

# Perumusan strategi operasi unit bisnis logistic base Balikpapan - PT. Pertamina Tongkang

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## Abstrak

PT. Pertamina Tongkang merupakan anak perusahaan PT. Pertamina (Persero) yang ditunjuk oleh PT. Pertamina (Persero) Unit Pengolahan V Balikpapan untuk mengelola gudang tertutup, lahan terbuka, dan dermaga untuk menjadi sebuah pusat kegiatan logistik dan pendukung operasional logistik eksplorasi migas dengan nama Logistic Base Balikpapan. Serah terima aset berupa gudang dengan luas total 13.443 m<sup>2</sup>, lahan terbuka dengan luas total 28.185 m<sup>2</sup>, dan tiga buah dermaga dengan kemampuan sandar bagi kapal berukuran maksimal 35.000 DWT dilakukan pada tanggal 5 Desember 2005. Dengan pengeioloan Log-Base di Balikpapan ini oleh PT. Pertamina Tongkang diharapkan dapat memberikan tambahan pendapatan bagi Pertamina UP-V Balikpapan berupa pembagian keuntungan, dan dapat memberikan tambahan pendapatan serta pengalaman dan kompetensi bagi PT. Pertamina Tongkang.

Untuk dapat memaksimalkan penggunaan sumber daya, kompetensi, dan pengalaman dalam bisnis jasa kelogistikan terutama bisnis Logistic Base di Balikpapan, diperlukan adanya suatu strategi operasi yang dapat menjadi acuan kegiatan operasi Logistic Base yang berbasis pada pemenuhan kebutuhan pasar, pemberdayaan sumber daya, pencapaian strategi korporat dan strategi bisnis perusahaan, serta pengalaman kegiatan operasional terkait area keputusan strategi operasi kelogistikan di masa lampau.

Karya akhir ini mempunyai tujuan utama yaitu menerapkan kerangka konseptual penetapan strategi operasi dengan memperhatikan sasaran performansi (performance objectives) yang menjadi dimensi persaingan (competitive dimensions) operasional dalam bisnis penyedia jasa logistik, dan area keputusan strategi (decision area) untuk memberikan masukan dalam proses penyusunan strategi operasi pada unit bisnis Logistic Base Balikpapan. Dalam penetapan strategi operasi di Log-Base Balikpapan ini, penulis mengacu pada kerangka konseptual yang dikembangkan oleh Nigel Slack dan Michael Lewis (2002). Kerangka konseptual tersebut mengharuskan kita memperhatikan empat sudut pandang penting dalam penetapan strategi operasi: sudut pandang top-down, sudut pandang bottom-up, sudut pandang kebutuhan pasar, dan sudut pandang sumber daya operasi.

Penetapan strategi operasi ini dipengaruhi oleh kebijakan perusahaan untuk selalu memberikan penekanan pada kepuasan pelanggan dengan menjadikan sasaran performansi atau dimensi persaingan menjadi fokus perhatian penetapan area keputusan strategi operasi. Sasaran performansi yang didapat melalui analisa sudut pandang kebutuhan pasar terdiri alas: kualitas, kecepatan, ketergantungan, fleksibilitas, dan biaya. Sedangkan area keputusan strategi operasi didapat dari basil penurunan salah satu rasio profitabilitas perusahaan, yaitu Return on Assels (ROA) yang digunakan sebagai pembatas penetapan strategi operasi. Adapun area keputusan strategi operasi tersebut terkait dengan penentuan kapasitas, sifat dan jumlah hubungan dengan para pemasok, penerapan teknologi pada proses operasi, dan perkembangan dan

organisasi.

Hasil penetapan strategi operasi dalam karya akhir ini menunjukkan bahwa dalam rangka pencapaian ROA yang terdapat dalam Rencana Jangka Panjang Perusahaan dan memenuhi unsur sasaran performansi persaingan, antara lain dapat disimpulkan bahwa Log-Base Balikpapan sebaiknya melakukan strategi operasi: (1) penambahan kapasitas lahan terbuka dan gudang serta jumlah alat berat & bantu yang bersertifikat keselamatan kerja, (2) membentuk jalinan kerjasama dengan para kontraktor pendukung kegiatan eksplorasi migas, (3) penerapan teknologi sistem informasi untuk menciptakan integrasi antar fungsi dan integrasi dengan pelanggan, (4) penekanan yang berkelanjutan pada pengembangan kompetensi sumber daya manusia melalui pelatihan, serta (5) penerapan balanced scorecard untuk mengevaluasi dan mengendalikan penerapan strategi operasi ini.

PT. Pertamina Tongkang is a subsidiary of PT. Pertamina (Persero) that was pointed by PT. Pertamina (Persero) Unit Pengolahan V Balikpapan to manage the covered storages, open yards, and jetties in order to become a logistic activity base and oil & gas eksplorasi logistic support base. This Logistic Base name is Balikpapan Logistic Base. The handed over of covered storages with total area of 13.443 m<sup>2</sup>, of open yards with total area of 28.185 m<sup>2</sup>, not to mention three (3) jetties with maximum DWT of berthed vessel up to 35.000 tonnage was held on December 5, 2005. This management and operation of this Logistic Base by PT. Pertamina Tongkang will give additional revenues for Pertamina UP-V Balikpapan in form of profit sharing, and will give additional revenues, experience, and competencies for PT. Pertamina Tongkang.

In order to maximize resources allocation, competencies allocation, and experiences in the logistic service provider business especially Logistic Base business in Balikpapan, it will need an operation strategy that can be a guidance for Logistic Base's operational activities. This guidance should be based on fulfilling the market requirements, resources enhancement, attainment of corporate and business strategies, not to mention it should be based on the company's past experiences regarding related operational activity and logistics' operation strategy decision areas.

This final assignment has an objective to implement the conceptual operation strategy formulation with due respect to market's performance objectives that become the operational competitive attribute dimensions, and respect to operation strategy decision area in order to give suggestions in the operation strategy making at strategic business unit of Balikpapan Logistic Base. In this operation strategy formulation of Balikpapan Log-Base, author was based on conceptual framework that was developed by Nigel Slack and Michael Lewis (2002). This framework obliged author to pay attention to four different perspectives in operation strategy formulation: top-down perspective, bottom-up perspective, market requirement perspective, and operation resources perspective.

This operation strategy formulation is influenced by company policies to give emphasis on customer satisfaction using Logistic Base performance objectives or competitive attribute dimensions as a focus of attention in deciding operation strategy's decision areas. These performance objectives which are acquired from market requirement's perspective are: quality, speed, dependability, flexibility, and cost/price. Meanwhile the operation strategy's decision areas acquired from one of company profitability ratios'

formulation are used as a pattern on operation strategy formulation. This profitability ratio is Return on Asset (ROA). These operation strategy decision areas are relating to capacity decision, nature and number of supply relationships, implementation of process technology, and development and organizations.

Results on this final assignment's operation strategy formulation are showing that in order to achieve targeted ROA by the Corporate Long-Term Planning (RJPP) and to fulfill the competitive performance objectives are summarized that Balikpapan Logistic Base should do operation strategies of: (1) capacity addition to warehouses or open yards including addition of heavy equipments and tools that complied with safety certificate, (2) having a partnership with many supporting contractors related to oil & gas explorations, (3) implementation of information technology system to create integration among functions in Logistic Base and between Logistic Base and their clients, (4) continual emphasizing on worker's competencies development through education and training programs, (5) implementation of Balanced Scorecard system in order to evaluate and control the implementation of these formulated operation strategies.