

## Strategi bisnis PT (persero) Pelindo II dalam mengelola fasilitas pelabuhan Tanjung Priok = The business strategy at PT (Persero) Pelindo II for manages all facilities of port of Tanjung Priok

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### Abstrak

PT (Persero) Pelindo II merupakan salah satu Badan Usaha Milik Negara yang memiliki bidang usaha jasa kepelabuhanan yang terdiri dari layanan jasa pemanduan, jasa barang, jasa penyewaan alat, jasa terminal (umum dan peti kemas), penyewaan poperti (tanah, bangunan, air, dan listrik), pelayanan pelabuhan khusus, serta pelayanan rupa-rupa. Perusahaan ini mengelola dan mengoperasikan 12 pelabuhan di 10 propinsi di Indonesia yang salah satunya adalah pelabuhan Tanjung Priok.

Dalam era otonomi daerah dan perdagangan bebas AFTA, dimana sering terjadi perubahan di lingkungan makro dan adanya permintaan pemerintah daerah untuk mengelola pelabuhan di daerahnya disertai persaingan di dunia internasional terhadap pelayanan jasa kepelabuhanan yang Iebih baik, maka PT (Persero) Pelindo II dituntut unluk membenahi fasilitas infrastruktur dan regulasi pengelolaan Pelabuhan Tanjung Priok guna meningkatkan daya saing nasional dan internasional terutama dengan kompetitor-kompetitor di negara Iain.

Untuk mengetahui persiapan dari PT (Persero) Pelindo II dalam mengantisipasi setiap perubahan dari lingkungan eksternal dengan sumber daya internal yang dimiliki, maka diperlukan analisis strategi bisnis perusahaan. Metode penelitian yang dilakukan adalah metode penelitian kualitatif deskriptif dimana penelitian dilakukan dengan cara mengumpulkan data-data serta laporan yang berhubungan dengan penelitian disertai dengan melakukan wawancara dan memberikan kuisisioner kepada responden yang mengetahui bisnis pengelolaan fasilitas pelabuhan Tanjung Priok, diantaranya 4 orang manajer PT. (Persero) Pelindo II, 4 orang staf PT.(Persero) Pelindo II, 1 orang pengurus INSA, serta 1 orang dari Bagian Perencanaan Ditjen Perhubungan Laut.

Penelitian ini berdasarkan analisis faktor-faktor kondisi eksternal dan internal perusahaan dengan meneliti peringkat, bobot, maupun tingkat kepentingan dari setiap fungsi-fungsi yang dimiliki. Hasil yang diperoleh digunakan untuk mengetahui posisi bisnis PT (Persero) Pelindo II dalam mengelola fasilitas pelabuhan Tanjung Priok dengan menggunakan matriks EFE dan IFE, serta matrik General Electric. Posisi bisnis perusahaan yang dilunjukkan pada kedua matrik tersebut berada pada posisi di pertumbuhan (growth). Dengan mengevaluasi posisi bisnis, kekuatan, kelemahan, peluang, dan ancaman maka srstrategi bisnis alternative yang cocok untuk ditawarkan di masa akan datang adalah strategi pengembangan produk, kemudian untuk mendukung dan menunjang strategi bisnis altenatif tersebut maka ditawarkan juga strategi fungsional dimana strategi ini untuk memperkuat setiap fungsi-fungsi yang ada pada faktor internal perusahaan.

PT. (Persero) Pelindo II is one of the state-owned company which is belong to the Country that provides and manage services which is divided into towage service, port infrastructure facilities, rental for

equipment services, terminal services (public and container) rentals for properties (land, buildings, waters, and electricity), the special port services, also other services. This company manages and operates 12 ports in 10 provinces in Indonesia and one of them is Port of Tanjung Priok.

In the era of autonomy and AFTA free trade, where there is an often change at macro environment and there is a demand from the government of provinces to manage the port inside their area also a competition in the international world to make a better services of the port, so PT. Pelindo II is being demanded for making a better infrastructure facility also the regulation of Tanjung Priok port's management for developing the national and international competition especially with other competitors in other countries.

To know about the preparation of PT. Pelindo II for anticipating every changes of the external environment with the internal sources that they had, so it needs an analyze of the company business strategy. The method of the research was the method of research of qualitative descriptive where the research has been done by collecting the data's also reports that has a connection with the research along with all the interviews and gave the questioners to all respondents who knows about the business that manage the facility of Tanjung Priok port, the few of them were 4 Managers of PT. (Persero) Pelindo II, 4 staffs of PT. (Persero) Pelindo II, 1 person who is running INSA, and 1 person who is working in each internal company's factors from The Department of Sea Transportation.

This research is based on analyzed the company's internal and external factors through researching the stage, weight, also the importance level of each function that they had. The result that has been taken was being used for knowing about a business position of PT. Pelindo II in managing all facilities of Tanjung Priok Port, it was using matrix EPE and IFE, also matrix General Electric. The company's business position that has been showed to both matrixes was growth. By evaluating-business position, strength, weakness, opportunities, also threats, so, there by the strategy of business alternative which is the most appropriate to offer in the future is the strategy of product development, which is able to support and back up that strategy of business alternative so there was also an offer for functional strategy where this strategy is for making each functions that are inside company's internal factors more stronger.