



Identification of Delayed Delivery Factor at PT.Hunindo Jaya Sejati Using SWOT and Fishbone Methods

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Abstract. This research aims to identify factors of late delivery of goods at PT Hunindo Jaya Sejati, recommends a strategy to improve delivery performance at PT Hunindo Jaya Sejati and find out the performance achievements at PT Hunindo Jaya Sejati. From the results of the research conducted, it can be seen that the factors causing delivery delays are caused by less than optimal sales and admin performance in the goods delivery process. Apart from that, the procurement of transportation equipment and equipment for sending goods is one of the factors for delays in delivery. Based on the results of performance analysis via SWOT, it can be concluded that the goods delivery process at PT Hunindo Jaya Sejati has an IFE matrix score = 0.695, while external factors have an EFE value = 0.410. This value shows that PT. Hunindo Jaya Sejati can pay more attention and look for solutions to overcome the weaknesses that exist in the process of delivering goods to customers and take advantage of existing opportunities to avoid external threats.

Keywords: Delivery delay, SWOT, Fishbone.

1 Introduction

Logistics, or the freight forwarding industry, has a very vital role in business as it relates to the delivery of goods to customers from companies [1]. Companies can prepare and supervise the distribution process of goods to reach customers quickly and precisely using logistics knowledge. Considered as the level of speed of service provided by the company, the availability of services that are easily accessible to consumers. Accurate means that a company can fulfill customer orders without any shortcomings.

According to [2], an important aspect that freight transportation service providers should focus on is the speed and timeliness of goods delivery, so that the goods arrive on time and in good condition according to the delivery schedule. Self-production is the ratio of how effectively an organization (or individual, industry, or country) converts input resources (materials, machinery, labor, etc.) into goods and services. The key to success in the freight forwarding industry is time efficiency, both in serving customers and in the process of packaging goods for on-time delivery. Materials management also impacts the same level of productivity. Mistakes in material handling selection usually have a significant impact on productivity. Material

handling in the goods service business is important for organizing the delivery of goods from consumers. Material handling plays a role when the goods arrive from the delivery service to the warehouse to be sorted and then sent to the destination. Difficulties also arise because there is no means to transport goods, causing delays in the processing of goods that should be done on time.

According to [3], the term "delay" refers to the words "delay" and "slow reaction", so it can be concluded that delay is a delay caused by a slow reaction, which can cause a delay in an activity and have a chain effect. Incorrectly selected material transportation methods can result in significant logistics costs and negatively affect the company's profits, so companies need investment in material processing. Currently investments in *material handling* equipment are viewed using data processing to show whether the investment is profitable or not.

Table 1. Material Transportation Equipment.

| No. | Transport Equipment | Conveyance Capacity | Total |
|-----|---------------------|---------------------|-------|
| 1 | Trolley | 12 - 13 Kg | 1 |
| 2 | Box | 5 Kg | 2 |

Source: Research Data 2023

Based on the problems that exist at PT Hunindo Jaya Sejati, one of which can be seen in table 1, the number of material conveyance consists of 1 trolley conveyance and 2 boxes, therefore, there are often delays in delivery due to lack of use of delivery aids. The lack of transportation equipment results in delays in the delivery of goods. The number of delays in goods during August to September 2023 can be seen in Figure 1, namely in September by 40%, in October 33%, and in August 14%.

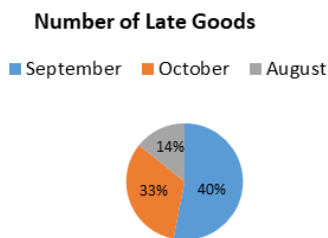


Fig. 1. Diagram of the Number of Delays of PT. Hunindo Jaya Sejati.

Source: Research Data 2023

In general, almost all activities of PT Hunindo Jaya Sejati still use human labor, but only for a few cases using tools. Turner (2000) defines cause-and-effect diagrams as diagrams that show causal relationships or diagrams of reasons that might drive variation and other problems. [4] explained that *fishbone* can be seen from the aspects of humans, machines, methods, materials, and the environment. These aspects are the

causes of delays in delivering goods to customers. The human factor is mainly related to the fact that the process of moving goods is mostly done manually which causes workers to be less responsible and not careful in the *packaging* process. The main reason related to machinery is that the process of transporting goods still relies on manual labor with a limited number of *trolleys* and is only used in certain situations. The method factor is that standard operating procedures (SOPs) are not used in the flow of goods and the entire process, while SWOT is used by the author to provide solutions to delays that occur at PT Hunindo Jaya Sejati. [5] explained the things that must be known to provide solutions, namely knowing the strengths (*Strength*) owned by the company, knowing the weaknesses (*Weakness*), knowing the opportunities (*Opportunity*), and knowing the threats (*Threats*) for the company. [6] explains that with the SWOT analysis, management can find out what are the opportunities for the company and the threats that may arise. [7] explains that a good understanding of strategy and other related concepts is very important to determine the success of the strategy to be formulated, these concepts include:

- a) *Distinctive competence*: a company that has strengths that are not easily imitated by competing companies, including labor expertise and resource capabilities.
- b) *Competitive advantage*: Specific activities developed by the company to be superior to its competitors. [8]

This research was conducted to identify the factors that cause delays in delivery at PT Hunindo Jaya Sejati, then the results of the study aim to provide recommendations for strategies to improve delivery performance at PT Hunindo Jaya Sejati, finally aiming to determine the achievement of performance at PT Hunindo Jaya Sejati. The research was conducted only to find out the main causes of late delivery of goods at PT. Hunindo Jaya Sejati.

2. Literature Review

2.1 Distribution

Distribution is a series of institutions that carry out the process of distributing goods or services to consumers so that they are ready for use or consumption. Distribution or place is the step of transferring products and services from the manufacturer to the target buyer. The intermediaries that are directly connected to consumers in the consumer product market are retailers or retailers in the distribution channel. According to [9], there are differences in goals and perceptions between producers and consumers that cause gaps, time, value, diversity, and product ownership. With efficient and effective distribution, companies can balance the relationship between producers and consumers [10].

2.2 Just in time

According to [11], *Just In Time* is known as a philosophy that seeks to eliminate all forms of waste, namely activities that do not add value, and to further optimize activities that add value.

2.3 Transportation

According to [12], transportation is an activity that involves moving goods and people from one place to another to meet human needs through changes in the geographical location of goods and people that result in transactions. In the process of delivering goods, these vehicles utilize highways and toll roads, operating with fleets such as motorcycles and vans. The obstacle that is often encountered in this transportation is the state of the road that can cause congestion at any time. This will cause delays in the delivery of goods. Despite this, many people are attracted to it because of the affordable shipping costs. There are several consequences of late delivery of goods that occur when using transportation, namely:

- a) Errors in address writing
- b) Unprofessional courier
- c) Slow or congested traffic
- d) Transportation damage

2.4 Fishbone

According to [13], a fishbone diagram is a very useful tool for organizational management to investigate all possible causes of problems that occur. The use of fishbone diagrams can help in finding the root cause of the problem as well as suggesting solutions. Generally, shipping and receiving goods can cause conflicts involving Man, Material, Method, Environment, and Machine. This fish diagram can be used to find the origin of the problem.

- a) Find the source of the problem.
- b) Come up with ideas that can become solutions to solve the problem.
- c) Support in the tracking and further investigation of evidence.

2.5 SWOT Analysis

SWOT analysis is a strategic planning method used to evaluate *strengths*, *weaknesses*, *opportunities*, and *threats* in a project or a business speculation. [14] explained that these four factors form the acronym SWOT (*strengths*, *weaknesses*, *opportunities*, and *threats*). This process involves determining the specific objectives of the business speculation or project and identifying internal and external factors that support and those that do not in achieving these objectives. This SWOT analysis method is used by the author to provide solutions to delays that occur at PT Hunindo Jaya Sejati. Things that must be known to provide solutions are knowing the strengths (*Strenght*) owned by PT Hunindo Jaya Sejati, knowing weaknesses (*Weakness*), knowing

opportunities (*Opportunity*) and knowing threats (*Threats*) for PT Hunindo Jaya Sejati.

Preparation in the SWOT formula using *representative* external and internal factors is to put the following stages:

- a) Value Weight
 - 1 = Very Important
 - 0.75= Important
 - 0.50= Standard
 - 0.25= Not Important
 - 0.10= Very Unimportant
- b) Rating Value
 - 5= Very Important
 - 4= Important
 - 3= Neutral
 - 2= Not Good
 - 1= Not very good
- c) Score Value

To determine the value score, it will be calculated using the following formula:

$$(SN=BN.RN) \quad (1)$$

Description:

SN= Value Score, BN= Weighted Value

RN= Rating Value

3. Research Methods

This research adopts a qualitative approach with case study as its main approach. This method allows researchers to gain an in-depth understanding of the phenomenon being investigated through the use of descriptive data analysis, such as written text and observed behaviors of research participants.

PT Hunindo Jaya Sejati was chosen as the location for this research. Through *purposive sampling* technique, 5 research informants were selected, consisting of the owner, HRD, administration department, sales of shipping and issuing goods, and employees of PT Hunindo Jaya Sejati. The *purposive sampling* technique was chosen to ensure that the samples taken were individuals who met the criteria relevant to the research objectives, namely the process of shipping goods at PT Hunindo Jaya Sejati.

In this study, interview and observation methods were used in collecting research data. The interview technique helps researchers gain an in- depth understanding of

the subject under study while the observation technique allows researchers to see and understand the daily activities of informants and the field conditions that occur.

The steps in retrieving and analyzing data began with conducting a field study to understand the situation in depth. After that, the problems that emerged in the field were identified, and the research objectives were set. Then, the research data is collected to be processed and analyzed. The results of this analysis will be interpreted to support the drawing of conclusions and provide suggestions in the research.

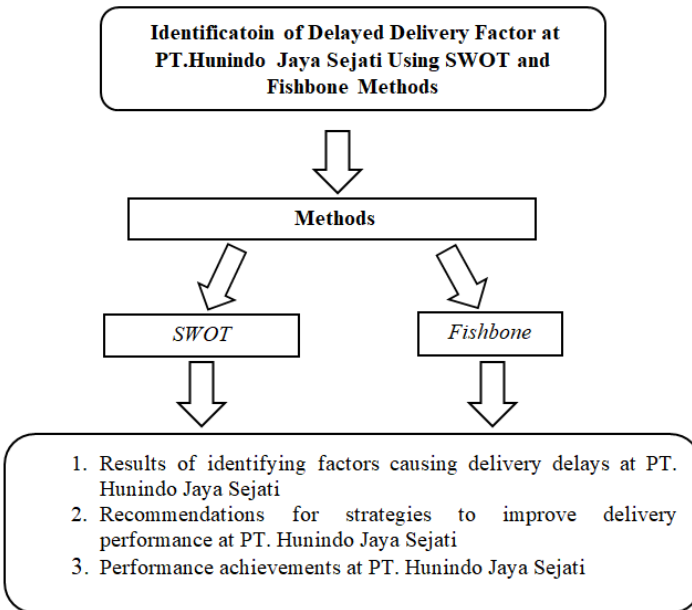


Fig. 2. Framework of Thought
Source: Research Data 2023

4. Results and Discussion

4.1 Analysis of factors affecting the performance of late delivery of goods at PT. Hunindo Jaya Sejati

From all the data that has been obtained during the research, both through literature review and presentation of data obtained during research at PT Hunindo Jaya Sejati, conducting interviews ranging from the owner to administrative and sales employees. Then every data and fact obtained will be analyzed through interpretation and description of the problems that occur at PT Hunindo JayaSejati.

4.2 Identification Results using Fishbone

The results of identifying the causes of delays in delivery of goods through interview research to operational employees and observations made by the authors regarding the Identification of Delay Factors in Delivery of Goods at PT Hunindo Jaya Sejati Using the *Fishbone* method are caused by several causal factors. The following are factors that can cause delays in using the *Fishbone* diagram:

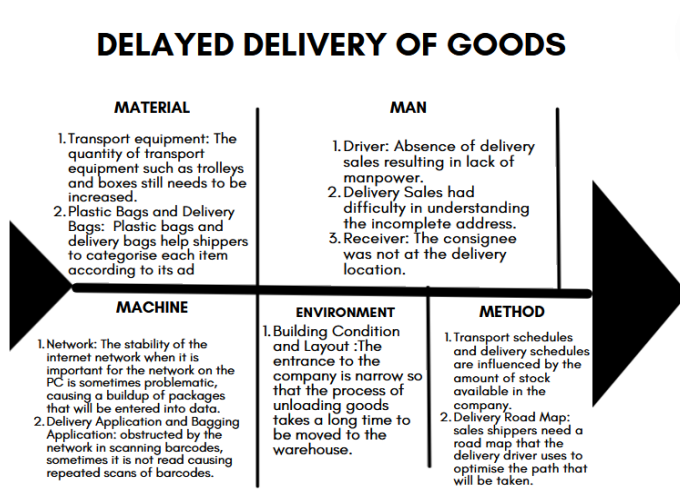


Fig. 3. five factors that cause delays in delivery of goods, namely Man, Material, Method, Environment, Machine.

4.3 Identification results using SWOT

The results of the analysis obtained by researchers using the SWOT method are in the form of a matrix table in conducting SWOT analysis:

Table 2. SWOT Matrix Diagram.

| IFAS | Strengths (S) | Weakness (W) |
|------|---|---|
| | a. Speed and accuracy in every response | a. Lack of operational accuracy in entering goods |
| | b. Has a large selection of services | b. Coordination and communication between admin and sales that must be improved |
| | c. Have many booking customers | c. The lack of employees at PT. Hunindo Jaya Sejati |
| EFAS | d. The performance of <i>development</i> staff is quite | d. Sub-optimal sales force. |

| | | |
|--|--|---|
| | good | |
| Opportunities (O) | Strategy so | Wo strategy |
| a. Implementation of work methods based on actual SOP procedures | a. Collect quality products at affordable prices | a. Improve promotional strategies by utilizing existing technological advances. |
| b. Customer loyalty to the company | b. PT Hunindo Jaya Sejati maximizes product sales through social media. | b. Increase the variety of products we sell. |
| c. Competition in adequate service | c. Maintaining the company's image in the eyes of the public so as to increase customer loyalty. | c. Improve the quality of sales personnel who are less than optimal. |
| Threats (T) | Strategy st | Strategy wt |
| a. Existence of old competitors | a. Maximize the promotion of products that are already known | a. Improve service selling points that aim to prevent delays |
| b. Unstable price increases. | b. Increase the competitiveness of the company more than other companies | |
| | c. Controlling product price games to increase people's purchasing power | |

Source: 2024 Research Data

4.4 Recommendations for strategies to improve the performance of goods delivery at PT. Hunindo Jaya Sejati

From the discussion of the problems above, it can be proposed that the problem of late delivery of goods can be solved by descriptive analysis as follows:

A. Strategy recommendations using *Fishbone*

From the results of the exposure of the problem above, descriptive analysis can help resolve delays in delivery of goods that occur based on the problems that have been described previously:

- 1) Man
 - a) Company management. Company management should make a schedule for replacement sales if there are sales who are unable to attend. The company is also expected to conduct training related to time management for sales and provide training related to the use of applications for the admin to understand the data entry process.
 - b) Admin. The admin must provide direction regarding the rules for sending cards / vouchers regarding expiration, number of quotas,

number of orders for cards / vouchers that you want to deliver. The admin is expected to ensure in advance regarding the sales note which includes the completeness of the recipient's address and telephone number.

- c) Sales. Sales must first ensure the completeness of the sales note which includes the completeness of the address and telephone number before carrying out the delivery process. Sales are expected to be able to master the road map that will be traveled. Sales are expected to contact the recipient to confirm the recipient's whereabouts.
 - d) Receiver: The receiver can provide information to sales whether the person is at home or not.
- 2) Materials
- a) Transportation Equipment. Management must pay attention to the number of trolleys and boxes owned by the company whether it meets the needs of transporting goods in the company.
 - b) Delivery Bag. In the process of shipping goods, management must provide rules regarding the use of delivery bags by shipping sales to avoid the goods being delivered from being scattered.
 - c) Plastic Bags. In addition, for plastic bags, the company management should always check whether the item is running low or still sufficient stock, so as not to interfere with the package delivery process.
- 3) Method
- a) Transportation and Delivery Schedule. The schedule for delivering goods at PT Hunindo Jaya Sejati depends on the amount of stock at PT Hunindo Jaya Sejati, therefore company management must coordinate with the central distributor regarding the delivery of goods before the stock at PT Hunindo Jaya Sejati runs out.
 - b) Inter Road Map. The road map between has the intention of optimizing the path that will be passed with the road map between will make it easier for the delivery person to send the package. Therefore, the company must provide good and correct direction regarding the road map between employees.
- 4) Environment
- a) Building Conditions. Companies need to pay attention to building buildings that function for the decline and entry of goods into vehicles and into buildings, so as not to make it difficult for employees when dropping and entering goods.
 - b) Bag Line. Company management must also improve the room for the bag path from the drop of goods to the entry of the bag must be sequential, for example from loading and unloading - delivery - the process section is the wrong path because from loading and unloading it should be to the process section first and then to the delivery section if the path remains like that it will slow down the delivery of the package because it is not in accordance with the path. And also by

paying attention to the layout of the building which should be in accordance with its function.

5) Machine

- a) Network. In the company machine, you should consider making careful planning before deciding to overcome the network on the PC at the counter. Overcoming it by increasing the speed for the internet connection, and upgrading the pc at the counter might be possible because the pc is aged.
- b) Applications. For applications in the bagging and delivery process, they must also increase the speed of their internet connection and provide training on how to use these applications so that is not technology gap in employees.

B. Strategy recommendations using SWOT

Based on the SWOT matrix in Table 4, company leaders can draw conclusions about four *alternative* cells in facing increasingly competitive competition, as follows:

1) Strength-Opportunities Strategy

- a) Collect quality and well-known products at affordable prices.
This can be done by increasing the quantity of raw material purchases to get discounts, outsourcing to other companies to prevent higher human resource costs or looking for gaps that can optimize the production process.
- b) Make the most of selling products through social media.
This can be done by promoting and marketing through social media, through social media, of course, it can make it easier for companies to achieve PT Hunindo Jaya Sejati's sales targets.
- c) Maintaining the company's image in the eyes of the public so as to increase customer loyalty.
One of the important things that every company needs to do and pay attention to is maintaining existing customers, continuing to work on new potential customers so that customers do not leave the company to become customers of other companies. Efforts to maintain brand loyalty are strategic efforts that are more effective than efforts to attract new customers. Brand issues are one of the issues that must be monitored continuously by every company, especially at PT.Hunindo.

2) Weaknesses - Opportunities Strategy

- a) Improve promotional strategies by utilizing existing technological advances
In the world of marketing, sophisticated technological developments can definitely advance various aspects. Which helps the growth of a company or business entity. With today's technological developments, companies have the opportunity to introduce their products to the public or potential consumers.

- b) Increase the variety of products sold. People's needs are never limited to the goods they need for their daily lives. With the unlimited needs of the community, the company must be able to take advantage of these opportunities by providing and increasing the variety of products to be provided.
 - c) Improve the quality of sales personnel who are less than optimal. In essence, managing the activities and productivity of the sales force is a task that requires detailed orientation and is really a difficult thing to do. If the sales management team is unable to sell goods according to the revenue target to carry out effective sales management, the management can strive to fulfill the requirements of the sales plan, draft ideas about sales, and form an effective work system.
- 3) Strengths - Threats Strategy
- a) Maximize the promotion of products that are already known.
Maximizing the promotion of products that are already known is one way to anticipate company problems, where companies must make unique promotions such as promotions using new ways so that consumers can be attracted to these goods.
 - b) Increase the competitiveness of the company more than other companies
By increasing the competitiveness of the company, PT Hunindo Jaya Sejati must be able to create the right strategic plan in order to beat its competitors in business competitors. Only companies that are able to maintain their strategic competitiveness on an ongoing basis will succeed in competition. Competitive advantage in business competition can be achieved through high product quality, one of which, quality products can be used as a powerful weapon to win the competition.
 - c) Controlling product price games to increase people's purchasing power
Company leaders must be smart to see the price of goods or products that are playing on the market. Determination of the price of goods must be adjusted to the quality of the goods, and must see the opportunity for how much the price of the goods offered so that the goods can be quickly sold or sold in the market.
- 4) Weaknesses-Threats Strategy
- Improve service selling points that aim to prevent delays. The aim of improving reliability shows that the quality of service is good because the employees have been careful and thorough in carrying out their duties and responsibilities to consumers. This guarantee in service shows that the quality of service is good, because employees have provided a sense of comfort to consumers and the attention of employees has paid attention to consumers.

4.5 Performance Achievement at PT Hunindo Jaya Sejati

PT. Hunindo Jaya Sejati has a weakness in the accuracy of operating incoming goods and the lack of coordination in communicating between sections is one of the factors that must be considered, besides that the minimal number of workers is one of the causes of delays in goods sent. This poses its own threats to PT Hunindo Jaya Sejati, among others, the occurrence of stunted industrial growth due to the progress of shipping goods that are less than satisfactory to consumers, thus presenting other competitors that are better in terms of price or other factors. Based on the conditions faced by PT. Hunindo Jaya Sejati, the following is table 3 formulated by researchers to analyze and determine strategic decisions using the SWOT matrix approach:

Table 3. SWOT Strategy Table.

| EFE/IFE | Strong | Medium | Weak |
|---------|----------------------|---------------|---------------|
| | (3,00 - 4,00) | (2,00 - 2,99) | (1,00 - 1,99) |
| High | I (3,00 - 4,00) | II | III |
| Medium | IV (2,00 - 2,99) | V | VI |
| Low | VII (1,00 - 1,99) | VIII | IX |

Source: 2024 Research Data

The results of the IFE-EFE calculation quadrant are used to determine the position assessment of PT Hunindo Jaya Sejati. The assessment of the evaluation results of internal factors (IFE) is 2,365 and external factors are 1,170. This value is in quadrant VIII, which means that PT. Hunindo Jaya Sejati must maintain and maintain industry growth towards the level of sales of its company services. One of them is maintaining and maintaining the efficiency level of shipping goods to customers.

To improve the efficiency of shipping goods, there are several important steps that can be taken based on performance evaluation using *SWOT* and *Fishbone* methods. Delays in shipping goods that occur at PT Hunindo Jaya Sejati can be influenced by humans, this is due to the limited number of employees handling the process. As a solution, the company can encourage employees to be more proactive and initiative in their work. In addition, to overcome this problem, the company also needs to increase the number of employees so that the process of shipping goods can be accelerated. Apart from the human resources aspect, the procurement of more efficient material transportation equipment is the main focus. The use of more sophisticated and efficient material transport equipment is expected to significantly speed up the process of transporting and delivering goods. With these measures implemented, it is expected that the company's overall operational performance can improve.

5. Conclusion

From the analysis of the research it is concluded that: After conducting a *SWOT* analysis PT.Hunindo Jaya Sejati has utilized business strategies from internal and external factors, but still has not achieved optimal results. This can be seen through the weighting of values on the *Internal Factor Evaluation* (IFE) and *External Factor Evaluation* (EFE) Matrices. The SWOT strategy of PT Hunindo Jaya Sejati, it can be seen that each SWOT value on the IFE-EFE square in the internal factor weighting of the weakness value of (0.340) is smaller when compared to the strength of (0.355). While on external factors PT. Hunindo Jaya Sejati has a weighted opportunity value of(0.260) higher than the threat value of (0.150). So that the position of PT. Hunindo Jaya Sejati can be said to be quite good, because the position of the strengths and opportunities of PT. Hunindo Jaya Sejati has a higher value than the value of its weaknesses and threats.

Meanwhile, based on the *Fishbone* method, it can be concluded that the factors of late delivery of goods at PT Hunindo Jaya Sejati can be caused by human constraints such as incomplete recipient addresses and lack of employees, lack of materials such as trolleys, delivery boxes, and vehicles, uncertain delivery schedules, environmental conditions where packages are stored, and obstacles to the machine or *delivery* application.

Based on the results of the performance analysis through SWOT, it can be concluded that the process of shipping goods at PT Hunindo Jaya Sejati has an IFE matrix score = 0.695, while external factors with an EFE value = 0.410. This value shows that PT Hunindo Jaya Sejati can pay more attention and find a way out to deal with existing weaknesses in the process of shipping goods to customers and take advantage of existing opportunities to avoid external threats.

6. Advice

PT Hunindo Jaya Sejati can make improvements to the internal coordination and communication system between admin and shipping sales, increase work capacity by increasing the number of employees as needed, and optimize the use of technology to improve operational efficiency. The company also needs to maintain and expand its customer base by providing better and more efficient services, and anticipate competition from old competitors with innovation and better marketing strategies.

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