

TRANSFORMATION OF STRATEGIC HUMAN RESOURCE SOLUTION IN THE PORT OPERATOR CORPORATION : A SCENARIO APPROACH

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Abstract

This research existed as conducted to assess the compatibility of scenario planning to prepare plausible strategies for learning and consulting company that functions as part of an SOE port operator group, in developing its capabilities to meet the difficulties of fulfilling the parent company's mandate as an HR solution enabler. A qualitative research initiated by combine external environmental analysis using PESTEL and internal resource evaluation with the VRIO model to identify critical uncertainties that impact the company's strategic direction. These variables form the basis of a four-scenario matrix that captures a range of believable upcoming conditions. Each circumstance exists as advanced with detailed stories, calculated consequences, promptly warning signals, and reply possibilities. From the more extensive set of driving influences, two vital ambiguities stand as determined: the degree of calculated freedom granted to the corporation within the SOE group and the level of marketplace openness beyond the inside harbor operator ecosystem. The discoveries indicating that (1) advancement focuses vary notably between contexts but still demand a baseline, especially in terms of resource oversight capacities, strategy standardization, and business abilities; (2) Excessive dependency on third-party ability without a systematic inner competency roadmap poses long-term calculated risks; and (3) Gradual skill advancement, aligned with feasible upcoming conditions, empowers bodies to balance short-term efficiency necessities and performance targets with long-term calculated placement. The investigation concludes that context organization plays a essential position as a business approach tool while as well highlighting the importance of ordered skill construction that aligned with organization long-term tactical intent and institutional oversight restrictions.

Keyword: Scenario Planning, Strategic Management, Capability Development, Strategic Alignment

1. Introduction

The terminal industry in Indonesia remains undergoing a principal transformation since the beginning of the call to harmonize the flow of goods and documents for logistics movements in Indonesia ^[1]. The necessitate for transformation of the terminal industry in Indonesia stands as too driven by regional competition pressures in the Southeast Asia region. Indonesia ranks 61st out about 139 countries ^[2], with a terminal-logistics infrastructure efficiency score regarding 2.9 out about 5 giving indication regarding growth but still not reaching such challenging levels regarding Singapore (4.3) or Malaysia (3.6). This transformation demands improvements in all areas not simply facility operations but being well human resource leadership back systems across all subsidiaries. This is in line with research by Sunitiyoso (2021) ^[3] in analyzing port performance factors, which found that HR readiness and support are important in system sustainability. The learning and consulting company that is part of this port group is tasked with fulfilling this function as an HR Solution Partner. This subsidiary entity is expected to be the strategic enabler and the main driver of human resource development that is adaptive to the dynamic conditions of the global port industry and capable of becoming a center of excellence in competency development and talent management that is global-ready. However, the translation from the business direction of the holding group down to the learning & consulting company is not fully articulated as an operational strategic plan and creates a gap between the group's visionary strategic direction and the learning and consulting company's ability to implement that business direction. Moreover, uncertainties surrounding the direction regarding scope and role of HR Solutions from the port operator

group, the dynamics of the global labor market in the port sector, and internal limitations within the company have created a strategic dilemma at the subsidiary management level. Hence why, this study was meant to address the gap in literature regarding how internal learning units navigate the uncertainty of transitioning from a captive support role to a strategic partner using Scenario Planning.

2. Literature Review

2.1. Strategic Decision Making

The classical theory of strategic management, which originally emerged from Chandler (1962) ^[4] and Andrews (1971) ^[5], assumes a rational alignment between internal capabilities and the external environment. This traditional view argues that strategy stands as a deliberate thought system in which managers analyze SWOT (Strengths, Weaknesses, Opportunities, Threats) to maximize organizational value. This theory existed as later criticized for its rationality by Eisenhardt and Zbaracki (1992) [6], who argued that in a fast-paced environment, decision-making stands as rarely entirely rational; rather, it functions as often constrained by cognitive limitations and political conflicts. This forms tension: organizations strive to plan rationally, but a chaotic environment renders static plans obsolete. Relevant to organizations with high complexity.

Courtney, Kirkland, and Viguerie (1997) ^[7] then enriched the theory by identifying four levels of uncertainty that influence decision making:

- Level 1: A Plausible Future. The future can be predicted using probabilistic models.
- Level 2: An Alternative Future. The future can be described as one of several alternative outcomes or discrete scenarios. Analysis cannot identify which outcome will occur, although it can help establish probabilities.
- Level 3: A Range of Futures. A range of potential futures can be identified because the range is defined by a limited number of key variables, but the actual outcome could be anywhere along the continuum bounded by that range.
- Level 4: True Uncertainty. Interacting dimensions of uncertainty create an environment that is nearly impossible to predict.

2.2. Scenario Planning

Scenario planning is a strategic planning methodology utilized to explore and prepare for various plausible future possibilities in situations where uncertainty is high, and conventional forecasting methods or linear extrapolation are inadequate, according to Schoemaker (1995) ^[8]. Considering the tension between rational planning and the complexity of the business environment, this study uses Scenario Planning by adopting the framework developed by Garvin and Levesque (2006) ^[9]. Unlike other forecasting methods that focus on prediction, Garvin and Levesque emphasize scenarios as Strategic Guides for decision-making in conditions of uncertainty, positioning scenarios as tools for future memory by simulating different crises or opportunities before they occur, organizations build strategic muscle memory. This way operates being notably well suited toward this examination because it progresses beyond abstract futurology. Toward usable tactic. Garvin plus Levesque's approach [9] lets institutions toward test existing strategies against diverse potentials. For SOE subsidiaries, this supplies a organized tool for decision-making training, ensuring how manner in which such fact that organization remains versatile regardless regarding which upcoming materializes.

2.3. Strategic Alignment and Dynamic Capability Theory

This manner in which success concerning a long-term mode depends not only concerning making such fact the fact that right decisions, but too regarding that way bodies ability within align alongside adapt toward this dynamics about this business environment. According into Venkatraman alongside Henderson (1993) [10], tactical alignment depicts this degree concerning fit between business technique, business setup, along with resource capabilities. Teece, Pisano, and Shuen (1997) ^[11] then addresses this via Dynamic Capabilities, emphasizes that in order to keep up with changing business situations, it is important for organizations to (sensing, seizing, transforming) their ability. Within this framework, successful transformation requires two particular mechanisms:

- Organizational Ambidexterity: O'Reilly and Tushman (2013) ^[12] argue that companies must balance exploitation (optimizing current revenue streams) and exploration (innovating for future growth) simultaneously.

- Organizational Relearning: Mastering new capabilities is often constrained by outdated practices. Tsang and Zahra (2008)^[13] propose that well-established companies must actively engage in relearning, discarding old habits to pave the way for new commercially viable competencies.

This implies that a company cannot simply purchase dynamic capabilities. These capabilities must be cultivated from the bottom up, through interactions between employees. Therefore, the transformation into a Learning Organization requires a change in the basic routines (Nelson & Winter, 1982)^[14] performed by staff from administrative routines to commercial routines, to strengthen competencies.

2.4 Human Capital and Organizational Learning

The heart of dynamic capabilities serves as the users within an organization. Becker (1993)^[15], by means of Human Capital Theory, argues that knowledge serves as a form of capital that generates economic returns. However, for consulting firms, the problem exists as how to transform individual knowledge into organizational assets. Argyris and Schon (1978)^[16] distinguish between single-loop learning (correcting routine errors) and double-loop learning (questioning basic assumptions). Scenario planning triggers double-loop learning, which serves as crucial for companies to break out of their comfort zone. This method stands as enriched by the SECI model from Nonaka and Takeuchi (1995)^[17], which explains the conversion of tacit knowledge from port operational experience into explicit knowledge including consulting products/curricula. In line with the core competencies of this subsidiary, it commercializes internal tacit knowledge into valuable market solutions.

2.5. Port and Maritime Context

While Notteboom et al. (2021)^[18] highlight the shift toward "Smart Ports," a complete pivot to high-tech automation is constrained by the labor-intensive nature of port operations in developing economies. The validity of this research is supported by industry data. The UNCTAD Review of Maritime Transport (2023-2024) report^[19] highlights the shift of global ports towards digitalization and decarbonization, which requires new skill sets that are not yet available in the market. Domestic data from the International Labour Organizations (ILO) reports on Port Labour, Tambusai (2005)^[20] confirm the gap between the supply of national maritime talent and industry needs, creating a strong market justification for the need for HR solution functions for the group.

3. Methodology

3.1 Research Design

The object of this study is a subsidiary of a state-owned port operator in Indonesia. The company provides 4 competencies : man power supply, assessment, HR consulting services, also learning and knowledge management to the whole port operator group. This study uses a qualitative single-case study design to examine the strategic transformation of a State-Owned Enterprise (SOE) subsidiary in a high-velocity setting (Yin, 2018)^[21]. When analyzing the intricate phenomena of "institutional hybridity," this method remains especially suitable for delving significantly into the "how" and "why" of the company's shift from a cost center to a profit center. Combined with PESTLE^[22] and VRIO^[23] to understand the business landscape, Scenario planning is used as the main methodological framework. Scenarios uses as "Strategic Guides" rather than as prediction tools, following the methodology of Garvin and Levesque (2006)^[9]. This approach was chosen to assist the organization in navigating the ambiguity of the state-owned port sector, allowing the management to assess the viability of their current strategy and create tenable alternative futures. Moreover, strategy enrichment using a capability readiness instruments also provided, helping company to assess the readiness as required.

3.2 Data Collection

Primary Data

Gathered through Focused Group Discussion (FGD) then followed-up with in-depth, semi-structured interviews to captured the full initial business landscape translated also into the business focal issues. FGD brings out tacit knowledge and shared perceptions, whilst semi-structured interview enrich the perspective and validated the initial findings.

Table 3.2 FGD Participant Demographic Profile

No	Position Level	Years of Experience	Department/Function	Code
1	Project Lead	>3 years	<ul style="list-style-type: none"> • Business Units • Business Support 	PU1 PU2 PU3 PU4 PU5 PS1 PS2
2	Manager	>7 years	<ul style="list-style-type: none"> • Manager Business Unit • Manager Business Support 	MU1 MU2 MU3 MS1 MS2
3	Senior Manager	>10 years	<ul style="list-style-type: none"> • Business Support 	SM1

Focusing more on the internal team, this FGD captured the perspective of initial phases, the problem identification that felt until the implementor level up till supervisory, meaning that the problems and concerns are structural.

Table 3.2 Semi-Structured Interview Participant Demographic Profile

No	Level	Years of Experience	Target Respondent	Code
1	Internal strategic	>15 years	<ul style="list-style-type: none"> • Director • Senior Manager Business Unit • Strategic Planning Group Head 	IS1 IS2 IS3 IS4 IS5 IS6
2	Operational	>10 years	<ul style="list-style-type: none"> • Manager Business Unit • Manager Business Support 	OP1 OP2 OP3 OP4
3	External Stakeholders	>5 years collab	<ul style="list-style-type: none"> • Key Clients • Senior Expert Partner • Partner Institutions 	ES1 ES2 ES3 ES4

the respondents represent a diverse cross-section of the organization, ranging from strategic decision-makers (IS) to technical experts (ES). This diversity ensures that the data captures both the helicopter view of corporate strategy and the ground reality of operational challenges.

Secondary Data

Secondary data was analyzed to corroborate interview findings using the Company's Long-Term Corporate Plan (RJPP), Annual Reports (2021-2024), and external industry regulations

3.3 Data Analysis

The data analysis followed a rigorous, adopted from the scenario planning methodology by Garvin and Levesque (2006) ^[9] and Schoemaker (1995)[8] to ensure replicability, the step-by-step analytical flow is visualized in Figure 3.1.

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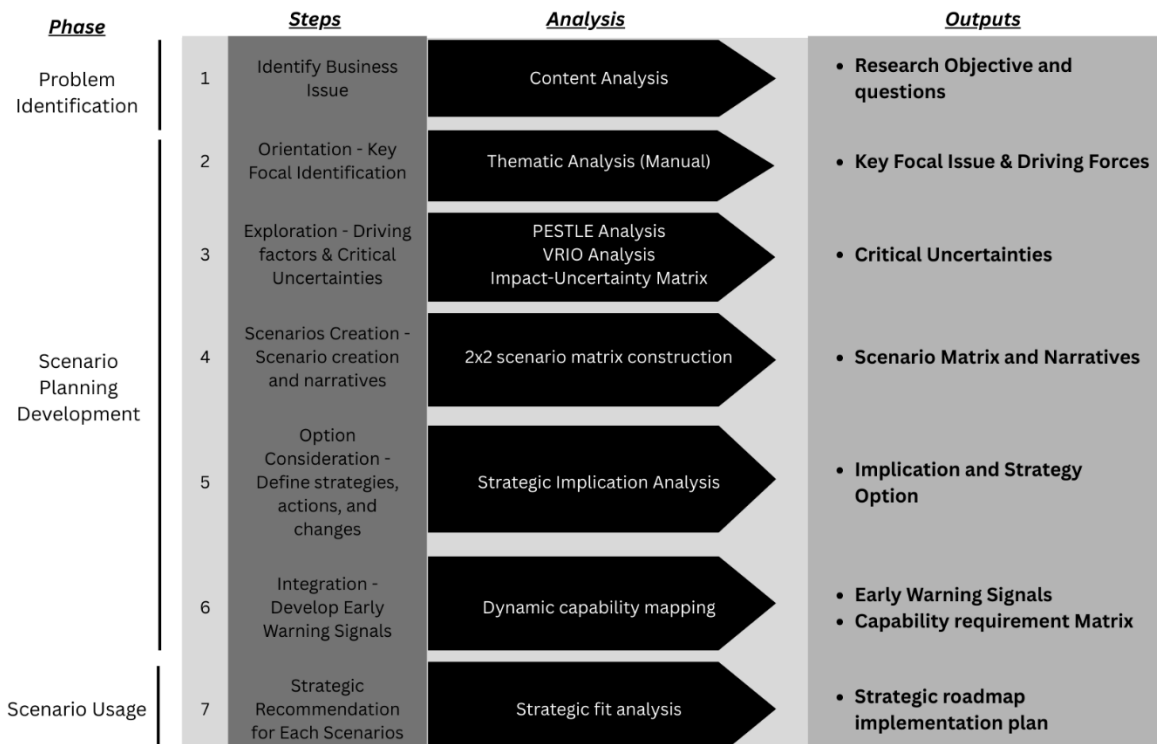


Figure 3.1 Summary of Data Analysis Process

Stage 1: Problem Identification

The research commenced by diagnosing the fundamental strategic tension in the subsidiaru company. Through content analysis of both external and internal data documentation, the critical misalignment is identified. Given mandate as the HR Solution enabler for the group, the subsidiary operates as training supporting to the group by its current capability whilst facing pressure by the profit center accomplishment. Given clear diagnosis research objective to design a strategy that navigates the subsidiary transformation.

Stage 2 : Scenario Planning Development

This stage constitutes the analytical engine of the study, executed through five specific steps:

1. **Orientation** : The goal was to tie the scenarios to a particular business issue. Thematic analysis was used to process the data through FGD with management. As a result, the main focal issue was defined as follows: How can the Corporate University change its business model to ensure sustainable profitability in the face of unclear regulations?
2. **Exploration** : The goal of this stage was to map the ecology that surrounds the main problem. Two frameworks were used to analyze data from semi-structured interviews: PESTEL Analysis^[22] to map external pressures like market openness and strategic autonomy, and VRIO Analysis ^[23] to evaluate internal readiness. The results showed a discrepancy between the firm's commercial capability and its rich tacit knowledge. After mapping these forces onto an Impact-Uncertainty Grid, the two most defining factors were found by filtering the noise..
3. **Creation** : 3. A 2x2 Scenario Matrix ^[9] was created by utilizing the two crucial uncertainty. Four different future landscapes were developed by using secondary data and interview insights. Starting from a extremely safeguarded limited industry and extending to an very contested accessible arena, these context stories represent feasible potentials
4. **Option Consideration** : This initiative demanded a Tactical Implication Evaluation. Proceeded from view to transition. The analyst analyzed at specific threats and prospects for each of the four contexts. A collection of planned alternatives explaining how the enterprise should adjust its offering blend based on the context stood as grew via incorporation

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5. **Integration** : The inquiry generated a monitoring model to uphold direction in pinpointing legislative modifications promptly on, allowing for forward-thinking modification, in order to form the conditions usable.

Stage 3: Scenario Usage

The final stage focused on practical implementation. By synthesizing outcomes from all past stages, a Calculated Fit Examination served as carried out to spot no-regret transitions strategies that remain viable across multiple contexts. This culminated in a comprehensive Tactical Roadmap, guiding the subsidiary on how to achieve institutional ambidexterity over the next five years.

4. Findings

4.1 Driving Forces and Critical Uncertainties

From the data collection process and synthesizing using PESTLE^[22] and VRIO^[23], following the six-phase method used by Braun & Clarke (2006)^[24] of familiarization, generating initial codes, search for themes, reviewing themed, naming themes, and defining the final themes, 26 initial factors are gathered that then clustered into 8 themes code generated as driving forces.

Table 4.1 Driving Forces Explanation

Cod e	Factor	Driving Forces	Explanation
E1	External Uncertain	- Strategic Autonomy of Companies in the group	The small scope of autonomy given to strategic decision makers will greatly help companies define strategies to face a more plausible future.
E2	External Uncertain	- Level of market openness	Subsidiary can obtain revenue from more sources, but it is important for companies to really pay attention to their capabilities and competencies to maintain their credibility and reputation
E3	External Predetermined	- Efficiency policy directions	Efficiency policy directive is necessary for subsidiary to reorganize their products to meet needs while maintaining quality and profitability.
E4	External	Strategy to manage and develop human resources	If the approach is more long-term, the portion of development and consulting companies can also be more organized.
I1	Internal	internal readiness to build HR solutions	HR Solution is not only supported by expertise, modules, and facilities, but also requires the ability to diagnose problems, design solutions, and measure impact.
I2	Internal predetermined	- commercial and strategic capabilities	Determine business continuity and the company's bargaining power within the group.
I3	Internal predetermined	- strategic position in the port ecosystem	Provide access to practical experience and stronger networks that can be strategically leveraged
E5	External	Trends in learning & human resource development	Poses a considerable challenge to company sustainability as it will help increase user satisfaction.

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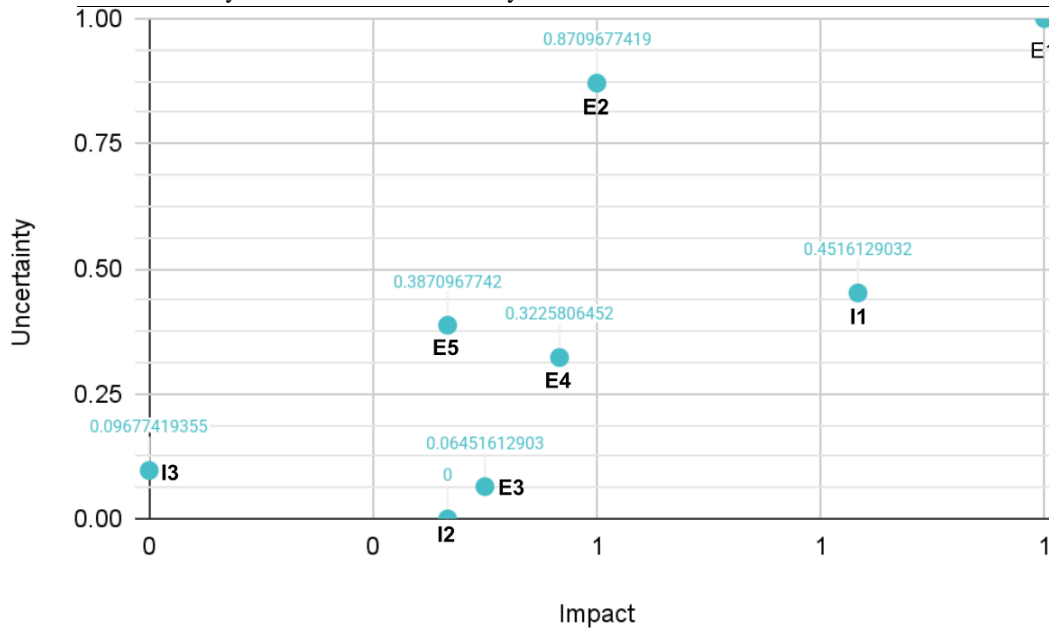


Figure 4.1 Matric Uncertainty-Impact of the Driving Forces

Based on the synthesis of primary data, two critical uncertainties were identified:

1. Degree of Management Autonomy: The extent to which the holding company grants decision-making power.
2. External Market Accessibility: The level of freedom allowed to sell services to non-group clients.

4.2 Scenarios Creation

Crossing these two axes creates four plausible scenarios within range of 2026 - 2030 :

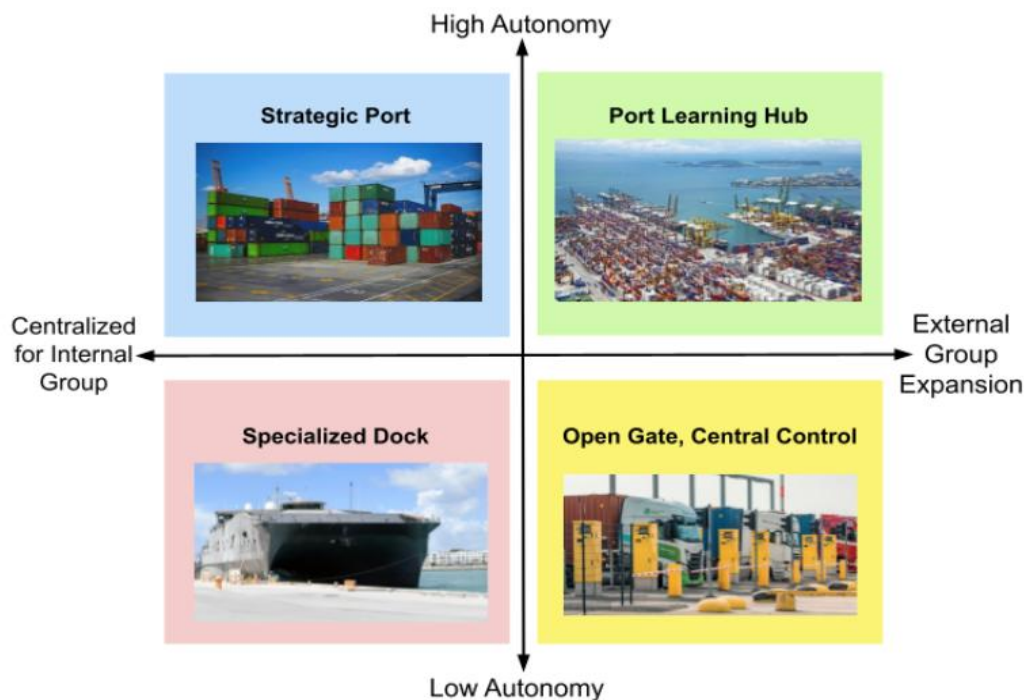


Figure 4.2 Scenarios Framework Axes

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• Scenario 1 - Specialized Dock

This scenario can be likened to a ship docking at a special internal pier in a large international port area. This pier is dedicated to handling internal ships whose docking and berthing schedules have been determined and which operate under the instructions of the port authority. The port operator holding group centralizes strategic functions along with various policies for human resource management and development.

• Scenario 2 - Open Gate, Central Control

This scenario depicts a port with gates that have been opened to increase capacity, with a wider range of ships arriving not just from internal sources, but all movements in and out of the port are still monitored and controlled by central control to ensure that the port serves ships adequately, efficiently, and meets its objectives. Although it continues to appear ambiguous, the increased number of ship calls has improved the port's performance..

• Scenario 3 - Strategic Port

This scenario is described as a port upgrading to become a special hub port that handles ships and logistic needs that are more strategic, even though the flexibility to accept external ships remains limited. Strategic shipping needs will enable the port to enhance its capabilities in handling, activating analytical functions, and improving planning ability. Although the types of ships are not varied, ship calls are more frequent and regular, often carrying larger amounts of cargo that require extra handling, resulting in higher tariffs, increased productivity, and port profitability.

• Scenario 4 - Port Learning Hub

This scenario is likened to a hub port for domestic and international logistics activities, making the port a strategic point that becomes a center for best practices, transshipment and distribution functions, integrated facilities, with greater volume and scale. The number of ship calls functions as growing rapidly, not only receiving direct calls and transshipments, but as well making the facility a major distribution point connecting production centers with global markets, unified with multimodal logistics to accelerate the cargo turnover way to and from forwarder centers or related industries. Funding serve as in addition increasing to progress improved facility unification and provision abilities.

4.3 Implications for Strategy

The prerequisite assessment sustains the assertion that fashion creation must continue to serve as versatile preferably than unchanging by highlighting the major distinctions in strategic precedence across numerous upcoming conditions. Planned importance shifts to active reliability, domestic provision grade, so exists as group-level mandate observance in contexts with limited independence and limited sector openness. Conversely, conditions featuring greater independence and expanded arena availability conditions necessitate forward-thinking ability expenditure, characteristic approach services, and a more arena emphasis. Vitally, the discoveries reveal that it isn't consistently achievable to follow a Unified end-to-end HR method" placement. Instead, this kind of placement necessitates to remain done in a ordered mode, with the starting steps concentrating on basic abilities. The next steps facilitating originality and variety. This stands as compatible with the evolving skill outlook (Teece et al. , 1997) ^[11]. This highlights the weight of phased capacity advancement in adjusting to outside modification.

Table 4.2 Strategic Implications Across Scenario

Scenario Condition	Strategic Challenge	Strategic Implication	Strategic Orientation
Scenario 1 – Specialized Dock	Sustaining relevance in the face of constrained governance	Strategic role moves the emphasis to internal value creation	Operational reliability & cost discipline
Scenario 2 - Open Gate, Central Control	Competing in open market without full strategic control	Market engagement must be selected and in line with group-level strategic aims.	Controlled commercialization
Scenario 3 - Strategic Port	Balancing strategic independence with limited growth opportunities.	Strengthening the depth of internal capabilities is critical to strategic success	Strategic capability deepening
Scenario 4 - Port Learning Hub	Managing expansion while maintaining capability alignment.	Critical to have capability scaling, prevent strategic overxtension	Ecosystem-oriented growth

4.4 Capability Readiness Solution

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The concluding component of the outcomes evaluates organizational capacity ability in relationship to each contexts tactical prerequisites. Specifically in the domains of method strategizing, business implementation, and calculated client oversight, the review demonstrates a glaring difference between contemporary abilities and those necessitated for the distribution of contemporary HR solutions. The deficit of inside unified proficiency implies sustained dependency on external entities, still while existing resources. Interpersonal assets offer a strong basis. If left uncontrolled, this dependency could ultimately limit planned adjustability. Thus, the discoveries underscore the importance of planned skill growth as a entailed prerequisite for planned objective.

Table 4.3 Capability Readiness Guide

Capability	Current State	Scenario 1 – Specialized Dock	Scenario 2 - Open Gate, Central Control	Scenario 3 - Strategic Port	Scenario 4 - Port Learning Hub
HR Solution Design	2.2	2	2.6	4.25	5
Knowledge Institutionalization	1.8	1.7	2.3	4	5
Industry Expertise	2.75	1.5	2.7	4	5
Commercial Capability	1.5	1.75	2.5	3	5
Governance Autonomy	1.2	1	1.4	4	5
Total Score	1.93	1.7	2.45	3.87	5

5. Discussion

This research concludes that prerequisite organization furnishes a systematic yet reasonable tactical setup for bodies facing notable independent ambiguity and inside skill restrictions, especially in very complicated organization group environments. Prerequisite preparation acts as a decision back tool that permits bodies to interpret intricate driving factors, detect essential unknowns, and so to transform them into unified planned precedences. In line with past research on planned prediction and doubt administration (for instance Schoemaker, 1995 ^[8] and Ramirez & Wilkinson, 2016 ^[25], these outcomes reveal that scenario-based review improves planned precision by revealing how numerous mixes of institutional self-governance and arena openness reshape proficiencies and tactical selections steadily. This examination as well emphasizes the demand to detect capacity evolution as a graduated and circumstantial method instead than a one-size-fits-all plan. The contexts exhibit that the workability of seeking unified HR resolution means serves as significantly influenced by organizational willingness, oversight model, as well as dependency on third-party specialists. The changing skill standpoint (Teece, 2007) ^[11]. This highlights the weight of sequencing ability creation in reply to external alter exists as aligned with this as well as despite being context-specific, the research's conceptual findings add to the larger body of knowledge on strategic management and capability development, providing an adaptable framework for businesses looking to match long-term strategic purpose with changing operational realities.

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