



ANALYSIS OF BUSINESS DEVELOPMENT STRATEGY IN PT. PORT OF INDONESIA IV (PERSERO) BIAK BRANCH

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Abstract

This study aims to determine the business development strategy at PT. Pelabuhan Indonesia IV (Persero) Biak Branch. The data needed in this research are primary data and secondary data. Primary data was obtained by combining interview, observation and document review methods while secondary data was obtained through document review and literature study. Data analysis went through stages, namely 1) the input stage to the EFE and IFE matrices, 2) Determination of corporate strategy, 3) the decision stage to produce SO, WO, ST, WT strategies and choice of strategy. The results of the study show that 1) based on the internal external matrix, the suggested corporate strategy is a growth strategy as described in square V. This strategy emphasizes expanding the company by taking over the port of Nabire. 2) based on the SWOT matrix, the suggested strategies are a) increasing market share, b) increasing the quality and quantity of human resources, c) increasing good relations with partners, d) increasing the capacity of docks, warehouses and stockpiles, e) adding equipment communication and patrolling, f) procuring and implementing computerized accounting systems g) increasing socialization and promotion, h) preparing feasibility to improve service quality, j) conducting service differentiation.

Keywords: *strategy, development and business.*

A. INTRODUCTION

Indonesia as an archipelagic country, really needs sea transportation that can reach all parts of the archipelago. This is where the important role of the port lies, because the port is a gateway for foreign/international trade (exports and imports).

The development of ports in Indonesia, especially in the world, is increasingly rapid and complex. The containerization era changed port facilities and equipment, distribution patterns and required sophisticated information systems along with the globalization era. Port regulations must also be adjusted to developments after the enactment of Law Number 17 of 2008 concerning Shipping which leads to liberalization which provides opportunities for the Indonesian private sector to participate in managing ports, especially as terminal operators with the hope of fostering competition which results in efficiency and effectiveness at ports. .

PT. Pelabuhan Indonesia IV (Persero) Good Branch has so far contributed to economic synergy in the region. This can be seen from the flow of passengers and goods which is quite high every year. The flow of passengers to arrive from 68,572 people in 2020 increased to 91,035 in 2021 or an increase of 55.52%. The increase in passenger flow was also followed by the flow of goods which in 2022

amounted to 225,473 tons, increasing to 401,212 tons in 2023 or an increase of 191.30%.

Table 1. Flow of Passengers and Flow of Goods Served from 2022 to 2023

No	Year	Passenger Flow		Goods Flow	
		Come	Leave	Demolish	Load
		(Person)	(Person)	(Tons)	(Tons)
1	2019	68,572	85,196	225,473	80,983
2	2020	57,588	68,866	236,496	53,766
3	2021	73,099	77,127	266,987	76,629
4	2022	82,238	72,927	303,707	58,224
5	2023	91035	75,425	401,212	70,658

Source: PT. Pelabuhan Indonesia IV (Persero) Biak Branch (processed data) From the description above it can be seen that the influence of the issuance of Law 17 of 2019 on PT Pelabuhan Indonesia IV (Persero) is in the form of professional competition to manage ports which are considered very strategic for economic progress in areas and businesses that are profitable for the company. Therefore the research is interested in taking the title of the thesis is Business Strategy Analysis at PT. Pelabuhan Indonesia IV (Persero) Biak Branch.

B. METHODS

1. Research sites

Location Research This research will be conducted at the Office of PT Pelabuhan Indonesia IV (Persero) Biak Branch and the Office of the Nabire Port Management Unit in Papua.

2. Method of collecting data

Data The data in this study were collected by combining interview, observation and document review methods. Interview is the process of obtaining information for research purposes by way of question and answer while face to face between the interviewer and the informant or the person being interviewed, with or without using an interview guide.

Observation or observation method is a data collection method used to collect research data through observation and sensing. Observation means seeing and listening to what the informants are doing and discussing in their daily activities, especially those related to the object of research.

Secondary data was obtained through document review, which is a data collection technique by searching for data through documents or records at PT Pelabuhan Indonesia IV (Persero) Biak Branch and UPP Nabire Port Office, institutions/institutions related to ports. In addition, it is also carried out in the form of a literature study by reading literature, journals, lecture materials or other research results related to this research.

3. Data analysis method

In this study the data obtained will be analyzed in several stages as follows:

1. Stage I: Input Stage (Input Stage)

Stage 1 of the strategy formulation framework consists of three types of matrices, namely:

a. EFE Matrix (External Factor Evaluation)

The EFE matrix is used to evaluate the company's external factors. This is important because external factors influence directly or indirectly the company, while the stages of work are as follows:

- 1) Determine the important factors of the external environment to be studied, grouped into opportunities and threats. The weight column is the value of the importance level of each factor, if added up it will be worth 100%.
- 2) The rating is the response/anticipation value of the organization's management of the environmental conditions. Score 4 for extraordinary anticipation, score 3 for adequate anticipation, score 2 for normal anticipation, and score 1 for bad anticipation, the data is scored based on similar business groups.
- 3) The value of each factor is the product of the weight and rating.

If all these values are added up, it can be seen the EFE value of the organization.

b. IFE Matrix (Internal Factor Evaluation)

In the IFE matrix, data and information on the company's internal aspects can be extracted from several company functionalities, for example from management, finance, HR, marketing, information systems, and production/operational aspects. The stages of work as follows:

- 1) Determine the important factors of the internal environment to be studied, grouped into strengths and weaknesses. The weight column is the value of the importance level of each factor, if added up it will be worth 100%.
- 2) Rating is the value of the company's internal condition. Score 4 for very good condition, score 3 for good condition, score 2 for average, and score 1 for bad condition. The factors are worth 3 and 4 only for the strengths group, while those worth 2 and 1 are for the weakness group.
- 3) The value of each factor is the product of the weight and rating. If all these values are added up, the IFE value of the organization can be identified.

c. CP Matrix (Competitive Profile)

The CP matrix is a model used to determine the level of competition between organizations/companies in similar

industries. In this profile, other companies are presented as competitors of the company being studied. Competitor companies are also analyzed according to relative conditions.

2. Stage II: Matching Stage (Matching Stage).

This stage focuses on generating alternative strategies that can be implemented through a combination of key external and internal factors. At this stage only SWOT matrix is used, because it is based on the identification of internal and external factors from PT Pelabuhan Indonesia IV (Persero) Biak Branch.

3. Stage III: The Decision Stage

At this stage it consists of only one technique, namely the Quantitative Strategic Planning (QSP) Matrix. This technique clearly shows which alternative strategy is the best to choose. QSPM uses input information from Stage 1 to objectively evaluate alternative strategies resulting from Phase 2 that can be implemented, thereby providing an object basis for selecting appropriate strategies.

C. OPERATIONAL DEFINITION

1. Strategic management

Wheelen and Hunger (2008) that strategic management is a series of decisions and actions that determine the company's performance in the long term. Strategic management includes environmental monitoring, strategy formulation (strategic planning or long-term planning), evaluation and control. Strategic management emphasizes and prioritizes observation and evaluation of opportunities and threats in the company's external environment by looking at the strengths and weaknesses in the company's internal environment. Employee Stock Price Expectation Variable Indicator, The first variable is employee stock price expectations (EHSK), this abbreviation will be used in subsequent paragraphs, especially for tables where the columns are limited for complete writing. The operational definition of employee stock price expectations is an employee's awareness or perception of the development of Telkom's stock price in the future. The employee stock price expectation variable in this study has four indicators, namely stock split, business expansion, telecom industry and macroeconomics.

2. Understanding strategy

According to Chandler (1962), strategy is a tool to achieve company goals in terms of long-term goals, follow-up programs and resource allocation priorities. Meanwhile, according to Porter (1985) strategy is a very important tool to achieve competitive advantage. According to Stephanie K. Marrus, strategy is defined as a process of determining plans for top leaders that focus on the long-term goals of the organization, accompanied by the preparation of a method or effort on how to achieve these goals.

3. Competitiveness

A useful approach in formulating business strategy should be based on

the competitive analysis proposed by Michael Porter in Porter's Five Competitive Forces. Porter's approach is based on an analysis of 5 competitive forces. Competitive pressures include:

- a. Threat of New Entrants, companies entering the industry that bring new capacity and want to get a good market share and profits, but all of this is very dependent on the obstacles or constraints that surround it.
- b. Bargaining Power of Suppliers, suppliers can also be a threat in an industry because suppliers can increase the price of products sold or reduce product quality. If the supplier's product price rises, the company's cost of goods will also increase so that it will increase the selling price of the product. If the selling price of the product increases, according to the law of demand, the demand for the product will decrease. Likewise, if the supplier lowers the quality of the product, the quality of the producer's product will also decrease, thereby reducing consumer satisfaction. Bargaining Power of Buyers, buyers will always try to get products with good quality and at low prices. This kind of buyer attitude applies universally and plays a decisive role for the company.
- c. Bargaining Power of Substitute Products, functionally substitute products have similar benefits to the main (original) product, but have product quality and lower prices. Generally, substitute products are favored by people who have low incomes but want to appear with a higher status than the actual situation.
- d. Competition Between Competitors, conventional competition always tries as hard as possible to seize market share of other companies. Consumers are the object of competition from similar companies that play in the market. Who can captivate the hearts of consumers then the company will be able to win the competition. To be able to attract consumers, various methods are carried out, starting from providing special facilities, providing credit with light conditions, low prices or discounts

4. Port Competition

Verhoeff, port competition is divided into four levels, namely: 1) competition between port companies, ports, 3) port clusters and 4) port ranges. The difference between Port clusters and Port ranges lies in the fact that port clusters consist of several/a number of ports that have the same geographic characteristics and are close to one another.

D. RESEARCH RESULT

Based on the results of the analysis above, the conclusions that can be drawn are as follows:

1. Based on the Internal External Matrix, the recommended strategy of the corporation is the Growth Strategy as described in quadrant V. This strategy emphasizes the expansion of the company by building central business units (SBUs) or subsidiaries in other areas and can increase the variety of products. or seeking partners as a form of joint operation. The growth strategy requires the company to focus on increasing sales and profits.

2. Based on the SWOT matrix, the proposed strategic options are a) increasing market share, b) increasing the quality and quantity of human resources, c) increasing good relations with partners, d) increasing the capacity of docks, warehouses and stock. e) add communication equipment and monitoring, f) provide and implement a computerized accounting system g) increase outreach and promotion, h) prepare a feasibility study for the purchase of Nabire Port, i) maintain and improve service quality, j) implement service differentiation . , k) acquisition of modern technology and information technology.

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