

# Enhance Customer Satisfaction in An Indonesian Cargo Service Company

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## ABSTRACT

*This study aims to determine a more appropriate marketing strategy at PT. Amanah Cargo Jaya Mandiri in order to increase customer satisfaction. The method used in this study is a qualitative method with IFE, EFE, IE, and SWOT (Strength, Weakness, Opportunities, Threats) analysis. The results of the study indicate that the marketing strategy implemented by PT. Amanah Cargo Jaya Mandiri is able to increase customer satisfaction but additional strategies are needed to increase customer satisfaction. PT. Amanah Cargo Jaya Mandiri is in a good position, has opportunities, and is able to continue to expand and provide better services in order to increase customer satisfaction and increase growth in order to obtain maximum profit.*

## 1. INTRODUCTION

The Currently, PT. Amanah Cargo Jaya Mandiri covers nearly 100% of Indonesia's shipping destinations, from Sabang to Merauke. With land, sea, air, and trucking services, along with cash and cash on delivery (COD) payment methods, customers can easily choose their shipping options. Over the three years (2020-2022), total retail transactions reached over 43,000 receipts (see table).

**Table 1.** Consumer Achievement per Year

Consumer Targets and Realization				
No.	Year	Target	Realization	Percentage (%)
1	2020	15,388	13,989	91%
2	2021	16,787	15,843	94%
3	2022	19,012	13,673	72%

Source: PT. Amanah Cargo Jaya Mandiri, 2023

Partnering with partners or vendors in various regions spread across all provinces and districts, makes PT. Amanah Cargo Jaya Mandiri one of the freight service companies capable of delivering goods to remote areas in Indonesia. In addition, PT. Amanah Cargo Jaya Mandiri always strives to improve customer satisfaction with the right marketing strategies and strives to understand consumer desires in order to identify any unmet opportunities. Therefore, marketing strategy analysis to improve customer satisfaction is very necessary and important because it is related to consumer decisions in purchasing products and services, the following is the target and realization of PT. Amanah Cargo Jaya Mandiri consumers during 2020-2022.

**Table 2.** Repeat Order Consumer Achievement Per Year

No.	Year	Target	Realization	Percentage (%)
1	2020	7,694	6,309	82%
2	2021	8,393	6,715	80%
3	2022	9,506	6,749	71%

Source: Paketin Cargo Marketing Division

Therefore, it is important for every company to understand the factors that influence consumer satisfaction and the various relationships that occur (Othman et al., 2017; Sunarto et al., 2021) during the condition of goods and services, as well as provide explanations of use, repair, and maintenance. This is because information is not only a consumer right, but also the absence of adequate information from the business actor is a type of product defect (information defect) that will be very detrimental to consumers. The implementation of the right to information and services carried out by Paketin Cargo currently still has room for further improvement.

With emergence new companies in the field of freight forwarding in Jabodetabek, Paketin Cargo must be able to maximize existing resources to maintain its existence. In addition, to be able to compete with other freight forwarding companies, every employee is required to provide maximum service both for pick-up and delivery of goods. Based on the background of the problem described above, this study was conducted with the title "Analysis of Marketing Strategy in Increasing Consumer Satisfaction in Freight Forwarding Services at PT. Amanah Cargo Jaya Mandiri.

According to (Sugiyanto, 2020), marketing is a social and managerial process in which individuals and groups obtain what they need and want by creating, offering, and exchanging valuable products with others. According to Hadion (2020: 4), marketing is an integrated effort to combine strategic plans directed at satisfying consumer needs and desires to obtain the expected benefits through an exchange or transaction process.

Consumer satisfaction according to (Lupiyoadi, 2014) is the level of feeling where someone states the results of comparing the performance of a product or service received and what was expected. Consumer satisfaction is the level of feeling of pleasure or disappointment after comparing the service/product received and what was expected (Zulkarnaen W., and Amin NN, 2018: 109). According to Sangadji (2013) in Ismail and Yusuf (2021: 415), it is stated that consumer satisfaction is a feeling of disappointment and pleasure for each individual in comparing the impression given by consumers about the level of real or actual product and service performance with performance according to expectations.

According to Tjiptono & Diana (2019: 151-152) is:

1. Overall Consumer Satisfaction

Consumers experience the actual performance of a product or service when it is used, regardless of their expectations. When the product's actual performance is successful, consumers will be satisfied.

2. Confirm Expectations

This refers to the alignment of consumer expectations with the actual performance of a product. Consumer expectations are influenced by their experiences using different goods, brands, or services. Expectation confirmation occurs when the actual product performance matches expectations.

3. Repurchase Intention

Namely, customer satisfaction is measured behaviorally by asking whether consumers will buy the same product again or will buy another brand of product.

4. Willingness to Recommend

Generally, when consumers are satisfied, they tend to share their experiences with those closest to them, such as friends, family, and the community around them, either intentionally (for promotional purposes) or unintentionally. Conversely, if consumers are dissatisfied with a product's performance, they may share their negative experiences with others. Therefore, willingness to recommend a product to others is a crucial metric to analyze.

## 2. METHOD

The research method used is qualitative, which studies existing problems and applicable work procedures. This qualitative research aims to describe what is currently being researched. This research describes, analyzes, and interprets current conditions. In other words, this qualitative descriptive research

aims to obtain information about existing conditions. Qualitative descriptive research is designed to gather information about current, real-world condition (Creswell, 2014; Neuman, 2014).

Data analysis in qualitative research using IFE, EFE and SWOT analysis (Benzaghta et al., 2021; Hunger & Wheelen, 2012). Data analysis and discussion first conveys the Strengths, Weaknesses, Opportunities and Threats as in the following table (Table 3 and 4).

**Table 3.** Internal Score Values

No.	Information	Weight	Rating	Mark
<b>Strength</b>				
1	Coverage throughout Indonesia	0.22	4.4	0.968
2	Experienced in handling small, large, moving goods	0.19	4.4	0.836
3	Cheaper shipping rates	0.15	3.8	0.570
4	Rates include goods insurance	0.14	4.0	0.560
5	Payment can be COD	0.11	3.8	0.418
6	Shipping outside Java can be done by land	0.10	4.2	0.420
7	Shipping by sea	0.09	3.8	0.342
<b>Total Strength</b>		1.00		<b>4,114</b>
No.	Information	Weight	Rating	Mark
<b>Weakness</b>				
1	The fleet is not large	0.31	3.0	0.930
2	Vendor dependency	0.27	2.8	0.756
3	Can't make offers online yet	0.22	2.6	0.572
4	Limitations in picking up goods	0.20	3.0	0.600
<b>Total Weakness</b>		1.00		<b>2,858</b>
<b>Strengths - Weaknesses</b>				<b>1,256</b>

**Table 4.** External Score Values

No.	Information	Weight	Rating	Mark
<b>Opportunity</b>				
1	Opening branches in the regions	0.23	4.4	1,012
2	Addition of cross fleet	0.19	4.2	0.798
3	Partner agent opening	0.17	4.6	0.782
4	Increasing online trading in society	0.15	4.0	0.600
5	Indonesia's territory is vast and it is an archipelagic country.	0.14	3.8	0.532
6	Cooperation with corporate consumers	0.12	3.4	0.408
<b>Total Chances</b>		1.00		<b>4,130</b>
No.	Information	Weight	Rating	Mark
<b>Threat</b>				
1	Consumers are vulnerable to being taken by vendors	0.31	3.2	0.992
2	Price competition with competitors	0.26	3.6	0.936
3	Competitor branches and agents	0.23	3.2	0.736
4	Competitors have larger fleets	0.20	3.4	0.680
<b>Total Weakness</b>		1.00		<b>3,340</b>
<b>Strengths - Weaknesses</b>				<b>0.790</b>

In this study, respondents completed a questionnaire, with the value scores as shown in Table 5 below

**Table 5** Summary of IFAS and EFAS Score Values

Internal Score	External Score	Strategy Options
S > W (+)	O > T (+)	Growth
4,114 > 2,858 (+)	4,130 > 3,340 (+)	
S < W (-)	O < T (-)	Survival
S > W (+)	O < T (-)	Diversification
S > W (-)	O > T (+)	Stability

Source: Data processed 2023

The respondents in this study consist of internal and external parties directly related to operational and service activities at PT. Amanah Cargo Jaya Mandiri. The determination of respondents was carried out through purposive sampling (Nurhasanah & Vikaliana, 2021), namely selecting respondents who were considered to understand the company's condition, marketing strategy, and level of consumer satisfaction.

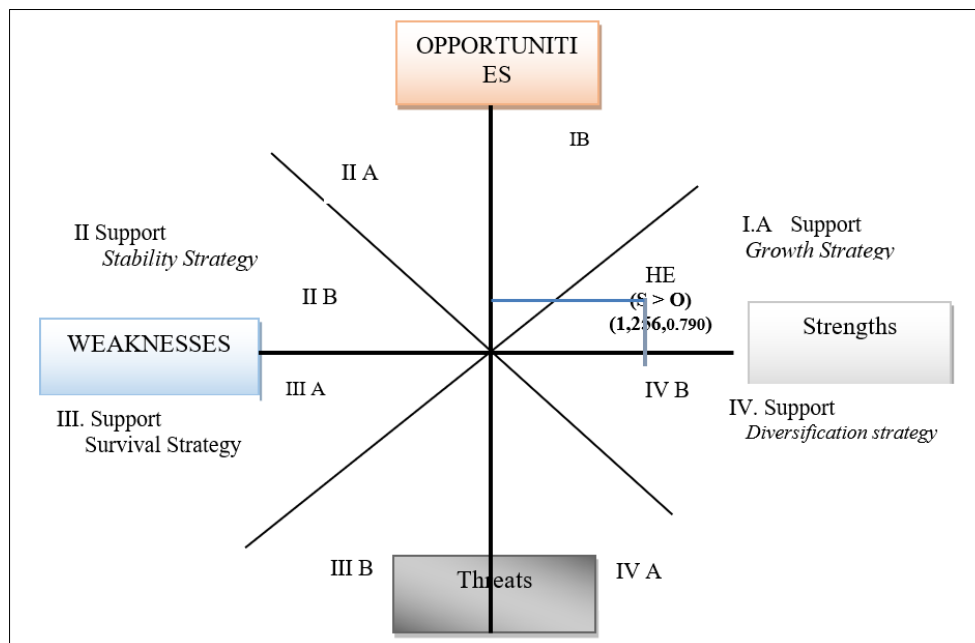
Internal respondents include company leaders, marketing staff, customer service, and operational employees involved in the delivery process. Meanwhile, external respondents consisted of PT. Amanah Cargo Jaya Mandiri who has used delivery services at least twice in the past year. The selected customers include individual consumers and business actors who use delivery services in small and large quantities.

In this study, respondents were used as a source of information to obtain data on the strengths, weaknesses, opportunities, threats, and level of consumer satisfaction with the company's services. The information obtained from the respondents was then analyzed using IFE, EFE, and SWOT approaches to determine the right marketing strategy to increase customer satisfaction.

### 3. RESULTS AND DISCUSSION

#### Results

To determine a more specific strategic choice, the obtained scores are entered into a strategy choice diagram. The table shows that the existing scores lead to a more specific growth strategy choice. Based on the scores indicating that Strengths outweigh Opportunities, the results are shown in the diagram below:



**Fig.1.** Results of SWOT Analysis

From the SWOT analysis above, the author can conclude that PT. Amanah Cargo Jaya Mandiri has achieved sufficient progress, despite some shortcomings. PT. Amanah Cargo Jaya Mandiri has demonstrated good quality. This demonstrates that PT. Amanah Cargo Jaya Mandiri has increased consumer trust. Despite intense competition between PT. Amanah Cargo Jaya Mandiri and other products due to similarities in product aspects, market share, and locations, PT. Amanah Cargo Jaya Mandiri is able to maintain all aspects, and distribution runs quite effectively and efficiently.

### *Internal Factor Evaluation (IFE) Analysis*

#### *Strength*

##### 1. Coverage throughout Indonesia

The trend of e-commerce usage in Indonesia continues to grow annually. To support reliable delivery services, Paketin Cargo is strengthening relationships with vendors to expand its delivery reach throughout Indonesia. This collaboration also presents an opportunity to continue boosting the economy in various regions across Indonesia. The partnership program with various vendors includes system enhancements and fleet expansion, resulting in faster, more precise, and safer delivery services to consumers throughout Indonesia.

##### 2. Experienced handling large, small, or moving goods (trucking)

Paketin Cargo's couriers and staff are experienced and understand how to handle shipments of large quantities, weights, and volumes. This experience is expected to minimize damage, loss, or misrouting of consumer goods.

##### 3. Cheaper cargo shipping prices

Cargo is a shipping service for larger items, prioritizing bulk shipments. Because cargo generally sets a minimum weight or volume requirement, its rates are lower than regular shipping.

##### 4. Price includes goods insurance

Every item shipped via Paketin Cargo comes with insurance against loss and damage, so customers don't need to hesitate or worry about shipping the goods via Paketin Cargo.

##### 5. Shipping costs can be paid Cash on Delivery (COD)

This facility is frequently used by both offline and online merchants. By utilizing this facility, these merchants' customers only pay the price of the goods being sold, but shipping costs are paid upon arrival at their destination.

##### 6. Shipping to Sumatra, Java, Bali and NTB can be done via land express

This service offers the advantage of delivering goods quickly at an affordable price. It's a fast shipping alternative to air freight.

##### 7. Faster sea service

By collaborating with many sea shipping service vendors, Paketin Cargo goods will not be held up at the port for long waiting timetable crossing. Paketin Cargo already has a schedule of ships goods good onedeparting from Tanjung Priok Jakarta, Tanjung Emas Semarang, and Tanjung Perak Surabaya for goods to be sent outside Java.

#### *Weakness*

##### 1. The fleet is not large

At Paketin Cargo, the delivery fleet is not simply seen as the vehicles and drivers owned and employed directly by Paketin Cargo. Due to this fleet limitation, PackageCargo outsource delivery to third party couriers (vendors).

##### 2. Vendor dependency

Due to its limited fleet, Paketin Cargo relies heavily on vendors' readiness to pick up goods in areas not covered by its own fleet. Consequently, there's a potential for goods to be missed or delayed.

3. Can't track shipments online yet

Currently, Paketin Cargo does not have an application that allows consumers to directly check the position of the goods they send.

4. Limitations in picking up goods

Due to fleet limitations, the potential for goods not being picked up or being delayed in pick-up is quite large.

*External Factor Evaluation (EFE) Analysis*

*Opportunity*

1. Opening of branches in the region Opening of branch offices in the region can increase reach and Paketin Cargo's competitiveness. By opening branches, Paketin Cargo can access new markets and expand its customer network. Furthermore, opening new branches will help Paketin Cargo expand partnerships and enhance collaboration with other parties in the region. Fleet expansion. With the addition of the fleet, reliance on vendor fleets will be reduced, allowing all profits to go to Paketin Cargo. Furthermore, the frequency of shipments from originating branches to destination branches will increase, shortening the lead time for goods to reach consumers.

2. Partner agent opening

By inviting the public to become Paketin Cargo partners, Paketin Cargo can access new markets and expand its network, reaching consumers beyond its branch offices. Furthermore, Paketin Cargo eliminates the need to incur significant operational costs for partner agents, as operational costs are entirely the responsibility of the partner.

3. Increasing online trading in society

Bank Indonesia (BI) reported that the value of e-commerce transactions in Indonesia reached IDR 476.3 trillion in 2022. (www.dataindonesia.id).

4. Indonesia's territory is vast and it is an archipelagic country. A country as vast as Indonesia which has an area of 1.905 million square kilometers and spread across 17,508 islands, it is important to build logistics routes that can reach all regions.

5. Cooperation with corporate consumers

By collaborating with corporate customers, Paketin Cargo will experience positive impacts. In addition to increasing financial profits, Paketin Cargo also gains benefits including increased value and trust in the eyes of consumers.

*Threat*

1. Consumers are vulnerable to being taken by vendors

With the current conditions that still depend on vendors, the potential for losing consumers due to being taken by vendors is quite large.

2. Price competition with competitors

3. The presence of new shipping companies offering many shipping promotions is a threat that Paketin Cargo needs to anticipate.

4. Branches and agents of competitors. Large shipping companies already have branches and agents in the regions. This is a threat. need to be anticipated If Paketin Cargo wants to open branches and agents in the region.

5. The competitor's fleet is larger

A fleet is crucial in any delivery service. Besides serving as a means of picking up and delivering goods to customers, a fleet can also be used as a promotional tool, helping consumers become more familiar with the company's delivery capabilities.

## Discussion

The results of the study show that the marketing strategy implemented by PT. Amanah Cargo Jaya Mandiri has an important role in improving customer satisfaction. Based on the SWOT analysis, the company is in a growth strategy position because the value of strengths outweighs weaknesses and the value of opportunities outweighs threats. These conditions show that the company has the ability to grow through the utilization of internal strengths and available market opportunities. According to David (2002), companies that are in a growth strategy position need to expand the market, develop services, and improve the quality of services to maintain competitiveness.

The company's main strength lies in its wide delivery range throughout Indonesia, experience in handling various types of goods, relatively cheaper shipping prices, and the availability of COD and goods insurance services. These findings show that the company has been able to create added value for consumers through services that meet market needs. This is in line with the opinion of Kotler and Keller (2007) who stated that customer satisfaction is created when a company is able to provide benefits and quality of services that meet or exceed consumer expectations. In the shipping service industry, speed, security, and ease of service are the main factors that influence consumers' decisions in choosing a logistics company.

In addition, the development of electronic commerce in Indonesia is a great opportunity for freight forwarding service companies. The increase in e-commerce transactions has caused the need for logistics services to be higher. This condition supports the results of the research that the company's greatest opportunity comes from the increase in online trading activities of the community. Tjiptono and Diana (2000) explained that customer satisfaction in the service sector is influenced by the company's ability to provide fast, precise, and reliable service. Therefore, companies need to improve service quality in an ongoing manner in order to be able to maintain customer loyalty in the midst of increasingly fierce competition in the logistics industry.

However, this study also found several weaknesses that companies need to pay attention to, such as limited fleets, dependence on vendors, and the lack of an online shipment tracking system. These weaknesses have the potential to lower customer satisfaction levels because modern consumers tend to want fast, transparent, and technology-based services. Lupiyoadi and Hamdani (2011) stated that good service quality must be supported by facilities and technology that make it easier for consumers to obtain information related to the services used. Thus, the development of digital tracking systems is an important need for companies to increase customer trust.

The company's main threats come from high price competition, the number of new logistics companies, and the strength of competitors' fleets. This competition requires companies to continue to innovate services so as not to lose customers. Service differentiation strategies are important to maintain the company's position in the market. Kotler and Armstrong (2004) explained that service companies need to build long-term relationships with customers through consistent and value-added services so as to be able to create consumer loyalty.

The results of the study also show that the services provided by employees have an influence on customer satisfaction. Employee experience and ability to handle shipping goods is one of the factors that increase consumer confidence. Therefore, training and human resource development need to be carried out regularly so that the quality of service is maintained. This finding is supported by Alma (2000) who states that the quality of human resources in service is an important factor in creating customer satisfaction and increasing the company's competitiveness.

Based on the results of the research, strategies that companies can take to improve customer satisfaction include adding operational fleets, opening branches and agents in various regions, developing online tracking systems, increasing digital promotions, and continuously training employees. This strategy is expected to strengthen the company's position in facing competition in the freight forwarding industry and increase customer satisfaction and loyalty in a sustainable manner. According to Rangkuti (2009), an effective marketing strategy must be able to adjust the company's internal

conditions to external opportunities so that the company can survive and thrive in dynamic business competition.

#### 4. CONCLUSION

The marketing strategies implemented by Paketin Cargo focus on cargo shipping services for large-volume goods through competitive pricing, strategic location, free pick-up services, and experienced employees, which contribute to improving customer satisfaction. Based on the SWOT analysis, the company is in a growth position, indicating strong opportunities for business development and market expansion.

To further improve customer satisfaction, Paketin Cargo needs to develop services for small-scale shipments, offer more flexible pricing, expand branches and agents, strengthen promotional activities, improve employee competencies through regular training, establish clearer shipping procedures, and enhance physical evidence and service transparency. In addition, the company should continue investing in facilities, technology, and operational evaluation to maintain service quality and competitiveness in the logistics industry.

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