# Strategy of Freight Forwarder Companies in Resolving Import Delay

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| Sections Info | ABSTRACT |
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| | *Objective: This research is based on recurring problems in the import process delays, particularly those caused by national holidays. Such delays often lead to congestion in the days following the holidays, resulting in container backlogs that must be cleared immediately. Additional contributing factors include limited availability of trucking vendor fleets, hindered communication with related parties, and overloaded service systems. The objective of this study is to identify strategies for resolving import delays and to evaluate the supporting and inhibiting factors within the process. Method: The research method employed is descriptive qualitative, with data collected through interviews, observations, and documentation. Results: The results of the study indicate that the strategies implemented by the company include the optimization of documentation processes, coordination with relevant agencies, and the use of information technology for cargo tracking. The key supporting factor is the availability of competent human resources, while the main obstacles stem from regulatory changes and delays caused by third parties such as customs or logistics partners. Novelty: These findings are expected to contribute to the development of logistics management in the import sector.* |

## INTRODUCTION

International trade plays an important role in economic growth, and freight forwarding companies are a vital link in shipping goods across countries. However, the import process often faces challenges in the form of delays caused by various factors such as government policies, logistical constraints, bad weather, and customs issues. These delays not only decrease customer satisfaction but also have an impact on the company's financial losses [1].

According to data from the Central Statistics Agency (BPS), there was an increase in imports in Indonesia during January-September 2024, especially in raw materials, consumer goods, and capital goods. This increase was influenced by the food, beverage, machinery, and transportation equipment sectors. However, the increase in import volume also increases the risk of delayed delivery [2].

In this context, freight forwarding companies need effective strategies to overcome delays. Global challenges such as protectionism and mercantilist policies also add complexity to supply chain management [3].

PT Dinamika Expressindo Semarang Indonesia is one of the freight forwarders active in the export-import sector since 1991. Based on data from 2024, out of 429 import shipments, 140 of them experienced problems, and around 35-40% of them occurred due to national holidays, which caused container buildup, fleet limitations, and service system overload [4], [5], [6], [7], [8].

This condition can cause great losses if not resolved immediately. Therefore, the author is interested in raising this issue to be analyzed through the SWOT method, with the aim of:

1. Identifying strategies for resolving import delays at PT Dinamika Expressindo.
2. Knowing the supporting and inhibiting factors in the process of resolving the delay.

## RESEARCH METHOD

This research uses a qualitative approach with a case study method to deeply understand PT Dinamika Expressindo Semarang's strategy in handling import delays. This approach was chosen so that researchers could explore the various aspects that influence the import process directly. The focus of the research is directed at two main things, namely the strategy for resolving import delays and the supporting and inhibiting factors of the strategy [9], [10], [11], [12], [13].

Data sources consist of Primary data (Interviews, direct observation, and internal company documentation) and Secondary data (Literature, books, relevant theories (e.g., Freud and Nurgiyantoro), and other supporting sources). Data collection techniques include:

1. In-depth interviews, to explore participants' understanding.
2. Direct observation, to see real operational activities.
3. Documentation, accessing company reports and archives.

The research was conducted at the PT Dinamika Expressindo Semarang office, with observations of employees from the Sales, Operations, and Import Documents divisions. The determination of informants was done purposively with criteria such as direct involvement, openness, and communication skills. The main informants came from the sales manager and the operational-document staff.

The main research instrument was the researcher himself, as is common in qualitative approaches. The researcher acts as an observer, collector, and interpreter of data. Data analysis techniques refer to the Miles & Huberman model, including:

Data reduction:

1. Data reduction (Filtering and focusing on issues of import delays).
2. Data presentation (In the form of tables and systematic narratives).
3. Conclusion drawing (Generating findings and verification based on field evidence).

## RESULTS AND DISCUSSION

*Results*

### Import Delay Resolution Strategy

PT Dinamika Expressindo Semarang Indonesia faces the challenge of import delays, especially after national holidays, due to the limited fleet of truck vendors, container buildup at the port, communication disruption, and service system overload. One concrete case example is the delay in the delivery of imported goods for PT Hoplun Indonesia on April 4, 2024, which caused a one-day delay and incurred additional costs (storage fee) of Rp 1,244,754, bringing the total cost burden to Rp 4,332,774.

This problem did not originate from administrative documents, but purely from operational factors. To address this, researchers used SWOT analysis to formulate an effective resolution strategy.

SWOT Analysis Results:

1. Strengths
   a. Experienced and competent human resources.
   b. Extensive network of logistics partners and agencies.
2. Weaknesses
   a. Dependence on external truck vendors.
   b. Lack of internal and external communication integration.
3. Opportunities
   a. Digitalization of national logistics (INSW, CEISA).
   b. Increase in national import volume.
   c. Real-time logistics tracking and management technology.
4. Threats
   a. Volume surge after national holidays.
   b. Overload of the port and customs system.
   c. Sudden changes in regulations.

Proposed Strategy Based on SWOT Matrix:

1. SO (Strengths-Opportunities) Strategy
   a. Optimize document digitization and goods tracking.
   b. Build an integrated communication system with vendors and customers.
2. WO (Weaknesses-Opportunities) Strategy
   a. Add spare truck vendor partners.
   b. Integrated digital coordination between parties.
   c. Create a volume surge prediction system.
3. ST (Strengths-Threats) Strategy
   a. Set flexible delivery schedule.
   b. Form a special post-national holiday operational team.
4. WT (Weaknesses-Threats) Strategy
   a. Develop emergency operational scenarios (additional shifts).
   b. Strengthen contracts with vendors during busy season.

**Supporting and Inhibiting Factors in Resolving Import Delays at PT Dinamika Expressindo Semarang Indonesia**

1. Factors Supporting the Completion of Import Delays
a. Cooperation Between Stakeholders

Good coordination between the company, trucking vendors, ports, and government agencies speeds up the import process. Smooth communication helps minimize errors, especially when work volume increases after national holidays.

b.      Human Resources (HR)

Competent and experienced human resources play an important role in drafting documents, handling field obstacles, and communicating with external parties. Quick response and sound decision-making are crucial in emergency situations.

c.      Use of Information Technology (IT)

Use a real-time tracking system (Monitor the actual position of goods), Digital document management (Speed up document exchange and processing), and external system integration (Connect the company's system with Customs, ports, and other logistics parties (INSW, CEISA, INAPORTNET) to speed up clearance and reporting).

2.      Factors Hindering the Completion of Import Delays

a.      Lack of Scheduling Flexibility

Limited truck fleets, slow communication, and tight schedules make it difficult to adjust deliveries, especially when overloaded after national holidays.

b.      Government Policy

National holidays and collective leave hamper port and Customs operations. While some services continue, they are limited. After the holidays, there is a buildup of documents and containers that exacerbates delays.

c.      Competition for Port Facilities

Limited capacity at ports causes queues for loading and unloading and the release of goods, especially during peak periods. As a result, even when documents are ready, containers have to wait longer for their turn, which risks additional costs such as demurrage.

**Outputs Of Applied Research**

This research produces two main recommendations that are applicable to overcome delays in the delivery of imported goods at PT Dinamika Expressindo Semarang, namely:

1.      Establishment of Specialized Transportation-Monitoring Management

In response to delivery delays caused by the limited fleet of trucking vendors, the establishment of a special division responsible for overseeing and controlling the ground transportation process is recommended. The organizational structure and roles include:

a.      Transportation & Monitoring Team Leader: Makes tactical decisions during emergencies, develops quick plans, and organizes delivery priorities.

b.      Transport Planner: Develops delivery schedules, organizes routes and backup vendors, and responds to changes in operational situations.

c.      Monitoring Officer: Monitor container movements in real-time and report delays for evaluation.

d.      Vendor Coordinator: Establishes strategic cooperation with truck vendors, arranges flexible contracts, and handles field operational constraints.

This division aims to ensure timely, coordinated, and effectively monitored transportation from the port to the warehouse.

2.      Regular Inspection and Supervision

As a preventive and solutive measure, it is recommended that regular inspections and supervision of trucking vendor activities and the shipping process be conducted.

This supervision will support the performance of the transportation management division and help prevent and minimize future delays [14], [15].

**CONCLUSION**

**Fundamental Finding :** The study found that delays in import activities at PT Dinamika Expressindo Semarang were primarily caused by the limited availability of trucking fleet space, lack of scheduling flexibility, and ineffective communication among stakeholders. The company's strategy to resolve these delays involved rescheduling with the main trucking vendor (Mentari Lintas Nusa), which enabled the timely delivery of imported goods to the consignee, PT Hoplun Indonesia. The formation of a dedicated Transportation Monitoring Management Division is proposed as a practical and sustainable solution to improve real-time tracking, coordination, and contingency response. **Implication :** Key barriers included truck shortages, limited driver availability, and reactive coordination, which caused increased costs and disrupted the importer's production schedule. Positive outcomes depended largely on proactive communication and collaboration with vendors. Regular inspections and supervision, as well as structured organizational roles (e.g., Transport Planner, Monitoring Officer), are critical to minimizing risks of delay and improving service reliability. Moreover, the financial loss of Rp 1,244,754 due to late delivery underscores the operational and reputational risks of unmanaged delays. **Limitation :** The study focuses on a single case of import delay involving one company and vendor in Semarang, limiting the generalizability of findings. It primarily uses qualitative methods such as interviews and observation, which may not fully capture broader systemic or quantitative patterns in the freight forwarding industry. **Future Research :** Suggested to expand the scope to comparative case studies across multiple freight forwarders and geographical regions, incorporating quantitative analysis and performance metrics. Future studies should also examine the effectiveness of contractual agreements and compensation frameworks in mitigating losses and improving client trust in import logistics.

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