

Analysis of Marketing Strategy for Barge Chartering PT Rizki Bina Nusantara

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Abstract. *This study aims to analyze the marketing strategy of PT Rizki Bina Nusantara's barge charter services and identify internal and external factors influencing the company's marketing strategy development. This research is motivated by competition in the barge charter business and the need for companies to optimize their marketing strategies to retain customers and expand their market. In addition to marketing aspects, this study also examines the company's weaknesses related to employee work risks and the risk of shrinkage or weight differences in wood cargo during the shipping process. This study employed a descriptive qualitative approach. Data were obtained through interviews, observation, and documentation. The analysis employed the 7Ps of the service marketing mix, which encompasses product, price, place, promotion, people, process, and physical evidence. Furthermore, the study identified the company's internal and external factors and employed a SWOT analysis to formulate alternative marketing strategies appropriate to PT Rizki Bina Nusantara's specific needs. The research results show that the company has several key strengths, namely service quality, on-time delivery, company experience, and customer relationships. On the other hand, the company has several weaknesses, namely a marketing strategy that is not optimal in utilizing digital media, the risk of employee work accidents, and the risk of shrinkage or differences in the weight of wood cargo that can incur costs for the company. The company's opportunities come from the development of digital technology and the potential for market expansion, while the main threat relates to competition in the barge charter business. Based on the SWOT analysis, the company needs to develop strategies that strengthen service excellence and punctuality as a differentiation strategy, develop digital marketing, strengthen relationship marketing, and expand its market network. These marketing strategies must be combined with strengthening occupational safety and load control to mitigate operational and financial risks. Therefore, PT Rizki Bina Nusantara's marketing strategy needs to be integrated, incorporating marketing enhancements, service quality, risk management, and market development to enhance the company's competitiveness and sustainability.*

Keywords: Barge Charter; 7P Marketing Mix; Marketing Strategy; Risk Management; SWOT.

1. Introduction

The development of the maritime transportation sector in Indonesia plays a crucial role in supporting national economic growth, particularly in inter-island goods distribution and logistics. As an archipelagic nation, Indonesia relies heavily on maritime transportation to support trade, infrastructure development, the mining industry, and the distribution of raw materials and products. One means of maritime transportation widely used for the distribution of large quantities of goods is the barge. Barges are used to transport various commodities such as coal, sand, crushed stone, building materials, and other mining products due to their greater efficiency in terms of carrying capacity and operational costs.

The increasing demand for maritime transportation services has intensified competition among barge charter companies. Companies are required to provide excellent service, competitive pricing, on-time delivery, and maintain strong customer relationships. In this increasingly competitive environment, marketing strategy is a crucial factor in determining a company's success in retaining customers and increasing market share. An appropriate marketing strategy will help companies understand customer needs, create added value for their services, and enhance their competitiveness amidst a dynamic business environment.

According to Kotler and Keller (2016), marketing strategy is a marketing mindset used by a company to achieve its marketing objectives by defining target markets, determining market positioning, and developing an effective marketing mix. In service companies, marketing strategy is not only oriented towards promotion but also encompasses service quality, operational processes, human resources, and customer satisfaction. Therefore, barge charter companies need to implement marketing strategies that are appropriate to market conditions and the characteristics of their business.

PT Rizki Bina Nusantara is a barge chartering company that serves the maritime transportation needs of various companies and businesses. In running its business, the company faces various challenges such as increasing competition, changing market demand, fluctuating operational costs, and customer demands for increasingly high-quality service. Furthermore, advances in information technology and digitalization are also driving the company to be more innovative in its marketing efforts to reach customers more widely and effectively. These competitive conditions require companies to have the right marketing strategy to maintain their existence and increase their competitiveness. An ineffective marketing strategy can lead to a decline in customer numbers, decreased service usage, and reduced company profits. Therefore, companies need to conduct a marketing strategy analysis to identify their strengths, weaknesses, and potential competitors.

2. Research Methods

The subjects of this study are those who provide information and data relevant to the research process. The subjects were the owners and managers of PT. RBN in Pelalawan Regency, Pangkalan Kerinci District.

According to Sugiyono (2012), the object of research is a person's traits or values. The object of activity has certain variations that are determined to be studied and conclusions drawn. The object of this research is the business development strategy at PT. RBN in Pelalawan Regency, Pangkalan Kerinci District.

3. Results and Discussion

3.1. Company History

PT Rizki Bina Nusantara is a company engaged in maritime transportation services, specifically barge and tugboat chartering. The company was founded in 2010 to meet the maritime transportation needs of companies operating in the industrial and goods distribution sectors. According to an interview with the Director of PT Rizki Bina Nusantara, H. Darmawi, HMT, the company began its operations with one tugboat and one barge.

As demand for maritime transportation services increases, the company continues to expand its service capacity and expand its network of partnerships with various companies using its services. Currently, PT Rizki Bina Nusantara serves timber transportation from the Kampar region to Perawang, one of the largest wood processing industrial areas in Riau Province.

The company's journey over more than a decade demonstrates its ability to maintain its presence amidst increasingly competitive maritime transportation services. This success is underpinned by the company's commitment to maintaining service quality, on-time delivery, and building long-term relationships with customers.

a. Company Vision and Mission

Vision:

To become a marine transportation services company that provides benefits to companies, customers, and the community through professional and quality services.

Mission:

1. Providing safe, timely and reliable sea transportation services.
2. Establish long-term cooperative relationships with customers.
3. Improving the quality of human resources sustainably.
4. Developing services that are oriented towards customer satisfaction.
5. Supporting smooth logistics distribution through effective and efficient sea transportation services.

b. Organizational structure

PT Rizki Bina Nusantara's organizational structure is designed to support the smooth operation and marketing of the company. In general, the organizational structure consists of:

- Commissioner
- Director
- Administration and Finance Department
- Operational Section
- Marketing Department
- Ship's Captain and Crew

The director is responsible for the company's strategic decision-making. The operations department is responsible for managing transportation activities and fleet maintenance. The marketing department is responsible for acquiring new customers and maintaining relationships with existing ones. Meanwhile, the ship's crew is responsible for ensuring the smooth flow of cargo transportation.

c. Business fields

PT Rizki Bina Nusantara's primary business is maritime transportation services through the chartering of barges and tugboats. The company's current focus is on transporting timber used as raw material for the wood processing industry.

The company's operational area covers the Kampar to Perawang area. In addition to transportation services, the company also has business development plans to provide repair and service for barges and tugboats as a form of business diversification.

3.2. Research Result

The research results were obtained through interviews with informants directly involved in the management, marketing, and operations of barge charter services at PT Rizki Bina Nusantara. The interviews were conducted to obtain information on the company's marketing strategy, particularly regarding the products or services offered, pricing, promotional activities, and service areas or channels.

The informants in this study consisted of the Director, Head of Marketing, and Operations Manager. These informants were selected based on the consideration that the three informants possess functions and experience relevant to the research problem. The Director has the authority to make strategic decisions for the company. The Head of Marketing understands marketing activities and the company's relationships with customers. Meanwhile, the Operations Manager understands the implementation of marine transportation services in the field.

a. Informant Profile

Research informants are individuals deemed to possess knowledge, experience, and direct involvement in company activities related to barge charter marketing strategies. Based on interview data, there were three primary informants in this study.

Table Research Informant Profile

No.	Name Informant	Position	Long Work	Location Interview
1	H. Darmawi	Director	16 years	Kerinci Base
2	Yulya	Head of Marketing	8 years	Kerinci Base

3	Ali Jonson	Manager	8 years	Kerinci Base
		Operational		

Source: Primary data from research interviews.

Based on Table, the first informant is H. Darmawi, HMT who serves as Director of PT Rizki Bina Nusantara and has worked for 16 years. The second informant was Yulya, Head of Marketing and has worked there for 8 years. The third informant was Ali Jonson, Operations Manager with 8 years of service. All informants were interviewed in Pangkalan Kerinci. The data indicate that the informants have considerable experience in understanding the company's activities.

H. Darmawi, HMT, as Director, holds a strategic position in providing information on the company's direction, market targets, service policies, pricing, and customer retention strategies. Informant responses indicated that the company has been operating since 2010 and has experienced excellent growth.

As Head of Marketing, Yulya plays a crucial role in providing information on marketing activities, promotional media, customer engagement, competitive levels, and the use of digital marketing. Informants reported that the company's marketing still relies on print media and business proposals. Customer relationships are built through internal communication and engagement.

Ali Jonson, Operations Manager, provided information supporting an understanding of the company's service implementation. Observations documented in the document indicate that the fleet complies with the harbormaster's regulations, service processes are carried out as agreed, the company's communication system is considered excellent, promotional activities continue to utilize print media, and employee-customer relations are considered excellent.

Thus, the three informants provided different but complementary perspectives. The Director provided a strategic perspective, the Head of Marketing provided a marketing perspective, and the Operations Manager provided a service implementation perspective. This combined information was used to more fully describe PT Rizki Bina Nusantara's marketing strategy.

b. Marketing Strategy Interview Results

A marketing strategy is a series of activities a company undertakes to offer services, acquire customers, retain them, and face competition. Based on interviews, PT Rizki Bina Nusantara's marketing strategy focuses on service quality, timely delivery, customer relationships, and the use of business proposals to acquire new customers.

The Director explained that the company's primary target market is timber transportation services on Arara Abadi Island. To acquire new customers, the company uses business proposals. Meanwhile, existing customers are retained through efforts to maintain service quality. In facing competitors, the company also emphasizes service quality as a primary strategy. According to the Director, the company's strength lies in its ability to deliver customers' goods on time.

These findings are supported by information from the Head of Marketing. The company's marketing activities still utilize print media, while the most frequent promotions involve business proposals.

Customers are maintained through internal communication and outreach. The Head of Marketing also stated that the barge charter business is highly competitive. To increase customer base, the company strives to maintain service quality. However, the company has not yet utilized digital marketing.

Based on these findings, PT Rizki Bina Nusantara's marketing strategy can be analyzed through four main aspects, namely product strategy, pricing strategy, promotional strategy, and location or service area strategy.

d. Product Strategy

The product strategy in this study refers to the services a company offers to customers, as well as the quality and excellence of those services. In maritime transportation companies, the product is not a physical item received by customers, but rather a freight service using a fleet of ships.

Table Product Strategy Interview Results

No.	Informant	Position	Question	Answer

1	H. Darmawi	Director	What types of services are offered? company?	Timber transportation services.
2	H. Darmawi	Director	How is the quality of service provided?	As agreed by both parties
			given to customer?	
3	H. Darmawi	Director	What are the advantages of the service? company compared to competitors?	Can send customer goods on time.
4	Yulya	Head of Marketing	How do customers respond to service? company?	Very satisfied.
5	Ali Jonson	Manager Operational	How is the process customer service?	In accordance with the agreement.

Source: Primary data from research interviews.

Based on Table, it is known that PT Rizki Bina Nusantara's primary product is timber transportation services. This service is the company's core product in its maritime transportation business. The director stated that the quality of service provided is in accordance with the agreement between both parties. This demonstrates that the company places alignment between services provided and customer agreements as a critical part of its product strategy.

The quality of the company's services is also evident in the advantages highlighted by the Director, namely the company's ability to deliver customer goods on time. Punctuality is a crucial aspect of transportation services because

Customers not only need ship availability, but also need certainty of delivery time.

From a marketing perspective, this punctuality can be a valuable addition to the service. The company not only sells timber transportation services but also offers guaranteed service delivery as agreed. Thus, the company's product encompasses two key elements: transportation services and service quality.

This information was confirmed by the Head of Marketing, who stated that customers were very satisfied with the company's service. This data indicates a positive customer perception of the company's service.

From an operational perspective, customer service processes are also carried out as agreed. This demonstrates consistency between management's established strategy and service delivery in the field.

Thus, PT Rizki Bina Nusantara's product strategy can be said to be based on service quality, compliance with agreements, and timely delivery. These three aspects are values the company can use to retain customers and differentiate its services from competitors.

e. Pricing Strategy

The price of barge charter services is closely related to operational costs. Fuel costs are one of the components.

Companies take these factors into account when determining service prices. In addition to considering costs, companies also pay attention to market conditions to ensure that the prices set remain acceptable to customers.

Table Pricing Strategy Interview Results

No.	Informant	Position	Question	Answer
1	H. Darmawi, HMT	Director	How is the company determine the price of ship rental services barge?	Calculated based on ship fuel prices.
2	H. Darmawi, HMT	Director	Are the prices set accordingly? market conditions?	Yes
3	H. Darmawi, HMT	Director	How do customers respond to service prices? company?	Very good.
4	Yulya	Head Marketing of	How customer assessment of service prices company?	Customer specific response data regarding pricing is not available in the document
				the interview that

				analyzed.
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Source: Primary data from research interviews.

Based on Table, PT Rizki Bina Nusantara's barge charter pricing is primarily based on fuel costs. This indicates that the company uses operational costs as a basis for pricing its services.

The company's pricing strategy is not solely based on costs but also considers market conditions. The director stated that the service prices are adjusted to market conditions. Therefore, the company implements a pricing approach that considers both internal and external factors. Internal factors relate to operational costs, while external factors relate to market conditions.

The Director also assessed customer response to service pricing as very positive. This finding indicates that the company's pricing remains acceptable to the target market. In other words, there is a good fit between service pricing and the value of the service received by customers.

However, from a marketing strategy perspective, companies need to pay attention to changes in fuel costs because these components directly impact operational costs. When fuel prices increase, companies need to balance price adjustments with customer acceptance of the price change.

Based on these results, PT Rizki Bina Nusantara's pricing strategy can be concluded as an operational cost-based pricing strategy adapted to market conditions. This strategy provides the company with flexibility in maintaining price competitiveness without neglecting the need to cover operational costs.

3.3. Promotion Strategy

Promotion is a very important aspect in service marketing because it functions to introduce the company, build communication with potential customers, and maintain relationships with existing customers.

Based on interviews, PT Rizki Bina Nusantara's promotional activities are still dominated by conventional approaches. The company uses print media and business proposals. Furthermore, the company relies on internal approaches and customer communication.

Table Promotion Strategy Interview Results

No.	Informant	Position	Question	Answer
1	H. Darmawi, HMT	Director	Any promotional media what does the company use?	Print media.
2	H. Darmawi, HMT	Director	Does the company use digital media or social media? in marketing?	No.
3	H. Darmawi, HMT	Director	What promotional strategy do you think is most effective for the company?	Taking an approach internal with customer.
4	H. Darmawi, HMT	Director	What are the obstacles faced in promotional activities?	There isn't any.
5	Yulya	Head Marketing	How is the service marketing process? what does the company do?	Use print media.

6	Yulya	Head Marketing of	What is the most common promotional strategy used?	Use business proposal.
7	Yulya	Head Marketing of	How do companies build relationships with customer?	Communication and approach internal.
8	Yulya	Head Marketing of	Has the company taken advantage of digital marketing?	Not yet.
9	Yulya	Head Marketing of	What are the company's efforts to improve number of customers?	Maintaining quality of service.

Source: Primary data from research interviews.

Based on Table, PT Rizki Bina Nusantara's promotional strategy still uses a conventional approach. The director stated that the company uses print media for promotion and has not yet utilized digital or social media in its marketing activities.

The company acquires customers through business proposals. This strategy demonstrates that the company's marketing remains focused on direct engagement with potential customers. Business proposals serve as a platform to introduce the company's services and offer collaboration to companies in need of timber transportation services.

In addition to business proposals, the company considers internal customer engagement to be an effective promotional strategy. These relationships are built through direct communication and engagement. Information from the Head of Marketing reinforces the finding that customer communication is a crucial part of the company's marketing strategy.

This strategy demonstrates the company's strong focus on relationship marketing. The company strives to build and maintain relationships with customers through communication and quality service. This strategy is relevant to the characteristics of barge charter services, which involve business relationships between business actors and require a high level of trust.

However, there was a key finding that warrants attention. The Head of Marketing stated that the company was not yet utilizing digital marketing.

In fact, technological developments provide opportunities for companies to reach a wider range of potential customers.

Thus, from a marketing strategy analysis perspective, the company's promotional activities have strengths in personal relationships and customer communication, but also weaknesses in the use of digital marketing. This situation is a crucial aspect to consider in the next stage of the SWOT analysis.

a. Place Strategy

In the context of maritime transportation services, place strategy is not only related to the location of the company's office, but also relates to the operational area and the company's ability to provide services to customers in the target market area.

Table Place Strategy Interview Results

No.	Informant	Position	Question	Answer
1	H. Darmawi, HMT	Director	Which areas are operational areas? company?	Kampar-Perawang.

2	H. Darmawi, HMT	Director	Does the location of operations affect the marketing of services? company?	No.
3	H. Darmawi, HMT	Director	What is the company's main target market?	Timber transportation services in Arara Island Eternal.
4	Ali Jonson	Operational Manager	How are operational activities company?	Timber transportation services.
5	Ali Jonson	Manager Operational	How is the process customer service?	In accordance with the agreement.

Source: Primary data from research interviews.

Based on Table, PT Rizki Bina Nusantara's operational area extends from Kampar to Perawang. This area relates to the company's primary activity of providing timber transportation services. The director stated that the operational location does not hinder the company's marketing activities.

The company's target market is timber transportation services on Arara Abadi Island. Thus, the company's place strategy can be seen from the alignment between its operational area and the characteristics of the target market.

4. Conclusion

Based on the results of research on the Analysis of Barge Charter Marketing Strategy of PT Rizki Bina Nusantara, which was conducted through interviews, observations, documentation, analysis of the 7P service marketing mix, identification of internal and external factors, and SWOT analysis, it can be concluded that the marketing strategy of PT Rizki Bina Nusantara has a fairly good basis, especially in service quality, on-time delivery, customer relations, and company experience. However, the company still faces several limitations in promotional activities, especially in the use of digital media as a means of expanding marketing reach.

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