

Analysis of Operational Management of Forwarder Service Companies PT. Jaya Lautal Global

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Abstract:- In the modern era, export-import business activities play an important role in the economy of a country. As a support for this business, the freight company body and EMKL (Sea Ship Expedition) play an important role. The purpose of this study is to improve the operational system and improve company performance by managing the risks that may occur in the company's operational processes. The researcher used descriptive qualitative methods with methods of collecting data through in-depth interviews and documentation and using analytical methods through data reduction. The data processing method obtained was done by validating the triangulation of sources. The results of the study show that the company's business processes can still run well even though they still have obstacles.

Keywords:- Management of Company Operations.

I. INTRODUCTION

Exports and imports have an important role for a country. Trade across countries plays a role in increasing foreign exchange of a country. Exports are also aware of helping the important role of the government in domestic development. The resulting foreign exchange adds to domestic savings which helps efforts to repay debt to foreigners, whose numbers are quite high.

The location of the Unitary Republic of Indonesia is very strategic. Indonesia is a tropical island nation that stretches along the equator, located between 2 continents and 2 oceans, so its role and position are very strategic in the world economy. Plus the natural wealth possessed makes Indonesia as one of the largest suppliers of various commodities in the world. America, Japan, China, Singapore, Germany is a number of Indonesian subscription countries in terms of exports (kemendag.go.id) These countries have a great industry but still Indonesia is their hope in terms of supplying their industrial needs. Imports of exports are also quite helpful for Indonesia in developing cooperative relations with developed countries, because Indonesia is a developing country which in its journey requires the role of developed countries.

Along with the current government program that makes Indonesia a world maritime axis that triggers the growing growth of the business world in the field of import / logistics exports. Business entities that support the running of this

business process are one of the logistics companies. importer, (Helga, Alen, Melisa, 2016). In this case the EMKL company (Sea Freight Expedition) or Forwarding acts as a provider of transportation or shipping services. Basically EMKL / Forwarding facilitates transportation both on land and at sea and acts as an intermediary in the management of shipping and receipt documents for importers and exporters. The position of the EMKL / forwarding company is as the sending party or the shipper is authorized by the sender. Although for the benefit of the sender, EMKL carried out a series of responsibilities on behalf of the EMKL company itself.

The location of the competition of the expedition service provider company is in its service and effectiveness. The sender mostly uses the sender service to facilitate the handling of documents and temporary storage of goods. This is done so that business people are more focused on maximizing and developing their business such as stocking goods and producing goods.

Operations management is a scientific discipline that is applied to all business worlds that produce goods and services. Operations management is a series of activities that produce value in the form of goods or services by converting inputs into outputs. In organizations that do not produce products physically, this production function can be "hidden" from customers and society. (Heizer, Render, p.4, 2005). An example is a process that occurs in a bank, hospital, education academy, or the management and distribution of goods in an EMKL / forwarding company. Regardless of whether the final product is in the form of goods or services, production activities that take place in the organization are usually called operations or management operations. (Heizer, Render, p.5 2005).

In trade service providers that have good operations management are those who are able to compete in their industries. Senders tend to choose based on price, speed, convenience, and security. Service providers must organize their shipments well so that their activities are more productive and produce cheap production costs, because operational activities in the organization are the most costly.

P.T Jaya Lautan Global is a Forwarding / Forwarding company that focuses on handling cargo projects ranging from Door to Door, Door to Port, Port to port, customs clearance handling / document Exim, Trucking, Warehouse,

Ship Charter for cargo whose volume is quite large. In handling import cargo PT Jaya Lautan Global (JLG) manages expenses and documents of goods in containers from ships in ports and is forwarded to storage, namely warehouses, the company distributes goods to the consignee after all documents have been completed and vice versa for export cargo preparing a fleet to pick up cargo at the shipper's warehouse then take it to the port accompanied by the arrangement of the document at the customs clearance until the cargo finally enters Cy to wait for the docked ship to be loaded.

Based on the background above the researchers are interested in submitting research with the title of Journal: "Analysis of Operational Management of PT. Jaya Lautan Global Forwarder Company".

II. RESEARCH METHODS

The type of research conducted by the author in the form of descriptive qualitative research. Qualitative research is research that is intended so that phenomena related to research subjects such as behavior, perception, motivation, and actions can be more easily understood through descriptions in the form of words and languages in a specific context natural.

The subject is the person, place, or object observed as the target of observation. The subjects in this study are PT. Jaya Lautan Global. While the object is the subject of the research. In this study, the object of research is the operational work patterns of companies engaged in EMKL / Forwarding and transportation services, namely trucking, which consists of processes, capacity, location, layout and human resources.

In related research, data collection was obtained through interviews. The interview technique used in this qualitative research was semi-structured in depth interviews by asking questions that had been prepared and in accordance with the problems studied. In this technique, the tools used in this study are interview guidelines, which are very useful in research so that the interviews conducted do not deviate from the objectives of the study and also based on theories relating to the problem under study.

The type of data needed by researchers is primary data. Primary data was obtained by the authors of the interviewed informants who were studied in order to answer the formulation of the problem to be examined and obtained through interviews directly with the Directors' Level, Spv. Operations, and Operational staff and Marketing Manager.

The selection of informants is done by using a purposive sampling technique. The information referred to in this study acts as a data source or subjects who master the problem, have data and are willing to provide complete and

accurate information. Based on these techniques, the main sources of information in this study are as follows:

Informants from within the company (internal)

- Mr. Jong Koo Kang as Managing Director of PT. Jaya Lautan Global.
- Hilman Najib as Director.
- Basuki as Marketing Manager
- Joko S as Spv. Operations
- Ervan as Operational staff.

III. RESEARCH RESULTS AND DISCUSSION

A. Overview of the Company

PT. Jaya Lautan Global (JLG) is a private company engaged in forwarding, in which there are several kinds of services including, Handling delivery Project, management of Exim / Custome, Trucking, Ship Chartering documents. PT. Jaya Lautan Global is located at Jalan Kebon Bawang VII No.9 Kel. Kebon Bawang Kec. Tanjung Priok, North Jakarta DKI Jakarta, Indonesia. The company has been established for approximately 4 years, precisely established in 2014. Since the company was founded until now, the company PT. JLG has never determined the vision and mission of the company that is standardized in the company profile and to be known by all employees. With the company's vision and mission, the target of the dream to be achieved by the company becomes clear and has its own value for the owner and employees.

Organizational Structure of PT. Jaya Lautan Global. The following is a brief organizational structure of PT JLG.

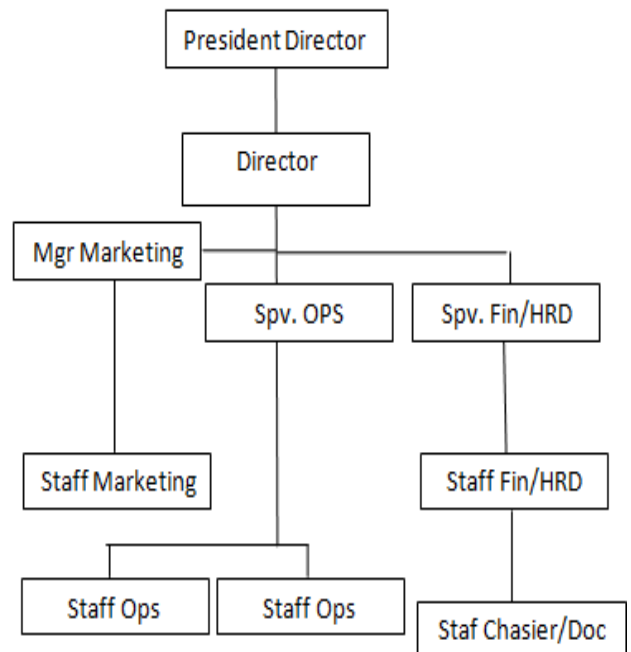


Fig 1:- Image of Organizational Structure of PT. JLG

B. Operational Management

➤ Process

By first describing in detail every business activity in the form of services within this company, researchers will be able to determine what kind of focus the company is running. There are four focuses on classifying operational processes, namely focusing on the process, recurrent focus, focusing on the product, or focusing on mass customization. This classification is useful to find the requirements of customer desires and also product specifications in this case services that are in accordance with costs.

The company directors explained that there are two types of services in this company, namely document management services and transportation or trucking or chartering services. In this section, the service process carried out by PT. Jaya Lautan Global. Examples of services described are services ordered as a whole, that is, services ordered by customers as complete importers / exporters starting from the management of documents to dispense / enter goods and also transport services after goods are successfully removed from the ship or vice versa until the goods are delivered and unloaded in the client's place / warehouse. The service process is as follows:

Starting from the client ordering the document management service or EMKL. Bookings are usually received via email, WhatsApp application, and also telephone, but the most frequent ordering is by telephone through marketing. After negotiating the price and agreeing the work order is then lowered to the Operations section. . Operational Division that follows up on the work. There are several documents that must be prepared by PT. JLG, namely, BL (Bill of Lading), invoice, Packing List, insurance, COO (Certificate of origin). All of the documents mentioned must be original or not copy. BL is the receipt of delivery of goods issued by the shipping company. Works as proof of ownership of goods and evidence of handover of goods.

Next is the packing list, is a list that contains complete details about the type and number of units of items contained in each chest or container and also the total. COO is a statement issued by an authorized institution, which states the country of origin of an item. Useful for obtaining import duty facilities, quota counters, and prevention of goods transactions from restricted countries.

When PT. Jaya Lautan Global has held complete documents, this company makes PIB (Import Declaration of Goods) which contains details on the import of goods including the amount of taxes and import duties that must be paid for imported goods, then PIB is given to customs. At PT. JLG then the PIB is made in an application that has any format that must be filled in PIB, this application is called PIB v2 (version 2), after being filled in completely the PIB

will be submitted and received a reply whether it works or not. After the ship arrives at the port with the goods, then it can take care of paying taxes to the State, paying taxes according to the details contained in the PIB. Meanwhile PT. JLG asked shipping companies for details of DO (delivery order) costs, container guarantees if the FCL, document fee, cleaning or cleaning of post containers are used to load goods, and THC (terminal handling charge) is the cost charged by the port. Usually the fees are transferred through a bank or can also be cashed to the shipping party. THC international trade regulations for containers with 20 feet in length are USD 95 and for containers with 40 feet in length are USD 145.

Goods or delivery orders can be taken if the original BL or not the copy has been approved by the recipient of the goods or the client of PT. JLG, Letter of Credit (LC) as a method of payment that has been approved by the bank that is the intermediary, the forwarder company has issued a power of attorney to retrieve the goods, as well as a container loan. After the delivery order is received and the tax is paid, it is notified to the customs that the Customs issues a Order for the Release of Goods along with the SPPB to be taken to the TPS or the Temporary Storage Place in Pelindo with a power of attorney. Then the forwarder pays the warehouse rent to the bank to get the EIRout from the TPS. EIR or Equipment Interchange Receipt is a letter about the physical container, carried at the same time by a driver or operator's way to deliver goods to the client company PT. JLG. A road pass carried by the driver is also accompanied by a collection letter for the client.

Within approximately 1 week after billing, documents from shipping or other remaining documents are brought to the depot or TPS while returning empty containers, after physical inspection of the container the forwarder gets the EIRin from the depo, thus the relationship with the depot is complete. The rest is with shipping parties. EIRin from the depo, along with the rest of the documents and proof of container deposit payment are returned to the shipping company for the withdrawal or return of container deposits. Because when taking delivery orders the importers represented by PT. JLG deposits deposite to shipping companies as collateral for borrowed containers in the event of damage / damage and or loss. This deposit fee is borne by PT. JLG, not by importers. When the submission of documents, the forwarder also provides an account, for the shipping party to transfer the refund of the guarantee fee for the container.

Payment by the client PT. JLG is carried out in cash or transfer. Payments can be made from 1 week to 1 month after the service is completed. The forwarder's task other than the document management and transportation services is to make payment for the responsibility of the importer first.

The operational management process is classified as a repetitive focus. The business process carried out is management of import documents and transportation services. There are procedures or sequences of each service process that are given especially in the management of documents or relations with customs and shipping parties. This company uses the format in the application in the management of PIB documents or Goods Import Notification.

Meanwhile, to take care of the cargo project both domestic and ocean going in large numbers usually use the ship so that it requires sufficient space. In managing the cargo for this particular project, it can be in the form of units or all ship loading spaces, so it must be rented as a whole. JLG booking space / rental to load the cargo to shipping. Depends on negotiation of terms agreed with the Port to port system, meaning the responsibility of PT. JLG is only when the goods arrive at the Cy to be loaded until the goods are taken and disassembled at the destination port then lowered on the Cy or Door to Port system, meaning that the PT. JLG takes cargo at the client's place and is carried by the truck fleet to the port until it is loaded onto the ship and taken to the destination port to be unloaded and received at the Cy port and also the Door to Door system means the process of taking goods from the client's place to the goods received by the client at the destination.

➤ *Capacity*

Capacity is the result of production or the number of units that can be held, received, stored, or produced by a facility in a certain period of time. Effective capacity is the capacity expected to be achieved by a company with a product mix, scheduling, maintenance and quality standards given.

• *Request Planning*

Demand planning is one indicator of the capacity aspect. This plan explains that the company takes into account the company's ability to meet customer demand. Request planning helps companies determine the number of document items that must be managed to determine the fleet needed so that it does not collide with other cargo schedules. For fleet usage, PT. JLG is sent back to Vendors who need good coordination to support each other. At PT. JLG demand planning on its capacity is done by estimating the number of orders that will enter, they also see the number of requests the previous day. At PT. JLG most clients are customers. Customers in this company are companies that usually import goods, they have long been subscribed. PT. JLG has been able to see the pattern of their customers in making orders. Among all clients of PT. JLG is also not a customer. When they are still able to work on the order, this company will receive an order, but when they are overwhelmed to accommodate orders from clients, they will reject the request. PT. JLG as much as possible does not reject the request, especially if the request comes from a client who has become

a regular customer is very unlikely to refuse despite the very crowded conditions of PT. JLG.

Based on the results of interviews with informants namely Operational staff, that PT. JLG has a very simple request planning process. PT. JLG accepts orders according to the level of difficulty, terrain conditions and problems in goods documents by prioritizing clients who they consider to be their regular customers. The company also estimates demand by looking at the patterns of demand of their customers in such a difficult condition that it is difficult to run or a little volume, This method will make the company have customers that are fixed or stagnant, possibly difficult to develop in terms of demand and increase in number of customers -Choosing customers is not widening market share.

• *Technology*

In this indicator, technology can be in the form of machines, equipment, fleets and so on. Technology enables the operation process capacity to be flexible following demand. Technology is a supportive tool for carrying out business processes when there is a request coming into the company.

At PT. JLG technology used in the process of providing services includes trailer trucks. The fleets are used for the process of transporting goods to their destination, but still use vendors so that they do not need special labor and costs because they are still relatively few with the assumption that using vendor services can be more effective and efficient. While other supporting technologies companies have computers and photocopiers to support their document management activities in the field of export import. In computers, there are applications and websites for the management of export-import documents. Computers with internet networks are reliable and do not often cause interference because they will become a barrier document processes carried out online.

• *Optimal Volume*

Optimal volume is one indicator part of the aspect of capacity in operational management. The optimal volume is an indicator outside of technology in operations, but about warehouse storage, parking, garage, storage. For a certain time, there are also clients or customers who ask for their goods in containers to be stored in advance by the company, usually the company places the client's transit goods in a rented warehouse that has been used by PT. JLG if there is a transit item.

➤ *Location*

Location decisions often depend on the type of business. The purpose of the location strategy is to maximize profits for the company. Location greatly affects costs, both fixed and variable costs. Location also greatly affects risk, thus affecting the company's overall profits. Location selection strategies can be determined by a combination between the cost and speed of delivery. Location of PT. JLG is near the Tanjung Priok port on Jl. Kebon Bawang VII No. 9 Ex. Kebon Bawang Kec. Tanjung Priok North Jakarta. Next, the researcher will analyze through several indicators.

• *Market Proximity*

The location of the company compared to the market or customer is very important in service, especially the timeliness and convenience of customers reaching the location of the company, the location also determines the costs borne by the company and customers. PT. JLG is located in the Tanjung Priok Port area. The location of this company is located near the port. Clients from this company are usually companies that buy goods abroad. Indeed not all customers are located close to the Port area, but their transaction items are incoming foreign goods. to Indonesia by sea. The company must first take client goods from the ship located at Tanjung Priok Port.

As said by the CEO on the quotation from the interview that the client from PT. JLG consists of individuals and companies that do not mention the details of their customers. CEO only mentions they consist of various types of companies. The location of pick-up of goods belonging to customers is sometimes far from the port even outside the city to collect goods, only after that the goods are delivered to or from the customer's place in the city or can be outside the city. For the problem of costs based on the distance or the destination city and the volume of goods and the level of difficulty of the field.

Usually there are clients who after the invoice is issued for services provided by PT. JLG with the tempo system sometimes sped off estimates so this affected the company's cash flow.

• *Supplier Proximity*

The location of companies that are close to suppliers can reduce transportation costs. Another reason is because the nature of the item is heavy, or easily damaged. At PT. JLG suppliers here are vendors who have been supporting the fleet activities of PT. JLG. Companies that usually become business partners are usually companies that are members of ORGANDA (Land Transport Organization). The companies are located not far around Tanjung Priok. Customs is also considered as a supplier because Customs also provides a place for storing transit goods if the importer needs. There, the company manages documents submitted by the client.

Excise tax is located around the port of Tanjung Priok, which is located near PT. JLG.

• *Competitor Proximity*

Proximity to competitors or grouping often occurs when the main resources are found around the location. Resources include natural resources, information, project capital, talent. In the field of forwarding services, most are located in the Priok area. This grouping occurs because of Priok's location near the port and customs office. This condition of grouping competition is commonly called clustering. These companies look for strategic locations for the service industry and customer Exim. As stated by the Operational staff of PT. JLG in the following interview quote. The company's competition in this industry is located along the road where the location of this company is located. That makes the company not short of clients, but also makes the competition even tighter. So that PT. JLG must be able to provide satisfactory service with ease, speed and security.

➤ *Layout*

The layout is the layout of the company's operational facilities both inside and outside. The layout determines the efficiency of an operation in the long run. The layout determines the competitiveness of the company in terms of capacity, process, flexibility, cost, environmental quality, customer contact, image company. An effective layout can help organizations achieve a strategy that supports differentiation, low cost, or rapid response.

According to the results of interviews with the Directors, and also Operational staff, they assessed that the layout at PT. JLG strongly supports the running of the operational process, as researchers can from interviews with resource persons 1, 2, 3 that for the office layout the researcher found that there was no change in the office layout, and a simple office layout. But according to the results of interviews with informants who are employees, in the office layout there were no problems, both of them explained that their offices were fairly comfortable, easy to reach, anywhere. According to the analysis of researchers, this simple corporate office makes the flow of information in the office smooth. In this company the transfer of documents between managers is very important, because the Forwarding service focuses on the management of documents that are quite complicated for customers.

➤ *Human Resources*

The aim of the human resource strategy is to manage labor and design jobs so that the workforce can be empowered effectively and efficiently. At PT. Jaya Lautan Global has a workforce of around 10 people who are classified into 3 divisions namely the Marketing Division, Operations Division, Finance / HRD Division. This employee is a permanent employee of PT. JLG with a trial period of 3 months review and 3 months of new review then issued a Decree of Appointment, with a monthly salary system.

➤ *Risks and Constraints*

After analyzing several aspects at PT. Jaya Lautan Global, found several problems in this company. These problems are as follows,

- Security risk on the client's property, usually the client's property can be lost halfway. The famous Tanjung Priok area is particularly vulnerable, especially thieves who pick up goods by jumping into a car and then throwing the goods down, especially LCL items that are taken out of the warehouse.
- Planning management in this company is not too much thought, this company does not implement hierarchical levels, meaning that from below it can be directly directed to the directors without going through their direct supervisor. And also the vision and mission needs to be standardized to achieve the desired goals.
- The human resources recruited must be in accordance with experience and adequate education so that they can achieve quality results.
- Minimizing losses that may arise due to the length of payment from clients in a way more tightened in the initial negotiations that the results are outlined in the form of work agreements / work orders in order to have legal strength and valid data to be accountable by both parties.

IV. CONCLUSION / ADVICE

➤ Based on data from the analysis and discussion that have been conducted after the research, it can be concluded as follows:

Operational Process at PT. Jaya Lautan Global is quite good, this company has enough customers in the Exim, Delivery cargo / Project document management services. The users of their services only use management services, some of them use services from document management to transportation to deliver their goods to the client's place. . The process of PT. Jaya Lautan Global in the management of documents there are provisions and sequences so that every document management service carried out is always the same. For transportation services of PT. Jaya Lautan Global uses vendors from various transportation so that it can serve all kinds of goods to be transported to the Client's location. The office location is in Tanjung Priok, North Jakarta, which is adjacent to Tanjung Priok Port.

➤ Based on the analysis that has been done, the researcher will provide suggestions that are expected to be useful for PT. Jaya Lautan Global to improve and develop the company, namely:

- Companies can create a work planning system per division, in order to monitor the movement, intensify the existing power.
- The company can add assets in the form of warehouse location for goods of clients who are in transit, so they do not have to rent to other places. This can save costs if the goods must be transited.

- Companies can begin to create a written vision and mission so that the company is more focused when it has a plan for improvement on indicators that still have problems or to avoid risks.

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