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Research Article

DEVELOPMENT OF CONTAINER RENTAL STRATEGY FOR BUMN SHIPYARDS SUBCONTRACTORS IN SURABAYA USING QSPM APPROACH

Danis Maulana[1], Gabriela Surya Erinda[2], Ovi Prina Gastriani[3], Mirza Ardiana[4], and Lukman Arif[5]
[1] Politeknik Perkapalan Negeri Surabaya, Indonesia
[2] Politeknik Perkapalan Negeri Surabaya, Indonesia
[3] Politeknik Perkapalan Negeri Surabaya, Indonesia
[4] Politeknik Perkapalan Negeri Surabaya, Indonesia
[5] Politeknik Perkapalan Negeri Surabaya, Indonesia

Corresponding Author:

Danis Maulana,
Business Management, Department of Shipbuilding Engineering, Politeknik Perkapalan Negeri Surabaya.
Jl. Teknik Kimia, Keputih, Kec. Sukolilo, Surabaya, Jawa Timur 60111, Indonesia
Email: danis@ppns.ac.id

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Abstract

This study formulates a container rental development strategy for subcontractors operating in state-owned shipyards in Surabaya. A mixed-method design was applied through tenant questionnaires, interviews with internal managers, expert judgement, and document review. The strategic formulation process integrated the IFE, EFE, IE, SWOT, BCG, and QSPM matrices in sequential stages: identifying internal and external factors, determining the business position, generating alternative strategies, comparing business-unit portfolios, and prioritizing the most attractive strategy. The IFE score of 2.84 indicates that the company has a moderate-to-strong internal position, while the EFE score of 2.70 shows a moderate response to external opportunities and threats. The IE Matrix places the company in Cell V, suggesting a Hold and Maintain orientation. SWOT analysis generated market penetration and product development as the most relevant alternatives, while BCG analysis indicated a declining portfolio condition that requires more active market action. The QSPM result shows that market penetration obtained the highest Total Attractiveness Score of 5.07, compared with 4.72 for product development. Therefore, market penetration is recommended through digital promotion, responsive customer service, simplified rental procedures, and customer expansion.

Keywords: BCG Matrix, Container Rental, IFE-EFE Matrix, QSPM, Strategy Development, SWOT

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INTRODUCTION

The maritime industry sector plays an important role in the Indonesian economy, including sea transportation, shipbuilding and repair, port services, and other supporting activities. The rapid development of the business environment requires companies to manage assets effectively, improve service quality, and adapt to digital channels. Recent studies on strategic management and digital transformation show that companies facing dynamic markets need structured strategic planning, service innovation, and data-based decision making to strengthen competitiveness (Vărzaru, Bocean, & Mangra, 2024; Wahmil, Pramono, & Ulkhaq, 2025; Chaerunnisa, 2025). Therefore, asset-based services such as container rental must not only be operated as supporting facilities, but also managed as a strategic business unit capable of creating value for users.

One of the state-owned shipyard companies in Surabaya has developed a supporting business by renting containers as workspaces for subcontractors. The containers are used as work areas, rest areas, and storage for tools and materials during shipyard projects. This service contributes to strategic advantage because it supports subcontractor mobility, reduces the need for temporary building construction, and improves operational flexibility inside the shipyard. However, recent literature emphasizes that service-based businesses require continuous adaptation through customer-oriented service design, digital communication, and responsive operational systems (Mora-Esquivel, Monge-Aguero, & Alfaro, 2025; Safitri & Arbainah, 2023; Kurniatun, Pribadi, & Mei, 2025). Thus, container rental in the shipyard context should be evaluated not only from asset utilization, but also from customer value, service convenience, and market positioning.

Strategic planning is a systematic managerial process used to assess environmental conditions, identify strategic issues, and determine alternative actions that support organizational objectives. Recent studies using IFE, EFE, IE, SWOT, and QSPM show that structured strategy formulation helps organizations compare internal capabilities with external market pressures and select priorities more objectively (David et al., 2023; Safitri & Arbainah, 2023; Wahmil et al., 2025). However, in recent years, this business has experienced a decline in the number of tenants and revenue since 2022. Several factors contributed to the decline, including increasing rental rates without equivalent service improvement, poorly maintained container conditions, inefficient manual service systems, and limited technological innovation and digital promotion. Although container rental has become a facility solution for subcontractors in the shipyard environment, the absence of a structured rental strategy may hinder effective asset utilization and reduce service competitiveness.

This condition reduces service competitiveness and creates income uncertainty. On the other hand, subcontractors still choose to rent because bringing their own container requires additional transportation, placement, and coordination costs. This indicates a strategic gap: demand still exists, but the current service model has not been optimized to capture and retain that demand. Previous studies have widely applied SWOT and QSPM to formulate strategies for MSMEs, education services, healthcare services, and green start-ups; however, studies focusing on container rental services for shipyard subcontractors remain limited (Bhaskara, 2025; Rahmawati, Asnawi, & Listyawati, 2025; Asri, 2024). Accordingly, this study positions container rental as a service-based business case that requires an integrated strategy formulation process.

In an increasingly competitive business environment, strategy plays an important role in responding to market challenges and improving competitiveness. A suitable strategy should not only use internal strengths and capture market opportunities, but also address weaknesses and threats that may hinder growth. With an appropriate strategy, companies can design service policies, encourage innovation, and increase customer-perceived value (Gultom et al., 2024; Rahmawati et al., 2025; Bhaskara, 2025). In the context of container rental, an inappropriate strategy can reduce competitiveness and create revenue uncertainty; therefore, decision-making should be supported by systematic strategic analysis rather than intuition alone.

Based on the identified problems and literature gap, this study aims to formulate and prioritize the most appropriate development strategy for container rental services for subcontractors at a state-owned shipyard in Surabaya. The study applies an integrated strategy formulation framework consisting of IFE, EFE, IE Matrix, SWOT Matrix, BCG Matrix, and QSPM. The contribution of this study lies in connecting internal-external factor evaluation, portfolio positioning, and quantitative strategy prioritization to produce an actionable recommendation for improving competitiveness, service quality, and customer expansion in a shipyard support-service context.

RESEARCH METHOD

Research Design

This study uses a mixed-method approach by combining qualitative and quantitative data to formulate a container rental development strategy at a state-owned shipyard in Surabaya. Qualitative data were obtained through interviews and document review to identify strategic issues, while quantitative data were obtained from questionnaire scoring for weighting, rating, and attractiveness assessment. The use of mixed methods was selected because strategy formulation requires both contextual understanding of business problems and numerical prioritization of strategic alternatives.

Research Target/Subject

The population of this study consisted of internal managers responsible for container rental operations and subcontractor tenants who used container rental services in the shipyard area. Respondents were selected using purposive sampling based on their direct involvement in rental decision making, service use, payment coordination, container placement, and operational evaluation. Internal managers were involved as expert respondents for validating strategic factors and assessing strategy attractiveness, while tenants were involved to capture user perceptions related to service quality, price, promotion, accessibility, and facility adequacy.

Research Procedure

The research procedure began with identifying the existing conditions and major issues in the container rental business through preliminary document review and interviews with internal managers and tenant representatives. Relevant internal and external strategic factors were then formulated and validated before questionnaire distribution. After data collection, the responses were compiled to determine factor weights, ratings, and attractiveness scores. The validated data were subsequently processed through the IFE, EFE, IE, SWOT, BCG, and QSPM matrices to generate, compare, and prioritize alternative development strategies for the container rental business.

Instruments, and Data Collection Techniques

Data were collected through questionnaires, semi-structured interviews, and internal document analysis. The questionnaire consisted of internal factor items covering strengths and weaknesses and external factor items covering opportunities and threats. Respondents assessed each factor using weighting and rating procedures. The attractiveness score in the QSPM stage was assigned by expert judgement to compare the relevance of each alternative strategy against the identified strategic factors. Internal documents related to rental units, revenue, tenant conditions, and operational issues were used to support the interpretation of the matrix results.

Data Analysis Technique

The data analysis followed five sequential stages. First, the IFE and EFE matrices were developed to summarize weighted internal and external factors. Second, the total IFE and EFE scores were mapped into the IE Matrix to identify the general strategic position. Third, the SWOT Matrix was used to generate feasible strategic alternatives by combining strengths, weaknesses, opportunities, and threats. Fourth, the BCG Matrix was used to compare the business-unit portfolio based on relative market share and income growth. Fifth, the QSPM Matrix was applied to prioritize the alternative strategies by multiplying each factor weight with its attractiveness score, resulting in the Total Attractiveness Score (TAS). The strategy with the highest TAS was selected as the main recommendation because it provides the strongest fit with the company's internal capacity and external market condition.

RESULTS AND DISCUSSION

The IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation) matrices are used to determine the extent to which internal strengths and weaknesses and external opportunities and threats affect the company's strategic position.

Table 1. Internal Factor Evaluation (IFE) Matrix Result

No	Internal Factor	Weight	Rating	Score
	Strengths			
1	The quality of the container has met the requirements without significant damage.	0.07	3	0.21
2	Container rental is very easy without intermediaries	0.09	4	0.34
3	Flexibility in rent payments, according to agreement	0.08	3	0.23
4	The company has a good reputation so it is trusted by tenants.	0.09	3	0.26
5	Container placement location is easily accessible and according to needs	0.08	3	0.23
6	Ease of payment requirements	0.08	4	0.31
7	The container size is sufficient to meet the needs	0.07	4	0.28
8	Outer packaging coated with paint	0.07	3	0.21
	Threats			
1	The containers provided are less varied, only standard types	0.05	2	0.09
2	Ventilation and lighting are not sufficient for needs	0.05	2	0.09
3	No repair guarantee for minor damages	0.04	2	0.08
4	There are no promotions such as discounts, advertisements or direct offers	0.04	2	0.08
5	Maintenance only includes garbage cleaning services	0.08	2	0.16
6	Transportation to move containers sometimes takes a little longer	0.07	2	0.14
7	Container prices have been increasing in recent times	0.07	2	0.14
	Total	**1.00**		**2.84**

Source: Processed Data, 2025

In the IFE matrix, there are a number of strengths and weaknesses that have been assessed based on their level of importance by respondents and experts. The calculation results show that the total IFE score is 2.84. This value is in the moderate category, indicating that the company has a fairly stable internal condition.

Table 2. External Factor Evaluation (EFE) Matrix Result

No	Internal Factor	Weight	Rating	Score
	Opportunity			
1	Opportunity to add features such as electricity and ventilation	0.11	3	0.33
2	Tenants expect more modern container designs and variations	0.09	2	0.17
3	No promotion on social media yet, great opportunity to reach more customers	0.11	2	0.22
4	Potential to attract more tenants by offering discounts or promotional packages	0.11	2	0.22
	Threats			
1	The rental price is considered expensive compared to the features you get.	0.13	3	0.39
2	Lack of initiative to update products or services can reduce competitiveness.	0.13	3	0.39
3	Lack of communication and information can lead to dissatisfaction.	0.17	3	0.52
4	Risk of stock shortages if demand increases	0.15	3	0.46
	Total	**1.00**		**2.70**

Source: Processed Data, 2025

Meanwhile, the EFE matrix produced a total score of 2.70, which falls in the moderate response category. This score indicates that the company has recognized important opportunities, such as adding electrical and ventilation features, modernizing container design, using social media promotion, and offering promotional packages. However, the company's response is not yet strong enough to fully offset external threats, especially price sensitivity, limited product renewal, weak communication, and stock availability risk. In strategic management practice, a score around the middle range suggests that the firm is responsive but still needs more intensive action to convert opportunities into measurable market gains. Therefore, the EFE result supports the need for market penetration through improved communication, digital visibility, customer service responsiveness, and promotional packages, while product development can be implemented gradually to strengthen the service value proposition.

Table 3. Strategic Interpretation of Key External Factors

External factor	Score indication	Strategic impact	Recommended action
Digital promotion opportunity	High weight, low response	The company has not maximized social media to reach new tenants.	Develop digital catalog, WhatsApp response channel, and scheduled promotional content.
Additional features	Opportunity with moderate attractiveness	Basic features such as electricity, lighting, and ventilation can increase perceived value.	Offer add-on packages and phased feature upgrades.
Price sensitivity	Major threat	Tenants perceive price increases as less acceptable when service features are limited.	Communicate value, provide bundled packages, and align price with service level.
Communication and stock risk	Highest threat weight	Poor information flow and limited stock can reduce satisfaction and repeat rental.	Build responsive customer service and maintain reserve unit planning.

Source: Processed by authors, 2026

The Internal-External (IE) Matrix is then used to determine the company's position based on the IFE score plotted on the horizontal axis and the EFE score plotted on the vertical axis. With an IFE score of 2.84 and an EFE score of 2.70, the company is located in Cell V, indicating a Hold and Maintain position. This position supports intensive strategies, particularly market penetration and product development, rather than aggressive expansion or divestment.

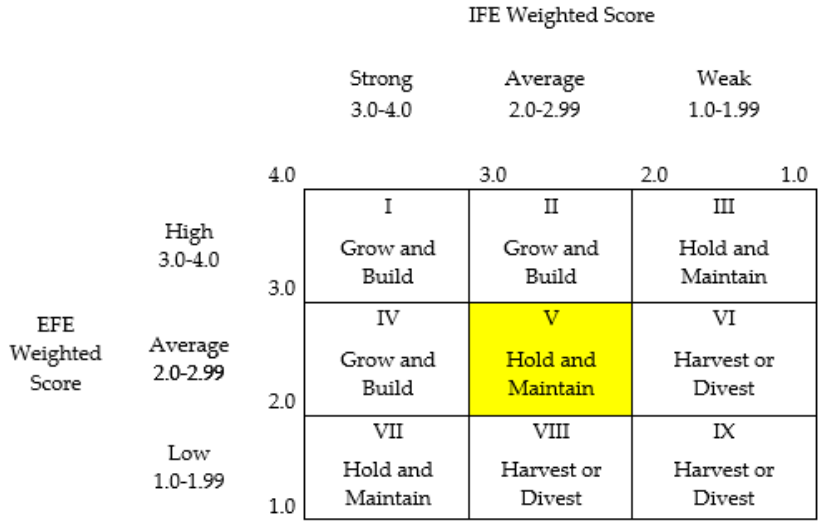

Figure 1. Matrix Result

The appropriate strategy for this position is the "Hold and Maintain" strategy, which means that the company is advised to maintain existing performance while making gradual improvements. Some strategies that can be considered in this position include market penetration (strengthening promotions and reaching existing customers) and product development (increasing the variety and quality of container services to be more competitive). The SWOT matrix is used to formulate alternative strategies based on analysis of previously identified internal factors (Strengths and Weaknesses) and external factors (Opportunities and Threats).

Table 4. SWOT Matrix Result

IFE / EFE	Strengths	Weaknesess
	1. The quality of the container has met the needs without significant damage 2. Container rental is very easy without intermediaries 3. Flexibility in rent payments, according to the agreement 4. The company has a good reputation so that it is trusted by the tenant 5. The location of the container placement is easily accessible and according to needs 6. Ease of payment requirements 7. The size of the container is sufficient to meet the needs 8. Outer packaging coated with paint	1. The containers provided are less varied, only standard types 2. Ventilation and lighting are not sufficient for needs 3. No guarantee of repair for minor damage 4. No promotions such as discounts, advertising, or direct offers 5. Maintenance only includes waste cleaning services 6. Transportation to move containers sometimes takes a little longer 7. Container prices have been increasing in recent times

Opportunity	SO Strategies	WO Strategies
1. Opportunity to add features such as electricity and ventilation 2. Tenants expect more modern container designs and variations 3. No promotion on social media yet, great opportunity to reach more customers 4. Potential to attract more tenants by providing discounts or promotional packages	1. Increase digital marketing through social media by highlighting service excellence (S2,O3) 2. Offer a discount system for customers (S3,O4) 3. Develop new types of containers with more modern designs and variations (S1,O2) 4. Add basic electrical and ventilation features as agreed with tenants to increase the value of the container (S3,O1) 5. Highlight the quality of the container and its additional features in the digital catalog to attract tenants (S1,O2)	1. Developing a more modern container type (W1,O2) 2. Adding new features that are not yet provided (W2,O1) 3. Providing paint condition checking services or light maintenance (W5,O1) 4. Providing additional features that can be purchased (add-ons) (W3,O1) 5. Providing a minor damage warranty for tenants (W3,O4)
Threats	**ST Strategies**	**WT Strategies**
1. Rental prices are considered expensive compared to the features obtained 2. Lack of initiative to update products or services that can reduce competitiveness 3. Lack of communication and information can cause dissatisfaction 4. Risk of limited stock if demand increases	1. Maintain quality to be equivalent to the rental price given (S1, T1) 2. Provide education about the added value of services through catalogs and loyal customer testimonials (S4, T2) 3. Provide responsive customer service and service guarantees (S3, T4) 4. Build responsive customer service based on chat, WA or similar (S2, T4) 5. Highlight the neat and attractive exterior appearance of the container so that customers feel the rental price is worth it (S1, T1)	1. Adding reserve stock so as not to run out if demand increases (W1, T3) 2. Providing several container options from cheap to high prices (W7, T1) 3. Adding clear information service features through social media (W4, T4) 4. Providing a guarantee of fast repairs to prevent complaints (W3, T4) 5. Adjusting the addition of container variations (W1, T2)

The results of the strategy formulation from the SWOT Matrix show that the company has several opportunities that can be maximized with existing strengths, as well as weaknesses that need to be fixed immediately in order to compete optimally. These strategies will be the basis for the next strategy selection stage using the QSPM Matrix. The BCG Matrix is used to evaluate business units or products based on two main variables: relative market share and market growth. The goal is to help companies determine strategic direction based on the competitive position of each business unit. The sales data analyzed includes two business units, namely PT. A (BUMN Surabaya Shipyard) and PT. B (Competitor Company).

Table 5. BCG Calculation Result

	Unit Sales	Total Market Sales	RMSP	Previous Year's Income	This Year's Income	IGR
PT.A	17	30	57%	Rp272.018.000	Rp154.656.004	-43%
PT.B	13	30	43%	Rp398.800.000	Rp326.800.000	-18%

Based on the table, it is known that PT. A has a sales volume of 17 units from a total market sales of 30 units, which means its relative market share is 57%. However, PT. A's revenue has decreased from Rp272,018,000 in the previous year to Rp154,656,004 this year, or decreased by 43%. Meanwhile, PT. B recorded sales of 13 units, with a relative market share of 43%. Although its market share is lower than PT. A, PT. B's revenue experienced a smaller decline, namely from Rp398,800,000 to Rp326,800,000, or a decrease of 18%.

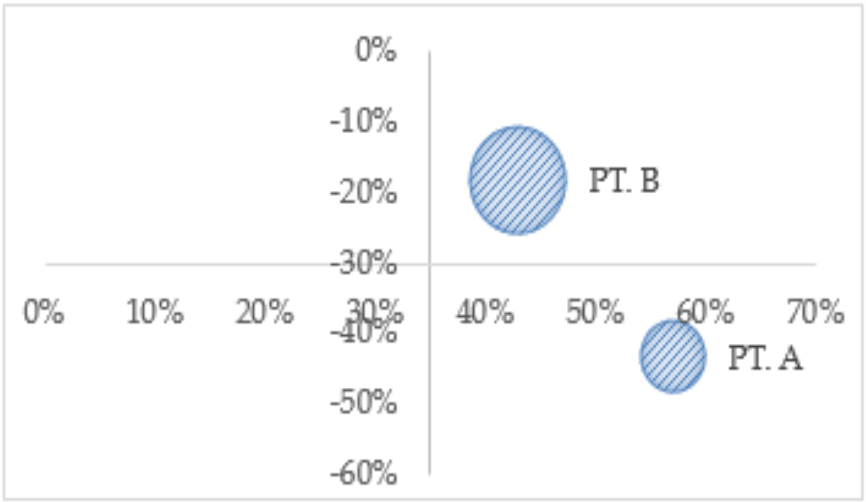

Figure 2. Matrix BCG Result

Based on these results, PT. A is positioned in the Dog quadrant because the unit has experienced a sharp revenue decline despite recording a higher sales share than PT. B. This condition indicates that the business unit requires strategic intervention to prevent further decline. Meanwhile, PT. B is positioned in the Question Mark quadrant because its market share is lower, but its revenue decline is less severe than PT. A. This comparison shows that PT. A should not rely only on existing tenants; it needs to improve market access, promotion, and service value to strengthen its competitive position. QSPM analysis was then conducted to determine the best strategy from the alternative strategies formulated through SWOT analysis. In this study, the two main strategies compared are market penetration and product development because both are consistent with the Hold and Maintain position in the IE Matrix.

Table 5. QSPM Result

No	Factors	Weight	Alternative Strategy			
			Market Penetration		Product Development	
			AS	TAS	AS	TAS
	Strenght					
1	The quality of the container has met the requirements without significant damage.	0.07	3.33	0.23	2,67	0.19
2	Container rental is very easy without intermediaries	0.09	3.67	0.31	3,33	0.28
3	Flexibility in rent payments, according to agreement	0.08	2.33	0.18	2.00	0.16
4	The company has a good reputation so it is trusted by tenants.	0.09	3.67	0.31	3.00	0.26
5	Container placement location is easily accessible and according to needs	0.08	3.00	0.23	3,33	0.26
6	Ease of payment requirements	0.08	3.67	0.28	2,67	0.21
7	The container size is sufficient to meet the needs	0.07	2.67	0.19	3.67	0.26
8	Outer packaging coated with paint	0.07	3.00	0.21	3.67	0.26
	Threats					
1	The containers provided are less varied, only standard types	0.05	2.67	0.12	3.00	0.14
2	Ventilation and lighting are not sufficient for needs	0.05	2.33	0.11	2.67	0.12
3	No repair guarantee for minor damages	0.04	2.67	0.10	2.00	0.08
4	There are no promotions such as discounts, advertisements or direct offers	0.04	1.67	0.06	2.00	0.08
5	Maintenance only includes garbage cleaning services	0.08	2.33	0.18	2.00	0.16
6	Transportation to move containers sometimes takes a little longer	0.07	2.67	0.19	2.00	0.14
7	Container prices have been increasing in recent times	0.07	3.00	0.21	2.33	0.16
	Opportunity					
1	Opportunity to add features such as electricity and ventilation	0.11	1.67	0.18	2.33	0.25
2	Tenants expect more modern container designs and variations	0.09	2.67	0.23	3.00	0.26
3	No promotion on social media yet, great opportunity to reach more customers	0.11	1.67	0.18	2.00	0.22
4	Potential to attract more tenants by offering discounts or promotional packages	0.11	2.00	0.22	1.67	0.18
	Threat					
1	The rental price is considered expensive compared to the features you get.	0.13	2.33	0.30	2.00	0.26
2	Lack of initiative to update products or services can reduce competitiveness.	0.13	1.67	0.22	2.00	0.26
3	Lack of communication and information can lead to dissatisfaction.	0.17	2.33	0.41	2.00	0.35

No	Factors	Weight	Alternative Strategy			
			Market Penetration		Product Development	
			AS	TAS	AS	TAS
4	Risk of stock shortages if demand increases	0.15	2.67	0.41	1.33	0.20
Total Score				**5.07**		**4.72**

In the analysis process, each factor is given a weight value according to its level of importance, then multiplied by the attractiveness score (AS) for each strategy, resulting in a Total Attractiveness Score (TAS). The calculation results show that the market penetration strategy obtained the highest score of 5.07, while the product development strategy obtained a score of 4.72.

According to F. R. David (2023), the core of strategic management is setting long-term goals, providing alternative strategies, selecting strategies to convince and choose the best alternative strategies to realize the vision, mission and goals of the company (organization) with three major frameworks. The first analysis was carried out through the IFE (Internal Factor Evaluation) Matrix to identify the company's internal strengths and weaknesses. According to Safitri & Arbainah (2023), the IFE matrix is an internal environmental analysis carried out by identifying the company's internal factors to determine its strengths and weaknesses. After being identified, weighting and rating are carried out on each variable. Based on the results of the weighting and assessment of expert respondents, a total IFE score of 2.84 was obtained. This value is in the moderate category, which indicates that the company has a fairly stable internal condition with dominant strengths such as container quality, company reputation, and ease of rental procedures. On the other hand, there are still weaknesses such as lack of product variety and minimal promotion that need to be improved so that the company's competitiveness increases.

Furthermore, the EFE (External Factor Evaluation) Matrix clarifies how external opportunities and threats should be converted into strategic action. The total EFE score of 2.70 indicates a moderate external response: the company has enough opportunity to grow, but the current response is not yet aggressive. The strongest external pressure comes from lack of communication and information, stock limitations, and tenant perception that price increases are not balanced by additional features. These factors directly affect market positioning because tenants compare rental price, service convenience, facility completeness, and information responsiveness before deciding to renew or rent. Therefore, the EFE result does not merely describe external conditions; it justifies the need for a market-penetration strategy focused on digital promotion, clearer service information, responsive customer service, and promotional packages. This interpretation is also consistent with recent SWOT-QSPM studies showing that moderate EFE scores require targeted actions that strengthen market access and customer retention (Safitri & Arbainah, 2023; Wahmil et al., 2025; Kurniatun et al., 2025).

The two results are then mapped in the IE Matrix (Internal-External) to determine the company's overall strategic position. The Internal-External (IE) Matrix positions various divisions (segments) of the organization in a nine-cell display. The IE Matrix is based on two main dimensions, namely, the total weighted IFE score on the x-axis and the total weighted EFE score on the y-axis (David, 2023). With an IFE score of 2.84 on the horizontal axis and an EFE score of 2.70 on the vertical axis, the company is in quadrant V. This position indicates that the company is in a fairly stable condition, not too strong but also not weak. The appropriate strategy for this quadrant is the "Hold and Maintain" strategy, which means that the company is advised to maintain existing performance while making gradual improvements, both in terms of service

and product innovation. According to David, (2023) Market penetration and product development are two strategies commonly used for this type of division.

Based on the mapping results, a SWOT Matrix analysis was conducted to formulate appropriate strategic alternatives. This matrix combines strengths, weaknesses, opportunities, and threats into four strategic groups, namely SO, WO, ST, and WT. The purpose of the SWOT analysis is to produce feasible alternative strategies, not to select or determine which strategy is the best. Not all strategies developed in the SWOT Matrix will be selected for implementation (David, 2023).

From the formulation results, several main strategies were obtained, including increasing digital promotion and services based on the company's internal strengths (SO), developing container variations to overcome weaknesses (WO), and adjusting prices and quality in response to external threats (ST and WT). These strategies were then re-selected through the QSPM stages. Before choosing the best strategy, a BCG Matrix (Boston Consulting Group) analysis was also conducted to understand the position of the company's business units based on relative market share and revenue growth. From the analysis results, it is known that PT. A (BUMN Surabaya Shipyard) has a market share of 57% but negative growth of -43%, while PT. B (Competitor Company) has a market share of 43% and growth of -18%. Based on this mapping, PT. A is in quadrant IV (Dog), which shows that although its market share is high, this unit is in a market that is declining sharply and is no longer prospective. On the other hand, PT. B is in quadrant I (Question Marks), which is a business unit that generates stable income in a mature market. Therefore, PT. A needs to be re-evaluated for its sustainability, while PT. B can be maintained to support the company's finances.

The final stage of this analysis is the preparation of the QSPM Matrix (Quantitative Strategic Planning Matrix), alternative strategies are obtained from the SWOT matrix where the matrix produces several alternative strategies through internal and external factors of the company (Wahmil et al., 2025). The two main strategies analyzed are market penetration and product development. The results of the QSPM calculation show that market penetration obtained the highest score of 5.07, while product development obtained a score of 4.72. Although the difference in scores is relatively small, the market penetration strategy is considered more appropriate to the current conditions of the company. This strategy is considered capable of answering current business challenges by maximizing the company's internal strengths to expand market reach and increase customer loyalty. Based on input from experts, one of the concrete steps in implementing this strategy is to build responsive and integrated customer service, Build responsive customer service based on chat, Whatsapp or the like. Strengthening customer service is considered important so that companies can create a more efficient, comfortable, and professional rental experience, which ultimately increases satisfaction and attracts more new tenants. With the development of business digitalization, it is very necessary to increase economic growth activities (Vărzaru et al., 2024). The implementation of technology and application-based decision-making systems has been proven to increase operational efficiency, as shown in research conducted by Maulana et al., (2023). This supports the urgency of developing digital services and customer strategies which are the focus of this research.

CONCLUSION

Based on the analysis results, the company providing container rental services for BUMN shipyard subcontractors in Surabaya is in a stable but vulnerable strategic position, indicated by an IFE score of 2.84 and an EFE score of 2.70, placing it in Cell V (Hold and Maintain) in the IE Matrix. The SWOT analysis shows that the company has strengths in rental procedure efficiency, location accessibility, container adequacy, and reputation, but it still faces weaknesses in product variation, service features, maintenance scope, and promotion. The BCG analysis indicates that the current portfolio is under pressure due to declining revenue, so the company

must improve market access and customer retention. The QSPM analysis identifies market penetration as the top priority strategy, with a TAS score of 5.07, slightly higher than product development at 4.72. Therefore, the recommended strategy is to strengthen digital promotion, responsive customer service, service information transparency, promotional packages, and customer expansion. Product development should remain a supporting strategy through phased improvement of container features, especially electricity, lighting, ventilation, and minor-repair assurance. This integrated strategy is expected to improve competitiveness, retain existing tenants, attract new tenants, and reduce the risk of continued revenue decline.

DECLARATION OF AI AND AI ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

During the preparation of this work, the author(s) used ChatGPT (OpenAI) to assist in drafting sections of the manuscript and improving language quality. After using this tool, the author(s) reviewed and edited the content as needed and take full responsibility for the content of the publication.

AUTHOR CONTRIBUTIONS

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; In-vestigation.

Author 3: Data curation; Investigation.

Author 4: Formal analysis; Methodology; Writing - original draft.

Author 5: Supervision; Validation.

DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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