

## ASSISTANCE TO THE PT PELINDO MARINE SERVICE EMPLOYEE COOPERATIVE IN THE PROCESS OF FORMING A SUBSIDIARY

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### Abstrak

Pengabdian ini dilatarbelakangi oleh Koperasi Pegawai PT Pelindo Marine Service yang akan melakukan pelebaran usaha, ditandai dengan terbentuknya PT Marine Indonesia. Komitmen yang kuat dari Koperasi Pegawai PT Pelindo Marine Service untuk memberikan layanan prima kepada para pelanggan dan memperkuat support kepada Pelindo Group sebagai induk usaha, serta perkembangan usaha yang semakin luas adalah factor yang melatarbelakangi hal tersebut. PT Marine Indonesia merupakan perusahaan yang bergerak di bidang pengurusan surat izin kapal dan jasa reparasi kapal. Koperasi meminta kepada penulis dan rekan untuk memberikan kajian dan penilaiannya terkait pembentukan perusahaan baru ini. Berdasarkan pengamatan dan analisa dari penulis dan tim maka diambil sebuah kesimpulan bahwa terbentuknya PT Marine Indonesia ini adalah layak dan memang seharusnya dilakukan oleh Koperasi Pegawai PT Pelindo Marine Service.

**Kata kunci:** Layanan, Pelebaran Usaha, Anak Usaha, Kajian

### Abstract

The background for this dedication is the PT Pelindo Marine Service Employee Cooperative which will expand its business, marked by the formation of PT Marine Indonesia. The strong commitment of the PT Pelindo Marine Service Employee Cooperative to provide excellent service to customers and strengthen support for the Pelindo Group as the holding company, as well as expanding business development are the factors behind this. PT Marine Indonesia is a company engaged in the management of ship licenses and ship repair services. The cooperative asked the authors and colleagues to provide their studies and assessments regarding the formation of this new company. Based on the observations and analysis of the author and the team, a conclusion was drawn that the formation of PT Marine Indonesia was feasible and should have been carried out by the Employee Cooperative of PT Pelindo Marine Service.

**Keywords:** Service, Business Expansion, Subsidiary, Study

### INTRODUCTION

Indonesia is a country with maritime power to be proud of because apart from being an archipelagic country, Indonesia is also a maritime country surrounded by sea. Due to these prospects and strengths, many companies engaged in sea transportation services cover goods and passengers, with national and international business scopes. However, in the current conditions, it is very worrying because the money circulating from the sea transportation service industry is only 54 trillion, or approximately 10% is in the country and 90% is outside the country. The data is based on 2014. Based on this statement the study team concluded that the prospects and opportunities for companies in the sea transport sector are still very open, driven by Indonesia's geographical area and high market demand.

PT Marine Indonesia was born based on parties who read the market opportunity. PT Marine Indonesia is a new company with the support of interested parties and has qualified experience in the field of sea transportation with the specification of ship certificate handling services and ship repair (repair) services. PT Marine Indonesia was born from the business development of the PT Pelindo Marine Service Employee Cooperative "Tiga Laut" which read that there was a great opportunity in the ship certificate management service sector and ship repair services.

### METHOD

The scope of work handled in this activity is conducting management and business studies on the establishment of PT Marine Indonesia which is part of the PT Pelindo Marine Service "Tiga Laut" Employee Cooperative in the sea transportation services sector. To provide the expected

results, the methodological approach used in this activity consists of 3 (three) steps. An explanation and description of each of these Steps are given in the section below.

1. Analysis Phase

In this first step, the identification of problems and opportunities faced by PT Marine Indonesia is carried out. Furthermore, the identified problems will be broken down into forms of the source of the problem. With this phase, it is possible that the source of the problems that have been obtained can produce a conceptual design that can be used for the performance of PT Marine Indonesia.

2. Design phase

In this phase, the requirements that have been formulated in the analysis phase are matched and implemented. The steps taken in this design phase are:

- Formulation of monitoring parameters and calculation methods based on the information needs of stakeholders.
- This step determines what parameters are useful in presenting the information needed by each stakeholder.
- Designing a conceptual model for monitoring the performance of PT Marine Indonesia which will be very useful for business continuity.

3. Report writing phase

In this phase, the results of PT Marine Indonesia's management and business review activities have been carried out previously. The PT Marine Indonesia performance management review paper is intended for management, company members, decision-makers, and related external parties including the PT Pelindo group and all its business lines.

### Supporting Theory

A. Definition of Ship Business

The development of modern commercial shipping began with the invention of the steam engine by James Watt around the 18th century and this sector continued to experience development until the industrial revolution (Rahayu, 2019). Since then, the world of commercial shipping has continued to develop and is still looking for the most efficient means of sea transportation that is considered capable of saving energy on the one hand and on the other. Another development carried out is related to increasing the ship's load capacity to obtain maximum additional income. The implementation of these types of shipping businesses requires different types of ships, according to the type of commodity that is the object of transportation targeted by shipping business owners.

Business in the field of commercial shipping or shipping is a type of business that is capital intensive and requires quite large capital because ships or sea transportation fleets have quite high prices and organizational costs for companies in this field are also high. Apart from considerations related to the procurement or investment of ships (new or used), the study team also knows other reasons for the emergence of boat rentals to fulfill needs or fill in shipping schedules for certain periods and other parties, there are also other reasons, namely, there are entrepreneurs who open business businesses. shipping by leasing a private fleet of ships, without owning a shipping company.

B. Ship Repair Services

All types of ships used in service and operational activities certainly need to be carried out with regular maintenance and repairs, in order to maintain the service performance of the ship unit. Maintenance actions aim to extend the life of the ship unit, guarantee the quality of service to users and ensure safety for the service team and users.

Following are the types of maintenance in ship operations based on the opinion of Faisal, Bismar Abi (2017):

- Planned Maintenance (Planned Maintenance System),
- Treatment to deal with Internal/External Audits,
- Treatment for inspection by the Port State Control Officer (PSCO),

- Maintenance and repair in accordance with the Continuous Machinery Survey (CMS) issued by the Bureau of Classification where when it is registered (based on the ship's flag),
- Maintenance and repair when the ship goes to the dock,
- Breakdown Maintenance.

Based on the observations of the study team, it is assumed that ships that are actively used in service or for other purposes need and are obliged to carry out regular maintenance. Maintenance is a standard thing and must be done if a shipping company wants to maintain its performance and existence. These factors also open opportunities for PT Marine Indonesia to take part in meeting market demand.

Apart from maintenance services, which are definitely scheduled by shipping companies to maintain their performance, there are also those that are prepared for sea shipping companies, namely repair services. Repairs occur when a unit is damaged either in the mild, moderate or severe categories, resulting in disruption of the ship's operations to provide services.

Following are the repair and maintenance services provided by PT Marine Indonesia with experts who have high competence and experience, including:

- Below the waterline (plate replacement/replating, bottom painting, aluminum anode replacement, waterline painting, ship name, port register, draft mark and plimsol mark, and so on)
- Above the waterline (slab replacement/replating, main deck painting, deck outfitting work, and so on).
- Ship Building
- Stomach Equipment
- Anchors, Windlass Dam Chains,
- Maintenance of Valves,
- Maintenance of Sea Check and Grating Boxes,
- Services for unloading tires and dampers,
- Substitution of Bananas,
- Replacement of Dapra Tires,
- Tanks
- Cleaning tanks (Fresh Water Tanks, Ballast Tanks, Fuel Oil Tanks, Bilge/Got),
- Cleaning of manure and provision of drums for manure,
- Change of packing.
- Propulsion And Steering System
- Propeller Maintenance,
- Propeller Shaft Maintenance,
- Maintenance of the Steering Stick,
- Maintenance of the Rudder.
- Piping Systems, Such As Me Cooling Pipes And P/S Gearboxes).
- Test And Inspection
- Magger Test,
- Plate Thickness Test (Ut Test),
- Vacuum Test,
- Propeller Crack Test (Ndt),
- Propeller Shaft Crack Test (Ndt).

#### C. Ship Certificate Management Services

In addition to services related to ship maintenance and repair services, PT Marine Indonesia is also committed to providing the best service for ship document management services. Similar to the high demand for ship repair services, mail handling services also have a fairly high demand. This is because every activity related to the utilization of the Indonesian sea is required to carry out licensing and comply with the established regulatory rules.

Historically, PT Marine Indonesia does not yet have a reputation for this service because it is a new company. However, we also need to note that PT Marine Indonesia is the development of the PT Pelindo Marine Service "Tiga Laut" Employee Cooperative, which already has experience and reputation in this sector. Because of this, PT Marine Indonesia can provide quality assurance and provide experts in the field of ship's letter management with quite high qualifications.

The following are ship licensing documents that can be assisted by PT Marine Indonesia in the processing process:

- Sea Mail Erdose,s
- sea Mail Endorse Agency,
- Route Pattern Plan (RPT),
- Safe Manning,
- Agency Fee Safe Manning,
- Construction Safety,

- Equipment Safety,
- Radio Safety, PNPB Safety Certificate,
- Permanent National Pollution Prevention Certificate (SNPP),
- Temporary National Pollution Prevention Certificate Agency Fee (SNPP),
- Permanent National Pollution Prevention Certificate (SNPP) Endorse,
- Permanent Anti Fouling Certificate,
- Temporary Anti Fouling Certificate,
- SSEC Certificate, SCMC,
- Radio Communication License (SKIR),
- Wreck Removal Insurance,
- Special Survey of BKI Machines,
- Annual Survey (BKI),
- Syahbandar Survey,
- Motion Permit,
- Movement Permit Agency,
- Claren in Tanjung Perak,
- Sea Trial, Kompasren, Standard Deviation, Rudder,
- Tanjung Perak Movement Permit,
- Tanjung Perak Agency Fee.

Based on the Regulation of the Minister of Transportation No: KM 01 of 2010 it is written that, Syahbandar is a government official at the Port who is appointed by the Minister and represents the highest authority to carry out and supervise the fulfillment of statutory provisions to ensure shipping safety and security. All correspondence is regulated based on applicable law because every operational or exploration process at sea contains an element of value for the common good.

Likewise with PT Marine Indonesia in the service of managing these permits, they will comply with applicable regulations and maintain good relations with the harbormaster. We need to understand, based on the budget that has been prepared for the smooth processing of letters by the PT Pelindo group, which is approximately 20 billion Rupiah. Due to these factors, the PT Pelindo Marine Service Workers' Cooperative created a new entity which will later be called a subsidiary company named PT Marine Indonesia to be delegated regarding the management task.

#### D. Scout Ships and Tugboats

Each company has a different target market, PT Marine Indonesia which is a subsidiary of PT Pelindo Marine Service "Three Laut" Employee Cooperative and part of PT Pelindo also has its own target market. Based on one of the objectives of the establishment of PT Marine Indonesia, namely to support the activities of the Pelindo Group in particular, it was determined that PT Marine Indonesia's target market were tugboats and pilot boats. However, this does not rule out the possibility of other types of ships, because PT Marine Indonesia has the capability for this.

Tugboats according to Henk Hensen, FNI (2011: 66) are ships that can be used to maneuver/movement, mainly pulling or pushing other ships in the port, open sea or through rivers or canals. The main engines of tugboats have a power of between 750 and 3000 horsepower (500 to 2000 kW), so that according to their function, tugboats are classified as tugboats that are used to assist the movement of large ships while in port when they are about to dock or undock.

Guide boat (pilot boat) is a ship/boat used to deliver/pick up pilot officers who will guide/finish scouting. Pilot service is an activity to push and pull ships, both to and from the wharf. So, scouting and piloting services are services and service units owned by the Port to facilitate processes and activities at the Port.

## RESULTS AND DISCUSSION

### Analysis

#### A. Identification of Management Needs

To realize the vision of the PT Pelindo Marine Service Employee Cooperative "Three Laut" and business development in the field of ship repair services and ship licensing services. This is in line with the company's goal to be able to meet the needs of its members and also external parties, especially the PT Pelindo group. In order for PT Marine Indonesia to provide services that can provide optimal satisfaction to customers and related parties, PT Marine Indonesia requires further preparation and communication with the parent company and related companies. With the birth of PT Marine Indonesia, we can project that this company will complement the strengths of the Pelindo Group and

also bring good benefits to the PT Pelindo Marine Service "Three Laut" Employee Cooperative-, so that it will greatly affect customer satisfaction and related parties.

Several reasons for the formation of PT Marine Indonesia in the ship repair and maintenance service sector are as follows:

- PT Pelindo Marine Service "Tiga Laut" Employee Cooperative has started pioneering ship repair services-, and has significant growth, so it is necessary to expand business lines,
- PT Marine Indonesia was born because of efforts to widen the scope of management in response to market demand for mail handling services so that it becomes easier, faster and lower cost,
- The Employee Cooperative of PT Pelindo Marine Service "Tiga Laut" has several services that are quite diverse, resulting in a lack of focus and an impact on customer service. With the birth of PT Marine Indonesia as a separate entity from the holding company PT Pelindo Marine Service "Tiga Laut" Employee Cooperative, service speed, and guaranteed legality can be provided to customers with good quality and quality.
- Lack of ability to assess service quality  
Often the assessment of service quality globally or in detail per unit cannot be carried out. This is due to a lack of focus in the business so there is no data available for monitoring or checking.
- There is a change in business processes.  
Business process changes are very likely to occur in a service provided by an organization or business entity. To overcome this, we need a new subsidiary that can accommodate changes in business processes when these business processes have been implemented in a business system, especially in providing information reports to interested parties or stakeholders. Basically, all PT Pelindo Marine Service's "Three Laut" Employee Cooperative decisions to expand its business are to fulfill customer demands and strengthen the company's business management position.

PT Marine Indonesia in its business activities has prepared well internally, including human resources who fill core structural positions. PT Marine Indonesia has the following structure:

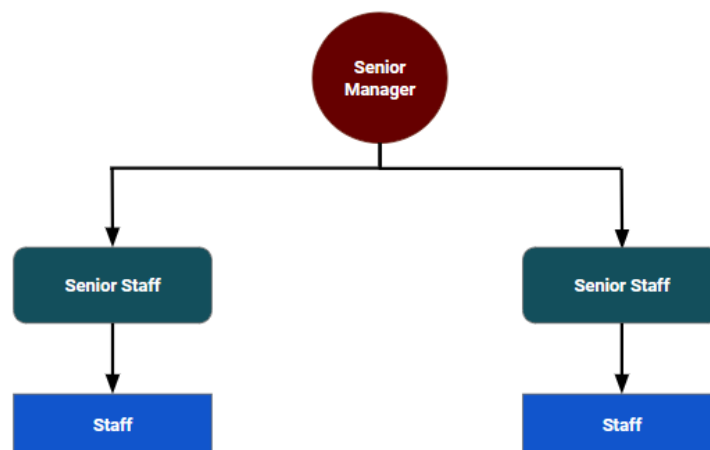


Figure 1. Organizational Structure

In the above structure, we can see that the internal structure looks streamlined, this is based on effectiveness in carrying out operational activities. With the typical structure above, PT Marine Indonesia can minimize labor costs.

#### B. Approach in Business Management Analysis

PT Pelindo Marine Service Employee Cooperative Development "Three Seas" is a challenge for companies to be able to increase their role and contribution to the sea transport sector in Indonesia,

especially in Surabaya. There are three planning approaches that can be used in preparing PT Marine Indonesia's strategic planning, namely as follows:

Overall rational approach, in this case, includes broad planning considerations, in which there are various elements or sub-sections that make up the overall business system. Meyerson Banfields identifies that there are 4 main characteristics of the overall rational planning approach, including:

- Based on a general policy that defines the goals to be achieved as an inseparable unit.
- Based on a complete, comprehensive, and structured set of objective specifications,
- Accurate forecasting or projections, and supported by a complete, objective, reliable, and specific information system,
- Forecasting or projections directed at goals in the long term.

A Separate planning approach-, emerged as a response to the ineffectiveness of planning with an overall rational approach. This approach was discovered by Charles E. Lindblom, et al., who explained that this approach has 3 main characteristics.

- Separate plans do not need to be supported by a thorough review and evaluation of plans,
- Only consider the parts of the general policy that are directly related to the prioritized sub-sections,
- With the limited scope of planning, namely on the elements of the specified sub-sections.

However, in reality, this approach still has weaknesses, such as due to a lack of comprehensive insight, unexpected impacts often occur, it is considered only a short-term settlement effort that is not related to long-term goals and objectives, and is considered a problem solving in a "patchwork" manner which is temporary so it must be done continuously.

### C. PT Marine Indonesia's Break Event Point (BEP) projection

The projection of PT Marine Indonesia's break even point (BEP) is very important so that stakeholders and users of this report can have an overview regarding PT Marine Indonesia's performance and projected future conditions. Several benefits of BEP are according to Sutrisno In Ema (2012): sales or production planning, normal selling price planning, production method planning, factory closing point.

In planning the establishment of PT Marine Indonesia also carried out careful profit planning so that it is very good for investors to make decisions. According to Carter (2009:5) that in determining profit objectives, management should consider the following factors:

- Profit or loss resulting from a certain sales volume,
- Sales volume needed to cover all costs and generate sufficient profit to pay dividends and provide for future business needs.
- Sales volume can be achieved with current operating capacity.
- Operating capacity required to achieve profit objectives.
- Rate of return on capital used.

The following is a projection for PT Marine Indonesia's BEP calculation based on several indicators:

#### i. Revenue Projection Analysis

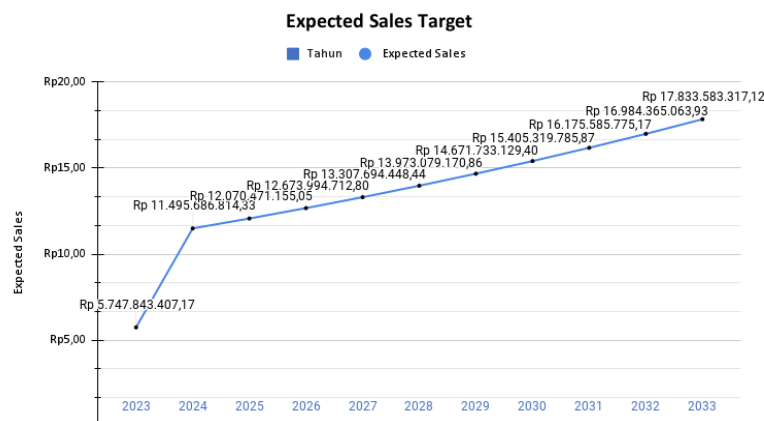


Figure 2. Expected Sales Graph

This analysis of revenue projections or sales projections is the result of the analysis of the study team based on historical data of PT Pelindo Marine Service "Tiga Laut" Employee Cooperative regarding the provision of ship repair services and ship permit management services. The data is processed and it is projected that sales will increase by approximately 5% annually based on the inflation rate.

From the graph, we can draw a conclusion that the company is projected to experience an increase with added value within 10 years. PT marine Indonesia is a service provider company, so it is not surprising that it has a high demand for the services offered both to the PT Pelindo group but also to outsiders.

## ii. Profit Projection Analysis

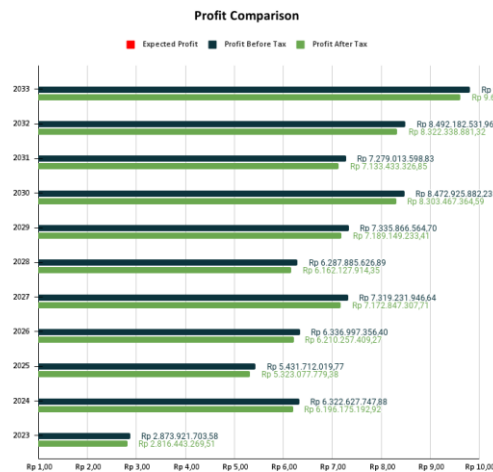


Figure 3. Profit Comparison Chart

Based on the graph above, we can conclude that PT Marine Indonesia's potential to earn profits is around 50%. Expected profit looks high compared to other companies, this is because PT Marine Indonesia is a company engaged in the service sector so the profit potential is relatively high. With the company's potential and analysis of historical data, PT Pelindo Marine Service "Tiga Laut" Employee Cooperative also looks good and has good prospects.

Based on the graph above, it is also illustrated that PT Marine Indonesia has a fairly good growth projection. This potential is illustrated because PT Marine Indonesia is engaged in services with minimal capital so that PT Marine Indonesia has a fairly high ability regarding profit growth. Based on projections based on company studies, it was concluded that within 10 years there has been a dynamic increase.

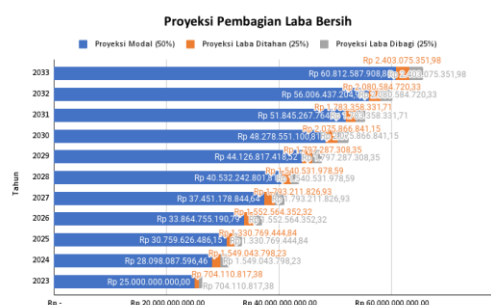


Figure 4. Projection of Net Profit Distribution

Based on the results of the data processing illustrated in the graph above, it can be seen that profit is distributed over three components, namely profit allocated to an additional capital of 50%, retained earnings allocated to 25% and profit to be distributed by 25%. From the description above, it can also be concluded that the value of the company's capital will also increase by 25% each period.

The allocation of profits received will have an impact on the company's operational system, because capital is the source of the company in carrying out its business activities. With the division of

capital allocation in the graph above, the study team concludes that this company has prospective strengths in the field of capital and company capacity.

### iii. Break Even Point analysis



Figure 5. Graph of BEP PT Marine Indonesia

A more complete calculation regarding the break-even point can be seen in Appendix 2. The calculation is based on historical data from PT Pelindo Marine Service "Tiga Laut" Employee Cooperative. From the graph it can be seen that it is projected that in the third year, there will be a break even point (BEP). Based on these assumptions, the study team believes that PT Marine Indonesia has good prospects and the risk level of PT Marine Indonesia is also small.

From the graph above, it can be seen that in the third year, the company has the ability to generate profits of Rp. 5,431,712,019 at this time the company experienced a break-even point. Comparison between projected costs and projected profits is a picture of a straight line relationship between the two.

### A. Strategy and Marketing Management Mechanism

In the implementation of strategic planning involves establishing a series of appropriate actions to achieve company goals. The strategy taken by PT Marine Indonesia is as follows:

- PT Marine Indonesia is committed to being active in carrying out its activities in the field of ship repair services and ship licensing documents. This commitment is very important to maintain the passion of the entity to maintain the concept of sustainability.
- PT Marine Indonesia is also preparing a swift and loyal HR management for market penetration and ready to provide the best service for customers,
- PT Marine Indonesia has prepared a marketing plan, customer service and company management with the concept of differentiation, which with this different and unique concept will maintain the continuity of the company and customer trust.
- The next strategy undertaken by PT Marine Indonesia is to regularly engage with academics and researchers to read about political economy issues, demand and competition in the market. Maintaining a relationship with these parties will greatly impact the future value of PT Marine Indonesia.

In the business world, every organization always strives to outperform its competitors. Efforts to outperform their opponents are a winning strategy in competing. Thorough preparation for PT Marine Indonesia is the first step in becoming a market leader.

### B. Company SWOT Analysis

Knowing the strengths and weaknesses of a company and understanding every threat and opportunity faced by the company is a very important thing to do in making future strategies at every level of the business unit. This is primarily intended to better understand in more detail the business environment with specific characteristics of each. In recognizing the characteristics of the business environment, it is hoped that each business unit, with its competence, will be able to take advantage of opportunities that arise and be able to anticipate every unfavorable possibility that will be faced by the company. After describing the environmental conditions of the shipping and marine transportation industry above, it can be concluded that the strengths, weaknesses, opportunities, and threats for the company today. directly, the current position of PT Marine Indonesia is as follows:

#### a) Strength



Strength is a positive state within the company that provides great support in the running of the business and increases the company's competitiveness. Some of the strengths owned by PT. Marine Indonesia can be identified as follows:

1. Consistency in achieving quality objectives by PT. Marine Indonesia,
2. Have a good relationship with the PT Pelindo group and stakeholders in the sea transportation industry,
3. The strength of the PT Pelindo Marine Service - Tiga Laut Employee Services Cooperative which has been operating and has influence in ship maintenance services and procurement of goods for customer needs, and has high experience,
4. Have human resources with years of experience in the service industry.

b) Weaknesses

Weaknesses are deficiencies or things that are negative so that they have an unfavorable impact on the company which can threaten the decline in the company's competitiveness. Weaknesses owned by PT. Marine Indonesia include: the company is having a little difficulty finding new customers, due to the small market for repair services and license management services, besides that the expedition is currently focusing on the shipping expedition industry. PT Marine Indonesia's customer characteristics have smaller and more specific characteristics and target markets. Therefore it will affect the amount of revenue (management fee) received by PT. Marine Indonesia.

c) Opportunities

Opportunities are the company's external conditions that can help the company achieve competitiveness in implementing its strategy. Opportunities that can be obtained by PT Marine Indonesia are as follows:

1. Domestic market potential,
2. The more advanced and increasing demand for sea transportation and expeditions,
3. The company's prospects for development are still high, with competition for supporting service companies for sea transportation that is still low,
4. Government regulations with the enactment of Presidential Instruction No. 5 of 2005 which regulates the empowerment of the national shipping industry through the application of cabatage principles. Which will help increase the number of national fleets due to the protection provided to the shipping sector, therefore the prospects for market demand related to market repair services and ship certificate licensing services will continue to be high.

d) Threats

Threat is a condition that occurs external to the company and significantly influences or interferes with the company's efforts to increase competitiveness. The threats faced by PT Marine Indonesia are as follows:

1. Ship licensing is determined by the central party and the Shah Bandar, so that when there is interference with these parties it will greatly affect PT Marine Indonesia,
2. Lack of access to information related to regulators in licensing management services,
3. Ship repair services can only run well because the human resources have special capabilities and certifications, and materials in ship repair services are also rare materials and at relatively high prices.

C. Strategy of PT Marine Indonesia

The competition in the sea transportation supporting service industry is quite high and increasingly competitive. Competition also occurs because this industry has few players because the number of industries in the field of ship repair and license management services cannot keep up with the number of requests from customers at this time. Based on this explanation, the right strategy for PT Marine Indonesia is product leadership and Great Marketing, namely by emphasizing service quality and speed of service, both in terms of function and other factors coupled with good marketing advantages that will add value and

customer interest to use services from PT Marine Indonesia. Because as a company engaged in sea transport fleet repair services and ship permit management services, it is expected to be able to provide the best service in terms of service quality, accuracy and speed in service as expected by customers. In addition to other supporting factors, it is necessary to pay attention to fostering good relations with the government, PT Pelindo, Vendors (suppliers) and customers so that ship repair services and ship licensing management services run smoothly.

D. Key Success Factors (Key Success Factor) PT. Marine Indonesia

Every company must seek and know the factors that are very important in order to achieve superior competitiveness. Every organization and company has unique and different key success factors, depending on the business environment and the specific considerations of the company.

Based on the SWOT analysis and industry analysis, the Key Success Factor analysis can be identified for the ship repair service industry and the management of ship licenses. The success achieved by the company is supported by the following resources:

- Commission days will be achieved according to customer expectations,
- Running costs that must be borne by the customer in accordance with the budget that has been determined together,
- Achieving Zero accidents,
- Fostering good relations with vendors and interested parties,
- Building good relationships with customers is also an important factor for the sustainability of PT Marine Indonesia. As well as improving or maintaining the quality of services provided and handling complaints from ship owners properly and quickly.

E. Customer Value Proposition of PT Marine Indonesia

PT Marine Indonesia has understood and mapped out the target market as well as potential customers, the company's views on customers, as well as various efforts to improve the company's relationship with customers. Proposition analysis of customer value (Customer Value Proposition) is very important and must be done so that companies can create and deliver the products needed or fulfill requests so as to provide good value in the eyes of customers. The concept of customer value represents an attribute that can be fulfilled by the company through service quality in order to create loyalty and satisfaction based on certain customer segments that have been determined as the target of the company's market.

Three categories that can create value for customers of PT. Marine Indonesia are as follows:

1) Service (Services) which includes:

- Achievement of commission days as desired by customers,
- Running costs borne by the customer in accordance with the budget (budget) that has been determined according to a mutual agreement,
- Ships that have been repaired have high performance, thus providing benefits for customers,
- Safety in the service process and warranty period after the repair is complete.

2) Image & reputation

PT Marine Indonesia always strives to develop and optimize the services it provides in order to achieve good and superior performance to support sea transportation services effectively and efficiently in facing increasingly competitive competition and the phenomenon of attacking each other in the future.

3) Customer relationship (relationship with customers) including:

- Reliable. All of the factors supporting the success of the company above that are offered by the company can be relied upon by customers, thus providing comfort and satisfaction for customers.
- Responsive (responsive). In order to provide comfort and satisfaction to customers, it is not only supported by the reliability of the factors above, but also must be supported by responsive service to the wishes and complaints of customers.

F. PT Marine Indonesia's strategy is based on several perspectives

a. Financial Perspective

There are several important factors, especially from the results of the analysis of the business environment and competitiveness of PT Marine Indonesia which can be used as a basis for the process of setting strategic targets and measures from a financial perspective, including:

- Opportunity to open market potential
- One of the weaknesses of PT Marine Indonesia is the dependency on revenue on the large number of users of PT Marine Indonesia's services.

By using these factors, strategic objectives and measures can be developed from a financial perspective as follows:

Increased management fees. In order to increase the value of management fees, companies are therefore required to be able to increase the number of ships that enter to use the services offered and/or improve the standardization of services provided to customers so that it has an impact on increasing the level of customer satisfaction.

The measurement used is the growth of management fees.

b. Customer Perspective

In terms of the relationship between the law of supply and demand, the success reflected in the customer perspective indicators will have a direct effect on improving financial performance. To be able to increase its revenue, the company must look back at what its main customers are actually looking for from the services they provide. By fulfilling customer demand, the company can provide added value from the services offered so that it is expected to increase its income because customers are the company's main source of income.

The characteristics of customers owned by PT Marine Indonesia is to put forward the best service at an acceptable price level. Therefore, the factors of achieving ship worthiness to sail and berthing, sailing safety, achieving commission days expected by customers, the efficiency of running costs expected by customers, and customer satisfaction become more valuable. these factors constitute the customer value proposition. Therefore the company must focus more on its strategy in order to be able to fulfill the customer value proposition through the service process that has occurred.

c. Internal Business Process Perspective

In order to support the achievement of predetermined customer targets and financial targets, it is very important to manage and control internal business processes including several stages, namely by increasing the quality of standard operating procedures and planned maintenance, routine inspection of the completeness of supporting equipment for ship repair services for service optimization, optimized procurement and control in running costs.

- i. Improving the quality of standard operating procedures and planned maintenance.
- ii. Routine inspection of the completeness & condition of repair service support tools to serve customer requests.
- iii. Optimized procurement, management process in an effort to obtain goods or services
- iv. Control in running costs, PT Marine Indonesia must control the running costs that must be borne by the customer and the company in accordance with a budget that has been determined together so that the end result of the work engagement process is in accordance with customer expectations.

d. Growth and Learning Perspectives

The company has goals from a financial perspective, customers and internal business processes are to identify things that must be mastered by the company

Meanwhile, the goals from the learning and growth perspective are as a driving factor for producing special performance in the three perspectives above, by providing the infrastructure that causes the goals in the three perspectives to be achieved. So it can be said that the learning and growth perspective is the starting point for the development of other perspectives. Therefore the main objective from this perspective is to improve the quality of human resources and management.

- Increase employee commitment,
- Improving Employee Capability.

## CONCLUSION

Based on the discussion above, the study team concluded that the expansion of the PT Pelindo Marine Service "Tiga Laut" Employee Cooperative in the field of ship repair services and the management of ship licenses marked by the formation of a new company under the name PT Marine Indonesia is feasible from a business perspective and has high projected success. Given the purpose of an organization or entity to develop and become a leader in the sector that has been selected.

The management of PT Marine Indonesia to support the running of business and services to the community is also in accordance with management functions, including planning, organizing, staffing, motivating, and controlling according to theory (Terry & Rue, 2012). Meanwhile, the theory of management tools (M. Manullang, 2012) which consists of Man, Money, Method, Machine, Material, and Market has also been fulfilled.

Based on the above matters, it is projected that PT Marine Indonesia will be able to continue its business/business of ship repair services and processing of ship licenses, even in difficult conditions. The study team also provided an opinion based on the studies that had been conducted, PT Marine Indonesia deserved to be managed properly to meet demand in the sea transportation sector.

PT Marine Indonesia in carrying out repair services and sea transportation permit management services will continue to grow in line with increasing demand or progress in the sea transportation sector. Therefore sea transportation such as ships as a means of transportation and expeditions will still be needed, as well as business developments in this sector in the future. This business has promising prospects for investors and stakeholders-, and needs to be developed to provide services that meet national and international standards.

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