

## DYNAMICS OF CRUISE SHIP TOURIST SERVICE MANAGEMENT AT BONDJAVA TRAVEL TOURS IN SEMARANG AND SURABAYA CITIES

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### Abstract

The increasing number of cruise tourist arrivals at Tanjung Emas Port in Semarang and Tanjung Perak Port in Surabaya requires travel agencies to implement professional and well-structured operational management. However, field findings reveal gaps between Standard Operating Procedures (SOPs) and their actual implementation at Bondjava Travel Tours, which affect service quality. This study analyzes the dynamics of operational management in handling cruise tourists, covering planning, implementation, supervision, operational challenges, and response strategies. A qualitative descriptive approach was employed, with data collected through in-depth interviews, observations, and document analysis conducted in Semarang and Surabaya. The results show that Bondjava Travel Tours has established structured planning and coordination mechanisms; however, several challenges remain, particularly in the consistency of SOP implementation, the quality of human resources, the readiness of transportation facilities, and coordination among service providers. These constraints influence the effectiveness of service delivery and the overall tourist experience. The findings highlight the importance of strengthening quality control systems, improving human resource competencies, and enhancing integration within the tourism service supply chain. Therefore, strategic efforts are needed, including refining more applicable SOPs, intensifying human resource training, strengthening coordination among stakeholders, and implementing continuous monitoring systems. These measures are expected to improve operational effectiveness and support the sustainability of cruise tourism services.

**Keywords:** Operational Management, Cruise Tourism, Travel Agency, Bondjava Travel Tours

### INTRODUCTION

The global tourism industry has undergone significant transformation over the past two decades, with marine tourism emerging as one of the fastest-growing segments. Cruise tourism has developed as a form of cross-border travel that offers short-duration experiences while demanding premium service standards (CLIA, 2023). Indonesia, as an archipelagic country with more than 17,000 islands, possesses substantial potential to become a major global cruise destination, supported by its natural resources, cultural diversity, and strategic geographical

position (Ministry of Tourism and Creative Economy, 2023).

The arrival of cruise ships at a destination is determined by multiple considerations, including travel routes, port readiness, security conditions, and tourist attractions (Cruise Asia, 2025). Major Indonesian ports such as Tanjung Priok in Jakarta, Tanjung Emas in Semarang, and Tanjung Perak in Surabaya have become regular ports of call for international cruise ships. This situation positions travel agencies as key actors in ensuring the quality of tourist experiences during the limited port stay.

In Semarang, Tanjung Emas Port recorded 23 cruise ship arrivals with a total of 16,331 international tourists in 2023 (IDN Times, 2023). The arrival of large vessels such as *MS Viking Orion* requires precise management of transportation and group distribution (Pelindo Multi Terminal, 2023). Several improvements have been implemented, including dock elevation and the integration of inspection systems to accelerate tourist flow (IDN Times, 2023)

In Surabaya, the volume of cruise tourists reflects higher operational intensity. Pelindo Regional 3 recorded 98,742 cruise passengers in the first half of 2023, with projections of 18 cruise ship arrivals in 2025 (Radar Surabaya – Jawa Pos, 2024). The diversity of tourists from ships such as *MS Noordam* and *MV Regatta* indicates varying service needs, with popular destinations including the heritage area of Surabaya Old Town (Radar Surabaya – Jawa Pos, 2023; Suara Jatim, 2023; Surabaya.go.id, 2023).

The increasing number and diversity of cruise tourists require travel agencies to possess accurate operational management capabilities, particularly in scheduling, group distribution, and multi-stakeholder coordination. However, the growing demand for services has not been fully matched by the readiness of operational systems, thereby increasing the risk of service inefficiencies.

Observations indicate that Bondjava Travel Tours still faces recurring operational issues, including scheduling delays, suboptimal tour guide performance, limited tour package variations, and discrepancies between standard operating procedures (SOPs) and field implementation (Bondjava Internal Report, 2024). These issues are exacerbated by tourist surges, imbalanced group distribution, and schedule adjustments due to delayed ship arrivals. Additionally, inconsistencies between promotional materials and actual destination conditions, as well as weaknesses in transportation, tour guiding, and restaurant services, have contributed to tourist complaints.

From a theoretical perspective, operational efficiency in travel agencies is influenced by strategic alliances, tourism supply chain management, and stakeholder collaboration (Chu & Hsu, 2021; Tang et al., 2023; Rumawak et al., 2025). The pre-travel stage also plays a crucial role in determining service performance (Ohlyver, 2024), supported by digital innovation and human resource capacity development (Eprilianto, Pradan & Sari, 2020). However, previous studies have primarily focused on infrastructure and general efficiency aspects (Adawiyah & Eprilianto, 2025; Widodo & Pambudi, 2025), indicating the need for more specific research examining the gap between SOPs and operational practices in cruise travel agencies.

## **IMPLEMENTATION METHOD**

This study employs a qualitative approach with an evaluative case study design focusing on Bondjava Travel Tours as the primary unit of analysis. This approach is selected to examine the gap between established standard operating procedures (SOPs) and their implementation in operational practices, particularly in time-critical cruise tourism services. Qualitative inquiry enables an in-depth understanding of operational dynamics, actors' experiences, and service interactions occurring in cruise tourist handling activities in Semarang and Surabaya (Creswell, 2016).

The research was conducted in two major Indonesian port cities, Semarang and Surabaya, which serve as regular destinations for international cruise ships. The study focuses on analyzing the operational processes of Bondjava Travel Tours in managing shore excursions, including planning, group distribution, transportation coordination, guiding services, and service quality control. The unit of analysis is process-based, allowing detailed examination of how each operational stage is designed, implemented, and evaluated in relation to service standards.

Data were collected through triangulation techniques, including in-depth interviews, participant observation, and documentation. Interviews were conducted with key informants such as operational managers, field coordinators, tour guides, and selected cruise tourists, as well as supporting stakeholders including port authorities, Pelindo representatives, and tourism officials. Observations were carried out directly during operational activities, covering tourist reception, group management, transportation arrangements, and tour execution. Documentation included SOP records, operational reports, and tourist feedback data to strengthen empirical findings.

The data analysis employed a qualitative descriptive method using an interactive model adapted from Miles and Huberman (1994), combined with thematic analysis. The analytical process involved data reduction through coding, data display in the form of matrices and narratives, and conclusion drawing through thematic synthesis. This approach enabled the identification of patterns, operational constraints, and discrepancies between planned procedures and actual practices, particularly in managing time constraints, tourist volume, and multi-stakeholder coordination.

To ensure the trustworthiness of the findings, this study applied triangulation of sources, methods, and theoretical perspectives. Theoretical frameworks such as POAC (Planning, Organizing, Actuating, Controlling), tourism supply chain management, optimization principles, and risk management were used to interpret the data. Additionally, the study adhered to the criteria of credibility, transferability, dependability, and confirmability (Lincoln & Guba, 1985) to ensure that the findings are valid, reliable, and grounded in empirical evidence.

## RESULTS

The analysis of findings derived from in-depth interviews with informants directly involved in the operational activities of Bondjava Travel Tours in handling cruise tourists in Semarang and Surabaya highlights several key aspects of service implementation. The analysis focuses on operational workflows, coordination mechanisms at the port, and field dynamics during tourist visits, as well as the implementation of Standard Operating Procedures (SOPs) in regulating service stages, role clarity, and performance standards. Data obtained through face-to-face interviews provide insights into actual work practices, operational challenges, and the application of SOPs in real situations. These findings form the basis for identifying patterns, operational issues, and factors influencing the effectiveness of cruise tourism service operations.

### 1. Cruise Ship Tour Service Planning by Bondjava Travel Tours

Bondjava Travel Tours' cruise ship service planning reflects a structured approach, with the ship's arrival schedule serving as the primary reference for the entire operational process. Tour packages are systematically designed, covering routes, durations, and pricing, as illustrated in the following statement:

*“Every time we receive the ship's arrival schedule, we immediately begin the package formulation process. In the proposal, we include the package structure, route, duration, and pricing, all with margins approved by the director” (Product Manager).*

This indicates that planning functions as the foundation for aligning service design with the limited timeframes of cruise ship tourists. Destination selection also considers tourist characteristics and field conditions, as expressed:

*“In determining destinations and itineraries, we consider the characteristics of the ship's passengers... we develop time estimates based on traffic data, travel distance, and destination capacity” (Product Manager).*

Transportation and human resource planning are implemented adaptively, depending on the number of tourists and the characteristics of the service package. Fleet selection considers comfort standards and operational requirements, as stated:

*“For transportation, we plan the fleet after knowing the number of tour bookings... the standards we require include cleanliness, strong air conditioning, and comfortable seats” (Product Manager).*

Meanwhile, human resource allocation is conducted proportionally by considering group size and service complexity, as noted:

*“We calculate the human resource needs—including guides, field coordinators, and logistics crew—based on the number of tours sold and estimated tourists” (Operations Manager).*

This planning is also shaped by external regulations requiring vehicles to comply with port safety standards, as stated:

*“Vehicles used by tour operators must meet port safety standards. If they do not meet*

*these standards, we have the right to refuse entry” (KSOP Tanjung Emas Semarang Staff).*

Pre-arrival vessel coordination constitutes a critical element in ensuring operational readiness among stakeholders. This process is carried out through formal mechanisms, such as sending official letters and conducting coordination meetings prior to the ship’s arrival, as stated:

*“In the planning stage, we are required to send an official letter at least two weeks before the ship’s arrival to the KSOP, Pelindo, and the local government” (Product Manager).*

The coordination meeting functions as a forum to align roles and responsibilities across institutions, as emphasized:

*“We gather all relevant parties in an official coordination meeting so that each institution understands its role” (KSOP Tanjung Emas Semarang Staff).*

These findings suggest that inter-organizational integration is a key prerequisite for ensuring the smooth operation of cruise tourism services.

Although planning and coordination have been conducted systematically, the analysis reveals dynamic challenges in implementation, particularly related to information distribution and operational adjustments in the field. Asymmetries in administrative communication still occur, as indicated:

*“Sometimes letters or memos are not sent to all parties, so information regarding the vehicle is received late” (Operations Manager Pelindo Region II Semarang).*

Nevertheless, observations show that planning remains the primary reference, translated into technical arrangements prior to tourist arrival. This confirms that planning functions as a relatively stable operational framework, although in practice it requires flexibility to accommodate operational dynamics at the port.

## **2. Organizing Cruise Ship Tourism Service Operations**

The organization of operational cruise tourism services at Bondjava Travel Tours demonstrates that the role of tour guides encompasses a broad and multidimensional range of responsibilities. Tour guides not only function as providers of information but are also responsible for time management, safety, and assisting tourists throughout the activity. The characteristics of cruise ship tourists, who are predominantly elderly, serve as the basis for organizing this role, as expressed:

*“Cruise ship guests are mostly over 60 years old, so they require significant attention and protection, especially when the weather is unfavorable” (Tour Guide, Bondjava Travel Tours).*

This indicates that task allocation is adjusted to service needs, with a strong emphasis on tourist safety and comfort. The organization of tour guide tasks is carried out based on Standard Operating Procedures (SOPs) and technical instructions delivered through technical meetings

prior to operational activities. These two instruments function as formal guidelines for regulating workflow and the distribution of responsibilities in the field, as stated:

*“Our guideline is the SOP that we have understood, along with instructions from the technical meeting provided by Bondjava” (Tour Guide, Bondjava Travel Tours).*

This finding suggests that the organizational structure is not merely administrative but is also designed to ensure service consistency through standardized coordination mechanisms. In practice, tour guides perform multiple functions simultaneously, including managing group schedules, coordinating departures and returns, and handling operational situations in the field. The complexity of this role is closely related to the characteristics of cruise tourism services, which are constrained by limited time and dependence on ship schedules. This is reflected in the statement:

*“The most difficult part is time management because the duration provided is very limited, so departures and returns must strictly follow the schedule” (Tour Guide, Bondjava Travel Tours).*

This condition positions tour guides as key actors in maintaining timeliness and the smooth flow of service delivery.

Overall, the organization of operational cruise tourism services at Bondjava Travel Tours reflects a structure centered on the role of tour guides as the primary service executors in the field. This structure is flexible and adaptive to operational dynamics, particularly in dealing with time constraints and coordination complexity. Thus, service effectiveness is largely determined by the ability of tour guides to integrate various operational functions while maintaining the quality of interaction with tourists throughout the activity.

### **3. Implementation of Cruise Ship Tourism Service Operations**

The operational implementation of cruise tourism services by Bondjava Travel Tours demonstrates a dynamic character that requires intensive coordination among work units and stakeholders. Although it has been designed through systematic planning, its execution in the field is highly influenced by actual conditions such as changes in ship schedules, port activity congestion, and resource readiness. This positions the implementation function as a crucial stage in translating plans into coordinated operational actions.

The implementation of operational plans on the day of the ship’s arrival begins from the moment the vessel docks until tourists return to the ship according to schedule. Resource readiness becomes the primary focus, as stated:

*“As soon as the ship docks, our team at the port immediately checks the pickup area and ensures that all buses and guides are in position” (Operation Manager, Bondjava Travel Tours).*

The entire service flow is carried out in accordance with the agreed itinerary, as emphasized:

*“On the day of execution, all components of the plan are implemented... tourists are directed according to the packages they selected and assigned to the designated vehicles” (Product Manager, Bondjava Travel Tours).*

On the other hand, implementation must also comply with port authority regulations, such as submitting a complete activity schedule, as stated:

*“Tour operators are required to submit a complete schedule—from the time tourists disembark to the estimated return time—so that tourist flows can be managed safely and orderly” (Operations Manager, Pelindo Region II Semarang).*

The organization of human resources and the management of tourist flows constitute integral components of service implementation. The assignment of guides and crew is carried out based on group division and types of tour packages, as expressed:

*“Each guide is assigned to a bus according to the type of tour they handle and is equipped with standard tools such as guide SOPs, service orders, and first aid kits” (Operation Manager, Bondjava Travel Tours).*

Tourist flow management is conducted through group segmentation and movement route arrangements to avoid congestion, as explained:

*“We determine sterile areas, movement routes, and assembly points to ensure tourists do not enter high-risk areas and to prevent overcrowding” (KSOP Tanjung Emas Semarang Staff).*

The importance of the guide’s role is also emphasized by an external informant:

*“Cruise ship tourists are highly sensitive to delays... guides and group management are key to ensuring the experience meets expectations” (Managing Director, Destination Asia Indonesia).*

Operational implementation is also characterized by the need to adjust to unpredictable field dynamics. Differences between planned and actual conditions are common, as stated:

*“There are often differences between the plan and reality in the field... our task is to make quick adjustments without compromising service quality” (Product Manager, Bondjava Travel Tours).*

To respond to such conditions, decision-making is centralized within the port team to enable rapid responses, as noted:

*“If there are incidents or sudden changes, the final decision is centralized with the team at the port to ensure quick response” (Operation Manager, Bondjava Travel Tours).*

Operational adjustments also involve the active role of port authorities in managing tourist and vehicle flows. This is reflected in the implementation of route and timing reconfigurations, as stated:

*“If two or three ships arrive almost simultaneously, we will remap mobilization routes and arrange buffer time” (Operations Manager, Pelindo Region II Semarang),*

As well as the application of integrated traffic management in Surabaya:

*“We implement integrated traffic management with a controlled lane system... along*

*with staggered bus departures” (Pelindo Surabaya Operational Management).*

These findings indicate that the operational implementation of cruise tourism services is an adaptive process that requires flexibility, cross-institutional coordination, and rapid response capabilities to maintain smooth operations, safety, and service quality.

#### **4. Supervision and Evaluation of Cruise Ship Tourism Services**

The supervision and evaluation of cruise tourism services at Bondjava Travel Tours demonstrate a multi-layered mechanism that integrates internal company control with external oversight from port authorities. Supervision is directed at ensuring that implementation aligns with operational plans, maintaining tourist safety, and guaranteeing timeliness and service quality. Evaluation, in turn, functions as a follow-up process to identify operational strengths and weaknesses as a basis for continuous improvement.

The implementation of Standard Operating Procedures (SOPs) serves as the primary instrument for operational supervision. SOPs are used as guidelines to control all stages of service, from the ship’s arrival to the tourists’ return. This is emphasized in the following statement:

*“We use SOPs that cover the entire service flow from the ship’s arrival until tourists return to the port... supervision is carried out by the tour coordinator and field supervisor” (Product Manager, Bondjava Travel Tours).*

From an external perspective, supervision is reinforced by port authorities through the regulation of tourist movement, as stated:

*“Cruise ship tourists are only allowed to remain within designated corridors... if there is a violation, we have the authority to provide direct instructions” (KSOP Tanjung Emas Semarang Staff).*

These findings indicate that SOPs function as a preventive supervision instrument that connects internal company standards with port regulations.

Operational monitoring during activities is conducted in real time through intensive communication and the use of technology. This mechanism enables early detection of operational deviations and rapid decision-making. As explained:

*“We conduct monitoring in real time through intensive communication with field coordinators... we also utilize technology to track bus positions and group progress” (Operation Manager, Bondjava Travel Tours).*

External supervision further strengthens this process through direct field monitoring, as stated:

*“Supervision is carried out through direct observation and routine coordination during the activity” (Operations Manager, Pelindo Region II Semarang).*

Thus, monitoring functions as an adaptive process-control mechanism within a shared operational environment.

Post-activity evaluation is carried out systematically through internal reviews, operational

reporting, and feedback from various stakeholders. This process includes assessments of core service aspects and tourist responses, as stated:

*“After the activity is completed, we conduct a post-event review... the evaluation covers the quality of tourist attractions, transportation, guide performance, and tourist responses” (Product Manager, Bondjava Travel Tours).*

Evaluation is also supported by formal documentation:

*“Each guide is required to complete a guide service order and report on the progress of the activity” (Operation Manager, Bondjava Travel Tours).*

In addition, external evaluation is conducted by port authorities and reinforced by feedback from tourists and industry partners. This pattern indicates that evaluation functions as part of a continuous operational learning cycle aimed at improving the quality of cruise tourism services.

## **5. Operational Constraints and Handling Strategies**

The operational implementation of cruise tourism services faces various challenges stemming from both internal and external factors, which in practice affect service smoothness and the consistency of the tourist experience. Internal constraints are primarily related to variations in human resource competencies, particularly among tour guides, as expressed:

*“Not all guides have the same competency standards, especially in terms of language skills and experience in handling cruise ship tourists” (Operation Manager, Bondjava Travel Tours).*

In addition, time discipline is a critical issue given the time-bound nature of the service, where

*“Cruise ship tourists are highly demanding in terms of punctuality, so delays by guides become a serious problem” (Product Manager, Bondjava Travel Tours).*

These findings indicate that service quality is still influenced by the individual capacity of guides as the main executors in the field.

Dominant external constraints are related to transportation and infrastructure, particularly the limited availability of high-quality fleets and the regulation of vehicle access within port areas. This condition is reflected in the statement:

*“On certain days, high-quality fleets are very limited because they have to serve multiple ships simultaneously” (Operation Manager, Bondjava Travel Tours)*

As well as:

*“The regulation of tourist vehicle access must be shared with other port activities, requiring strict management” (Operations Manager, Pelindo Region II Semarang).*

In Surabaya, control is implemented through traffic engineering, as explained:

*“We implement integrated traffic management with a controlled lane system...” (Pelindo Surabaya Operational Management).*

These conditions indicate structural limitations beyond the direct control of tour operators, yet they significantly impact the operational service flow. Challenges also arise from destination and environmental aspects, particularly related to the capacity and readiness of destinations to accommodate large groups within limited timeframes. This is reflected in the statement:

*“Not all destinations are ready to receive large groups simultaneously” (Product Manager, Bondjava Travel Tours).*

On the other hand, coordination challenges among stakeholders also affect operational effectiveness, particularly due to information distribution that is not fully synchronized, as stated:

*“Sometimes schedule changes are not communicated simultaneously to all parties” (Operation Manager, Bondjava Travel Tours)*

And reinforced by port authorities:

*“Coordination must be carried out quickly and accurately, as delays in information can impact overall operations” (KSOP Tanjung Emas Semarang Staff).*

This indicates that the complexity of cruise tourism operations is highly influenced by cross-institutional communication integration. In responding to these challenges, Bondjava Travel Tours implements handling strategies that encompass both internal and external strengthening. Internal strengthening is carried out through enhancing human resource capacity and updating operational procedures, as stated:

*“We continuously conduct guide training and update SOPs to maintain service quality” (Product Manager, Bondjava Travel Tours).*

Meanwhile, external strategies are realized through intensive coordination with port authorities and related partners, as well as the application of operational flexibility through limited discretion in the field. This approach demonstrates that addressing challenges does not rely solely on standardization but also integrates principles of adaptation, resource optimization, and risk management to maintain the continuity and effectiveness of cruise tourism services.

## **DISCUSSION**

### **1. Operational Planning of Bondjava Travel Tours in Handling Cruise Ship Tourists**

The operational planning of Bondjava Travel Tours in handling cruise ship tourists demonstrates a close interconnection between the company’s internal capacity and external determinants, particularly port authorities and cruise lines. Internally, planning is structured based on confirmed docking schedules, the number of tourists, and group allocation, which serve as the basis for itinerary development, resource allocation, and service time estimation. Time accuracy becomes a critical aspect due to the time-bound nature of the service, where even minor deviations can trigger cascading disruptions across the entire operational process. Externally, planning is influenced by port regulations, vehicle flow management, and logistical activity priorities. These findings confirm that operational planning is not autonomous but

rather the result of synchronization among actors within a shared operational environment, in line with the view that service delivery requires structured planning to ensure efficiency and consistency (Gunadi, 2020; Jerubun & Nugraha, 2024).

In practice, service flow planning is realized through the development of itineraries that function as instruments of operational control. The itinerary integrates travel routes, visit durations, group allocation, and the requirements for transportation and tour guides into a systematic service framework. This aligns with the planning function within the POAC framework, which regulates the sequence of activities and time allocation (Jumail, 2017), as well as the principle of process efficiency in service operations management (Heizer & Render, 2009). However, the findings indicate that the effectiveness of itineraries is highly influenced by external variability, such as changes in ship schedules, traffic congestion, and destination capacity limitations. This condition reinforces the argument that service operations are characterized by high levels of uncertainty (Slack, Brandon-Jones, & Burgess, 2022), meaning that planning success is determined not only by the accuracy of initial design but also by the ability to adapt operationally to field dynamics.

Operational resource planning, both in terms of tour guide assignment and transportation fleet provision, reflects efforts to control capacity in order to maintain service continuity. Theoretically, this practice constitutes part of capacity planning aimed at balancing demand and operational capability (Utami et al., 2019). However, field findings reveal that dependence on external partners, particularly transportation providers, makes resource planning vulnerable to supply instability. In addition, variations in guide competencies and time discipline affect the consistency of service implementation, ultimately leading to delays, destination congestion, and a decline in the quality of the tourist experience. This confirms that in time-based services, operational accuracy is a key determinant of customer satisfaction (Fitzsimmons & Fitzsimmons, 2019).

Furthermore, planning coordination with external stakeholders indicates that planning effectiveness is highly dependent on the level of cross-institutional integration. Although formal mechanisms such as coordination meetings and schedule submissions have been implemented, the findings show that information synchronization has not been fully optimized, particularly when sudden operational changes occur. From a tourism supply chain perspective, this condition reflects weak integration among actors, which may lead to service inefficiencies (Zhang, Song, & Huang, 2009). Therefore, operational planning in cruise tourism depends not only on the quality of internal planning but also on the ability to establish integrated and adaptive coordination. These findings highlight that the planning function within the POAC framework has limitations in explaining the complexity of multi-actor operations, thus requiring a more dynamic approach based on flexibility and system integration to sustain service continuity and quality.

## **2. Organizing Cruise Ship Tourism Service Operations**

Within the POAC framework, the organizing function aims to establish a clear work structure through the division of roles, authority, and coordination flows. However, the research findings indicate that the operational organization of cruise tourism services at Bondjava Travel Tours has not been systematically institutionalized but instead develops situationally in response to field dynamics. The role of tour guides is not designed within a formally segmented

structure but tends to be flexible and multitasking. This condition suggests that the organizing function operates only partially and has not functioned optimally as an instrument of operational control, particularly in services characterized by high complexity and time constraints.

In practice, tour guides not only perform interpretation and assistance functions but also control time management, coordinate group movements with drivers, and handle operational disruptions directly. This integration of functions creates a non-standardized work system, making service quality highly dependent on the individual capacity of each guide. This reflects the limitation of the POAC approach in explaining the complexity of cruise tourism operations, which require a clear separation of functions under high time pressure. As a result, variations in service quality occur across groups, where differences in guide competence affect itinerary flow, punctuality, and tourist comfort. From a service management perspective, this condition has the potential to reduce tourist satisfaction due to inconsistencies in the experiences provided.

Furthermore, from a tourism supply chain perspective, tour guides function as key nodes connecting ports, transportation, and destinations (Zhang, Song, & Huang, 2009). When a single actor carries multiple functions simultaneously, integration among these nodes becomes vulnerable to coordination disruptions, ultimately affecting the overall service system. These findings emphasize that the organizing function should not be understood merely as an internal division of tasks but also as a mechanism for managing inter-actor relationships within an interdependent service network (Song, 2012). Therefore, operational organizing in cruise tourism needs to be directed toward the development of a more segmented and standardized role structure in order to maintain service consistency within a dynamic and complex operational environment.

### **3. Monitoring and Evaluation Mechanisms Implemented in the Field**

The operational implementation of cruise tourism services indicates that the effectiveness of planning is determined not only by the completeness of the plan but also by the ability to execute it in the field, which is characterized by dynamics and uncertainty. The research findings emphasize that the implementation stage serves as the primary arena for testing the integration of resources, procedures, and cross-actor coordination. In line with Swastiwi (2024), this phase represents a critical point that reveals the gap between operational design and actual execution. Within the POAC framework, the actuating function is expected to ensure disciplined implementation of plans; however, the findings show that execution at Bondjava Travel Tours remains highly dependent on situational responses of individuals in the field. This condition indicates that actuating has not functioned optimally as a standardized system-driving mechanism, particularly in the context of complex and time-based cruise tourism services.

The implementation of operational plans at the stage of tourist pick-up and distribution highlights the limitations of internal control in dealing with external dynamics. Irregularities at the service entry point, as described by Slack, Brandon-Jones, and Burgess (2022), have systemic impacts on the entire service flow, ranging from departure delays to destination congestion. Although the practice of group allocation has adopted the principles of flow management (Johnston & Clark, 2008), its effectiveness still depends on the individual capacity of tour guides rather than on a standardized operational system. Furthermore, fleet distribution, which involves coordination across multiple actors, reinforces the findings of Dewi et al. (2018)

that large-scale services require a high level of synchronization among stakeholders. When one node experiences disruption, as emphasized by Zhang, Song, and Huang (2009), the entire service chain is affected. This underscores that operational implementation in cruise tourism cannot be separated from the context of an interdependent service network.

The dimension of time management further highlights the limitations of the POAC approach in explaining cruise tourism operations. Time, as a critical resource (Sasono, 2021), is influenced not only by internal discipline but also by external variables such as the debarkation process, traffic conditions, and destination readiness. Although Slack, Brandon-Jones, and Burgess (2022) identify punctuality as a key indicator of service effectiveness, the findings show that control over time is limited and distributed. Dependence on external actors, as described by Heizer, Render, and Munson (2017) and reinforced by the tourism supply chain perspective (Putri, 2024; Djamaludin, 2024), indicates that failures in time management are not solely due to internal weaknesses but also to the lack of temporal integration among actors. The impacts are both direct and cascading, including reduced visit durations, increased destination congestion, and the emergence of negative tourist perceptions of service quality (Rahma & Dwiridotjahjono, 2025).

Furthermore, service encounters play a crucial role in shaping tourist experiences within the context of cruise tourism. The findings confirm that the quality of interaction is highly influenced by the individual capacity of tour guides rather than by a standardized system, as also emphasized by Heizer, Render, and Munson (2017). In the context of cross-cultural tourists, interaction complexity increases and requires adaptive communication competence (Reisinger & Turner, 2003). This inconsistency in interaction leads to a mismatch between tourist expectations and actual experiences, which, from a tourism supply chain perspective, is viewed as a consequence of weak integration among service nodes. Therefore, these findings highlight that operational success is determined not only by technical execution but also by the ability to maintain consistency in tourist experiences within a complex, dynamic, and globally networked service system.

#### **4. Bondjava Operational Adjustments to Field Dynamics**

Standard Operating Procedures (SOPs) in cruise tourism operations are fundamentally designed as control instruments to ensure service consistency amid time pressure and the complexity of cross-actor coordination. Conceptually, this function aligns with the perspectives of Syahroni (2023) and Rahmawati and Inayati (2024), who position SOPs as tools to minimize operational deviations. However, the research findings indicate that SOPs at Bondjava Travel Tours have not fully functioned as adaptive control mechanisms, but rather as administrative guidelines. Within the POAC framework, this condition reflects the limitations of the controlling function when applied to services characterized by short timeframes and high mobility (Slack, Brandon-Jones, & Burgess, 2022). The inconsistency in SOP implementation across teams and locations also indicates weak integration with the organizing and actuating functions, resulting in operational deviations being handled situationally and posing risks of delays and service irregularities.

The operational monitoring aspect reveals a more complex control dynamic, as it takes place in real time within interactions among multiple actors. Theoretically, monitoring serves to maintain alignment between planning and execution and enables immediate corrective

actions (Maharani et al., 2023). Field practices show that Bondjava has implemented intensive communication and the use of technology as forms of process control (Zainuddin et al., 2025). However, its effectiveness remains limited because corrective decision-making is highly dependent on individual responses rather than on a standardized monitoring system. From a tourism supply chain perspective, this condition indicates weak cross-institutional integration, as explained by Zhang, Song, and Huang (2009), resulting in delayed responses to operational disruptions that directly impact destination congestion, schedule changes, and the decline in the quality of tourist experiences.

Furthermore, post-activity evaluation indicates that the controlling function has been implemented as a mechanism for identifying deviations, but has not yet fully evolved into a strategic learning instrument. Internal evaluations and post-event reviews reflect the presence of a feedback loop within the organization (Heizer et al., 2017), yet follow-up actions are not standardized, leading to inconsistent operational improvements. External assessments from cruise lines further emphasize that service quality is determined not only by internal control but also by perceptions within the global supply chain network (Dewi, 2024). When feedback is not systematically integrated into planning and organizing processes, operational issues such as delays and time pressure tend to recur. Therefore, these findings highlight that the effectiveness of operational control in cruise tourism requires the integration of SOPs, monitoring, and evaluation within a cross-actor systemic framework, as also emphasized in tourism supply chain literature (Song et al., 2012).

## **5. Obstacles and strategies to address Bondjava's operations in serving cruise ship tourists.**

The operational challenges faced by Bondjava Travel Tours in handling cruise ship tourists indicate that human resource factors not only constitute a source of problems but also require systematic handling strategies. Variations in tour guide competencies, particularly in foreign language proficiency and understanding of standard operating procedures, suggest that the planning and organizing functions have not been fully internalized in workforce development (Mokobombang & Natsir, 2024). To address this, the company conducts regular training focused on enhancing technical competencies, cross-cultural communication, and understanding of SOPs. This effort aligns with the principle of standardization in operations management to reduce service variability (Slack et al., 2022). In addition, strengthening time discipline through operational briefings prior to activities is carried out to minimize delays in time-sensitive services (Kristiana et al., 2018), thereby maintaining consistent service quality.

From the perspective of transportation and infrastructure, challenges such as limited fleet availability and port congestion are addressed through strategies including the provision of backup fleets and strengthened coordination with external parties. The imbalance between demand and transportation capacity, which previously triggered delays (Heizer et al., 2017), is mitigated through buffer capacity as a form of operational control. Furthermore, coordination with port authorities and transportation partners is conducted through pre-arrival meetings to align tourist mobilization flows. From a tourism supply chain perspective, this step is essential to maintain the stability of the port as a critical node in tourist distribution (Pratiwi et al., 2025). Consequently, infrastructure-related obstacles that previously affected tourists' perceptions negatively (Fitzsimmons & Fitzsimmons, 2014) can be minimized through a more adaptive

coordination and capacity planning approach.

In addressing destination and external environmental challenges, the handling strategy focuses on adjusting itineraries and managing visitation flows to reduce congestion. Limited destination capacity (Zhang et al., 2009) is addressed by dividing tourists into smaller groups and scheduling visits in shifts. This strategy aims to reduce bottlenecks and maintain tourist comfort. In addition, the company adjusts alternative routes in response to traffic congestion as a form of adaptation to external disruptions beyond its direct control (Buhalis & Foerste, 2015). These efforts indicate that although tourist experiences are vulnerable to fragmentation due to time pressure (Papathanassis, 2019), flexible operational interventions can help maintain relatively stable service quality.

Meanwhile, coordination challenges among stakeholders are addressed through strengthening communication mechanisms and information integration. Asynchronous information and differences in procedures across institutions (Mappasomba et al., 2024) are managed through technical briefings, the designation of contact persons, and the use of standardized official communication channels. These measures aim to ensure that information distribution is uniform and rapid, enabling prompt responses to operational changes. Within the tourism supply chain framework, this strategy enhances integration among actors and reduces the risk of systemic disruptions. Thus, addressing coordination challenges not only improves internal operational efficiency but also contributes to maintaining tourist satisfaction through more synchronized, timely, and structured service delivery.

## **CONCLUSION**

Based on the results of the analysis and discussion, it can be concluded that the operations of Bondjava Travel Tours in handling cruise ship tourists in Semarang and Surabaya are implemented through systematic and continuous stages of planning, implementation, supervision, and evaluation. Planning has been able to organize service flows, visitation schedules, and resource allocation by considering ship docking schedules, destination capacity, and port regulations, although it remains limited in responding to external dynamics. Implementation runs relatively effectively through tourist pick-up, group management, and transportation distribution, with tour guides acting as key actors, despite constraints such as limited fleet availability, variations in competencies, and dynamic field conditions. Supervision and evaluation through the application of SOPs, operational monitoring, and post-activity reviews function as mechanisms for control and continuous improvement, although internal and external challenges within the tourism supply chain continue to affect service performance. Overall, cruise tourist satisfaction is determined by the synergy between strengthening internal operational management through guide training, SOP refinement, and the provision of backup fleets and integrated external coordination with stakeholders, so that service quality can be maintained consistently and sustainably; therefore, improvements are needed in human resource quality, SOP refinement and contingency planning, strengthening cross-institutional coordination through standardized communication, optimizing feedback-based evaluation, and further research on tourist characteristics and the use of information technology to enhance the effectiveness of the tourism supply chain.

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