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Strategic Management Analysis Of Jne Lamongan District In Improving Delivery Services In The Online Shopping Era

Riska Amelia Setioningrum[1], Siti Musarofah[2], Qudwatun Niswah[3]

[1,2,3]Department of Management, Institut Teknologi dan Bisnis Ahmad Dahlan Lamongan, Lamongan, East Java, Indonesia

Abstract

The growth of online shopping (e-commerce) in Indonesia has significantly increased demand for delivery services while intensifying competition in the logistics industry. JNE Lamongan District, as part of one of Indonesia's largest logistics companies, is required to adopt strategic management that is adaptive to technological, regulatory, and market changes in order to remain competitive and improve delivery service quality. This study aims to analyze the strategic management implemented by JNE Lamongan District in improving delivery services in the era of online shopping, to identify the internal and external factors influencing the company's competitiveness, and to examine the role of technology in supporting operational efficiency and customer satisfaction. This research uses a descriptive qualitative approach, combining literature study and document analysis with direct interviews with three informants directly involved in the company's operations. The results show that JNE Lamongan District has implemented adaptive strategies, including IoT-based real-time tracking, AI-driven operational automation, distribution network strengthening, and strategic partnerships with e-commerce platforms. SWOT analysis reveals that the company's main strengths lie in its service reputation and extensive distribution network, while its biggest challenges are maintaining service consistency across branches and facing intense competition from rivals such as J&T and SiCepat. Integrated management of technology, human resources, and distribution networks proves key to improving delivery service quality in the digital era.

Keywords: Strategic Management, JNE, Delivery Service, E-Commerce, Logistics.

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INTRODUCTION

The logistics industry is a complex and dynamic sector characterized by intense competition. Technological change, regulation, and market dynamics are factors that strongly influence company strategy within this industry. In terms of technology, innovations such as automation, artificial intelligence, and the Internet of Things (IoT) have revolutionized the way logistics companies operate. Automation makes operational processes more efficient and reduces costs, while artificial intelligence provides more sophisticated data analysis capabilities for better decision-making. Logistics companies that are able to adopt and integrate these technologies into their operations will gain a significant competitive advantage. JNE (Jalur Nugraha Ekakurir) is one of the largest logistics companies in Indonesia, having operated since 1990. As a company engaged in delivery and logistics services, JNE branches face complex and dynamic operational challenges — such as traffic congestion, regional weather disruptions, and a comparatively high rate of customer complaints relative to competitors that directly affect delivery timeliness and customer satisfaction even amid a highly competitive market (Ernold & Hidayat, 2026).

Government regulation covers aspects of taxation, customs, safety, and the environment that directly affect the operations of logistics companies. Compliance with these regulations is a necessity to keep companies from operational sanctions. Amid intense competition, companies are also required to improve efficiency and build solid relationships. Effective logistics management contributes significantly to supply chain efficiency, cost reduction, and delivery accuracy as the foundation of a company's competitive advantage (Permana et al., 2024).

Strategic management analysis is a systematic process that includes internal and external environmental analysis, strategy formulation, implementation, and evaluation. Internal analysis assesses strengths and weaknesses in terms of human resources, technology, and operational processes, while external analysis examines factors beyond the company's control, such as economic conditions, technological developments, regulation, and market competition. Both analyses help companies identify opportunities that can be leveraged as well as threats that need to be anticipated (Yulisa et al., 2024).

Strategy formulation is the stage in which a company develops a coordinated action plan aligned with its vision, mission, and the results of the previously conducted environmental analysis. Once the strategy has been formulated, implementation becomes the next crucial step, ensuring that all elements of the organization work synergistically through effective communication and well-planned change management.

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The final stage is periodic evaluation and control to measure company performance against established targets, while making the necessary adjustments or corrective actions to keep the company on track toward its long-term goals.

Strategic management analysis not only supports a company's financial success but also serves as an important foundation for long-term sustainability and growth. In an era of globalization with increasingly intense competition, companies are required to be more responsive to changes in the business environment while being more innovative in formulating and implementing adaptive strategies. Companies that are able to carry out comprehensive and sustainable strategic management analysis will be better prepared to face challenges, seize existing opportunities, and address market threats, ultimately building a sustainable competitive advantage to achieve the company's long-term goals (Yulisa et al., 2024).

Objectives

This article intends

1. Analyze the strategic management implemented by JNE Lamongan District in improving delivery services in the era of online shopping.
2. Identify the internal and external factors that influence the company's competitiveness in the logistics industry.
3. Examine the role of technology utilization in supporting operational efficiency and customer satisfaction at JNE Lamongan District

Literature Review

Strategic management is an ongoing process involving the formulation, implementation, and evaluation of cross-functional decisions that enable an organization to achieve its long-term goals. This process includes internal environmental analysis to identify an organization's strengths and weaknesses, covering aspects of human resources, technology, organizational structure, and operational processes, as well as external environmental analysis that assesses factors beyond the company's control, such as economic conditions, technological developments, government regulation, and market competition dynamics.

Previous research shows that logistics companies that systematically implement risk management and operational strategy tend to be better able to maintain service quality amid competitive industry pressure (Velawati, 2020). This is consistent with findings that the application of operational risk management standards contributes to

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improved efficiency and service reliability at logistics companies (Haryanti & Hutomo, 2024). Furthermore, a study on risk management analysis for shipment delivery at another JNE branch confirms that identifying and mitigating specific operational risks such as delivery delays, address errors, and package damage is important for maintaining customer satisfaction (Awaliyah & Devi, 2024). A similar COBIT 5-based approach has also been used to assess operational risk in other service-based information systems, such as dealer management systems, underscoring the framework's broader applicability across service industries (Prastiyawan et al., 2020).

In terms of technology adoption, several studies show that the use of web-based information systems can improve the efficiency of the shipment delivery process at logistics service companies. The Business Model Canvas (BMC) approach has also proven effective as a framework for formulating comprehensive logistics business development strategies, as applied at J&T Express to improve service competitiveness (Prasetya & Maria, 2023).

On the customer side, several studies emphasize the factors that shape delivery-service selection and continued use. Consumer decisions to choose an expedition service such as JNE are shaped by factors including delivery package options, brand image, word-of-mouth, customer trust, and perceived service quality (Dea & Perdhana, 2019). Similarly, in the context of adopting JNE's digital service features, customer trust plays a mediating role between perceived ease of use, perceived usefulness, and the intention to continue using the service (Alfaruq & Dirgantara, 2024). These findings suggest that technology adoption in logistics is shaped not only by internal operational readiness, but also by how customers perceive and trust the digital tools a company provides

Delivery service quality has also been shown to have a significant effect on customer satisfaction and loyalty, as found in a study on JNE Express's Lubuk Pakam branch (Tarigan, 2023). A comparison of customer satisfaction between JNE and J&T Express shows that companies capable of innovating in tracking systems and delivery service flexibility tend to achieve higher levels of customer satisfaction (Shaumi & Cahyadi, 2022).

Based on these studies, it can be concluded that the success of logistics companies in maintaining competitiveness in the online shopping era is strongly influenced by the ability to implement adaptive strategic management, encompassing risk management, digital technology utilization, and continuous improvement of service quality. This study complements previous studies by focusing specifically on the

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implementation of strategic management at JNE Lamongan District in facing the dynamics of the logistics industry at the sub-district level.

RESEARCH METHOD

This study uses a qualitative research method with a descriptive approach. This type of research was chosen because it aims to provide an in-depth description of the strategic management implemented by JNE Lamongan District in improving delivery service quality in the era of online shopping. The object of this study is the management strategy implemented by JNE Lamongan District in facing the increasing demand for delivery services as e-commerce develops. Data were obtained from both secondary sources company documents, annual reports, scientific articles, and relevant literature and primary data collected through direct unstructured interviews with three informants at JNE Lamongan District (the Agent Head, the Operations Admin, and an active courier), selected through purposive sampling. The research was conducted in 2026, combining a library research approach with field interviews, with a focus on the operational context of JNE Lamongan District as the unit of analysis.

The research instruments used were a documentation sheet, a literature analysis guide, and an interview guide. The sampling technique used was purposive sampling, applied both to the selection of literature sources considered relevant and directly related to the research topic, and to the selection of informants directly involved in JNE Lamongan District's daily operations. Data collection techniques were carried out through literature study, documentation, and direct interviews with the informants. Data analysis used the interactive qualitative analysis technique comprising data reduction, data display, and conclusion drawing, as developed by Miles and Huberman. Through this method, the research is expected to produce a comprehensive picture of the implementation of strategic management at JNE Lamongan District in improving delivery services amid increasingly competitive conditions in the logistics industry.

RESULT

The strategic management analysis of JNE Lamongan District involves an in-depth understanding of the internal and external factors that influence the company, and the use of SWOT analysis to identify strengths, weaknesses, opportunities, and threats. The results are as follows.

Internal Factors

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- Human Resources (HR): Trained and competent employees are essential for efficient logistics operations. JNE Lamongan District has a team experienced in logistics management and customer service.
- Technology Infrastructure: JNE Lamongan District has invested in robust IT systems to support logistics operations, including shipment tracking platforms and inventory management.
- Service Quality: JNE Lamongan District's reputation as a reliable and fast delivery service provider is a significant internal strength.
- Corporate Culture: JNE Lamongan District has a corporate culture that supports innovation and adaptation to technological change.

External Factors

- Technological Change: Developments in technology such as AI, IoT, and blockchain offer opportunities to improve operational efficiency and service quality.
- Industry Competition: The logistics industry is highly competitive, with major players such as DHL and FedEx, as well as e-commerce logistics services such as J&T and SiCepat.
- Government Regulation: Government policies and regulations related to logistics and e-commerce affect the operations of JNE Lamongan District.
- Market Dynamics: The rapid growth of e-commerce in Indonesia creates high demand for efficient and reliable logistics services.

SWOT Analysis

Table 1 SWOT analysis of JNE Lamongan District

Strengths	Weaknesses
Strong reputation in the logistics industry Adequate technology infrastructure Extensive nationwide distribution network Strong adaptability and innovation capability	Limited comprehensive adoption of advanced technology Challenges in maintaining service consistency across branches Dependence on certain market segments
Opportunities	**Threats**
Rapid growth of e-commerce in Indonesia Strategic partnerships with technology companies	Intense competition from domestic and international players

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Adoption of advanced technology (AI, IoT) Expansion into international logistics services	Regulatory changes that may restrict operations Economic uncertainty affecting service demand

Overall, the SWOT analysis shows that JNE Lamongan District's competitive position rests on its strong reputation and nationwide distribution network, while its main vulnerabilities lie in service consistency across branches and intense competition from rivals such as J&T and SiCepat. The growth of e-commerce and emerging technologies such as AI and IoT offer clear opportunities to strengthen this position, provided regulatory and economic risks are managed carefully.

Interview Results

Primary data collection was carried out through unstructured interviews with three informants selected purposively: the Agent Head, the Operations Admin, and an active courier of JNE Lamongan District. The Agent Head stated that the main strategy applied is maintaining consistent delivery timeliness and building customer trust through friendly and responsive service. The increase in package volume from e-commerce platforms such as Shopee and Tokopedia has also driven the addition of courier fleets and adjustments to operating hours. The Operations Admin explained that the JNE application-based tracking system has helped minimize customer complaints, although internet network constraints in certain areas still hinder real-time status updates. The active courier stated that the biggest challenge is the density of delivery routes during peak season, which requires tighter coordination between couriers and admin staff.

Comparison Among Consumers

In general, consumers rate positively the affordability and delivery coverage of JNE. However, some consumers who have also used J&T Express consider J&T Express superior in delivery speed and ease of the claims process. This is consistent with the findings of Shaumi & Cahyadi (2022) that JNE's Customer Satisfaction Index (CSI) is lower than J&T Express's on the attributes of delivery time accuracy and package security.

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Strategic Options Identified

Based on the internal and external factors, the SWOT analysis, and the interviews above, several strategic options emerge as relevant for JNE Lamongan District: diversification through same-day delivery for the Lamongan area and logistics packages for local MSMEs; technology innovation through the adoption of AI, IoT, and blockchain; partnership and collaboration with technology and e-commerce companies for end-to-end system integration; human resource development through employee training; and service quality improvement through a quality management system supported by customer feedback. These options are discussed further, together with their implementation implications, in the following section.

DISCUSSION

Management strategy is a fundamental component that determines a company's direction and long-term success, providing a clear framework for decision-making in a dynamic and uncertain business environment. It helps companies set priorities, allocate resources efficiently, and navigate emerging challenges, thereby avoiding ad-hoc, reactive decisions.

Based on the literature study, document analysis, and interviews, this research finds that JNE Lamongan District has implemented adaptive strategic management amid increasingly competitive conditions in the online shopping era. It utilizes digital technologies such as IoT-based real-time tracking and AI-based delivery management to accelerate delivery and improve service accuracy; relies on its extensive distribution network, service reputation built since 1990, and partnerships with e-commerce platforms to compete against rivals such as J&T and SiCepat; and applies automation in sorting and digital warehouse management to reduce operational costs while improving customer satisfaction. These findings show that strategic management integrating technology, human resources, and distribution networks is key to the company's success in improving delivery service quality.

Monitoring relevant technologies — automation, AI, IoT, and digital supply chain management — is a crucial step for logistics companies such as JNE Lamongan District. Recent literature confirms that the adoption of IoT, AI, and warehouse automation significantly improves supply chain effectiveness and efficiency, accelerating distribution and reducing operational errors (Sudita et al., 2025). Automation and AI improve delivery speed, accuracy, and route planning but require upfront investment and training; IoT offers end-to-end supply chain visibility but raises data security and integration

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challenges. Successful adoption also depends on internal readiness, including technology infrastructure and human resource capability, alongside a skilled, flexible workforce supported by continuous training and leadership development.

Organizational readiness further depends on effective leadership, strategic planning, change management, and performance evaluation. Strategic planning should include SWOT analysis to understand the company's market position, supported by appropriate resource allocation and technology prioritization; combining SWOT with the Quantitative Strategic Planning Matrix (QSPM) can provide a more measurable basis for prioritizing service improvement strategies (Gultom et al., 2025). A comparable Porter's Five Forces-based competitive analysis conducted for another delivery-service competitor, Anteraja, likewise found that navigating an intensely competitive delivery-service market amid rivals such as JNE, J&T, and SiCepat requires continuous service-quality improvement and brand differentiation (Wijaya et al., 2023). Since change often generates employee resistance, management needs to address this through effective communication, training, and ongoing support, complemented by regular monitoring and corrective action, with strong leadership essential throughout the process (Haryanti & Hutomo, 2024; Sufriyadi & Perkasa, 2024).

In practice, this means JNE Lamongan District needs to allocate sufficient resources for strategic initiatives, manage resistance to change through the approaches above, and establish key performance indicators (KPIs) — such as a Customer Satisfaction Index — to measure and adjust implementation over time (Ernold & Hidayat, 2026). Through this comprehensive approach, the company can improve operational efficiency, strengthen its competitive advantage, and achieve sustainable long-term growth in serving the Lamongan District community amid the rapid growth of online shopping.

CONCLUSION

Management strategy is an essential element that defines the direction and long-term success of a company, particularly in a dynamic industry such as logistics. For JNE Lamongan District, effective management strategy is key to remaining competitive and adaptive to change. This strategy provides a clear framework for decision-making, enabling the company to set priorities, allocate resources efficiently, and navigate emerging challenges and opportunities. In the context of the latest technology, JNE Lamongan District must actively monitor and evaluate developments such as automation, AI, IoT, blockchain, and drones to determine how these technologies can be integrated

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to improve operational efficiency and competitiveness. In-depth research and analysis of these technologies are essential to understanding the benefits and challenges that may arise, including how these technologies may affect business processes and organizational structure. Evaluating the potential impact of technology on JNE Lamongan District's operations involves assessing the company's internal readiness, including human resources, infrastructure, and corporate culture, to ensure successful technology adoption.

Change management strategy must include effective communication about the benefits of new technology, continuous training, and managerial support to overcome resistance and ensure smooth adoption. Visionary leadership and mature strategic planning will ensure that technology is adopted in a way that supports company goals, improves efficiency, and builds an innovative culture. Performance evaluation and control are also important to monitor the results of technology implementation and make necessary adjustments. Through this holistic approach, JNE Lamongan District can optimize its operations, strengthen its market position, and prepare itself to face future challenges and opportunities.

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