

ANALYZING THE FREIGHT FORWARDING COMPANIES IN NORTH SULAWESI DURING THE COVID-19 PANDEMIC**MENGANALISA PERUSAHAAN-PERUSAHAAN EKSPEDISI DI SULAWESI UTARA SELAMA PANDEMI COVID-19**

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Abstract: This research was aimed to analyzing the freight forwarding companies in North Sulawesi during the covid-19 pandemic. The analysis used business analysis method for identifying business needs and offering appropriate solutions for any of the associated problems solution range from process management improvement to software to strategic planning. The sample of this research is 10 freight forwarding companies in North Sulawesi. The sample was conducted by purposive sampling method by interviewing the Branch Manager of each of these companies, so that the data obtained is then processed using business analysis core concept model tools and can clearly identify the various problems faced by freight forwarding companies in the midst of a pandemic with six fundamentals of business analysis core concept model. The result of this research showed that freight forwarding companies in North Sulawesi should focus on innovating to provide the best service to customers so that their companies can continue to stand and prosper even in the midst of the covid-19 pandemic.

Keyword: freight forwarding, Covid-19, business analyzing core concept model

Abstrak: Penelitian ini bertujuan untuk menganalisis perusahaan-perusahaan ekspedisi di Sulawesi Utara selama pandemi covid-19. Analisis menggunakan metode analisis bisnis untuk mengidentifikasi kebutuhan bisnis dan menawarkan solusi yang tepat untuk salah satu masalah terkait dari peningkatan manajemen proses hingga perangkat lunak hingga perencanaan strategi. Sampel penelitian ini adalah 10 perusahaan ekspedisi di Sulawesi Utara. Sampel dilakukan dengan metode purposive sampling dengan mewawancarai Branch Manager masing-masing perusahaan tersebut, sehingga data yang diperoleh kemudian diolah menggunakan model alat konsep analisis bisnis dan dengan jelas mengidentifikasi berbagai permasalahan yang dihadapi perusahaan-perusahaan ekspedisi di tengah pandemi dengan enam model dasar konsep inti analisis bisnis.

Kata Kunci: Ekspedisi, covid-19, BACCM

INTRODUCTION

Freight forwarding companies are arguably one of the businesses most affected by economic growth. The services cover all industries, all processing industries definitely need logistics services, from bringing in various raw materials, to sending their products to storage warehouses and throwing them to the market or consumers. A simple definition of the logistics business is the service of sending packages or goods from one place to another. Freight Forwarding is a company involved in the service of shipping goods or cargo. Various transportation modes are used in shipping, such as land, sea, and air transportation. The activities carried out by freight forwarder are shipping, receiving goods, storage of goods, packing, weighing, labeling, and publishing the transport document. Currently, industrial companies mostly support the growth of companies in Indonesia. The more industrial companies that set up factory planting Indonesia, the faster economic development and

prosperity this country will achieve. The existence of the industrial companies is certainly connected with the activity of transport and logistics. Business activities always deal with transportation and logistics, export and import handling, factory warehousing and various other supporting activities.

In North Sulawesi, there are many companies engaged in the delivery of goods, these companies have a business-to-business focus on serving the energy sector, including oil and gas, infrastructure and electricity development second business to customer which is a logistics business that focuses on services to consumers and delivery of goods to buyers. This service is also very much needed by many people. In addition, the high level of online shopping also makes this expedition much needed so that there is a lot of demand. In the practice of shipping companies, there is a categorization of basic services provided (www.swa.co.id), namely: Sea freight (shipping), Air transportation (cargo), Land transport (trucking), Warehousing and distribution, Courier and express, and Distributors. Covid-19 pandemic that occurred, it certainly affected shipping service companies in North Sulawesi, because it's in line with the needs of the community for the needs of transportation services or delivery of goods from one place to another. With the covid-19 pandemic, companies must continue to survive in order to sustain the company. Business analysis can take advantage of core concepts model to consider the quality and completeness of work through application to the work environment so that the purpose of this study is to analyze the business of freight forwarding companies existence by looking at the core concept models of freight forwarding services companies in North Sulawesi.

Research Objective

To analyze the conditions of Freight Forwarding Companies during the Covid-19 Pandemic in North Sulawesi.

THEORETICAL FRAMEWORK

Marketing

Marketing as it is known is the essence of a business. The definition according to Kotler (1997) is a social managerial process in which individuals and groups get what they need and want by creating, offering and exchanging products with other parties the definition of marketing. This definition explains that marketing is a process of business activities to carry out strategic plans that lead to fulfillment consumer needs through exchanges with other parties. Marketing means working with the market to realize potential exchange with the intention of satisfying needs and wants human. Marketing is necessary thing to run the business and sustainability. According to several definitions above it can be concluded that marketing is a process of transact over value between buyers and customers that can give mutual benefit to each parties.

Business Analysis

Business analysis is a method of research for identifying business needs and offering appropriate solutions for any of the associated problems solution range from process management improvement to software to strategic planning (Frue, 2019). Business Analysis is a series of tasks, knowledge and techniques needed to identify business needs and determine solutions to company business problems (Muchlas, 2019). Business analysis can also be done to understand the current state of the organization, to serve as a basis for identifying business needs. However, in most cases, a business analysis is performed to determine and validate a solution that meets a business need, goal or objective.

Business Analysis Core Concept Model (BACCM)

The BACCM, defined by IIBA (International Institute of Business Analysis) and laid out in BABOK (Business Analysis Body of Knowledge) v.3, defines six fundamental business analysis concepts: Change, Need, Solution, Stakeholder, Value, and Context. Altogether they provide a conceptual system that serves as a framework for business analysis practice. They describe everything that comprises business analysis and present a powerful tool for understanding any change that is taking place within a certain organization. The BACCM defines the field of business analysis, enables the communication between all of the interested sides, helps determine and evaluate relationships between core concepts, and provides tools for interpretation of the impact and results of applied business analysis methods.

Freight Forwarding Companies

Freight forwarding Companies is business entity engaged in providing goods delivery services. Goods will be sent because there is a need to move or send goods from one place to another.

Previous Research

Gobov et al. (2020) elaborated the problem of defining the concept “business analysis in IT project” and scope of business analysis activities. The comparative analysis of three bodies of knowledge on business analysis from leading international institutions International Institute of Business Analysis, Project Management Institute and British Computer Society is performed. The common set of business analysis activities in IT projects is defined and can be used to define the business analysis competence matrix for IT companies.

Nugroho, Fathoni, and Malik (2019) identified and analyzed consumer attitudes towards PT. Global Jet Express (J&T Express) Ungaran. To analyze internal factors and external factors at PT. Global Jet Express (J&T Express) Ungaran. To formulate alternative marketing strategies that can be applied by PT. Global Jet Express (J&T Express) Ungaran to increase competitiveness. The sample in this study were 10 management of PT. Global Jet Express (J&T Ekspres) and 30 consumers who use express delivery services from PT. Global Jet Express (J&T Express). Data was collected by using questionnaires and interviews. The data analysis technique used in this study is a SWOT analysis approach. The result of this research is that the SAP analysis is 4.07. It is known that the company is in a strong competitive position. ETOP analysis which analyzes the factors that can be opportunities and threats for the company obtained the opportunity value for the company is 4.09 and the threat is 3.90. From this value, it is known that the company's position in the ETOP matrix is in a speculative business position

Anggorowati (2017) elaborated about Freight forwarding business in Indonesia. The existence of the business is supported by the existence of export and import activities carried out by the other business doers. Companies involved in freight forwarding are manufactures, trading, retailer, consumer goods, and many others. Most of the companies do exporting and importing in the sustainability of the suffering business condition. There are two types of cargos; general cargo, and special cargo that requires special handling. The existence of a freight forwarding company might possibly be outlasted. The decreasing of global economic condition causes a tight business competition between freight forwarders. Some other factors can also be threats to the existence of the freight forwarding business in Indonesia.

Conceptual Framework

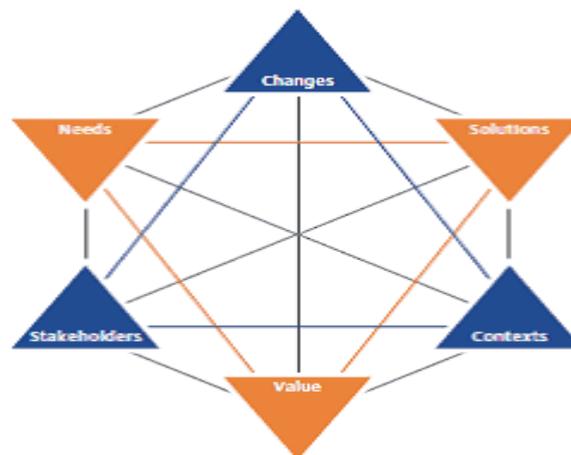


Figure 1. Business Analysis Core Concept Model

Source: Business Analysis Mentor

RESEARCH METHOD

Research Approach

This research uses descriptive qualitative research. The descriptive qualitative method adjusts the opinion between the researcher and the informant. The choice of this method was done because the analysis

could not be in the form of numbers and the researcher would rather describe all phenomena that exist in society clearly. This research was carried out in stages according to a fixed schedule has been stated above, namely to obtain complete data. The data that has been obtained from the interview and observation process will be presented in the form of descriptions using words that are easy to understand. In addition, there are also supporting data, namely location plans and photos of observations

Population, Sample Size, and Sampling Technique

The target population and sample are explained below; include the sampling technique and sampling size, to describe the respondents' or informants' criteria before doing the research.

Data Collection Method

Data collection method is important by providing useful information to understand the process before gaining the result. Data collection method divided into primary and secondary. Primary data is the information that the researcher gathered first-hand. The needed data for this research will be collected through an interview on the social situation in the workplace. Interviews are particularly useful for getting the story behind an informant's experiences. The interviewer can pursue in-depth information around the topic (McNamara, 1999). Secondary data is the data that have been already collected by and readily available from other sources. Secondary data of this research will be gain from books, articles, and previous research that supports and relates to the topic that is being discussed in this research. Secondary data is the data already collected in some other context than the present study.

Definitions of Research Variables

1. Change. Change is an act of transformation within an organization in response to a need. The need can be internal or necessitated by an external event such as a disruption in the market. The aim of the change is to improve the performance of an enterprise through deliberate actions controlled through business analysis activities.
2. Need. Need is a problem or opportunity to be addressed by the business analyst. Needs can cause changes by motivating stakeholders to act. Changes can also cause needs by eroding or enhancing the value delivered by existing solutions or creating the need for new solutions.
3. Solution. A specific way of satisfying one or more needs in a context. A solution satisfies a need by resolving a problem faced by stakeholders or enabling stakeholders to take advantage of an opportunity.
4. Stakeholders. A group or individual with a relationship to the change, the need, or the solution. Stakeholders are grouped based on their relationship to the needs, changes, and solutions.
5. Value. The worth, importance, or usefulness of something to a stakeholder within a context. Value can be tangible or intangible. Tangible values are measurable and can include savings and profits, while intangible ones include morale boosts or an increase in the organization's reputation.
6. Context. The context is a set of circumstances that create an environment where a change takes place. The context is defined by its inner and outer boundaries. Inner boundaries define the scope of change, while outer ones determine what is relevant to the change. Basically, the context is everything that influences the change, except for the change itself.

RESULT AND DISCUSSION

Result

The results we gained by using qualitative research by conducting an interview directly to the freight services company in North Sulawesi. The populations are businesses that moved in the freight forwarding companies that can be reached by the author as the sample amounted 10 branch manager of the companies.

Lion Parcel Express

PT. Lion Parcel as one of the business units of the Lion Group that has a reliable network and operational capital with the support of a fleet of aircraft and high flight frequency as a line haul to almost all airports in Indonesia. Lion Parcel provides integrated and certainty delivery services for goods and documents with a network of outlets spread to remote areas of the archipelago. According to RS In the midst of the ongoing pandemic, the company continues to strive to maintain the quality of existing services. The impact felt by the

company is that the delivery of goods has become abnormal; the estimated delivery increase is due to the implementation of activity restrictions to suppress the spread of the virus due to this pandemic. The company also continues to increase public confidence in honest with consumers about estimated deliveries that will arrive later than usual, and also fast shipping which is usually used is also temporarily closed. Obstacles outside the company that are faced at this time can still be controlled by the company so that the company's operations are still running well, and the company also continues to maintain the principle of honesty to customers. The most perceived value is from direct consumers who still entrust lion parcels as goods delivery services, and also Lion parcels continue to make innovations, one of which is providing goods pick up services directly to consumers to make it easier and continue to provide the best service to consumers.

ID Express

ID Express is one of the goods delivery services or expedition services in Indonesia that collaborates with several online and offline stores that have implemented the concept of geocentric shipping and are also supported by fulfillment Center services. Based on BN, Expedition is growing in the midst of a pandemic; there is growth, especially in ID Express, which is one of the newcomers to the expedition business. During the pandemic, various strategies were carried out by continuously improving service to consumers, by providing economical prices on shipping costs and providing various package delivery offers such as 50% discount for shipments with a certain weight, packages that will arrive on the same day delivery in the same city, as well as special prices that are different from other expeditions. With a variety of existing offers, of course there will be potential problems with low prices, human resources are required to improve existing performance or delivery couriers who will deliver packages so it is necessary to improve the quality of human resources, and also several programs run by id express are followed by another expedition. ID express also strives to continue to be able to protect the company's human resources first, such as providing workshops and training to produce reliable human resources who are the spearhead of the company, and the company is trying to educate consumers and sellers who use ID express services to be able to understand how to apply this service properly as good as possible, with support from various parties such as the government which develops MSMEs and uses ID express services and continues to collaborate with other companies to use ID express delivery services.

PT. Pos Indonesia

PT Pos Indonesia is an Indonesian State-Owned Enterprise which is engaged in postal services. Currently, Pos Indonesia's form of business entity is a Limited Liability Company. Pos Indonesia is an Indonesian State-Owned Enterprise which is engaged in postal services. Currently, Pos Indonesia's form of business entity is a Limited Liability Company. Based on RM, PT Pos Indonesia continues to develop various strategies, namely by utilizing technology well, doing a lot of promotions through existing social media such as Facebook, Whatsapp, and so on to maximizing the reach of existing customers by continuously innovating to improve services. Due to the pandemic that limits face-to-face contact with customers, PT Pos Indonesia innovates by launching an online mobile oranger application whose job is to pick up shipments directly from consumers, and also some customers who ask about tariffs which are basically different in each city so they can use the application or a website from cellphone to find out or can go directly to the post office by implementing health protocols. PT Pos Indonesia also continues to strive to improve service quality by mastering digital marketing, adding pick-up service officers, and providing various attractive promos to customers. This is also done in order to continue to improve customer convenience in using the services of Pos Indonesia and also make it easier for customers to make transactions with the Pos Indonesia online application. The government support that Pos Indonesia feels is like being a distributor of aid for the community and from various transportation and aviation parties who are very supportive. For this reason, PT Pos Indonesia will provide reliable and potential human resources from the millennial generation who are able to use technology and develop applications from Pos Indonesia in the future.

PT. Tiki Indonesia

TIKI is a company engaged in the delivery of goods. Tiki has gone through various phases of development and changes in consumer behavior, making improvements and strengthening internally continuously. Thanks to the commitment and persistence of Tiki founders across generations as well as solid collaboration with franchise partners and employees, Tiki is now a courier service company with the widest distribution network after PT Pos Indonesia, and is even trusted to be the courier service of choice for millennials. According to YA, Tiki continue to innovate services that are tailored to the development of

consumer needs and strengthen the use of technology in every aspect, the e-commerce market business continues to grow, and this is changing customer habits, including the courier service industry. She revealed that there are four priority things that are continuously being developed, namely first in terms of competitive prices, on time delivery, real time delivery status and going digital by providing services and products needed by the community. In this pandemic era, there is growth, because there is a change in people's behavior from offline to online and the obstacle is that during this pandemic the implementation of work from home so that there are several jobs that must be done by several people while in the office must be a shared responsibility so it must provide a reliable employees. She continued that support from stakeholders was also felt to continue to maximize logistics activities such as air shipping.

Flash Log

CV. Flash Sinergi Jaya is a company engaged in freight forwarding services, which has been active in the city of Manado, North Sulawesi for more than 10 years. With a trade name: FLASHLOG, immediately participate in enlivening the delivery service business in North Sulawesi. According to AY, the company's focus in the midst of a pandemic is the application of strict health protocols to minimize the spread of the virus. This applies to all employees and consumers who will use the services of Flash log. The activity process continues as usual with the delivery of goods equipped with a health certificate that ensures the health of the employees on duty. Existing problems can also be immediately resolved by holding direct discussions from within the company and looking for solutions, most of which are internal problems that can be resolved by the company itself this is of course by continuing to establish good communication between fellow employees, as well as an attitude of mutual cooperation and mutual assistance. In this pandemic era, the company targets most e-commerce customers to deliver goods and customers who send more bulk goods are the right target for promotion from the company, and also ensure that the delivery of goods remains sterile. From the satisfaction of customers who use the service to provide value to the company by becoming a word of mouth promotion media that can be added value to the company itself and in the future the company will open outlets throughout Indonesia or access more than the island of Sulawesi as a medium term plan.

PT. Indah Logistik Cargo

PT. Indah Logistik is a company engaged in the business of goods transportation services with the aim of all provinces and regencies in Indonesia, as well as serving the delivery of goods and documents abroad. According to DG during the pandemic there were changes that occurred and made companies try to develop existing strategies to stay afloat, one of which was the existence of a pickup service, this was also supported by the cooperation that existed with company relations such as from distributors of goods to deliver goods, so it could using the company's pick up service, and also for moving goods customers can contact directly to the company via the web and social media as well as pick up services directly from the customer's house, the company also continues to improve service performance by continuing to provide good branding and continue to facilitate customers making it easier and more comfortable for customers to use the services of the Indah Logistik company. The company also continues to be committed to implementing health protocols while still paying attention to employees and facilitating health facilities for employees because reliable and agile employees are needed to complete all work in the company. In attracting customers, the company does not forget to also provide promos such as the number of shipments of goods weighing 1 kg getting a 5% discount, payment applies in multiples and cash price. The role of the government is also felt by the presence of officers who check the existence of the office and provide support to employees in the midst of a pandemic. The company also continues to innovate and plans to open various agents to expand the company.

J&T Express

J&T Express is one of the logistics and expedition companies that is growing in Indonesia. As a company that has service coverage throughout Indonesia, of course, this company was built with a strong foundation and work ethic. The existence of a market shift from physical markets such as malls, shops, and staple markets to digital markets has made delivery and expedition services very much needed. According to RL, J&T Express applies preventive standards in operations such as the use of masks for all employees, sorting packages using gloves, and disinfecting every package that will be sent. J&T Express also utilizes the use of automatic sorting machines this is done to minimize direct contact between workers and each package sent. In addition to improving employee safety, we have also implemented a number of policies to improve customer convenience, such as attaching a label that reads "already passed the sterilization process" on every package that

has been disinfected, as well as providing a change of address service for package recipients whose locations are inaccessible, such as offices that have already done the job work from home and other locations that are currently unreachable. The important role of customers in using J&T delivery services is felt by the company. The important role of customers in using J&T delivery services is felt by the company and company want to give appreciation to all customers by adding outlets to expand the reach of J&T.

Sicepat Ekspres

PT Sicepat Ekspres is an expedition company that was founded in 2014 based on the latest technology systems; Sicepat Ekspres answers all the needs and desires of e-commerce business people. Based on KH, to encourage people's purchasing power in the midst of the Covid-19 pandemic, Sicepat has issued two product innovations to meet the needs of Sicepat Friends, including HaLu (Prices starting at five thousand) which are available on the Shopee and Bukalapak marketplaces, and SIUNTUNG with cheaper prices for shipping using Drop Point, Corporate and sellers who use social commerce (websites and social media). Sicepat also issues shipping discount promos with e-commerce partners including Tokopedia, Bukalapak, Shopee, Lazada, Blibli, Zilingo, Jakmall and others. With products and promotions of discounted shipping costs, people can have many price choices so that they can increase people's purchasing power, ensure that all packages sent are treated both in terms of handling and delivery, we still prioritize service quality. In addition, Sicepat is also aggressively carrying out brand awareness by establishing cooperation and is also one of Sicepat Ekspres' strategies to continue to introduce Sicepat Ekspres to the wider community as an ORIGINAL Indonesian expedition that supports domestic products, such as Citilink. With the branding collaboration carried out with Citilink on two aircraft, it is hoped that Sicepat Ekspres' brand awareness can increase.

PT. Tiki Jalur Nugraha Express (JNE)

The Nugraha Ekakurir Line or commonly known as JNE is one of the companies engaged in logistics delivery services based in Jakarta. Under the official name labeled Tiki Jalur Nugraha Ekakurir is the largest shipping company in Indonesia. At its inception, the company was founded as a pioneer in one of the divisions of PT Citra van Titipan Kilat (TiKi). Tiki itself is an international shipping company. According to EP, the public's need for delivery services is getting higher during the pandemic era. The significant increase came from the delivery of e-commerce transactions. We also received an exception from the government to continue to operate through a Letter of Recommendation from the Ministry of Communication and Information regarding the Covid-19 Handling Efforts in the Post and Information Technology sector. In general, JNE's business is stable, so the number of shipments can be said to be normal in the midst of a pandemic. There was a change in people's purchasing power which changed drastically during the pandemic from offline to online to avoid and break the COVID-19 chain so that the logistics industry's optimism grew to continue to support the community's economy. The obstacle faced by JNE was that it had temporarily closed the JNE Yes service to several package destinations due to the Covid-19 condition, JNE Yes is a premium service that allows packages to arrive at their destination the next day after the transaction time. To overcome such challenges, JNE makes efforts such as optimizing distribution networks through all routes that are still accessible, whether by land, air, or sea. In addition, JNE also implements strict Covid-19 prevention health protocol procedures for its employees. JNE tries to maximize service products or facilities that are in accordance with current customer needs, for example digital payments, friendly logistics, and so on. To encourage the use of these facilities, then JNE organizes programs such as cashback, discounted shipping costs, etc. which are expected to make online buying and selling activities more convenient so that the e-commerce business continues to grow, JNE also continues to support MSME players to continue to survive and thrive in the midst of the Covid-19 pandemic through CSR programs such as free training in the form of webinars to donations. JNE continues to maximize mutually supportive cooperation with other parties in the e-commerce ecosystem. If the ecosystem continues to grow, then JNE will also continue to grow well. With these strategies, JNE inevitably has to increase its budget. The additional budget allocation is aimed at supporting the implementation of health protocols for employees and customers, optimizing distribution strategies amidst various challenges, programs to support e-commerce and MSMEs, as well as CSR activities to handle the Corona pandemic.

PT. Surygita Nusaraya Cargo

PT. SURYAGITA NUSARAYA is a Logistic Freight Forwarder founded in 1994 in Balikpapan, East Kalimantan-Indonesia which is independent and private, has a worldwide network and offers extensive services. According to MI, during this pandemic, the company engaged in the delivery of goods is very dependent on

flights, because the main focus is air cargo, where the company adjusts the delivery of goods according to flight hours. During this pandemic, many flight schedules have changed and flight routes have been changed, which has an impact on the company's goods delivery activities. What is most felt is the change of routes using transit lines which results in increased delivery time estimates and increased costs. The company certainly has a strategy to survive by continuing to cooperate with existing airlines, and is supported by customer satisfaction who continue to use SN's freight forwarding services continue to provide good health facilities which of course support the company's activities.

Discussion

The author gets results soundly based on key questions centered on the six fundamental business analysis concepts are Change, Need, Solution, Stakeholder, Value, and Context. Altogether they provide a conceptual system that serves as a framework for business analysis practice.

Change

Change in BACCM is an act of making something new and upgraded. This is because every company has to make something different when there are internal or external things that come to interfere with the running of a company, whether it's a good thing or a bad thing. In the midst of the current pandemic, changes occur and encourage companies to make a different action with the aim that the company can continue to exist and adapt to the current situation. The implementation of changes must certainly be carried out in ways that will develop the function of the company to control and lead to better development. In a company's change requires preparation to provide a foundation for successful implementation of change, companies must also be observant in knowing the object of transformation in the context of the changes that occur, the real reasons and who are interested in change, as well as discovering potential transformations and finding potential problems and the right steps to lead the good result. Based on the explanation above regarding the changes, the author conducted an interview with the company, the author asked what changes occurred in the midst of the pandemic faced by the company. The information obtained is that there is a significant change in consumer behavior from offline purchases to online purchases, this is of course because during the pandemic various policies from the government were implemented, one of which was the lockdown which resulted in consumers not being able to leave the house and carry out all activities from their respective homes. Online buying activity increased and also resulted in shipping companies growing to deliver goods to consumers. Changes are also faced by the company in terms of implementing health protocols where the freedom to interact with customers is very limited, and must use masks and keep shipments sterile and hygienic. Changes that occur in the company is an increase in the estimated delivery of goods, this is because the shipping sector involved is affected by a reduction in operating hours so that goods can be piled up in the delivery warehouse and delayed from the expected delivery schedule. another change is also the use of higher technology by the company to attract customers to use the services of the company itself, this is also due to restrictions imposed on the face-to-face system between customers and employees or the offline system changes to online.

Need

Needs are problems or opportunities and obstacles that need to be overcome by the company, the need comes from determining the right identification of the company it can be directly related to the company's internal or from other parties. Needs are intertwined with changes, it also works the other way around; changes that decrease or increase the organization value create new needs within the organization. According to the explanation above, the author asked in the interview session, namely in the company there must be obstacles that need to be overcome which are the needs of the company, what are these obstacles and then developed to determine what needs exist within the company and from the available answers, namely in the midst of a pandemic condition that occurred so many changes were made such as changes in consumer behavior, the use of online applications, the growth of expeditions, thus making companies need Human Resources that are capable in terms of technology, companies need competent couriers to deliver goods and employees who are reliable in developing technological innovations such as making company online applications that make it easier for consumers to use the company's services and continue to develop the potential and wider reach of the company in order to increase consumers who use the services. Companies also need constant trust from customers who use services this is also due to keep reaching customers in order to remain loyal to using the services of the company.

Solutions

The solution is a means to solving a problem, i.e. satisfy the organizational need by creating, realizing, changing, or storing values. Solutions are things that companies can do to answer various existing problems in order to continue the company's activities and survive. Solutions to solve problems both from stakeholders or parties involved with the company itself, solutions are also answers to the needs of the company which certainly has a goal to lead to the better. In a freight forwarding company, various needs that need to be fulfilled are solutions to changes, based on this understanding the author asks what solutions are available to be applied in the company in answering matters relating to the company's customers, the company also continues to maintain the principle of honesty to customers. in this way a solution to continue to maintain customer loyalty in using shipping services. In terms of human resources, the company continues to pay attention by continuously improving the competence of existing employees and couriers through training workshops and continuing to educate employees and customers as well as parties involved in company operations regarding the services of the company itself. The company also continues to innovate the services provided to consumers by providing various promos and discounts as well as economical prices, and also continues to provide convenience to customers by developing various kinds of online applications which are of course supported by reliable developers. The company also helps the government by continuing to implement health protocols by using masks, maintaining distance, and washing hands as well as continuing to guarantee sterile and safe shipments. As well as good solutions to the company's internal organization with immediately resolved by holding direct discussions from within the company and looking for solutions, and communicating problems well.

Stakeholders

Stakeholders are parties related to the company that affect the needs, changes and solutions of the company. Stakeholders relate directly to the company depending on their interest in certain aspects of the company. In BACCM stakeholders are considered to have a close relationship with the activities of the company itself, the company also applies various solutions to the needs of change by considering the role of stakeholders. it can be answered that the party who is closely related to the company is the customer, where the company has the highest focus to continue to improve good service in order to retain customers in using existing service suits. Furthermore, the party who also plays a role in the company's activities is the government, where the government makes the rules and policies to be followed and obeyed by the company itself, the government gives permission to be able to operate and market the services that exist within the company. Other parties that are also needed to support the company's operational success are airlines, shipping companies who continue to establish good cooperation in order to continue to strengthen the operation of freight forwarding services. Don't forget about e-commerce, which has sellers to attract customers to shop at online stores and then use existing delivery services.

Value

The value presents the worth or significance of something to a stakeholder. It is something that benefits the organization in a certain context. In terms of value, it can have a positive impact that recommends development and a negative one that result in losses or costs. Value is also seen from tangible or quantifiable things such as profits, and intangibles such as moral encouragement or increasing the reputation of the organization. Value can be generated from stakeholders who have a role in company activities. Based on the above, the answer given by the interviewers is the perceived tangible value of encouragement from customers where customers who use the company's services certainly provide additional value for income to the company itself. Furthermore, from the presence of satisfied customers from the company's services, it is recommended to those closest to them to be able to use certain company services because customer satisfaction provides added value in promotions so as to increase the number of customers who use these services or in this case word of mouth promotion. In addition, the intangible value obtained from the government is a form of support for companies that add value to the company's reputation and not only that it helps open a network of service coverage to the community, such as being a partner in government cooperation in terms of service to the community and also continues to help other parties such as MSMEs to continue to use the company's delivery service.

Context

The context is a set of circumstances that create an environment where a change takes place. Context is closely related to change where the company determines what is relevant for something in the future and seeks to provide change for all aspects related to the company as well as communication and identification of change

relationships and solutions. In this study, the authors ask for information about what will be implemented by the company which is of course in accordance with the circumstances and needs and conditions of the parties involved in the company itself. The answer to this question is that the company continues to make innovations, one of which is providing goods pick up services directly to consumers to make it easier and continue to provide the best service to consumers, which will be implemented by the company to make it easier for customers, companies will also continue to maintain good quality human resources and establish cooperation with parties who assist the company's operations. The company will also provide reliable and potential human resources from the millennial generation who are able to use technology and develop applications in the future. and also in the future the most relevant thing to realize is to expand the company's reach by opening agents in various domestic and international areas.

CONCLUSION AND RECOMMENDATION.

Conclusion

1. Based on the previous explanation, it can be concluded that the state of goods delivery companies in the midst of a pandemic condition has good development due to the number of customers who have moved from offline purchases to online which require goods delivery services, so that it has a significant impact on the condition of goods delivery services.
2. In the aspect of change, there are several changes that occur in freight forwarding companies such as changes from offline to online, technology development, changes in goods delivery estimates, changes in service products, as well as changes in the application of health protocols by the company.
3. In terms of needs, companies during a pandemic need a transformation of technology development, require reliable and capable human resources and the necessary innovations to continue to exist in freight forwarding companies.
4. In terms of solutions, various answers are given by the company in order to continue to grow in the midst of a pandemic, by continuously updating the services provided to customers, providing training and workshops as well as educating employees and parties who work together and continue to implement health protocols so that they can continue their activities.
5. In the stakeholder aspect, many parties continue to cooperate with companies which of course support the operational activities of the company itself such as from customers, the government, airlines or shipping parties, as well as sellers in e-commerce.
6. In terms of value, the company feels good from tangibles such as the addition of the value of profits generated and intangibles so that it continues to maintain a good reputation and support from the parties involved.
7. In terms of context, things that the company believes can be realized in order to survive and continue to grow in the midst of a pandemic, such as the implementation of health protocols for employees and customers, and expanding the company's network coverage by adding outlets and continuing to improve technology development.

Recommendation

1. The recommendation given by the author is that the government can continue to implement the best policies that are able to encourage the performance of various sectors and continue to strive to resolve the ongoing pandemic so that they can carry out their activities as before, and it is also hoped that the government will be able to pay attention to all sectors affected by this pandemic so that they can continue to survive and also to support economic activities in the area itself. Regulations that may be enforced such as network expansion that can cover all existing customers both domestic and international, this also requires efforts and cooperation from the government to attract international customers by holding cooperation between countries which may require a lot of forwarding services in supporting the country's business, and to pay more attention to businesses that are developing in the country, companies that need logistics, so of course they need freight forwarding companies. It is also hoped that the government will pay attention to freight forwarding companies both from the welfare of existing human resources by providing convenience in reaching customers so that there is an increase in income for the welfare of existing employees, supporting local companies by continuing to cooperate with these freight forwarding companies. The government is also expected to provide a stimulus for freight forwarding services companies so that they can continue to

- exist in the midst of the current pandemic.
2. Recommendations that can be given to freight forwarding companies continue to focus on innovating to provide the best service to customers, study trends that are happening in the community by conducting deeper research on what are common needs, and forging more collaboration with other business parties, and continue to increase the company's brand awareness so that it is better known by the public. The company is also expected to continue to provide the latest innovations and breakthroughs, both from the media platforms used or things that can attract customers to continue to use the services of the company. For the head quarter, this can be like upgrading the application page used by adding features that are easier to understand for all customers as well as providing promotions and discounts, collaborating with well-known influencers who have many followers through social media, which can have a positive impact so they can sell better corporate values and image.
 3. From this research, The author recommend doing a deeper research on the implementation of the business core concept model in more detail and its application in business analysis, continue to explore existing theories, and quantitative tests can be carried out to find out more definite field data, and can be used as benchmarks in making decisions that are more certain.

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