STRATEGIC DEVELOPMENT OF MAKASSAR NEW PORT THROUGH SWOT ANALYSIS, BOSTON CONSULTING GROUP AND GENERAL ELECTRIC

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ABSTRACT.
This research aims to examine the right strategy development of Makassar New Port through the SWOT approach, Boston Consulting Group and General Electric. This research uses a quantitative and qualitative approach, the sample used is 30 directors and all levels of PT Pelindo IV (Persero). Analysis of the data used in this study is the SWOT analysis, BCG (Boston Consulting Group) and GE (General Electric). The results showed that with an established company condition with consistent profitability achievement, the strategy selection used by using the QSPM method was to strengthen its strategic position in developing the Makassar New Port and to map business potential in order to support the Makassar New Port as part of the Main Sea Corridor in Indonesia East. From the results of the BCG and General Electric matrix analysis, the position of Makassar New Port is in the position of Stars and Growing Selective. Associated with Makassar's position in the SWOT analysis, the strategy to strengthen the strategic position of Makassar New Port is most suitable for use in business development and competition.

Keywords: Strategy Management, SWOT analysis, BCG (Boston Consulting Group), GE (General Electric).

INTRODUCTION
The current economic condition is being enlivened by the issue of the ASEAN Economic Community (AEC) policy, which will be faced by various industrial companies in Indonesia. AEC is a policy that aims to increase the economic competitiveness of ASEAN countries by making ASEAN a production base for the world market, to attract investment and increase trade between ASEAN members.

When this AEC policy takes effect, it will also increase competitiveness in Indonesia abroad and this policy will also affect the market in various industries in the country. One of the important factors that could support this policy is the availability of infrastructure such as ports as a means of connecting trade routes between islands and countries, and Indonesia is one of the strategic routes that is being followed. Therefore the role of ports is very vital in the Indonesian economy. The presence of adequate ports plays a major role in supporting the mobility of goods and people in a country.

The port is one of the important things that can drive the economic growth of a region. Inadequate ports not only cause high logistics costs, but also cause uneven distribution of goods and food and clothing needs, resulting in significant differences in the price of goods. To minimize the consequences of an inadequate port, the government has launched a marine highway program or system. The government realizes that Indonesia is an
archipelagic country, therefore the government plans to build a sea highway in developing
maritime infrastructure. Currently there are only ports with international standard
In western Indonesia, namely the Port of Tanjung Priuk and the Port of Tanjung Perak, therefore there is an opportunity for Pelindo management to build an international port to support the government's program. According to Rianto (2014), in its planning this sea highway will use a large-scale goods distribution system.
Makassar Container Terminal as an existing port that handles container loading and
unloading activities with 750,000 TEUs per year and container growth of 6% per year, is
estimated to soon reach its maximum capacity limit by 2020, so it is necessary to develop
port capacity to prevent stagnation of operational activities.
As one of the National Strategic Projects (PSN), Makassar New Port is one of the
projects that supports the Government's Sea Highway program which is expected to increase
the economic growth of Indonesia in general and Sulawesi in particular. The transformation
of the port management strategy needs to be carried out immediately because it is related to
the decisions faced by PT. Pelindo IV in managing ports in the future with the emergence of
competitors in port management so that PT Pelindo IV can create a company's competitive
advantage.
A company is said to have a competitive advantage when the company has
something that competitors do not have, does something better than other companies or is
able to do something that other companies are unable to do.
Strategy is a tool to achieve goals. During its development, the concept of strategy
continues to develop. This can be shown by the different concepts regarding strategy during
the last 30 years. The first strategy definition put forward by Chandler (1962: 13) states that
"strategy is the long-term goal of a company, as well as the utilization and allocation of all
resources that are important to achieve these goals". A good understanding of the concept of
strategy and other related concepts will greatly determine the success of the strategy
developed. These concepts are Distinctive Competence: actions taken by a company in order
to perform activities better than its competitors and Competitive Advantage: specific
activities developed by a company to be superior to its competitors.
Makassar Port will be very important to support and stimulate export-import
activities in Eastern Indonesia and to streamline export costs which have been carried out
through Tanjung Priok and Tanjung Perak. Taking into account the improvements that have
been achieved and anticipating an increase in ship visits and a more rapid flow of goods in
the future, the Makassar port will be gradually developed to the north, so that the Makassar
port can truly become a consolidation center for export goods and goods. distribution center
for imported goods, so that the port of Makassar is truly the gateway to the economy and
export / import in the competitive Eastern Indonesia Region. In previous research conducted
for the development of Makassar New Port, the results only showed the feasibility of
Makassar New Port as an international port, not yet focused on its strategic competitiveness.
Planning for the development of the International Port in Eastern Indonesia certainly has its
own challenges. For this reason, the implementation of the right strategy in the development
of international class ports is needed.
As one of the National Strategic Projects (PSN), Makassar New Port is one of the
projects that support the Government's Sea Highway program which is expected to increase
Indonesia's economic growth, especially in the central and eastern parts. By paying attention
to the above background, the writer is interested in raising the theme and analyzing: Strategic
Study of Makassar New Port Development through the SWOT Approach, Boston Consulting
Group and General Electric
LITERATURE REVIEW

Strategy Management

Strategic management according to Wheelen & Hunger (2008) is a series of decisions and actions that determine the company's long-term performance, strategic management includes environmental observation, strategy formulation (strategic planning or long-term planning), evaluation and control. According to Rangkuti's (2004) opinion, strategies can be grouped based on 3 (three) types of strategies, namely:

1. Management Strategy. Management strategy includes strategies that can be carried out by management with a macro strategy development orientation, for example, product development strategies, pricing strategies, product development strategies, acquisition strategies, market development strategies, financial strategies and so on.
2. Investment Strategy. Investment strategy is an investment-oriented activity, for example, whether this company is pursuing an aggressive growth strategy or trying to penetrate the market, a survival strategy, a strategy to rebuild a new division or an investment strategy, and so on.
3. Business Strategy. This business strategy is also called a functional business strategy because this business is oriented towards the functions of management activities, for example marketing strategy, production or rational strategy, distribution strategy, organizational strategy, and strategies related to finance.

SWOT Analysis

According to David (2011: 178) states that the TOWS (Threats-Opportunities-Weaknesses-Strengths (TOWS) Matrix is an important matching tool that helps managers develop four types of strategies:

1. SO (Strength - Opportunities) strategy to take advantage of the company's internal strengths to take advantage of external opportunities. All managers naturally want their organization to be in a position where internal strength can be used to take advantage of external trends and events.
2. WO (Weakness - Opportunities) strategy aims to improve internal weaknesses by taking advantage of external opportunities. Sometimes, great opportunities arise, but the company has internal weaknesses that prevent it from taking advantage of these opportunities.
3. ST (Strength - Threat) strategy uses the strength of a company to avoid or reduce the impact of external threats. This does not mean that a strong organization must always face threats directly in the external environment.
4. The WT (Weakness - Threat) strategy is a defensive tactic aimed at reducing internal weaknesses and avoiding external threats. An organization facing various external threats and internal weaknesses is really in a dangerous position. In reality, such a company may struggle to survive, merge, downsize, declare bankruptcy, or opt for liquidation.

BCG (Boston Consulting Group)

The most widely used approach to corporate analysis is the BCG Growth / Share Matrix which was created by the Boston Consulting Group. The objectives are (Rangkuti, 2013):

1. Develop a market share strategy for the product portfolio based on its cash flow characteristics.
2. Develop the company's product portfolio so that its strengths and weaknesses are clear.
3. Decide whether to continue investing in unprofitable products.
4. Allocating product marketing budgets in order to maximize long-term cash flow.
5. Measure management performance based on product performance in the market.
General Electric Analysis

To explain the strategy, Wheelen and Hunger (2003: 35) use the concept from General Electric. General Electric states that in principle, generic strategies are divided into three types, namely:

1. Stability strategy (stability). In principle, this strategy emphasizes not adding to products, markets, and other company functions because the company strives to increase efficiency in all areas in order to increase performance and profits. This strategy is relatively low risk and is usually applied to products that are in a mature position.

2. Expansion Strategy (expansion). This strategy emphasizes the addition or expansion of products, markets, and other company functions, so that the company's activity increases, but in addition to the greater profits to be achieved, this strategy also contains a significant risk of failure.

3. Depreciation strategy. In principle, this strategy is intended to reduce the resulting product or reduce the market and functions within the company, especially those with negative cash flows. This strategy is usually applied to businesses that are at a decline stage. This shrinkage can occur because the resources that need to be reduced are better deployed, for example, to other developing businesses.

Conceptual Framework

![Diagram of Conceptual Framework]

**Figure 1**

Conceptual Framework

Note:
- EFE = External Factor Evaluation
- IFE = Internal Factor Evaluation
- SWOT = Strengths, Weaknesses, Opportunities, Threats
- TOWS = Threats-Opportunities-Weaknesses-Strengths
- GE = General Electric
- BCG = Boston Consulting Group
- QSPM = Quantitative Strategic Planning Matrix
RESEARCH METHODS

Research sites
This research was conducted at the Head Office of PT Pelindo IV (Persero) Jl Soekarno No. 1. Makassar-South Sulawesi 90173 Indonesia.

Population and Sample
The population in this study includes leaders who play a strategic role in the development of Makassar New Port at PT Pelindo IV (Persero) including directors and officers under the directors, namely bureau heads, senior managers and their staff and General Manager of Makassar Branch, General Terminal Container Makassar and staff, the sample used is 30 directors and all levels of PT Pelindo IV (Persero).

Data Analysis Techniques
This research uses quantitative and qualitative approaches. Analysis of the data used in this study is the SWOT analysis, BCG (Boston Consulting Group) and GE (General Electric). For the implementation of the Makassar New Port strategic study, several matrices are used that are in accordance with the condition of the company based on the concepts in strategic management with stages, Input Stage, Matching Stage, Decision Stage.

RESULT AND DISCUSSION

Analisis Matriks Internal dan Eksternal

<table>
<thead>
<tr>
<th>Table 1 Internal Evaluation Matrix</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INTERNAL EVALUATION MATRIX</strong></td>
</tr>
<tr>
<td><strong>Kode</strong></td>
</tr>
<tr>
<td><strong>A. KEKUATAN</strong></td>
</tr>
<tr>
<td>S1</td>
</tr>
<tr>
<td>S2</td>
</tr>
<tr>
<td>S3</td>
</tr>
<tr>
<td>S4</td>
</tr>
<tr>
<td>S5</td>
</tr>
<tr>
<td>S6</td>
</tr>
<tr>
<td><strong>Jumlah</strong></td>
</tr>
<tr>
<td><strong>B. KELEMAHAN</strong></td>
</tr>
<tr>
<td>W1</td>
</tr>
<tr>
<td>W2</td>
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<tr>
<td>W3</td>
</tr>
<tr>
<td>W4</td>
</tr>
<tr>
<td>W5</td>
</tr>
<tr>
<td><strong>Jumlah</strong></td>
</tr>
<tr>
<td><strong>TOTAL SKOR</strong></td>
</tr>
</tbody>
</table>
Table 2

External Evaluation Matrix

<table>
<thead>
<tr>
<th>kode</th>
<th>item pernyataan</th>
<th>bobot</th>
<th>rating</th>
<th>skor</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>PELUANG</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>O1</td>
<td>Merupakan bagian dari Program Pemerintah 'Main Sea Corridor'</td>
<td>0.095</td>
<td>3.5</td>
<td>0.33</td>
</tr>
<tr>
<td>O2</td>
<td>Peran pemerintah daerah yang sangat mendukung terlaksananya international hub port</td>
<td>0.103</td>
<td>3.8</td>
<td>0.39</td>
</tr>
<tr>
<td>O3</td>
<td>Pangsa pasar petikemas domestik dan pangsa pasar internasional yang terbentuk</td>
<td>0.105</td>
<td>3.8</td>
<td>0.40</td>
</tr>
<tr>
<td>O4</td>
<td>Memiliki posisi strategis untuk rute domestik dan internasional</td>
<td>0.104</td>
<td>3.8</td>
<td>0.40</td>
</tr>
<tr>
<td>O5</td>
<td>Memiliki koneksi/fitas pelabuhan laut dengan kawasan industri/kawasan ekonomi khusus</td>
<td>0.096</td>
<td>3.5</td>
<td>0.33</td>
</tr>
<tr>
<td>O6</td>
<td>Potensi untuk memperluas pangsa pasar dan kegiatan dengan cara melakukan kerjasama dengan pihak lain</td>
<td>0.096</td>
<td>3.5</td>
<td>0.34</td>
</tr>
<tr>
<td></td>
<td>Jumlah</td>
<td></td>
<td></td>
<td>2.19</td>
</tr>
<tr>
<td>B.</td>
<td>ANCAMAN</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>T1</td>
<td>Adanya ketidakseimbangan cargo/diversity cargo</td>
<td>0.091</td>
<td>3.3</td>
<td>0.30</td>
</tr>
<tr>
<td>T2</td>
<td>Kepastian regulasi pemerintah terhadap pengelolaan pelabuhan yang bisa berubah setiap saat</td>
<td>0.090</td>
<td>3.3</td>
<td>0.30</td>
</tr>
<tr>
<td>T3</td>
<td>Persaingan yang dengan berbagai pelabuhan International Hub Port di dalam negeri maupun di negara lain</td>
<td>0.071</td>
<td>2.6</td>
<td>0.18</td>
</tr>
<tr>
<td>T4</td>
<td>Tuntutan dari para stakeholder untuk terus meningkatkan kinerja pelabuhan dengan biaya semakin murah.</td>
<td>0.079</td>
<td>2.9</td>
<td>0.23</td>
</tr>
<tr>
<td>T5</td>
<td>Rentan terhadap perubahan teknologi transportasi laut yang sangat cepat perubahannya</td>
<td>0.071</td>
<td>2.6</td>
<td>0.18</td>
</tr>
<tr>
<td></td>
<td>Jumlah</td>
<td></td>
<td></td>
<td>1.20</td>
</tr>
<tr>
<td></td>
<td>TOTAL SKOR</td>
<td>1.000</td>
<td>3.39</td>
<td></td>
</tr>
</tbody>
</table>

Source: Data Process 2020

In carrying out port development as one of the requirements as an International hub port, the strategy to be implemented must focus on the market segment which is a key factor in contributing to revenue, namely container loading and unloading activities by looking for market share opportunities so that a balance of cargo is expected.

To realize the International Hub Port Makassar New Port, it is hoped that the port development activities will be carried out in stages by considering the financial condition of PT Pelindo IV (Persero) and paying attention to Market Penetration and Product Development so that the activities that will be carried out are both improving facilities and increasing HR competency which requires no impact on the future financial performance of PT Pelindo IV (Persero).

This gradual implementation of the strategy is in line with the strategy formed using the combination TOWS analysis strategy method. Market Penetration can be carried out in the form of collaborating with third parties so that market share or new channels of distribution of goods can be created, while Product Development can be carried out through the construction of port facilities by mapping business opportunities as centers of goods consolidation in Eastern Indonesia.
Analysis SPACE Matriks

In quadrant I, Makassar New Port is in a very profitable position in a field that has opportunities and strengths so that it can take full advantage of existing opportunities. A strategy that can be developed is one that supports an aggressive growth policy, through the use of strengths to seize large market opportunities. By using the space matrix to sharpen the analysis in order to determine the position and direction of further development, Makassar New Port obtained X: 0.98 and Y: 0.99 values which are in quadrant I which means Makassar New Port has the opportunity and strength as an International hub port.

From the results of the SPACE matrix above, it can be seen that the vector line is towards the aggressive quadrant (top right) of the SPACE matrix, it can be concluded that the organization or company is currently in a good position for that, the company is expected to use its internal strength to take advantage of opportunities, external, overcoming internal weaknesses, and avoiding external threats.

Analysis Boston Consulting Group

Source: Data Process 2020

Figure 2
Matrix SPACE Makassar New Port

Source: Data Process 2020

Figure 3
Boston Consulting Group Analysis
The results of the BCG calculation showed that the Makassar Container Terminal Port is located in the STARS position. The position of Makassar Port has a relatively high competitive market share, but competes in a slow-growing industry. The stars in quadrant II have a relatively high market share and a high average market growth. Management should take advantage of opportunities to grow and generate high profits. Investment is very important to strengthen their position of domination. Strategies suitable for this position are backward integration, forward integration and horizontal integration, market penetration, service development and market development.

Through the BCG Matrix analysis, Makassar New Port is in the stars’ quadrant. In maintaining this position, Makassar New Port can take a strategic approach including maximizing investment, growth and domination. Some of the strategic measures that can be done by Makassar New Port are as follows: a. Development of production facilities to anticipate growing container flows; b. Increasing cooperation with terminal operators in order to improve services to customers and increase port revenues; c. Increasing joint operation and development of ports in the context of market development and improving service quality.

Analysis General Electric

Table 3

External Evaluation Matrix

<table>
<thead>
<tr>
<th>C.S. Index</th>
<th>0.0</th>
<th>20.0</th>
<th>40.0</th>
<th>60.0</th>
<th>80.0</th>
<th>100.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>LA. Index</td>
<td>0.0</td>
<td>20.0</td>
<td>40.0</td>
<td>60.0</td>
<td>80.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Data Process 2020

Based on the graph above, Makassar New Port is in a selective growth position, has business opportunities to grow because it is in a cell that has a large market attractiveness, with high priority income and has a competitive advantage. In this position, investment programs at the Makassar New Port are focused on the main segment, namely domestic and international container services in order to build internal strength and increase profits by increasing productivity.

Quantitative Strategic Planning Matrix Analysis

By using TOWS, seven main strategies were created to reflect the condition of Makasar New Port based on the factors in the internal and external evaluation matrix with a different focus on aggressive strategies, namely:

a. Strategy I, focusing on the management of land area, stacking field capacity and adequate superstructure and infrastructure facilities to provide opportunities for Makassar New Port to become an International Hub Port;
b. Strategy II, by having the potential to expand domestic and international market share and supported by local governments, MNP can become a center for the consolidation and distribution of goods in Eastern Indonesia;

c. Strategy III, with support from the government, MNP development can be carried out by selecting suitable partners in its development and seeking alternative financing through favorable external funding schemes;

d. Strategy IV, with the potential to expand market share, it is necessary to carry out effective marketing to shipping companies both domestic and international as well as to build good relationships with consumers;

e. Strategy V, strengthening the strategic position of Makassar New Port by enhancing the company's image and professionalism in optimally serving port business to stakeholders and business partners;

f. Strategy VI, making strategic plans in developing Makassar New Port and mapping business potential in order to support MNP as part of the 'Main Sea Corridor' in Eastern Indonesia;

g. Strategy VII, improving service performance for consumers and preparing reliable human resources in handling international standard ports

Based on the level of interest in the strategy, the following rankings were obtained:

1. Rank I: Strategy VI with a score of 7.54
2. Rank II: Strategy III & V with a score of 7.32
3. Rank III: Strategy VII with a score of 7.27
4. Rank IV: strategy I, II & IV with a score of 7.19

So it can be said that the strategy chosen was strategy VI, namely: "Making strategic planning in developing Makassar New Port and mapping business potential in order to support MNP as part of the 'Main Sea Corridor' in East Indonesia".

The selection of strategy VI using the QSPM method has taken into account the factors that influence the implementation of the strategy which includes internal and external factors. Strategy VI looks more optimistic to be carried out by making proper business plans in the development of Makassar New Port and paying attention to business potential to expand market share with optimal service to stakeholders and business partners. Overall strategy VI aims at correcting existing weaknesses to prepare for threats and seize opportunities while still paying attention to port development conditions which are carried out gradually so as not to burden the company's financial performance in the future. Strategy VI aims to increase market opportunities by coordinating with stakeholders in creating new routes and transshipment, so that the cargo gap can be resolved.

Conclusion

From the results of research and discussion, the following conclusions are made:

1. Based on the results of the analysis of the company's business strategy using the SWOT method by evaluating external and internal factors using the EFAS & IFAS matrix and formulated into the space matrix, the results show that Makassar New Port is in an aggressive position. This shows that with an established company condition with consistent profitability achievement, the choice of strategy used by using the QSPM method is to strengthen strategic position in the development of the Makassar New Port and map business potential in order to support Makassar New Port as part of the Main Sea Corridor in Eastern Indonesia.

2. From the results of the matrix analysis of BCG and General Electric, the position of Makassar New Port is in the position of Stars and Selective Growth. Related to Makassar's position in the SWOT analysis, the strategy of strengthening the strategic
position of Makassar New Port is most suitable for business development and competition.

**Suggestion**

Based on the conclusions drawn, the suggestions that can be given by researchers are as follows: It is hoped that the Makassar New Port management can apply the advantages of a superior strategy in developing the Makassar New Port and translate the concept of this strategy to all levels of the organization so that it can be implemented properly. Optimal and effective in facing increasingly competitive port business competition. In addition, Makassar New Port must evaluate this strategic approach and be able to minimize its various weaknesses so that it can compete with other international ports in providing port services that comply with international standards, as well as become a potential economic growth area in the future.

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