveness. This is in accordance with Wemaer's (2022) thinking, which states that proper use of SWOT can increase the effectiveness of business strategies, especially in the service sector based on goods delivery.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the operational management strategy analysis conducted through the SWOT approach, it can be concluded that PT Freight Express Surabaya has significant potential in increasing the efficiency of goods delivery through the utilization of internal strengths and strategic management of external challenges. The implementation of the SO strategy shows that the company is able to optimize its fleet and distribution network to capture market opportunities from the e-commerce sector and other industries, with the support of increasingly precise customer data tracking and analysis technology. The ST strategy provides direction that operational resilience can be maintained through cost control, reliable customer service, and emergency preparedness.

Meanwhile, the WO strategy emphasizes the importance of improving the quality of human resources and integrating information systems to overcome internal weaknesses, especially in data management and market analysis. The WT strategy shows that although there are still challenges in terms of system adaptation and regulatory constraints, the company has taken mitigating steps through intensive training and digitalization of operational processes. Overall, this analysis proves that strengthening the operational management aspect based on SWOT can be an effective instrument in increasing the efficiency of goods delivery and maintaining the competitiveness of PT Freight Express Surabaya amidst the increasingly tight competition in the logistics industry.

ADVANCED RESEARCH

This study has several limitations that need to be considered:

1. The analysis was conducted primarily based on a conceptual approach and did not involve direct field observations or in-depth interviews with all levels of management and operational staff of the company.
2. The research focus is limited to internal operational management strategies and has not extensively explored external factors such as government policies and global competition that can affect logistics efficiency.
3. This research was conducted within a limited time period, so it does not fully cover the long-term implementation evaluation of the SWOT strategy that was prepared.

For further development, some suggestions that can be given include:

1. PT Freight Express Surabaya should accelerate the implementation of a real-time integrated logistics and financial information system to support efficiency and accuracy in operational decision making.
2. Considering the growth opportunities of the e-commerce sector, companies can consider developing services such as express delivery, same-day delivery services, and customer-centric logistics solutions.
3. Further research is recommended to involve qualitative and quantitative methods, including customer surveys and operational data-based efficiency studies, to make the analysis results more comprehensive and accurate.

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