



Segmentation Strategy and Company Positioning in Business Development to Increase Competitiveness (Case Study of PT Bangun Desa Logistindo)

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Abstract: The global logistics industry in Asia has witnessed significant growth, driven by globalization, technological advancements, and the e-commerce boom. Indonesia, with its strategic location and inter-island transportation complexities, offers unique challenges and opportunities. This study explores the business strategies of PT Bangun Desa Logistindo (BDL), a leading domestic logistics provider, using SWOT, IFAS, and EFAS analyses to assess its position in the market. Key strengths identified include BDL's strategic location, modern facilities, and advanced technologies. However, high operational costs and reliance on infrastructure quality emerge as notable weaknesses. External opportunities, such as the rapid growth of e-commerce and government initiatives like the National Logistics Ecosystem (NLE) program, present avenues for expansion. Conversely, challenges like intense competition, regulatory barriers, and stagnant cargo volume growth persist. The study emphasizes the need for BDL to capitalize on its strengths and external opportunities while mitigating vulnerabilities. Proposed strategies include infrastructure optimization, operational digitization, and strategic partnerships to enhance efficiency and competitiveness. These measures aim to drive sustainable growth, strengthen market positioning, and solidify BDL's role as a key player in Indonesia's logistics sector. By aligning internal capabilities with external opportunities, BDL is well-positioned to adapt to industry dynamics and contribute to Indonesia's evolving logistics ecosystem.

Keywords: Segmentation, Positioning, Business Development.

INTRODUCTION

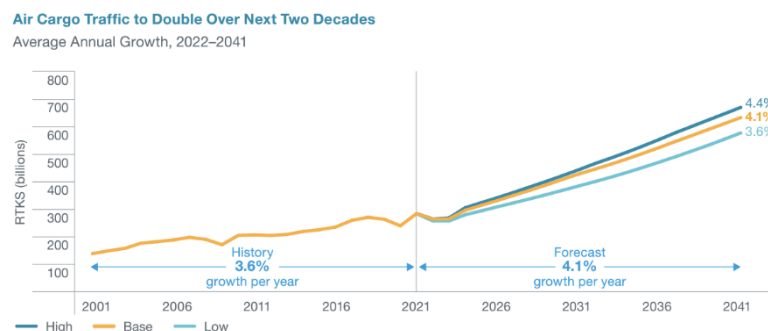
Industri Logistik Global dan Asia

Globalization and the rapid development of information technology have driven significant changes in business patterns, especially in the logistics sector. According to Carunia Mulya Firdausy, (2020), logistics is a key element in supporting international trade and economic growth of a country. The company's logistics performance contributes directly to the

competitiveness and efficiency of the supply chain. However, increasing competition in the industry is forcing companies to develop adaptive strategies, especially in terms of market segmentation and business positioning. In line with Putri et al., (2019) that said that a good market segmentation is able to improve marketing efficiency and provide a competitive advantage.

Market segmentation in logistics not only enhances operational efficiency but also plays a critical role in brand positioning by enabling companies to align their logistics capabilities with specific market needs. By segmenting markets into distinct categories such as retail, e-commerce, or industrial sectors, logistics providers can tailor their services to deliver superior customer experiences, thereby strengthening their brand's identity and perceived value. Studies highlight that integrating advanced analytics into segmentation strategies allows brands to refine their positioning by offering differentiated and specialized logistics solutions (Reddy et al., 2024; Olabiyi, 2024). Additionally, predictive models help businesses anticipate customer preferences and logistical demands, fostering a competitive advantage and solidifying their reputation as innovative and customer-centric brands (Maheswari et al., 2024;).

The world's air cargo industry is valued at USD 170 billion per year and is expected to grow by 3.6%–4.4% until 2041 (Boeing, 2022). Air transport accounts for nearly 40% of the total value of global cargo trade, of which more than 50% of air cargo is transported by passenger flights (Karunathilake & Fernando, 2023). Air freight companies play a crucial role in global transportation, affecting airline efficiency and the overall air cargo market (Ching-Cheng Chao, 2011).

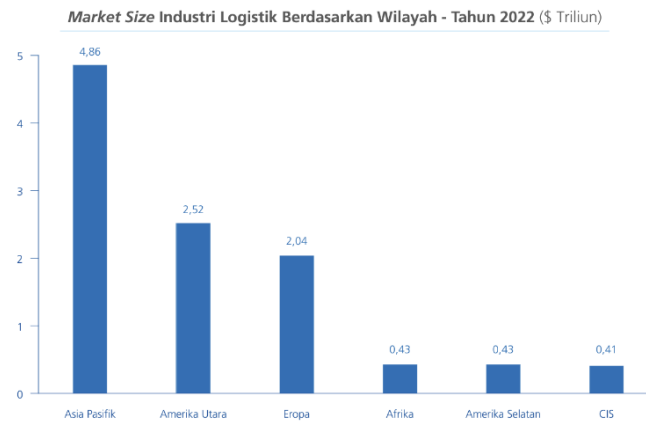


Source: Boeing (2022)

Figure 1. Average Forecasting Annual Growth, 2022 - 2024

Asia is the largest market in the global logistics industry with a market value of USD 4.86 trillion. Factors such as high urbanization, rapid economic growth, and the strengthening of transportation infrastructure contributed to this development. Countries such as China, Japan, and Indonesia are experiencing significant growth thanks to massive investments in the construction of ports, airports, and supply chain technology.

The expansion of electronic commerce (e-commerce) has transformed the distribution of goods, driving the demand for faster and more efficient logistics. Innovations such as artificial intelligence (AI), automation, and supply chain digitalization are improving operational efficiency and reducing costs (DHL Logistics Trend Radar, 2023).



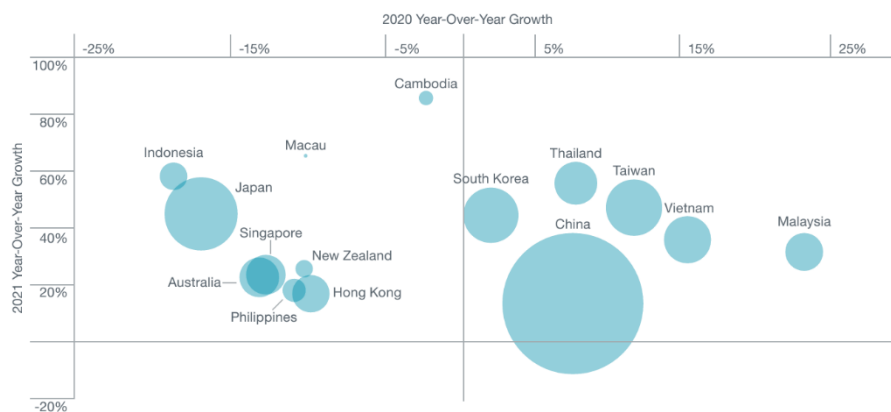
Source: Danareksa (2022)

Figure 2. MArcade Size of Logistics Industry by Region

Logistics Growth in Indonesia

Indonesia, as an archipelagic country, has complex logistical needs, especially in fast inter-island transportation. The domestic logistics industry faces challenges such as uneven infrastructure, slow technology adoption, and fierce price competition (Iqbal et al., 2024). However, Indonesia's strategic position offers great potential for growth.

East Asia–North America Air Freight Market Grew 28% in 2021



Source: Boeing (2022)

Figure 3. East Asia – North America Air Freight Market

In addition, Indonesia's geographical factors as an archipelagic country with the need for fast inter-island transportation make air cargo an important solution in domestic and international supply chains. This strengthens its position as a logistics hub that has the potential to attract more foreign investment in the transportation and distribution sectors. Strengthening infrastructure, improving global connectivity, and adopting sustainable logistics practices will be key elements in driving greater growth and ensuring Indonesia continues to stand out in the global air logistics market.

Morrell (2008) and Francis et al. (2007) revealed that low-cost airlines that implement direct transportation have cost advantages in short-haul flights in the air transportation network. Although there are differences in the configuration of air and maritime transportation networks, this suggests that the choice between direct shipping and transshipment is influenced by geographical factors such as distance.

According to the International Air Transport Association (IATA), investments in modern logistics infrastructure, automated cargo terminals, and digital technology can increase

Indonesia's competitiveness in the global market. Governments and the private sector also play an important role in strengthening air connectivity and supply chain efficiency.

Case Studies PT Bangun Desa Logistindo

Airports such as Hong Kong and Incheon rank at the top of the list in cargo activity as they serve as major transshipment hubs in Asia. The airport has extensive connectivity and advanced cargo handling capabilities, which makes the process of moving cargo between flights more efficient (Filina-Dawidowicz & Kostrzewski, 2022). Meanwhile, Soekarno-Hatta Airport focuses more on direct cargo than transshipment, which affects its ranking in cargo traffic (Chung & Han, 2013). Some of the factors that limit Soekarno-Hatta's role in transshipment include its more regional orientation and more limited global connectivity compared to airports such as Singapore or Hong Kong (Chung & Han, 2013). In addition, these airports rely more on passenger flights for cargo transportation, which has limited capacity and often has fewer flexible schedules than cargo-only flights (Rockford et al., 2021).

Table 1. Airport With The Highest Cargo Volume

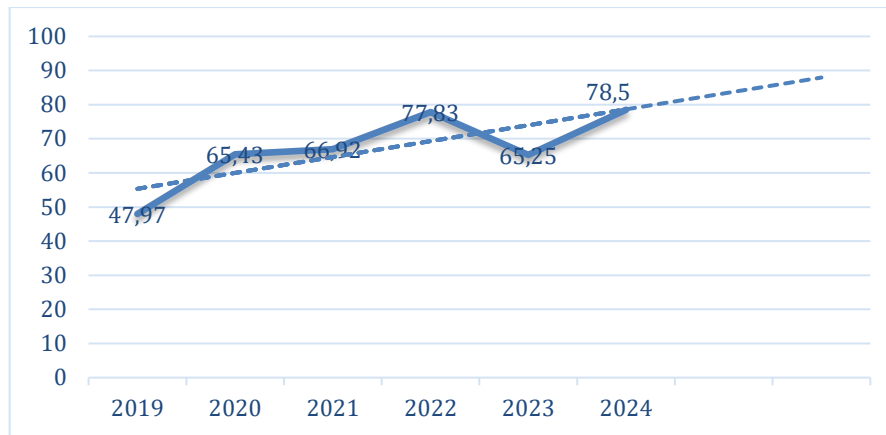
Source: (Airports Council International (ACI), 2023)

This growth is driven by a variety of factors, including the recovery of international trade, increasing demand for e-commerce, semi-automated cargo terminals, as well as investments in logistics technology that enable faster inventory management and delivery. Indonesia, as one of the major players in Southeast Asia, benefits from its strategic position and government support in developing a competitive logistics and air transportation infrastructure.

Meanwhile, if you look at Indonesia, as one of the countries with significant air cargo growth, airports are still far from facilitating this. Menurut P. Ricardianto et al., (2014) Soekarno-Hatta Airport has an important role in the development process of the Indonesian State because it is the main entrance that connects Indonesia with other countries and other regions in Indonesia. A report from the International Air Transport Association (IATA) states that Indonesia has the potential to develop its logistics industry further by investing in modern supply chain management infrastructure and technology. Better air connectivity, the development of efficient cargo terminals, and increased cooperation between the public and private sectors are key for Indonesia to compete in the global market.

Furthermore, Indonesia's efforts to improve air cargo facilities by developing new airports and cargo terminals, as well as utilizing digitalization technologies, such as semi-automated cargo terminals that use automated conveyors and robotic systems, with human intervention to improve operational efficiency and reduce errors. This system speeds up the cargo handling process, enables the management of fluctuating volumes, and is invaluable in meeting the ever-growing demand of e-commerce (Zhang & Ng, 2019; Filina-Dawidowicz & Kostrzewski, 2022). Research by Purbasari et al., (2023) affirming that the adoption of digital ecosystems in the logistics sector improves efficiency, reduces costs, and accelerates delivery times, all of which contribute to the company's competitiveness.

This indicates that countries such as Indonesia must continue to improve operational efficiency and expand air transportation networks to remain competitive.



Source: PT Bangun Desa Logistindo (2024)

Figure 4. Warehouse Cargo Volume PT Bangun Desa Logistindo

PT Bangun Desa Logistindo has shown consistent and positive performance over the past five years. This can be seen from the trend of dotted lines on the graph which illustrates the growth of cargo volume from year to year, which continues to increase. This consistency reflects the company's ability to maintain and expand market share in the logistics sector, especially in domestic cargo management.

From the results of the analysis of five-year historical data, the average annual cargo tonnage PT Bangun Desa Logistindo reached 66.98 thousand tons, with an annual growth rate of 11.82%. This figure shows steady growth and is an indicator of the success of the company's business strategy, which includes optimizing distribution channels, improving operational efficiency, and expanding the network of partnerships with large vendors. In addition, the increase in domestic cargo supply from large vendors contributed positively to the company's performance.

Until 2024, PT Bangun Desa Logistindo successfully managed a cargo volume of 78 thousand tons per year from a total domestic market capacity of 300 thousand tons. Thus, the company has managed to capture 11.21% of the total existing market share, making it one of the major players in the domestic logistics industry. This achievement not only strengthens the position of PT Bangun Desa Logistindo in the market, but it also reflects the effectiveness of the company's strategy in responding to growing demand and changing dynamics of the logistics industry.

As one of the leading logistics providers, PT Bangun Desa Logistindo focuses on domestic cargo which allows the company to optimize the use of terminals, especially with the support of e-commerce which is experiencing rapid growth. E-commerce has become a major driver for the domestic cargo sector, where the demand for fast delivery and inter-island distribution is increasing (Zhang & Ng, 2019). Along with the rapid development of e-commerce, these companies can also take advantage of advances in semi-automated terminals to improve the efficiency of cargo management (Huang, Xie, & Sun, 2022). Semi-automated terminals can reduce operational costs, increase processing speeds, and provide greater capacity in handling ever-increasing cargo volumes (Nellen, Lange, & Jahn, 2022).

With the projected increase in demand that continues, as well as support from strategic partners, PT Bangun Desa Logistindo, It is expected to be able to expand its capacity and market reach. This increase is expected not only to strengthen the company's competitiveness but also to make a more significant contribution to the growth of the logistics sector in Indonesia. This is relevant to the research of Simarmata et al. (2017), which explains that service quality, brand image, customer satisfaction, and trust have a significant influence on customer retention. Thus, the company's focus on operational efficiency and technological

innovation, supported by customer trust, became a key strategy to maintain and expand the market in the competitive logistics sector.

Table 2. Area of Soekarno Hatta Airport Cargo Terminal

No	Company	Area (m ²)
1	JAS (530-520)	20000
2	IAS (530)	1000
3	Garuda (510)	12000
4	Gapura (510) Ekspor	6000
5	DBM (510)	2000
6	RPX1 (510)	3000
7	Poslog	3000
8	RPX2	4000
9	Gapura (540) Impor	4000
10	Unex (540)	4000
11	RPX3 (540) IAS	4000
12	BGD (540)	3000
13	BDL (540)	6000

Source: PT Bangun Desa Logistindo (2024)

Based on data on the area of the cargo terminal area at Soekarno-Hatta Airport (CGK) and position mapping PT Bangun Desa Logistindo (BDL), The company has a cargo terminal of 6,000 m² which places it in the middle segment. Although smaller than big players such as JAS (20,000 m²) and Garuda (12,000 m²) which focus on the international market, BDL excels in the domestic market compared to entities such as DBM, Poslog, and RPX, which have terminal areas ranging from 2,000 to 4,000 m². BDL's focus on domestic cargo creates opportunities to optimize terminal utilization through tailored services, such as fast delivery, inter-island distribution, and heavy package delivery. With its terminal capacity, BDL can increase the number of daily deliveries through partnership strategies with e-commerce providers, local courier services, and retail companies that require fast distribution. In addition, BDL has expanded its reach by having its headquarters at Halim Perdanakusuma Airport (HLP), Jakarta, which is the coordination center for all operations, as well as six large warehouses spread across strategic airports such as Soekarno-Hatta Airport (CGK), I Gusti Ngurah Rai Airport (DPS), Juanda Airport (SUB), Adi Soemarmo Airport (SOC), and Zainudin Abdul Madjid Airport (LOP). The distribution of these warehouses allows BDL to optimize the range of delivery, so that it is able to respond to logistics needs in various regions efficiently and integrated.

Soekarno-Hatta Airport as the main hub of air logistics in Indonesia serves hundreds of thousands of tons of cargo every year, both domestic and international. According to data from the Airport Council International in 2023, Soekarno-Hatta Airport serves more than 1.8 million tons of cargo, of which around 700 thousand tons are domestic cargo (ACI, 2023). The major vendors that serve domestic cargo at Soekarno-Hatta Airport include

Table 3. Area of Soekarno Hatta Airport Cargo Terminal

No	Airline	Domestic Tonnase (tone)
1	Garuda Indonesia Cargo	350.000
2	Lion Parcel	220.000
3	JNE Express	130.000

Source: PT Bangun Desa Logistindo (2024)

Thus, around 700 thousand tons of domestic cargo are handled by these main vendors. Increasing the capacity and tonnage of cargo served by PT Bangun Desa Logistindo is one of the keys to increasing the company's revenue.

Meanwhile, in 2023, PT Bangun Desa Logistindo managed to record significant performance achievements with a total domestic cargo shipment of 90,415 tons, international cargo shipments of 10,000 tons, and transshipment cargo of 5,500 tons. This achievement reflects PT Bangun Desa Logistindo's commitment to providing reliable and quality logistics services to meet the needs of the ever-growing market.

With the projected increase in demand for logistics services, supported by the development of e-commerce and technology, Indonesia has a great opportunity to become a major logistics center in the Southeast Asian region. Investment in infrastructure, improved global connectivity, and the adoption of modern logistics technology are key to meeting the challenge and taking advantage of these opportunities.

This study aims to analyze the business development strategy of PT Bangun Desa Logistindo in facing challenges and taking advantage of opportunities in the domestic and international logistics markets. By using a SWOT approach combined with the IFAS and EFAS matrices, this research is expected to make a real contribution in strengthening the competitiveness of logistics companies in Indonesia, as well as supporting national economic growth through the optimization of the logistics sector.

METHOD

This study uses a combination of qualitative and quantitative methods to analyze the segmentation, positioning, and business development strategies of PT Bangun Desa Logistindo in order to increase the company's competitiveness. The research was carried out through several main stages. The first stage is the collection of primary and secondary data which is carried out through three main methods: direct observation of warehouse performance and logistics operations, analysis of documents such as annual reports and company performance reports, and dissemination of questionnaires to customers and employees to evaluate their perception of the company's internal and external factors.

The population in this study consists of employees, business partners, and customers of PT Bangun Desa Logistindo. The sampling technique used is the Slovin method, where the sample is determined based on the number of population and the desired margin of error. Data was obtained through a questionnaire distributed to selected respondents.

The collected data is analyzed using a layered approach to provide comprehensive results. Observations are used to assess the operational efficiency of the warehouse, while document analysis provides strategic insights based on the company's annual reports and internal performance. The questionnaire data was quantitatively analyzed using the SWOT method, which was then combined with IFAS and EFAS matrices to identify strengths, weaknesses, opportunities, and threats affecting companies. This approach produces a strategic picture that supports decision-making and the formulation of recommendations to improve the company's competitiveness.

With this combination, this research is expected to make a strategic contribution to the business development of PT Bangun Desa Logistindo.

RESULTS AND DISCUSSION

PT Bangun Desa Logistindo (BDL) is one of the warehousing service providers in the Soekarno-Hatta Line 1 area which has a strategic role in supporting national logistics activities. As part of its efforts to strengthen supply chain efficiency, BDL is committed to integrating digitalization and ensuring compliance with applicable regulations, including the

implementation of the National Logistic Ecosystem (NLE) initiated by the Indonesian government.

Line 1 warehousing has a vital role in logistics activities, especially as the main connecting point for import and export processes. Its location adjacent to airport facilities allows for faster, more efficient cargo handling, and in accordance with international service standards. BDL has implemented cutting-edge technologies, including a digital-based warehouse management system, which aims to improve transparency, data accuracy, and speed of service.

The latest issue facing the warehousing industry in Indonesia, including BDL, is the need to adapt to regulations related to carbon emissions and operational sustainability. The pressure to implement green practices, such as the use of renewable energy and better waste management, is a challenge as well as an opportunity for BDL to demonstrate leadership in the sector.

An analysis of BDL's warehousing also shows that operational success is highly dependent on the company's ability to establish synergies with stakeholders, including airport operators, logistics business actors, and customs authorities. With the increasing volume of air cargo in Indonesia post-COVID-19 pandemic, BDL needs to continue to adapt to the latest technology and ensure that service quality remains a top priority.

SWOT Analysis

Tabel 4. SWOT Analysis

Category	Description
Strenght (<i>Kekuatan</i>)	<ol style="list-style-type: none"> 1. Strategic location 2. Modern facilities with Screening facilities (Jaster, TPFT) 3. Well-trained human resources 4. Wide network with many airlines that cooperate 5. Advanced technology and Customs TPS on-line 6. Spacious warehouse (6000 sqm)
Weakness (<i>Kelemahan</i>)	<ol style="list-style-type: none"> 1. Reliance on inefficient infrastructure and layout 2. High operating costs 3. Capacity limitations 4. Security risks 5. Reliance on regulation
Opportunity (<i>Peluang</i>)	<ol style="list-style-type: none"> 1. The growth of e-commerce 2. Cooperation with logistics companies 3. Pengembangan teknologi dan dukungan pemerintah atas program NLE 4. Has added value with a packaging program 5. Trans-shipment support facilities (re-icing, re-oxygen, re-packing)
Threats (<i>Ancaman</i>)	<ol style="list-style-type: none"> 1. Fierce competition at Soekarno-Hatta Airport warehouse 2. Regulation and high gross turnover minimum 3. Security and safety risks 4. Stagnant growth - average cargo volume 5. Inconsistent regulations (API, Otband, Customs, MoT)

Source: Research Results, 2024

Internal Factor (IFAS)

Table 5. IFAS

Internal Factors	Weight	Rating	Weight Score
Strength			
Strategic location	0,15	4	0,60
Modern Facilities	0,10	4	0,40
Well Train Staff	0,10	3	0,30

Wide Network	0,10	3	0,30
Advance Technologies	0,10	4	0,40
Spacious warehouse	0,10	3	0,30
Sub Total	0,65		2,30
Debilitation			
Infrastructure dependency	0,10	2	0,20
High operating costs	0,10	1	0,10
Capacity limitations	0,05	2	0,10
Security risks	0,05	2	0,10
Regulatory dependency	0,05	2	0,10
Sub Total	0,35		0,13
TOTAL	1,00		2,43

Source: Research Results, 2024

BDL has significant strengths that include a strategic location at Soekarno-Hatta Airport, modern facilities with advanced technology such as Customs TPS on-line, as well as an extensive network of cooperation with various airlines. In addition, the warehouse area of 6,000 m² provides an advantage in storage capacity. However, companies also face weaknesses such as reliance on inefficient infrastructure, high operational costs, and security risks that require serious attention.

The total score of these internal factors shows that although strengths are more dominant than weaknesses, there is a need to maximize internal efficiency and reduce operational risks to improve competitiveness.

External Factor (EFAS)

Table 6. EFAS

External Factors	Weight	Rating	Weight Score
Opportunities			
The growth of e-commerce	0,15	4	0,60
Cooperation with logistics companies	0,15	4	0,60
Government support	0,10	3	0,30
Program packaging	0,10	4	0,40
Trans-shipment facilities	0,10	4	0,40
Sub Total	0,60		2,30
Threat			
Competition at Soekarno-Hatta Airport	0,10	2	0,20
Strict regulation	0,10	2	0,20
Security risks	0,05	2	0,10
Stagnant growth	0,05	2	0,10
Inconsistent regulation	0,10	2	0,20
Sub Total	0,40		0,80
Total	1,00		3,10

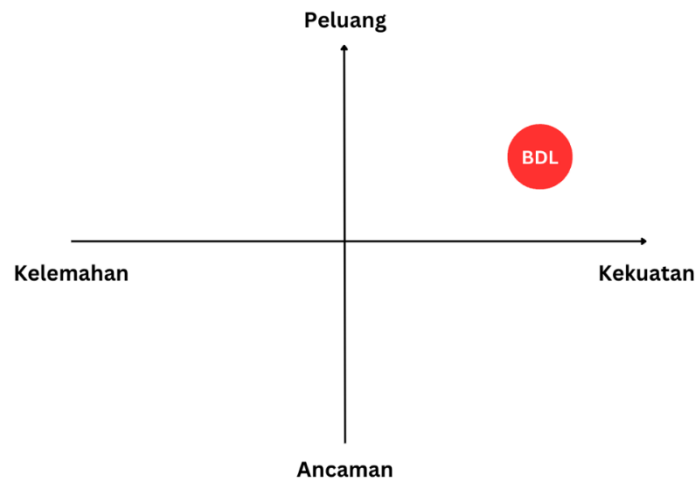
Source: Research Results, 2024

On the external side, great opportunities come from the rapid growth of e-commerce, cooperation with logistics companies, and government support through the National Logistic Ecosystem (NLE) program. Additional services such as trans-shipment support also provide added value that can be utilized. However, threats from stiff competition, tight regulation, and policy uncertainty are significant external factors.

The EFAS score shows that the opportunities still outweigh the threats, providing room for BDL to develop growth-based and collaboration-based strategies.

Positioning

The results of IFAS and EFAS analysis place the strategic position of BDL in the Strength-Oriented quadrant with the value of the X axis = 2.17 (external factors) and Y = 1.5 (internal factors). This position shows that the company has significant internal strength to take advantage of external opportunities. However, companies still have to manage weaknesses and threats to maintain sustainable growth.



Source: Research Results, 2024

Strategy

BDL can strategically enhance its operations by leveraging insights from IFAS (Internal Factor Analysis Summary) and EFAS (External Factor Analysis Summary) methodologies, as detailed in academic studies. Internally, optimizing warehouse infrastructure and layouts, coupled with technology-driven cost control, directly contributes to operational efficiency. This strategy is in line with the research conducted by Jatmiko et al. (2022) which highlight the importance of leveraging technology and strategic frameworks like SWOT to identify key areas for internal strengthening as well as Gultom and Krisnawati (2023) who discuss how aligning operational efficiencies with workforce development can address logistical challenges effectively.

Externally, collaboration opportunities such as partnerships with logistics firms and leveraging programs like the National Logistic Ecosystem (NLE) can drive competitive advantages. Aldianto & Tedjalaksana (2013) emphasize that strategic partnerships and value-added services like trans-shipment support enable companies to respond effectively to market demands. Additionally, Maemunah et al. (2023) underscore the significance of digital transformation and service diversification, including cold storage and specialty goods storage, to capture niche markets and mitigate risks.

These strategies, when combined with market expansion efforts, competitive analysis, and digitalization, empower BDL to not only optimize its current operations but also position itself as a leading logistics provider at Soekarno-Hatta Airport. By integrating these approaches, BDL aligns its operational capabilities with market opportunities and addresses external challenges effectively.

CONCLUSION

This research identifies that BDL as a line 1 warehousing company at Soekarno-Hatta Airport has great strategic potential to strengthen its position in the logistics industry. Based on SWOT, EFAS, and IFAS analysis, it was found that BDL's main strengths lie in its strategic

location, modern facilities, advanced technology, and extensive cooperation network with various airlines. However, there are significant weaknesses such as reliance on inefficient infrastructure, high operational costs, and security risks that need to be addressed to support the company's growth.

External factors point to great opportunities from e-commerce growth, cooperation with logistics companies, and government support through the National Logistic Ecosystem (NLE) program. However, BDL also faces threats from stiff competition, regulatory uncertainty, and stagnant cargo volume growth. BDL's strategic position is in the Strength-Oriented quadrant, indicating that the company has sufficient internal strength to capitalize on external opportunities, although it must continue to improve weaknesses and manage threats.

The proposed strategy includes optimizing infrastructure and layout, digitizing operations, diversifying services, and increasing strategic collaboration with logistics partners. In addition, a focus on safety, cost efficiency, and regulatory adaptation is a priority to face operational challenges. By implementing this strategy, BDL can increase competitiveness, support business sustainability, and make a significant contribution to the national logistics ecosystem, especially in supporting the growth of the logistics sector in Indonesia.

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