

# STUDY ON THE STRATEGIES OF SEMARANG CONTAINER TERMINAL IN FACING ASEAN ECONOMIC COMMUNITY 2015

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## ABSTRACT

*At the 12th ASEAN Summit, the leader of ASEAN members agree to accelerate the establishment of ASEAN Community in 2015 and transform ASEAN region with free flow of goods; free flow of services; free flow of investment; free flow of skilled labor; and free flow of capital. The role of port of port is crucial in economy development, the presence of capability port plays major role in supporting people and goods mobility especially the presence of AEC whose element is free flow of goods in ASEAN countries. To face AEC, people of Indonesia generally and Central Java especially need some strategies that they might not be a spectator in their own country.*

*This undergraduate thesis uses qualitative method to describe the strategies of Semarang Container Terminal in facing AEC and analyzed it by SWOT Analysis, SWOT diagram, and SWOT matrix. The result of IFAS is 3.6 and EFAS is 3.48, so that the position of Semarang Container Terminal is in quadrant 1, supporting aggressive strategy. The aggressive strategies are maximizing the use of the existing facilities to increase company's performance, reprogram Road Show, and do socialization to stakeholder in cooperation with Central Java and Yogyakarta government (SO Strategy in SWOT matrix).*

**Key words:** *strategy, Semarang Container Terminal, ASEAN Economic Community, strength, opportunity.*

## INTRODUCTION

### Background of the Study

Each country in this world has difference geography, different climate, different science and technology comprehension, and different needs that a country cannot fulfill, the availability of certain raw materials in a place that are unavailable in another place allow them to have superior product. Based on that reason, international trade or export-Import activity of goods to fulfill the needs of a country, goods which are exported or imported can be sent by three differences mean of transportation at is lane, air lane (by plane), land lane (by truck, car, or rail transportation), and sea lane (by ship which is owned by shipping company). The three of transportation mode has its own plus and minus point, but in export and import activity importers and exporters prefer to use ship to send their goods, the benefits of using ship in export-import

import is conducted to fulfill a country needs. Not only that, the function of international trade is to decrease the impact of domestic sales and it may affect the economic growth that is one of economic progress indicator in a country. The economic progress can be evidenced by high level of per capita income of a country, the higher per capita income in a country the more prosperous the country is. activity according to Hariyani and Serfianto (2010:88), export-import activity by using ship as the transportation has some benefits such as the cost is cheap, ship can load many goods, there are kind of ship which load a container, dry container and reefer container that could save the goods safely and keep the goods from decomposition of frozen foods such as meat, vegetable, milk, etc. Other types of ship are break bulk and tanker. The break bulk ship could save goods in bulk, whereas tanker could save

liquid goods such as oil. Meanwhile the disadvantage using ship in export-import activity is the goods need more time to deliver from loaded port to destiny port.

At the ASEAN Summit in Bali in October 2003, the ASEAN leaders declare that the AEC (ASEAN Economic Community) has the goal of regional economic integration in 2020, but at the 12st ASEAN Summit they agree to accelerate the establishment of ASEAN Community in 2015 and transform ASEAN region with free flow of goods; services; investment; skilled labor; and free flow of capital. Indonesia is the largest archipelago which consist of 70% of water and 30% of land and as a maritime country, the role of port is crucial in economy development, the presence of capability port plays major role in supporting people and goods mobility especially the presence of AEC whose element is free flow of goods in ASEAN countries, because loaded-unloaded company should have some strategies in facing ASEAN Economic Community 2015. So, based on that background I'm motivated to write a thesis entitled "Study on the Strategies of Semarang Container Terminal in Facing ASEAN Economic Community 2015".

### **Objectives of the Study**

The objectives of the study are to find out:

- a. Internal and external variable in Semarang Container Terminal. The internal variable consists of strength and weakness of the company, meanwhile the external variable consists of opportunity and threat.
- b. Suitable strategy to face ASEAN Economic Community that would be hold at the end of 2015.

### **LITERATURE REVIEW**

#### **Strategy**

According to Solihin (2012:64), "Strategy is determination of long term goals of an enterprise and the adoption of courses of action and the allocation necessary of

sources to carry out these goals." According to Andrew in *Manajemen Strategik Dalam Organisasi* (lited in Kurniawan and Hamdani, 2008:11) "Strategy is an effort to evaluate the strength and weakness of company compared to opportunity and threat in the environment faced." According to Ohmae in *Manajemen Strategik Dalam Organisasi* (lited in Kurniawan and Hamdani, 2008:11) "Strategy is a competitive advantage in order to change company's strength to be comparable, or exceed the competitor's strength through the most efficient way."

Based on the above definitions, strategy is concluded as long term goal a company made for getting certain purpose by most efficient way in order to make a company better than the competitors.

#### **Container Terminal**

According to Suyono (2003:1) "Container terminal is a terminal that is equipped at least the lack of facilities such as moorings, docks, container yard, and also proper equipment to serve the activities of loading and unloading of containers." According to P.T. Pelindo in Port Reference (2009:81), "Container terminal is a place for loading-unloading activity."

Based on those definitions, container terminal is a place provides some facilities for loading-unloading activity with special packing by using containers.

#### **Facilities in Container Terminal**

According to Triatmodjo (2010:331) some facilities in container terminal are quay, apron, container yard, container freight station, monitoring tower, maintenance workshop, and other facilities such as entranceway, office building, and parking area.

#### **Container Terminal Equipments**

To support container loading-unloading activity as a general rule a container terminal has some equipment as follow:

1. Quayside Gantry Crane or Container Crane (CC).  
According to Triatmodjo (2010:312) "Container Crane is an equipment for loading-unloading has long sleeves are placed over the port."
2. Transtainer.  
Lasse (2012:34) stated that "Transtainer is a land crane served container transfer activity for quay operation transfer nor receipt or delivery operation."
3. Straddle Carrier.  
Triatmodjo stated, "Stradle carrier is an equipment for container stacking in two or three tier, the function of stradle carrier almost same with RTG."
4. Forklift Truck.  
Forklift truck is an equipment for staffing and unstaffing activity.
5. Reach Stacker or Super Stacker.  
Reach stacker is an equipment for stucking and unstucking activity in container yard, it is combination of lift truck and mobile crane.
6. Side Loader.  
Side loader is an equipment to lift on and lift off a container from side of container.
7. Top Loader.  
According to Lasse (2012:38) "Top loader is a lift up equipment used for lift on and lift off service."
8. Terminal Tractor Trailer (Head Truck and Chassis).  
Terminal tractor trailer used in Indonesia generally called head truck-chassis, head truck completed by chassis (an equipment used to lay container) used to transportation in haulage activity.

#### **ASEAN Economic Community**

The definition of ASEAN Economic Community (AEC) based on [bemfebunivtelkom.wordpress.com](http://bemfebunivtelkom.wordpress.com) is a form of trade and economic cooperation in ASEAN region (including Indonesia) in the form of an agreement to create a balanced and fair trade situation through the reduction of tariff on goods trade where there are no

tariffs (customs duties) and non-tariff barriers ASEAN member countries.

#### **SWOT Analysis**

Rangkuti (2014:19) stated "SWOT analysis is identification multiple factors systematically to formulate company's strategy."

#### **RESEARCH METHOD**

##### **Sample and Population**

The population in this research is five divisions in Semarang Container Terminal's staff in five divisions: HRD Division, Information Management System Division, Financial Division, Operational Division, and Technique Division. Meanwhile, the sample of this research (purposive sampling) are 12 staffs in Operational Division.

##### **Technique of Collecting Data**

1. Interview.  
The definition of interview according to Sanusi (2014:105), "Interview is technique collecting data using question as spoken to research subject."
2. Observation.  
According to Ghony and Almanshur (2012:165), "Observation is a technique of collecting data that require the researcher to observe the related things."
3. Questioner.  
According to Soeratno and Arsyad (1995:96), "Questioner is a technic of collecting data by providing question list to respondent."

##### **Technic of Analysis.**

In this undergraduate thesis, the writer uses SWOT analysis to identify the strengths, weakness, opportunities, and threats by SWOT or TOWS matrix and also analyze the company position in SWOT diagram.

##### **Finding**

Based on primary data processed, the IFAS and EFAS table are as Table 1 and Table 2.

**Table 1**  
**IFAS (Internal Strategic Factors Analysis Summary)**

<b>Strengths</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
1. Semarang Container Terminal is expanding a quay as many 105 meters.	0.08	3.6	0.3
2. Semarang Container Terminal is expanding a Container Yard (CY) as many 5.3 hectares.	0.08	3.7	0.3
3. Procurement 10 units of head truck and chassis.	0.08	3.6	0.3
4. Implementing new container application.	0.08	3.6	0.3
5. Adding two units of CC.	0.09	4	0.4
6. Adding eleven units of A-RTG.	0.08	3.3	0.3
7. Semarang Container Terminal is a container terminal in Central Java served domestic and international route.	0.07	3.3	0.2
8. Online job order.	0.08	3.3	0.3
Total of strengths			2.4
<b>Weaknesses</b>			
1. The absence of similar competitor in Central Java.	0.06	2.7	0.2
2. Semarang Container Terminal does not have yet its electricity power plant.	0.07	3.3	0.2
3. Semarang Container Terminal does not have yet more generator set.	0.08	4	0.3
4. Semarang Container Terminal does apply yet utilizing "green" technology.	0.07	2.3	0.2
5. Low motivation in mastery of English for Semarang Container Terminal's staffs.	0.08	3.3	0.3
Total of weaknesses			1.2
Total of IFAS	1		3.6
Total of strengths – total of weaknesses 2.40-1.20 = 1.2 (x)			

Source: primary data processed

**Table 2**  
**EFAS (External Strategic Factor Analysis Summary)**

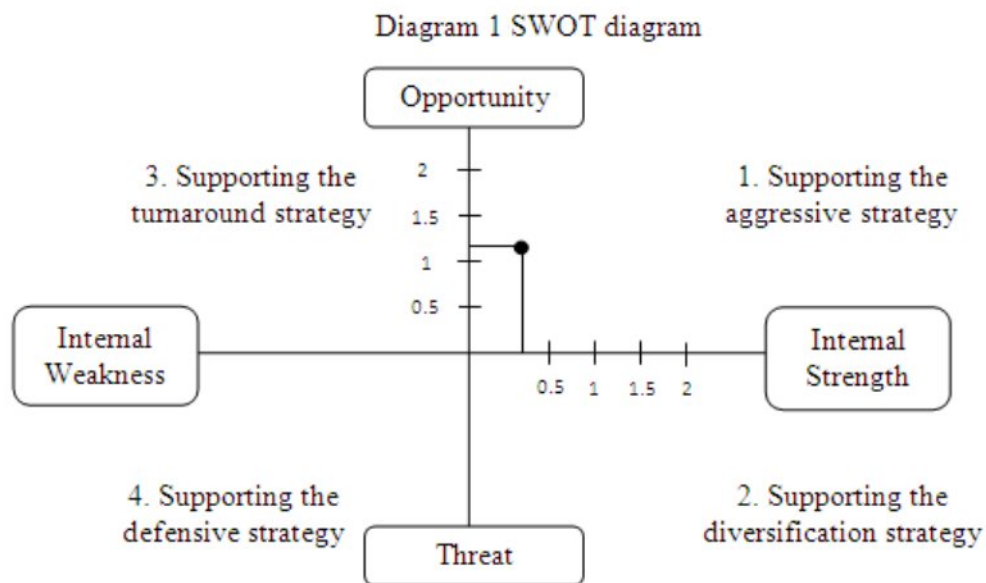
<b>Opportunities</b>	<b>Weight</b>	<b>Rating</b>	<b>Score</b>
1. The promotion of SME sector export potential will grow market share through the sea.	0.1	3.4	0.34
2. The propensity changing pattern of carriage from bulk to container.	0.1	3.3	0.33
3. The simplification of COO Form D.	0.1	3.8	0.38
4. "Road Show" program held by Semarang Container Terminal.	0.1	4	0.4
5. Hinterland area in Central Java and Yogyakarta.	0.1	4	0.4
Total of opportunities			1.85
<b>Threats</b>			
1. The depth of pool and channel of port -10 LWS.	0.1	3.3	0.33
2. Illegal <i>keramba</i> owned by fishermen.	0.1	3.3	0.33

3. Some of related institutions and importers do not operate 24 hours, 7 days.	0.1	3.2	0.32
4. Land lowering and rob impact.	0.1	3.4	0.34
5. Impact of <i>UU No. 17 Tahun 2008 Tentang Pelayaran</i> (Constitution No. 17 Year 2008 About Shipping).	0.1	3.1	0.31
Total of threats			1.63
Total of EFAS	1		3.48
Total of opportunities – total of threats $1.85 - 1.63 = 0.22$ (y)			

Source: primary data processed

Based on IFAS and EFAS tables (Table 1 and Table 2), resulted the position of Semarang Container Terminal in

quadrant 1, supporting the **aggressive** strategy. The SWOT diagram is as Diagram 1.



Source: primary data processed

According to position of Semarang Container Terminal in quadrant 1, so that the strategy selected is SO strategy, namely utilize the strengths to catch the existing opportunities. The SO strategies are:

1. Maximizing the use of the existing facilities to increase company's performance.
2. Reprogram Road Show.
3. Do socialization to stakeholder in cooperation with Central Java and Yogyakarta government.

The ST strategies are:

1. Coordinating with Tanjung Emas Branch related to the depth of port pool and shipping channel.
2. Coordinating with *KSOP* and Tanjung Emas Branch related to Port Master Plan or *RIP* socialization and Semarang Container Terminal development to people who lives around the port.
3. Coordinating with related institution to support the operating system 24 hours online.

The WO strategy is:

1. Efficient the generator set's capacity and coordinate with P.T. PLN concerning the

reliability of electric supply from P.T. PLN.

The WT strategies are:

1. Increasing the number of genset in order to maximize the using of loading-unloading equipments.
2. Coordinating to trucking company and *Organda (Organisasi Angkatan Darat or Land Transportation Organization)* concerning the age limit of trailer which may enter Semarang Container Terminal area.

### **CONCLUSION**

According to the results of the discussion it can be concluded as follows:

- a. Total IFAS (Internal Factor Evaluation) is 3.6 meanwhile the total EFAS (External Factor Evaluation) is 3.48.
- b. The result in SWOT diagram, Semarang Container Terminal is in quadrant 1 namely supporting aggressive strategy.

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