



Domestic and Foreign Marketing Strategy of Ship Chandler Business: A Case Study

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Abstract

This study is motivated by the strategic position of Batam City as a Free Trade Zone (FTZ) and a maritime logistics hub that has the potential to drive the growth of the ship Chandler business. This condition creates opportunities for both domestic and international market expansion for business actors such as CV XYZ. This study aims to analyze the marketing strategy of CV XYZ in business expansion and to identify its supporting and inhibiting factors. The research employs a qualitative approach with a descriptive research design through interviews and in-depth analysis. The results indicate that CV XYZ implements an Integrated Marketing Communication (IMC) strategy, emphasizing direct marketing to key decision-makers, consistency in service quality, and alignment with global standards (ISSA, IMPA, and ISO) to support international expansion. Internal supporting factors include competent human resources, experienced management, strong distribution networks, and service quality, while external factors include Batam's strategic geographic location, FTZ status, and high maritime activity. Inhibiting factors consist of limited digitalization, product innovation, and market dependence, as well as regional competition and global economic dynamics.

Introduction

The rapid development of the maritime industry and global trade has positioned Batam as a strategic logistics hub in Southeast Asia (Rizaldi et al., 2026; Ramadan & Nugraha, 2026; Purnama et al., 2025). Its proximity to the Strait of Malacca makes Batam a key international shipping route for both cargo vessels and offshore support vessels. The continued growth of the offshore oil and gas industry in Southeast Asia has positioned Batam as a strategic maritime logistics hub. In addition to serving as an international trade route in the Strait of Malacca, Batam also serves as a mobilization and demobilization point for offshore vessels serving oil and gas exploration and production activities. The mobilization of vessels from Batam to offshore operations and the demobilization process back to Batam creates a high, fast, and internationally standardized logistics demand (Fusco et al., 2025; Guo et al., 2026; Uddin, 2026).

In addition to serving as a hub for mobilization and demobilization of offshore vessels, Batam is also a crucial hub for cargo vessels loading and unloading goods on both a domestic and international scale (Agabi et al., 2025; Zhu et al., 2023; Ridwan & Pambudi, 2023). The increasing demand for cargo vessels, coupled with the growth of global trade, has driven increasingly complex and sustainable logistics needs, including the supply of food, technical equipment, and ship operational supplies, which must be met quickly, accurately, and

efficiently. To meet the food supply needs on board ships, ship chandlers are not only required to meet the quantity and timeliness requirements, but also to comply with various international standards and regulations, such as the International Labor Organization's Maritime Labor Convention 2006, which governs the quality, quantity, and nutritional value of food for crew members. Furthermore, operational standards for shipping companies such as Liner Shipping Company, guidelines from the International Ship Suppliers Association and the International Marine Purchasing Association, and the implementation of an ISO 22000-based quality and food safety management system are crucial references for ensuring the quality, safety, and edible qualities of food supplied to ships (Bhuiyan et al., 2026; Yadav et al., 2026; Zhou et al., 2026).

In this context, the ship chandler business plays a strategic role in supporting the smooth operation of vessels, both offshore work vessels and cargo vessels. The high frequency of offshore work vessels with limited berthing times, coupled with the high frequency of cargo vessel visits, requires ship chandlers to have responsive, flexible, and internationally standardized service capabilities. Therefore, marketing strategies serve not only as a promotional tool but also as an effort to build trust, expand customer networks, and increase client loyalty across various industry segments.

CV XYZ, a ship chandler in Batam, has a significant opportunity to capitalize on the high volume of offshore workshops and cargo vessels. However, the company also faces challenges such as increasing competition, demands for global service quality, and the need to reach international markets. Therefore, a marketing strategy is needed that focuses not only on the domestic market but also penetrates international markets by leveraging digital technology, strengthening business relationships, and understanding the characteristics of the offshore and cargo markets (Barasa et al., 2026; Anggadwita et al., 2026; Alqahtani, 2026). On the other hand, there are still various obstacles in the implementation of marketing strategies, such as limited access to global markets, suboptimal integration of marketing systems, and the need to improve service quality in accordance with international standards. Therefore, this study is important to analyze the domestic and international marketing strategies implemented by CV XYZ in supporting offshore workshop and cargo activities, so that it can increase the company's competitiveness and strengthen Batam's position as a competitive maritime logistics center at the regional and global levels.

Methods

Research Approach and Type

The research approach used by the researcher is a qualitative approach with a descriptive research strategy. According to Sugiyono, a research variable is an attribute, characteristic, or value of a person, object, organization, or activity that has certain variations determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2016:68). According to Leedy & Ormrod (2005) in Samiaji and Sarosa (2021:7), qualitative research focuses on the phenomenon under study in its natural setting, and the researcher examines the phenomenon comprehensively with all its complexity. Furthermore, according to Jaya and I Made (2021:110), qualitative research is research conducted comprehensively on an object. The researcher serves as the primary instrument in qualitative research, and the research results are then explained in words obtained from valid data. This is because qualitative research emphasizes meaning over generalization. Qualitative research provides a description of a phenomenon or situation. Phenomena in qualitative research are holistic or comprehensive. Therefore, the data obtained cannot be separated. The purpose of descriptive research is to provide a systematic, factual, and accurate description of the facts and relationships between

the phenomena being studied. This research aims to explain the conditions, characteristics, or circumstances of a research object without manipulating the variables being studied. This allows researchers to understand the phenomena as they occur based on data obtained in the field. The researcher considers the research object to be quite dynamic, so the data obtained directly from informants in the form of direct interviews with CV XYZ representatives, resulting in more realistic and natural answers.

Managing the Researcher's Role

In qualitative research, the researcher plays a crucial role, namely as researcher, planner, data collector, analyst, data interpreter, and data gatherer. Therefore, the researcher's presence in the field is absolutely essential. Qualitative research emphasizes that the researcher, either alone or with the assistance of others, is the primary data collection tool (Lexy J. Moleong, 2016). The researcher's role in managing research includes planning, data collection, analysis, and data interpretation. The researcher also acts as a participant observer or full observer. The following are the roles of researchers in research: The researcher plans the research objectives, research methods, variables, and data collection techniques. The researcher collects data in the field, such as by conducting interviews. The researcher analyzes data, develops, and evaluates working hypotheses. The researcher interprets data to draw general conclusions and build theory. The researcher becomes a participant to experience what other participants feel. Researchers also monitor projects to ensure they follow the company's requirements and standards.

Research Location

The researcher visited the CV XYZ office in Batam City, specifically at the Union Park Warehouse Complex, Block D No. 15-16 Batu Ampar. The research began in November 2024 and continued with several trips to Batam City in January 2025.

Research Informants

The informants in this study served as sources for gathering information regarding CV XYZ's ship chandler marketing strategy in Batam City. A purposive sampling technique was used to select appropriate key informants, a non-random sampling technique where the researcher determined the sample based on specific criteria or considerations relevant to the research objectives. In qualitative research, the researcher selected key informants deemed most knowledgeable about the phenomenon being studied. Based on this, the four informants for this study were: 1). Director of CV XYZ. 2). Operations Manager of CV XYZ. 3). Human Resources Manager of CV XYZ. 4). Client of CV XYZ, an EPCI Contractor in the oil and gas sector. Data sources in qualitative research are words and actions. Other supporting data include documents and other materials (Lofland and Lofland in Moleong, 2013:157).

Data Collection Techniques

Regarding data collection, Gill et al. (2008) suggest several data collection methods in qualitative research, namely observation, visual analysis, literature review, and interviews (individual or group). In this case, researchers attempt to gather information and references relevant to the topic or problem being studied. These references can include previous research or publishable company financial records. Researchers conduct direct interviews with company owners and several employees in the hope of obtaining specific, relevant information. If possible, interviews with clients will also be conducted by researchers to provide cross-validity from both internal and external (client) perspectives. In this case, researchers will document in

the form of notes, recordings, and photographs related to company activities, operations, assets, and so on to support research data.

Data Analysis Techniques

The research phase begins with a preliminary survey and literature review, problem identification and formulation, method determination, questionnaire development, data collection, data analysis and processing of results, and the formulation of conclusions and recommendations. Researchers use problem identification and formulation to facilitate the determination of the direction of problem solving. Qualitative data collection, which generally emphasizes interviews and participant observation, results in data analysis in the form of textual analysis of unstructured field note transcripts (Jaya, I Made, 2021: 162). This section explains the process of data reduction, data presentation, and conclusion drawing.

Data analysis is the process of arranging data sequences, organizing them into patterns, categories, and basic descriptive units (Lexy J. Moleong, 2016). The process begins with analyzing the data collected from interviews with research subjects and observations. The data is then read, studied, and analyzed (Indah Ria Sulistiyani, 2012).

Data analysis requires several stages, as outlined by Miles and Huberman, 1994, in Samiaji (2021:3) in their book, "Analysis of Qualitative Research Data," namely: 1). Data condensation, which is the process of selecting, focusing, simplifying, summarizing, and transforming raw data. Some also use the term "data reduction" to describe this stage. 2). Presenting the condensed data in a format to aid in drawing conclusions. 3). Drawing and verifying conclusions, which is the process of summarizing research results and verifying that these conclusions are supported by the data collected and analyzed.

Result and Discussion

Domestic and International Marketing Strategy for the Ship Chandler Business

The following are the results of interviews conducted by researchers with informants directly involved or acting as key persons in CV XYZ. The informants in this study were directly involved in the company and had overall knowledge of CV XYZ's internal and external conditions. To gather information, the researcher conducted a survey by conducting direct interviews with each informant involved in the research. The informants were staff at the managerial and director levels at CV XYZ and also one of the company's clients. During the interviews, the researcher asked several questions related to the company's core business, current company conditions, marketing strategy, clients, and current company conditions, including. The researcher focused on indicators contained in Integrated Marketing Communications (IMC). According to Kotler and Armstrong (2001:600), Integrated Marketing Communications (IMC) is a concept in which a company carefully integrates and coordinates its multiple communication channels to convey a clear, consistent, and compelling message about the organization and its products. The main components of IMC, a combination of various promotional tools that support each other, are Advertising, Direct Marketing, Interactive/Digital Marketing, Sales Promotion, Public Relations, and Personal Selling. The Director of CV XYZ explained that the Integrated Marketing Communication (IMC) strategy implemented is as follows:

“The expansion strategy is carried out through direct marketing, relying on experienced human resources and a persuasive approach to key individuals, supported by offering quality, price, guarantees, and flexible payment terms. The company aims to be included in the Approved Supplier List (ASL) through participation in technical

and commercial selection. Client trust, loyalty, and satisfaction are key to encouraging repeat orders in the maritime sector. Operational efficiency, speed of supply, and an extensive distribution network are key advantages in supporting business sustainability. Furthermore, collaboration with fellow ship chandlers and catering companies is also necessary as an expansion strategy in hard-to-reach areas” (interview with the Director of CV XYZ, January 2025).

In a session with the Operations Manager, the following explanation of the marketing strategy from an operational perspective was obtained:

“The marketing strategy emphasizes direct marketing based on the strength of experienced human resources as the company's primary asset. All personnel play a dual role, not only technically but also as representatives in building relationships with key client personnel. The distribution network and business relationships are optimally utilized to support smooth operations. Speed, readiness, and responsiveness in providing goods, including in emergency situations, are the company's competitive advantages” (interview with the Operations Manager of CV XYZ, January 2025).

The Human Resources Manager echoed this sentiment, stating:

“The success of marketing and operational strategies is determined by the quality and readiness of human resources as the company's spearhead. Human resources play a role not only as implementers but also as representatives of the company's values, competence, and credibility to clients. Customer loyalty is built through increased employee engagement, supported by a conducive work environment, a fair reward system, and career development. Competent, adaptive, and service-oriented human resources are key to driving sustainable business growth” (interview with the Human Resources Manager, January 2025).

The researcher also interviewed one of CV XYZ's clients, a staff member at a national EPCI (Engineering, Procurement, Construction, and Installation) contractor and a shipping company in the oil and gas sector.

"CV XYZ is considered to have a good understanding of the operational needs of ship chandlers in the offshore sector. The ability to respond quickly to vessel needs, especially during limited berthing times, is a key value of the company. However, consistency in handling complaints and product and service diversification still need to be improved. By strengthening digitalization, innovation, and service quality, CV XYZ has the potential to become a sustainable strategic partner" (interview with a CV XYZ client, January 2025).

Supporting and Inhibiting Factors in the Implementation of CV XYZ's Business Strategy in Expanding its Ship Chandler Business Domestically and Internationally

The following are the results of internal interviews between researchers and informants regarding the supporting and inhibiting factors in the implementation of CV XYZ's business strategy in expanding its business domestically and internationally. The informant, as explained by the Director of CV XYZ, explained the supporting and inhibiting factors as follows:

"Management experience and the quality of our human resources are key strengths in supporting the complex and internationally standardized ship Chandler operations. The company also strives to meet global standards such as ISSA, IMPA, and ISO to improve professionalism and service quality. However, the use of technology, speed of response

to complaints, and dependence on a single market segment remain weaknesses. The lack of innovation and product variety are challenges that must be overcome to compete and retain customers" (interview with the Director of CV XYZ, January 2025).

The Operations Manager also expressed the following information regarding supporting and inhibiting factors from an operational perspective:

"Competent, prepared, and committed human resources are a key strength, spearheading the company's business strategy. Employee engagement through a conducive work environment, fair rewards, and career development drives loyalty and quality service. However, the digital competency gap and suboptimal service response are obstacles that need to be addressed. Strengthening innovation, soft skills, and HR readiness for business diversification are key to increasing the company's competitiveness" (interview with CV XYZ's Human Resources Manager, January 2025).

Based on an interview with a client of CV XYZ, an EPCI Contractor in the Oil and Gas sector, the supporting and inhibiting factors for business strategy in the ship Chandler sector are outlined as follows:

"CV XYZ's strengths lie in its understanding of maritime operational needs and its ability to respond quickly to vessel requirements. These strengths make the company a potential strategic partner in the supply of ship chandlers. However, consistent response time, limited product diversification, and service offerings remain obstacles. Improving digitalization and service quality is necessary to support the company's efficiency and competitiveness" (interview with a CV XYZ client, January 2025).

Domestic and international marketing strategies for ship Chandler businesses.

One strategy formulation involves determining the decisions that must be made when facing competitors in an interdependent environment, necessitating directed activities, particularly those that predict each other's behavior. The established strategy involves formulating a series of actions and allocating the necessary resources to achieve predetermined goals. All of these formulations culminate in strategic ideas and strategic concepts, which are the dream of becoming strategic players or thinkers.

According to Morrison (2010), integrated marketing communications (IMC) is a marketing communications planning concept that emphasizes the importance of evaluating the strategic role of various marketing communications elements, such as advertising, sales promotion, public relations, direct marketing, and personal selling, and combining them in an integrated manner to provide clarity, consistency, and maximum communication impact. Integrated marketing communications is a marketing communications planning concept that emphasizes the integration of various promotional elements to create a consistent, clear message with maximum impact on the target audience.

Based on research results and interviews with informants, the marketing strategy implemented by CV XYZ in expanding its ship Chandler business can be broken down into several key strategies based on the Integrated Marketing Communication (IMC) approach, as follows: 1) Direct marketing, as the primary approach to reaching clients 2) Personal selling, through direct interaction with customers. 3) Relationship marketing, with a focus on building long-term relationships. This strategy aligns with the business-to-business (B2B) nature of the maritime industry, where trust, reputation, and service quality are key determinants in purchasing decisions.

The domestic marketing strategy of the company is centered on a relationship-based direct marketing approach, where CV XYZ actively leverages its established business networks with shipping companies, offshore contractors, and ship operators. By directly engaging key individuals and decision-makers, the company ensures that communication is more effective, faster, and highly targeted. This approach is complemented by a strong value creation strategy, in which CV XYZ not only offers products but also emphasizes added value through guaranteed product quality, competitive pricing, reliable services, and flexible payment terms. Furthermore, the company optimizes its network and distribution system to maintain product availability, ensure timely delivery, and enhance overall operational efficiency, which is critical in meeting the dynamic demands of the maritime industry.

In addition, the company adopts a human resource-based personal selling strategy, positioning its workforce as the spearhead of marketing activities. Employees, particularly those in operational roles, perform dual functions as both technical implementers and representatives of the company. Through a relationship marketing approach, interactions with clients are designed to build trust, increase customer satisfaction, and foster long-term loyalty and repeat orders. This strategy is reinforced by a service-based competitive advantage, where the company prioritizes speed of response, accuracy of supply, and service reliability—factors that are particularly crucial in the time-sensitive ship Chandler industry.

On the international front, CV XYZ implements a market penetration strategy by seeking inclusion in the Approved Supplier List (ASL) of international companies. This process involves passing technical selection, commercial evaluation, and meeting global quality standards. Being listed in the ASL enhances the company's global credibility, providing access to international markets, opportunities for long-term contracts, and a stronger corporate reputation. Alongside this, the company pursues collaboration and network expansion strategies by forming partnerships with fellow ship chandlers to extend operational reach in specific regions, as well as collaborating with catering companies to better support ship food supply needs. Strengthening the global distribution network is viewed as a strategic solution to overcome geographical and operational limitations.

Finally, based on client evaluations and research findings, the company recognizes the need for continuous improvement through several strategic initiatives. These include strengthening digital and interactive marketing through the development of a company website, the utilization of e-procurement systems, and the implementation of Customer Relationship Management (CRM). Efforts to increase global visibility are also emphasized through the use of digital platforms and enhanced branding in international markets. Moreover, the company aims to drive service innovation and product diversification by expanding product variety and developing services tailored to client needs, ensuring sustained competitiveness in both domestic and global markets.

Supporting and inhibiting factors in implementing CV XYZ's business strategy in expanding its ship Chandler business at home and abroad

The implementation of CV XYZ's business strategy in expanding its ship Chandler operations, both domestically and internationally, is influenced by a range of supporting factors that strengthen the company's ability to compete and grow. These supporting factors, as conceptualized by Philip Kotler and Kevin Lane Keller in their work *Marketing Management*, refer to internal and external conditions that enable organizations to achieve their marketing objectives effectively. In the case of CV XYZ, the most dominant supporting elements are derived from internal organizational strengths that directly contribute to operational excellence and strategic execution.

One of the primary internal supporting factors is the quality and experience of human resources (HR), which serve as the backbone of the company's operations. CV XYZ benefits from a workforce that is not only technically competent but also highly experienced in handling complex maritime operational processes, including port bureaucracy, customs procedures, and compliance with international standards such as ISSA, IMPA, and ISO. This expertise allows the company to operate efficiently within highly regulated environments. Moreover, the dual role of HR as both technical implementers and representatives of the company enhances relationship-based marketing, as employees are actively involved in building trust and maintaining strong business relationships with clients.

Another crucial supporting factor lies in the company's operational efficiency and responsiveness. CV XYZ demonstrates a strong ability to respond quickly to the needs of ships, including urgent or emergency situations, which is a critical requirement in the ship chandler industry. This speed and reliability significantly improve customer satisfaction and increase the likelihood of repeat business. In addition, the company's flexibility in payment systems, combined with its ability to offer competitive pricing and maintain consistent product quality, provides added value that attracts new customers while retaining existing ones. These factors collectively strengthen the company's competitive position in both domestic and international markets.

Finally, the presence of a supportive work culture and effective human resource management further reinforces the company's strategic implementation. A conducive work environment, fair reward systems, and opportunities for career development contribute to high levels of employee loyalty and motivation. This, in turn, positively impacts service quality and organizational performance. By maintaining strong internal cohesion and a motivated workforce, CV XYZ is better positioned to sustain its growth and effectively implement its business strategies in an increasingly competitive maritime industry. External supporting factors play a crucial role in strengthening CV XYZ's ability to expand its ship chandler business beyond internal capabilities. One of the most significant drivers is the high level of maritime industry activity in Batam, particularly in offshore construction and cargo vessel operations. Batam's strategic location along international trade routes creates a substantial and continuous demand for ship chandler services, positioning the company within a highly potential market. In addition, CV XYZ benefits from an extensive network of business relationships with shipping companies, EPCI contractors, and offshore operators, which opens wider opportunities for market expansion and long-term contractual cooperation. The presence of global industry benchmarks such as ISSA, IMPA, and ISO further provides an opportunity to enhance credibility and competitiveness, especially as the company continues its commitment to align with these international standards. Moreover, collaboration opportunities with other ship chandlers and catering companies enable CV XYZ to extend its operational reach and increase service capacity, making it more adaptable in serving diverse client needs across regions.

However, alongside these opportunities, there are also inhibiting factors that may constrain the effectiveness of CV XYZ's business strategy. As highlighted by Philip Kotler and Kevin Lane Keller, such barriers can reduce a company's ability to optimally respond to market demands. Internally, one of the key challenges lies in the suboptimal use of technology and digitalization in both marketing and operations, which limits efficiency and restricts access to global markets. Inconsistency in service response times, particularly in handling customer complaints, also indicates the need for a more standardized and responsive customer service system. Additionally, limited product and service diversification reduces the company's flexibility in addressing increasingly varied customer demands. Another concern is the digital competency

gap among human resources; while technically strong, employees still require enhanced digital skills to support ongoing business transformation. Furthermore, the company's dependence on specific market segments, especially the offshore sector, poses a potential risk if there are fluctuations in that industry.

Externally, CV XYZ faces increasing competition from both local and international ship Chandler companies, requiring continuous improvements in service quality, pricing strategies, and innovation. The tightening of international regulations, particularly related to food quality, safety standards, and crew welfare, also demands additional investment in operational systems and compliance mechanisms. Operational challenges arise from the nature of ship services themselves, where limited berthing time creates high-pressure conditions that require precision and efficiency, with little margin for error. Lastly, global market dynamics and limited access to international markets remain significant obstacles, particularly for companies that have not yet fully developed strong digital marketing capabilities and global business networks. Together, these inhibiting factors highlight the need for strategic improvements to ensure that CV XYZ can sustain its competitiveness and successfully expand in both domestic and international markets.

The marketing pattern identified in this study should be understood not merely as a combination of promotional activities, but as a form of relational governance in a high-involvement business-to-business service environment. The results show that commercial relationships, operational reliability, international supplier access, collaborative networks, and digital capability are interconnected rather than independent elements of the company's marketing approach. This interpretation is consistent with Homburg and Tischer (2023), who demonstrate that effective B2B customer journey management depends on value-oriented touchpoints, internal coordination, and consistency throughout the customer relationship. Their findings are particularly relevant because ship supply decisions involve multiple organizational actors rather than a single consumer. Arthur et al. (2024) further show that trust and commitment contribute to B2B loyalty largely through customer satisfaction, suggesting that interpersonal relationships will have limited strategic value unless they are translated into reliable service experiences. Wirtz and Kowalkowski (2023) similarly argue that in B2B markets, service delivery itself increasingly constitutes an important component of marketing. Consequently, competitive differentiation in ship chandling should be understood as the integration of relationship management and operational execution rather than as communication intensity alone.

The strategic role of employees can therefore be interpreted as a boundary-spanning capability connecting the firm with its customers. Qi et al. (2023) found that employee engagement can generate customer engagement through perceived value and employee–customer rapport, demonstrating that customer-facing employees influence how customers evaluate the organization as a whole. This implies that technical competence alone is insufficient; interpersonal responsiveness and the ability to understand customer problems are equally important in relationship-intensive maritime services. Ahmed et al. (2022) provide a complementary perspective by showing that human, organizational, and relational capital mediate the relationship between digital-platform capability and organizational agility. Thus, investment in technology will produce limited benefits if employee competencies are not developed simultaneously. Troise et al. (2022) likewise demonstrate that digital, relational, and innovation capabilities jointly contribute to organizational agility among SMEs. In the ship Chandler context, these studies suggest that employee development should integrate operational expertise, relationship-management ability, digital literacy, and adaptive problem-solving rather than treating marketing competence and operational competence as separate domains.

Digitalization should similarly be interpreted as a complement to relationship-based marketing rather than a substitute for personal interaction. Homburg and Wielgos (2022) demonstrate that digital marketing capabilities can generate incremental firm value beyond conventional marketing capabilities, while also warning that their effectiveness depends on organizational and environmental conditions. This is important for ship chandlers because digital tools should strengthen established B2B relationships through faster information exchange, traceability, and customer intelligence rather than simply increasing online visibility. Cioppi et al. (2023), based on a systematic review of digital transformation and marketing research, show that transformation encompasses customers, employees, and business processes simultaneously. A corporate website or social-media presence alone therefore cannot be considered meaningful digital transformation. More specifically to the Indonesian maritime context, Barasa et al. (2026) position digital marketing capability as an important element of competitive positioning in shipping companies and connect digital engagement, logistics marketing, branding, and strategic decision-making. Together, these studies suggest that digitalization should be embedded in operational and customer-management systems instead of functioning as an isolated promotional activity.

This interpretation becomes even more important when digitalization is considered from a maritime logistics perspective. Jović et al. (2022), in their comprehensive analysis of maritime transport and seaport digitalization, demonstrate that digital technologies increasingly reshape maritime processes while simultaneously creating risks associated with data quality, manipulation, and system integration. Digital adoption therefore requires governance and process redesign, not merely technology acquisition. Yang and Hsieh (2024) similarly identify digital solutions, technology standardization, digital asset management, port safety, and supply-chain optimization as critical factors in smart-port development. For ship chandlers operating inside port ecosystems, digital systems should consequently be interoperable with wider procurement and logistics processes. Zhao et al. (2023) add that supply-chain digitalization contributes to resilience and performance through intermediate organizational mechanisms rather than through technology alone. Accordingly, e-procurement, digital inventory visibility, CRM, order tracking, and complaint-management systems would be strategically valuable when they reduce information delays and improve response accuracy across the supply chain, rather than simply digitizing existing manual routines.

A further implication concerns the transition from conventional ship supply toward digitally enabled service provision. Favoretto et al. (2022) show that digital servitization affects not only service offerings but also strategy, organizational structure, culture, resources, processes, performance, and business ecosystems. This implies that digital transformation in a ship chandler should eventually reshape how customer needs are identified and fulfilled. Raddats et al. (2022) demonstrate that digital service innovations can range from incremental service improvements to more radical forms of customer-value creation; therefore, initial digitalization does not need to begin with sophisticated technologies but may start with tools that directly improve customer experience. Struwe and Slepnirov (2023) identify digital literacy, alignment, reflection, and coping as capabilities required for B2B digital value co-creation. Their work suggests that customer information should be used actively to adjust services, anticipate recurring requirements, and coordinate resources. Carloni and Galvani (2024) further show that digital servitization changes relationships among actors, resources, and activities throughout business networks. Hence, a digitally mature ship chandler should connect customers, suppliers, employees, logistics partners, and information systems rather than viewing CRM or e-procurement as stand-alone applications.

International expansion can likewise be better explained through network embeddedness and capability development than through market promotion alone. Han et al. (2024), reviewing 210 studies on networks and internationalization, conclude that networks facilitate international expansion through access to resources, knowledge, trust, and capabilities, while also noting that networks may create constraints when firms become excessively dependent on particular relationships. This distinction is highly relevant for specialized maritime suppliers. Aldibiki and El Ebrashi (2023) show that networks support SME internationalization partly through the internationalization capabilities developed by the firm, meaning that having business contacts is insufficient unless the organization can exploit those contacts strategically. Do et al. (2023), using a large dataset of emerging-market SMEs, find that interorganizational networks strengthen the relationship between innovation and internationalization, whereas interpersonal networks do not show the same effect. This suggests that formal corporate relationships may become increasingly important as a company enters foreign markets. Yang et al. (2023) further demonstrate that social ties and international digital entrepreneurial marketing interact in supporting the geographic scope and intensity of SME internationalization. Therefore, relationship-based selling and digital market development should be treated as mutually reinforcing mechanisms rather than alternative strategies.

The importance of collaboration also means that international expansion should depend on the company's capacity to manage alliances, not simply its willingness to establish them. Al-Tabbaa and Zahoor (2024) show that alliance-management capability enables SMEs to convert collaborative relationships into innovation pathways and international expansion. For a ship Chandler, this suggests that partnerships require formal routines for partner selection, information exchange, service standards, responsibility allocation, and performance evaluation. Zahoor et al. (2023) provide stronger evidence that alliance-management capability supports post-entry internationalization through co-innovation ambidexterity, indicating that alliances become strategically important when they produce new knowledge and innovation rather than merely wider geographic coverage. The same principle appears in maritime supply-chain research. Shi et al. (2023) demonstrate that integration among maritime logistics actors can improve supply-chain resilience by reducing coordination inefficiency. Collaborative arrangements with other suppliers, logistics providers, and complementary service companies should therefore be viewed not only as mechanisms for increasing capacity but also as organizational structures for sharing knowledge, reducing service gaps, and sustaining service continuity across geographically dispersed markets.

International standards also have a broader strategic meaning than operational compliance. Harsanto et al. (2023), using data from more than 4,000 firms across four ASEAN countries, found that international quality certification and ICT capabilities contribute to export performance through innovation. This suggests that internationally recognized standards can operate simultaneously as quality-control mechanisms and market-legitimacy signals, reducing uncertainty for foreign buyers unfamiliar with a supplier. In the present context, alignment with recognized maritime purchasing frameworks and formal quality-management standards may therefore facilitate entry into more formal international procurement systems. Nevertheless, expansion of the product portfolio should be approached selectively. Le and Nguyen (2024), examining approximately 2,500 firms, report that quality certification was associated with higher asset productivity while broad product diversification was associated with lower asset productivity in their sample. Although these findings cannot be transferred directly to ship chandling, they indicate that diversification creates coordination costs and can dilute operational efficiency. Consequently, service expansion should prioritize categories that share

existing procurement, storage, logistics, or customer capabilities instead of increasing product variety solely for the purpose of appearing comprehensive.

The competitive advantage of a ship chandler should additionally be evaluated from a supply-chain resilience perspective, particularly because maritime service demand is exposed to operational disruptions and volatile logistics conditions. Li et al. (2023) demonstrate that digitalization supports supply-chain resilience, while collaboration plays a significant mediating role; this means that information visibility creates greater value when supply-chain partners are capable of coordinated action. Gu et al. (2023) further establish that appropriate maritime resilience strategies differ according to disruption scenarios such as port congestion, labor shortages, and freight-rate volatility. Thus, companies require contingency-specific responses instead of a single generic risk policy. Zhang et al. (2024), through a systematic review of maritime transportation networks, similarly emphasize vulnerability, recovery capability, investment decisions, climate risks, and pandemic-related disruption as interconnected dimensions of maritime resilience. In Indonesia, Purnama et al. (2025) highlight continuing challenges associated with port connectivity, timeliness, and tracking and tracing in the development of an effective maritime hub system. These studies imply that reliability in ship supply should ultimately be built on diversified sourcing, information visibility, contingency planning, partner coordination, and rapid recovery capacity.

Batam's geographical and institutional advantages should be treated as enabling conditions rather than self-sustaining competitive advantages. Rizaldi et al. (2026) show that Batam's Free Trade Zone continues to face logistics-management challenges and that improvement requires changes in planning, rules, frameworks, and integration between national and local logistics arrangements. This provides an important qualification to location-based explanations of business growth: proximity to major maritime routes generates market opportunities, but firms still need organizational capabilities to capture them. In this sense, the theoretical contribution of the present study extends beyond conventional IMC. The evidence indicates that in a time-sensitive B2B maritime service environment, marketing performance emerges from the interaction of relational capability, service reliability, digital capability, network embeddedness, international legitimacy, and supply-chain resilience. The constraints documented in the study—including digital capability, service consistency, diversification, market dependence, and competitive pressure—can therefore be understood as capability-development issues rather than isolated marketing weaknesses. This interpretation provides a stronger explanation of why relationship-intensive marketing can support domestic growth but requires complementary organizational and digital capabilities when a firm moves toward international markets.

Conclusion

Based on the research results, it can be concluded that CV XYZ's marketing strategy in expanding its ship chandler business has shifted toward an Integrated Marketing Communication (IMC) approach that prioritizes direct marketing, personal selling, and relationship marketing. This strategy aligns with the business-to-business (B2B) nature of the maritime industry, where trust, service quality, and long-term relationships are key factors. In the domestic market, the marketing strategy is supported by leveraging business networks, direct approaches to decision-makers, and creating value through product quality, competitive pricing, payment flexibility, and speed of service. Meanwhile, in the international market, the strategy focuses on gaining entry into the Approved Supplier List (ASL) and strengthening collaboration with business partners to expand market reach. Key supporting factors include human resource quality, operational efficiency, speed of service, and extensive business

networks, as well as external opportunities such as Batam's strategic position as a maritime logistics hub. Inhibiting factors include limited digitalization, lack of product diversification, and service consistency, as well as external challenges such as competition, demands for international standards, and global market dynamics.

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