OPERATIONAL STRATEGY TO INCREASE EFFICIENCY AND BUSINESS PERFORMANCE OF COAL TRADING INDUSTRY: A CASE STUDY FROM PT. SINERGITAS BARA BORNEO IN KALIMANTAN

THESIS

By:

M Andrew Wahyudi (20111039)

Thesis Supervisor:

Dety Nurfadilah, B.Ifb., M.B.A.

Tritjondro Baskoro, ST., M.S.M

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Prepared by:

M Andrew Wahyudi (20111039)

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Name & Student ID : M Andrew Wahyudi (20111039)

Topic : Operational Strategy to Increase Efficiency and Business Performance of Coal Trading Industry: A Case Study From PT Sinergitas Bara Borneo in Kalimantan

We hereby declare that this Thesis is from student's own work, has been read and presented to Sekolah Tinggi Manajemen IPMI Board of Examiners, and has been accepted as part of the requirements needed to obtain a Bachelor of Business Administration Degree and has been found to be satisfactory.

Jakarta, 28 October 2024

Examined by,

Prof. Ir. Roy H.M. Sembel, MBA, Ph.D, CSA, CIB,CIIM

Ir. Sasotya Pratama, M.T.E.

Dety Nurfadilah, B.Ifb., M.B.A

Ir. Tritjondro Baskoro, MSM

Acknowledged by,

Prof.Dr. Ir. M.Syamsul Maarif, M.Eng, Dipl.Ing,DEA

Director of Academic Affairs

NON-PLAGIARISM DECLARATION FORM

This Thesis is a presentation of our original research work. Wherever contribution of others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgement of collaborative research and discussions.

Also, this work is being submitted in partial fulfilment of the requirements for the Bachelor of Business Administration degree and has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Jakarta, 28 October 2024

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[M Andrew Wahyudi]

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ABSTRACT

This study investigates operational strategies to enhance efficiency and business performance in the coal trading industry, focusing on PT. Sinergitas Bara Borneo in Kalimantan. Founded in 2023, PT. Sinergitas Bara Borneo aims to refine its logistical operations, particularly its hauling processes, to bolster business performance. The research addresses critical operational challenges faced by PT. Sinergitas Bara Borneo, especially in the hauling process, through a comprehensive case study approach. Discrepancies between expected and actual hauling figures in Samboja and Dondang regions highlight the need for improvement in Samboja's operations. Existing literature predominantly explores general aspects of coal trading, leaving a gap in understanding the hauling process's specifics. This research employs qualitative research design, utilizing interviews and analytical tools like SWOT, IFA, EFA, and PESTLE analyses to assess internal and external factors influencing PT. Sinergitas Bara Borneo's strategy. Findings underscore the strategic importance of hauling operations, emphasizing the need for efficiency, cost-effectiveness, and compliance with safety and environmental standards. Internal and external challenges call for proactive strategies to enhance operational resilience. Key findings include the identification of strategic priorities for operational enhancement, highlighting the imperative of optimizing time, routes, and costs in the hauling process. Moreover, the analysis underscores the pivotal role of resource allocation and maintenance optimization in driving productivity and increasing production capacity. Ultimately, the research aims to provide actionable insights for PT. Sinergitas Bara Borneo and contribute to scholarly knowledge in coal trading operational management.

Key words: Coal trading, hauling process, operational strategy, business performance

CHAPTER I
INTRODUCTION

1.1. Research background

Coal trading refers to the buying and selling of coal as a commodity. It involves various activities such as coal production, transportation, and marketing. Coal trading is a significant part of the global energy market, and it is influenced by various factors such as supply and demand, government policies, and environmental regulations. Moreover, it can be inferred that Indonesia is one of the largest coal-producing countries in the world. Kalimantan, Indonesia, stands as a vital player in the global coal market due to its extensive coal reserves and strategic geographical location. The region contributes significantly to Indonesia's coal production, which ranks among the world's largest. As such, the coal industry in Kalimantan plays a pivotal role in bolstering the country's economic growth and ensuring a steady supply of coal to meet global energy demands.

According to Cahyadi et al. (2022), the coal trading process usually involves the transportation of coal from the mining site to the destination where figure 1.1 shows the journey of coal trading especially in PT. SBB. At the heart of the coal trading industry in Kalimantan lies the Free on Board (FOB) barge system. This system is instrumental in facilitating the movement of coal from the mining sites to the export ports. Under the Free on Board (FOB) barge system, coal is transported using barges, and the responsibility for the cargo shifts from the seller to the buyer when it is loaded onto the barge. This system offers notable advantages in terms of flexibility and cost-effectiveness, making it the preferred choice for many stakeholders involved in the industry.

Figure 1.1 The Journey of Coal Trading PT. Sinergitas Bara Borneo

Sources: PT. Sinergitas Bara Borneo (2023)

Within the context of Kalimantan's coal trading, according to Joko, G., & Mulyono, N.B. (2023) the hauling process encompasses the entire journey of coal from the mining areas to the export ports as shown in the figure 1.2 below. This journey comprises various stages, including extraction at the mines, loading onto barges, and transportation via rivers and seas. The efficiency and reliability of this hauling process are pivotal factors that dictate the competitiveness and sustainability of the coal industry in the region.

Figure 1.2 The Journey of Coal Hauling PT Sinergitas Bara Borneo

Sources: PT Sinergitas Bara Borneo (2023)

The coal hauling process is one of the critical stages that involves several essential stages required to transport coal from the mine to a designated location for processing or shipment. These stages encompass mining, where coal is extracted from the mine using various methods such as strip mining, longwall mining, or room and pillar mining. Following extraction, the coal is loaded onto trucks, trains, or conveyor belts for transportation, and optimizing this loading process can reduce loading time and enhance productivity. Once loaded, the coal is then transported to a designated location for processing or shipment, with the distance of hauling varying based on the mine's location and the final destination. Upon reaching its destination, the coal is unloaded from

the trucks, trains, or conveyor belts and stored in a designated location. In some cases, the coal may undergo additional processing to remove impurities and prepare it for shipment or utilization. Overall, the coal hauling process is a multi-stage operation, each of which can be optimized to increase productivity and reduce operational costs, contributing to the efficiency of coal trading processes.

However, despite its economic significance, the hauling process in the Kalimantan coal trading industry confronts a multitude of challenges. These encompass infrastructure and connectivity issues, where the rugged terrain and inadequate infrastructure in the region can hinder the efficient movement of coal from mines to ports, leading to delays and increased costs for coal traders. Additionally, environmental concerns loom large, as the coal hauling process can result in severe environmental repercussions, notably river and coastal pollution, often due to accidents like coal spills, which can harm local ecosystems and raise environmental concerns. The industry further grapples with regulatory and compliance challenges, navigating a complex web of regulatory requirements at both national and local levels, with ongoing compliance with environmental regulations and safety standards posing a continual challenge for coal traders.

Furthermore, companies holding IUP (Mining License) must meet their RKAB (Work Plan and Cost Budget) quantity requirements to avoid sanctions. Consequently, any issues in the hauling process could obstruct the fulfillment of the RKAB (Work Plan and Cost Budget) quantity. Moreover, the volatile nature of the global coal market, susceptible to price fluctuations and shifts in demand, directly impacts the profitability of coal trading activities, necessitating a strategic approach to long-term planning and investment decisions. Lastly, competitive pressures are substantial, as Kalimantan contends with fierce competition from other coal-producing regions globally, making the maintenance of efficiency in the hauling process imperative to preserve the region's competitiveness in the international market.

Particularly PT. Sinergitas Bara Borneo, which aspires to enhance the efficiency of its logistics operations, with a primary focus on improving its

hauling process. PT Sinergitas Bara Borneo is a dynamic and forward-thinking company that was established in 2023, marking its entry into the competitive energy market. The objective is to bolster the business performance through refined business strategies. This research offers the opportunity for substantial improvements, particularly in the realm of logistic management strategy, addressing hauling operation area based on the Analytical Hierarchy Process. Thus, this study can serve as a valuable tool in shaping the strategies of PT. Sinergitas Bara Borneo, propelling them toward their overarching goals. Simultaneously, this research holds potential value for future researchers in similar endeavors, serving as a valuable reference and guiding resource.

1.2. Problem Statement

In the realm of coal trading, challenges vary depending on the specific dynamics of each business entity. However, there are overarching issues that affect coal trading enterprises in Kalimantan. Just as car dealerships face similar challenges due to the relatively uniform nature of the car market (Abdullah, 2023), coal traders contend with similar industry-wide challenges, owing to the intrinsic characteristics of the coal market. The market is characterized by its consistent supply of coal, a commodity that largely conforms to standardized types and qualities.

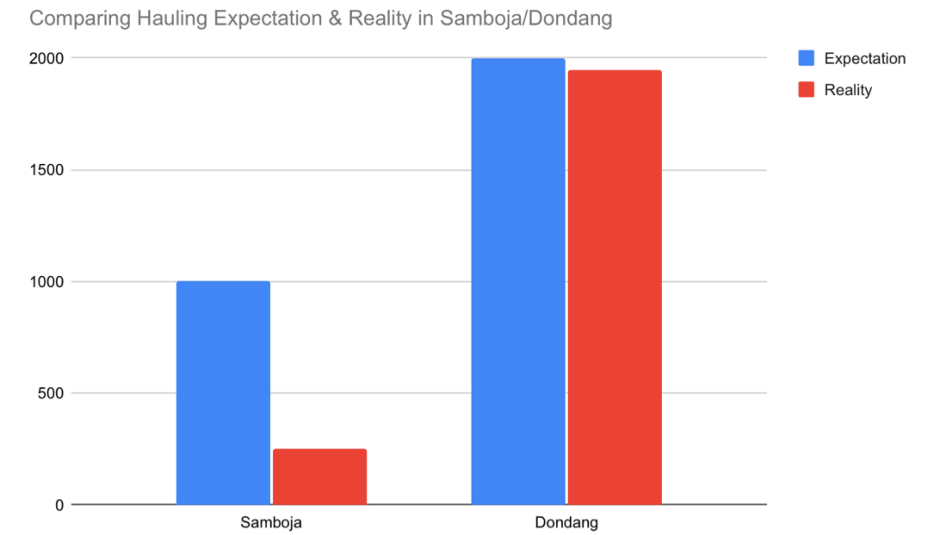


Figure 1.3 Hauling Data Comparison

Sources: PT Sinergitas Bara Borneo (2023)

PT. Sinergitas Bara Borneo grapples with critical operational challenges, particularly in its hauling process. The Graph above illustrates a comparison between the expected and actual hauling figures in the Samboja and Dondang regions. In Samboja, the anticipated hauling quantity was 1,000 tonnes, but the actual number achieved was significantly lower at 250 tonnes. This discrepancy indicates a substantial shortfall in meeting the expected hauling levels. Conversely, in the Dondang region, the expected hauling quantity was 2,000 tonnes, and the actual number was remarkably close at 1,947 tonnes. This suggests that the hauling operations in Dondang were quite successful in meeting their expectations, with only a slight deviation from the anticipated quantity.

These data demonstrate a notable contrast in performance between the two regions, with Samboja falling well short of its expectations, while Dondang nearly achieved its target for hauling. This information highlights potential areas for improvement in Samboja's hauling operations to align more closely with their expected figures. In order to satisfy the end-user PT. Sinergitas Bara Borneo needs to deliver their products on time as promised- in the contract however the efficiency and effectiveness of SBB's hauling process have been hampered, leading to operational bottlenecks and potential losses.

This problem is indicative of constraints in scaling up the coal trading business within a competitive timeframe. The suboptimal hauling process, characterized by issues related to infrastructure, logistics, and environmental concerns, presents hurdles that need to be addressed for PT. Sinergitas Bara Borneo's business development.

From the literature perspective, the existing studies on coal trading processes have predominantly concentrated on the general aspects of the trade, delving into market dynamics, pricing mechanisms, and overarching supply chain management. Han and Dong (2017) analyzed coal trading center supplier relationship management through a supply chain platform. It emphasized the importance of effective supplier relationship strategies for operational efficiency, cost reduction, and reliable coal supply. Moreover, Marpaung et al. (2016) also identified congestion and limited storage capacity as challenges and suggested policy changes, infrastructure upgrades, and better coordination to enhance the industry's efficiency, reduce costs, and boost competitiveness. While these studies have contributed valuable insights into the broader coal trading landscape, a noticeable research gap emerges concerning a specific emphasis on the hauling process—the integral component responsible for transporting coal from production sites to end-users.

This research gap underscores the need for targeted studies that dissect and analyze the hauling process within the coal trading system. By narrowing the research scope to the hauling process, scholars and industry stakeholders can gain deeper insights into the factors influencing the reliability, cost-effectiveness, and sustainability of coal transportation. Closing this gap is crucial for the development of informed policies, strategic decision-making by industry players, and the advancement of environmentally responsible practices within the coal trading sector. This inquiry endeavors to pinpoint the essential skill sets and capabilities that PT SBB must cultivate for sustained long-term competitiveness. The research is designed to offer valuable insights and recommendations for enhancing the company's performance in anticipation of future competition.

1.3. Research Question

This research predominantly centers on the examination of PT. Sinergitas Bara Borneo 's hauling process. To delve deeper into the main research question, specific questions have been formulated to investigate the challenges associated with the hauling process and explore potential strategies for enhancement.

1. How does PT Sinergitas Bara Borneo currently manage its hauling operations, and how do aspects of this process contribute to the efficiency and business performance?
2. How do the internal and external challenges influence the hauling operations of PT Sinergitas Bara Borneo that affect the company's efficiency and business performance?
3. What strategic recommendations aimed to enhance the efficiency and business performance of PT Sinergitas Bara Borneo in its hauling operations?

1.4. Research Objectives

The primary focus of this research is to thoroughly examine the hauling process of PT. Sinergitas Bara Borneo. To better understand the main research question, specific objectives have been developed to scrutinize the challenges connected with the hauling process and to explore potential strategies for improvement.

1. To understand the hauling operations of PT Sinergitas Bara Borneo and its aspects of this process that contribute to the efficiency and business performance.

2. To analyze the internal and external challenges that influence the hauling operations of PT Sinergitas Bara Borneo and its effect on the company's efficiency and business performance.
3. To develop strategic recommendations aimed at enhancing the efficiency and business performance of PT Sinergitas Bara Borneo in its hauling operations.

1.5. Significance of Research

1.5.1. Industry Advancement

The research promises to drive significant advancements within the coal trading industry of Kalimantan. By addressing the prevalent challenges in the hauling process, it aims to enhance the operational efficiency of industry stakeholders. The insights and recommendations offered can empower coal traders to streamline their processes, reduce costs, and improve their overall competitiveness. This, in turn, is expected to foster a collective industry advancement, making it more robust and sustainable.

1.5.2. Academic

The research enriches the body of knowledge within the realm of logistics and operations management. By meticulously examining the specific challenges faced by coal traders in Kalimantan, it contributes valuable insights. These insights provide a robust foundation for academics, researchers, and industry practitioners seeking to understand

the intricacies of logistics and supply chain management within the context of the coal industry. It serves as a reference point for future research and analysis.

1.5.3. Practitioner

The thesis offers practical and actionable insights that hold significant value for PT Sinergitas Bara Borneo and other coal trading companies. By examining their operational challenges and opportunities, it equips them with the knowledge to design and implement more effective operational strategies. These strategies are aimed at enhancing business performance, increasing competitiveness, and ensuring long-term sustainability in the dynamic and competitive coal trading landscape.

1.6. Outline of Research

This study will be structured into five chapters. Chapter 1 serves as the introductory section, laying the groundwork for the research. It offers an overview of the Kalimantan coal trading industry, discussing its current status and the challenges it confronts. Within this chapter, the problem statement, research inquiries, and objectives are introduced, emphasizing the potential advantages of the study for the industry. Additionally, it delineates the structure and plan for the research investigation.

Chapter 2 provides a comprehensive examination of the current body of literature. This examination covers crucial theories and concepts relevant to the research, such as the Resource-Based View theory, Strategic Business Management (The Process of Strategic Business Management Practice), Business Performance Measurement, and previous research related to the

research question. This chapter constructs a theoretical framework and improves our understanding of the industry's dynamics, laying a solid foundation for the study.

Chapter 3 outlines the research methodology employed in the study. It delineates the study's location and its intended objectives through a visual flowchart, elucidating the study's architecture. The chapter elaborates on the techniques used for data collection and the array of analytical methods, including IFA, VRIO Analysis, EFA, PESTLE Analysis, Content analysis, and Analytical Hierarchy Process. This chapter is pivotal in elucidating the research process and its analytical framework.

In chapter 4, an investigation was carried out to identify PT Sinergitas Bara Borneo's hauling process, evaluate both its internal and external factors, address stakeholder expectations, and formulate a suitable strategy for the company within the present era. The analysis is using IFA, EFA, SWOT, VRIO, content analysis and for the strategy using AHP.

The forthcoming Chapter 5 will present the conclusions that PT Sinergitas Bara Borneo should draw from the study and offer pertinent recommendations for the company's advancement in the digital era. Additionally, any constraints of the study will be outlined, and potential areas for further research will be proposed in the concluding section. In essence, this study provides valuable insights into the coal industry in Indonesia and suggests strategies for improving business competitiveness. The methodology and analysis employed in this study can be extrapolated to other industries to enhance their business models, resources, competencies, and overall competitiveness.

CHAPTER II
LITERATURE REVIEW

2.1. Resources-Based View Theory

The Resource-Based View (RBV) theory presents a valuable framework for strategically assessing the alignment of resources, both tangible and intangible, within organizations. Initially introduced by Birger Wernerfelt in 1984 and subsequently refined by scholars such as Jay B. Barney in 1991, this perspective has gained considerable prominence in the field of business. According to the resource-based theory, a firm's competitive advantage is contingent upon its accumulation of resources and capabilities, as outlined by key contributors such as Wernerfelt (1984), Conner (1991) and Peteraf (1993). This theory becomes especially relevant in the context of outsourcing decisions, offering insights into how an organization's capabilities influence overall performance and competitive positioning. It serves as a valuable tool for evaluating an organization's competencies in relation to competitors and suppliers within the outsourcing landscape.

These exceptional or idiosyncratic resources, such as brand and identified patents, are deemed crucial factors for attaining a competitive advantage. The organizational resources in question must meet the criteria of being Valuable, Rare, Imitable, and Non-substitutable (VRIN), as proposed by Barney (1991). "Valuable" implies that the resource holds more value compared to competitors, "rare" indicates that the resource is challenging to acquire in the market and is only possessed by a limited number of organizations, "imitable" refers to the difficulty an organization faces in developing or imitating the resource if it does not already possess it, and "non-substitutable" emphasizes that the resource cannot be replaced.

Figure 0.1 VRIN Framework

Sources: Bar-Eli, M. & Galily, Yair & Israeli, Aviad. (2008)

Resources and capabilities become valuable when they empower an organization to seize opportunities and tackle challenges in its business environment, aligning with critical success factors. The rarity criterion depends on the number of competitors possessing a similar resource; if many share it, it may not confer a competitive advantage and may be suitable for outsourcing. Conversely, a unique and valuable resource distinguishes an organization from competitors and should be retained in-house to preserve its competitive edge. The imitability criterion assesses how easily competitors can replicate a valuable and rare resource, determining the sustainability of the competitive advantage it offers. Finally, Barney (1991) emphasizes the significance of effective organization, highlighting the role of an organization's structure and management in optimizing its resources and capabilities for a lasting competitive edge.

Dionysius and Arifin (2020) employ the Resource-Based View (RBV) theory to examine the relationship between Entrepreneurial Orientation (EO) and Market Orientation (MO) on the performance of Small and Medium Enterprises (SMEs). By utilizing the RBV theory, which emphasizes the significance of internal resources and capabilities in shaping competitive advantage and firm performance, the researchers aim to validate the theoretical framework linking EO, MO, and SME performance. Through their analysis, Dionysius and Arifin seek to provide empirical evidence and insights into how the entrepreneurial and market orientations of SMEs influence their overall performance, thereby contributing to the existing body of knowledge on

strategic management and organizational behavior within the context of small and medium-sized enterprises.

Furthermore, Barney and Harterly (2019) extend these insights, presenting resources as tangible and intangible assets controlled by firms for strategy formulation and implementation. Tangible resources are visible and measurable, encompassing possessions such as property, plant, equipment, and cash. On the other hand, intangible resources are abstract and immeasurable, including elements like employees' knowledge and skills, the firm's reputation, and its organizational culture. The RBV theory operates on two key assumptions: resources vary across organizations, and resources not currently held by an organization may need to be quickly developed or acquired by other entities.

To deepen the understanding of competitive advantage, Barney (1991) introduced the VRIO framework, encompassing Value (V), Rareness (R), Imitability (I), and Organization (O). This framework is instrumental in comprehending competitive advantages and distinguishing temporary advantages from sustainable ones. Given the value, rarity, difficulty of imitation, and non-sustainability of talents, they assume significant importance for organizations, emerging as a source of competitive advantage, especially when no strategically equivalent resources are available.

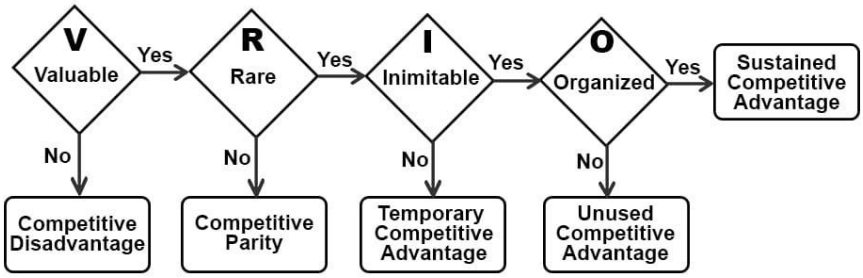


Figure 0.2 VRIO Framework

Sources: Usmani (2022)

2.2. Strategic Management

Strategic management is an intricate process that encompasses the formulation and execution of major goals and initiatives by the upper echelons of an organization's management hierarchy, acting on behalf of the owners (Aithal, et al 2016). This multifaceted process involves a careful analysis of available resources and a comprehensive assessment of both the internal and external environments in which the organization operates. The significance of strategic management cannot be overstated, as it holds relevance for organizations across industries and regardless of their size. A strategic plan serves as a blueprint that articulates the strategies and corresponding actions required to achieve desired outcomes (Aithal & Acharya 2016). This plan not only proposes alternatives to enhance economic performance but also emphasizes continuous improvement to meet evolving customer needs and considers the intricate interplay of internal and external factors that influence the organization.

According to Fuertes et al. (2020), strategic management (SM) provides companies with opportunities to enhance their value proposition, innovate, identify, reinforce, and overcome their competitive position. It delineates the necessary actions to be taken to attain this position. Strategy formulation enables companies to delineate future objectives, outlining action plans and setting a trajectory over time. This process guides decision-making and internal management practices, ultimately positioning the organization in the most favorable competitive landscape to achieve success.

By implementing a strategic plan, organizations are better equipped to focus their efforts, align their resources, and engender a shared sense of purpose among their stakeholders (Aithal & Acharya, 2016). This concerted approach ensures that everyone within the organization is working synergistically towards common objectives.

Within the realm of strategic management, various models have been developed to guide organizations in different contexts. These models include

generic strategies, competitive/red ocean strategies, monopoly/blue ocean strategies, sustainability/green ocean strategies, unethical/black ocean strategies, and combined/white ocean strategies. Of particular interest is the white ocean mixed strategy, which has emerged as a globally applicable approach for achieving success. The integration of a PESTLE (Political, Economic, Sociocultural, Technological, Legal and Environmental) analysis allows organizations to align their global strategy with the white ocean mixed strategy, optimizing their ability to sustain operations in the global business landscape (Aithal & Acharya 2016). There are several tools in strategic management that can be used by the company to analyze either internal or external factors, including IFA, EFA, SWOT and VRIO.

2.3. Internal Factor Analysis

The IFA (Internal Factor Analysis) analysis is a comprehensive and systematic framework used in strategic management to evaluate an organization's internal factors and assess its strengths and weaknesses. This analytical approach enables organizations to gain valuable insights into their internal capabilities and resources, which are crucial for formulating effective strategies and achieving competitive advantage.

The Internal Factors Evaluation (IFE) Matrix, as outlined by Capps and Glissmeyer (2012) and Fuertes et al. (2020), serves as a strategic analysis tool that synthesizes an organization's internal assessment. This matrix evaluates the strengths and weaknesses of various organizational units, providing a comprehensive diagnosis across different functions of the company. According to Arabi (2006) and Fuertes et al. (2020), the IFE Matrix enables strategists to design effective positioning strategies, such as those for pharmaceutical products. Setiawati and Wahyono (2017), along with Fuertes et al. (2020), advocate for leveraging the IFE Matrix, which

starts by examining the functional aspects of the organization, to develop strategic initiatives tailored to enhance competitiveness and performance.

During an IFA analysis, organizations examine their internal strengths, which include their core competencies, distinctive resources, and advantages over competitors. These strengths can be tangible assets like intellectual property, advanced technology, or strong distribution networks, as well as intangible attributes such as a strong brand image, organizational culture, or highly skilled workforce. By identifying and leveraging their strengths, organizations can position themselves uniquely in the market and gain a competitive edge (Barney, 1991; Prahalad & Hamel, 1990; Huang & Cao 2016).

Conversely, organizations also evaluate their internal weaknesses, which are areas where they may lack competitive advantage or face limitations. Weaknesses may include inadequate infrastructure, outdated systems, inefficient processes, or a lack of expertise in certain areas. By acknowledging and addressing these weaknesses, organizations can undertake initiatives to improve their internal capabilities and overcome challenges that may hinder their performance (Barney, 1991; Prahalad & Hamel, 1990; Huang & Cao 2016).

The IFA analysis focuses exclusively on internal factors and does not consider external factors. Therefore, it provides organizations with a deep understanding of their own resources, competencies, and limitations. This introspective assessment enables organizations to make strategic decisions aligned with their internal capabilities and positions them to leverage opportunities and mitigate potential risks (Barney, 1991; Prahalad & Hamel, 1990; Huang & Cao 2016).

By conducting an IFA analysis, organizations gain insights into their unique strengths and weaknesses, which help them identify areas for improvement and allocate resources effectively. It serves as a foundation for strategic planning, resource allocation, and performance enhancement within the organization. The analysis also provides a basis for aligning organizational goals and objectives with internal capabilities and

identifying areas where external assistance or partnerships may be beneficial (Barney, 1991; Prahalad & Hamel, 1990; Huang & Cao 2016).

2.4. External Factor Analysis

The EFA (External Factor Analysis) analysis is a comprehensive framework used in strategic management to evaluate the external factors that influence an organization's operations and competitive position. This analytical approach enables organizations to gain valuable insights into the external environment, including the opportunities and threats it presents, which are crucial for formulating effective strategies and achieving sustainable success.

During an EFA analysis, organizations examine the external opportunities that arise from market trends, technological advancements, regulatory changes, or emerging customer needs. These opportunities may include new market segments, partnerships, potential collaborations, or the chance to leverage existing strengths in response to external factors. By identifying and capitalizing on these opportunities, organizations can position themselves strategically and gain a competitive advantage in the marketplace (Barney 1991; Huang & Cao 2016).

Conversely, organizations also evaluate the external threats that may pose challenges or risks to their operations and market position. These threats may arise from competitive forces, changing customer preferences, economic fluctuations, or regulatory constraints. By recognizing and addressing these threats, organizations can develop strategies to mitigate risks, adapt to changes, and maintain their competitiveness (Porter 1980). The EFA analysis focuses solely on external factors and does not consider internal factors. Therefore, it provides organizations with a comprehensive understanding of the external landscape in which they operate. This analysis helps organizations anticipate market dynamics, identify emerging trends, and align their strategies with external opportunities and threats (Porter 1980).

By conducting an EFA analysis, organizations gain insights into the external factors that impact their industry, market, and overall business environment. This understanding allows them to make informed decisions, allocate resources effectively, and respond proactively to changes in the external landscape. The analysis also helps organizations identify areas where they can collaborate with external stakeholders, such as industry associations, government entities, or research institutions, to leverage shared resources and expertise (Barney, 1991; Huang & Cao 2016).

2.5. SWOT

SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is renowned as one of the oldest and most extensively utilized strategy tools globally, as noted by Puyt et al. (2023). Its significance lies not only in its widespread adoption but also in its pivotal role in the evolution of strategic planning. However, despite its historical prominence, the underlying concepts of SWOT analysis have not been fully grasped by many scholars, educators, and textbook authors. Consequently, its intended purpose may not be fully realized in contemporary strategic management practices.

It provides organizations with a structured and comprehensive approach to evaluate their internal and external factors and make informed decisions based on the insights gained. The SWOT analysis involves assessing the strengths and weaknesses within the organization's internal environment, as well as identifying the opportunities and threats that arise from the external environment.

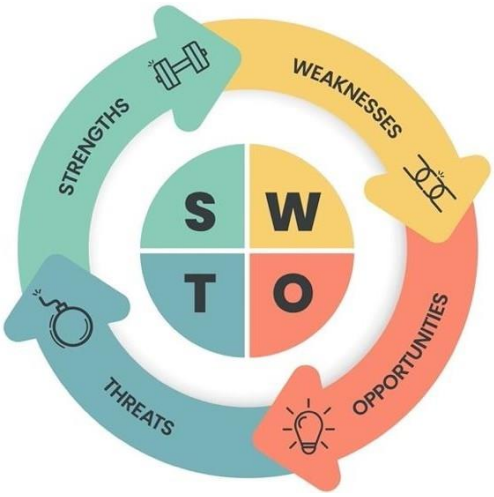


Figure 0.3 SWOT Analysis

Sources:Chavapong (2023)

When conducting a SWOT analysis, organizations examine their internal strengths, which encompass their core competencies, unique resources, and advantages over competitors. These strengths can be tangible, such as superior technology or a strong brand reputation, or intangible, such as a talented workforce or a culture of innovation. By understanding and leveraging their strengths, organizations can gain a competitive edge and capitalize on opportunities in the market.

Simultaneously, organizations also evaluate their internal weaknesses, which are areas of vulnerability or limitations within their operations. These weaknesses may include outdated technology, inadequate infrastructure, or a lack of skilled personnel. By identifying and addressing these weaknesses, organizations can improve their efficiency, enhance their capabilities, and mitigate potential risks.

The external analysis of the SWOT framework involves identifying opportunities and threats in the organization's external environment. Opportunities refer to favorable circumstances or trends in the market that can be leveraged to achieve business objectives. These may include emerging markets, technological advancements, changes in consumer behavior, or favorable government policies. By seizing opportunities,

organizations can expand their market share, introduce innovative products or services, and drive growth.

On the other hand, threats represent external factors that pose challenges or risks to the organization's success. These threats may arise from competition, economic fluctuations, legal and regulatory changes, or technological disruptions. By anticipating and proactively addressing threats, organizations can develop strategies to mitigate risks, adapt to changing market conditions, and safeguard their position in the industry.

The SWOT analysis provides a holistic view of the organization's internal and external factors, enabling decision-makers to develop effective strategies that align with their strengths and opportunities, while mitigating weaknesses and threats. It serves as a valuable tool for strategic planning, marketing, and risk management, as it helps organizations understand their competitive position, identify areas for improvement, and capitalize on market trends.

2.6. VRIO

The VRIO model, a widely recognized and robust framework in strategic management, is extensively utilized to conduct a thorough analysis of a company's internal resources and environment, enabling the identification of its competitive advantage. By employing the VRIO model, organizations can assess the strategic value of their resources and capabilities, evaluate their rarity and uniqueness in the market, investigate the potential for imitation by competitors, and examine the level of organization and integration within the organizational structure (Astawa 2022).

The VRIO model plays a crucial role in strategic analysis by uncovering distinctive characteristics and potential sources of sustained

advantage for companies. The value dimension assesses whether resources and capabilities contribute positively to the firm's performance and competitive position, emphasizing the importance of resources that enable firms to seize opportunities, address threats, and create customer value (Astawa 2022).

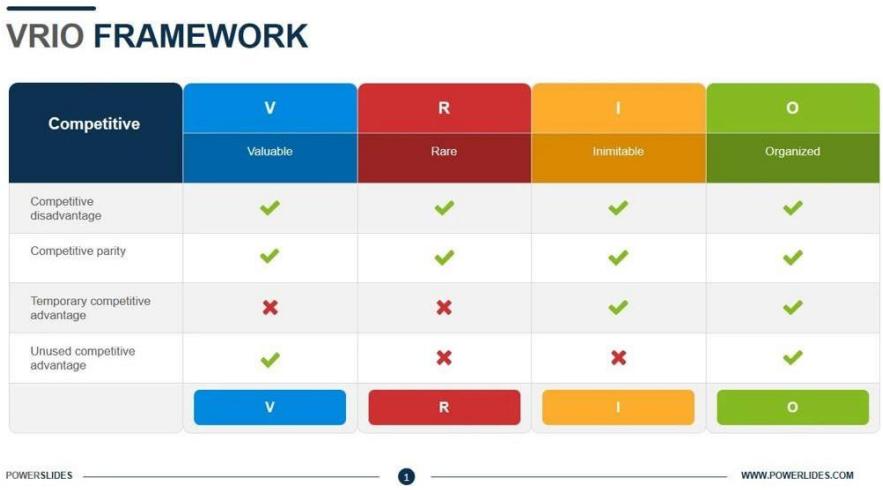


Figure 0.4 VRIO Framework

Sources: Astawa (2022)

Furthermore, the rarity dimension evaluates the scarcity and uniqueness of a company's resources or capabilities. Rare and hard-to-replicate resources confer a competitive advantage by allowing organizations to offer differentiated products or services, establishing barriers to entry, and reinforcing their market position (Astawa, 2022).

The inimitability dimension examines the extent to which resources and capabilities are difficult to imitate or replicate by competitors. Complex, socially complex, or ambiguously causal resources present challenges for rivals attempting to replicate them. Sustained competitive advantage can be derived from resources or capabilities that are not easily replicated, allowing companies to maintain a distinct market position (Astawa, 2022).

The organization dimension focuses on how effectively resources and capabilities are organized, integrated, and aligned with strategic

objectives. Well-organized and effectively utilized resources contribute to superior performance by enabling companies to leverage their capabilities and coordinate activities efficiently. Effective organization and integration ensure that resources are deployed to maximize value and enhance competitiveness (Choi & Park, 2020).

The VRIO model is applicable across various industries and contexts, and researchers and practitioners have employed it to analyze core competencies in manufacturing firms and evaluate strategic capabilities in service-oriented organizations. By utilizing the VRIO framework, organizations gain deep insights into their internal resources and capabilities, identify unique strengths, and formulate effective strategies to maintain a competitive edge in the dynamic business environment (Astawa, 2022).

2.7. PESTLE

The PESTLE analysis framework, encompassing the evaluation of Political, Economic, Social, Technological, Legal, and Environmental factors, serves as a robust tool utilized by organizations to comprehensively assess the external forces that impact their operations. This analytical approach enables businesses to gain a nuanced understanding of the macro-environmental dynamics that shape their industry landscape and influence their strategic decision-making processes. In a research study conducted in Spain, the production and utilization of biomass from short-rotation plantations (SRP) in Andalusia, southern Spain, were investigated using a combined approach of PESTLE analysis and the Analytic Hierarchy Process (AHP) (Parra-López et al., 2015). The study aimed to identify and evaluate the primary factors influencing SRP biomass production and utilization. Findings highlighted the significance of addressing economic viability uncertainties, fostering market development, and implementing

specific public regulations as institutional innovations to facilitate the growth and sustainability of the SRP biomass industry in the region.

Figure 0.5 PESTLE Framework

Sources: Barik & Kumar 2018

Similarly, an investigation conducted in India utilized PESTLE analysis to examine the macro environment of the life insurance sector (Barik & Kumar, 2018). The study revealed the pivotal roles played by technological advancements, legal frameworks, and environmental factors in shaping industry dynamics. These factors exhibited a higher degree of influence compared to other elements considered within the analysis. The study emphasized the critical considerations that insurance companies need to incorporate into their strategic planning processes to adapt and thrive in the ever-evolving business landscape. Moreover, a project work report developed a decision support system module for PESTLE analysis, customized for organizations seeking advanced computational platforms (Simões, 2020). By leveraging this technological solution, businesses can gain data-driven insights to make informed decisions, mitigate risks, and capitalize on emerging opportunities in their respective industries.

Furthermore, in the Kurdistan Region, a study employed PESTLE and SWOT analyses to develop a conceptual model for environmental policy in the oil and gas industries (Koshesh & Jafari, 2019). This research

aimed to establish an integrated framework that promotes sustainable development by considering the external factors influencing these industries. The PESTLE analysis played a crucial role in identifying the political, economic, social, technological, legal, and environmental dimensions requiring attention to ensure sustainable operations and minimize adverse environmental impacts.

2.8. Logistic Management

A supply chain is a network of businesses, individuals, and organizations involved in the creation and delivery of a product or service to the end customer (Mentzer et al., 2001; Wieland, 2021). It includes all the activities involved in the production, transportation, and distribution of goods and services, from raw materials to the final product. The goal of supply chain management is to optimize the flow of goods and services, minimize costs, and improve efficiency and customer satisfaction. Supply chain management involves coordinating and managing the activities of suppliers, manufacturers, distributors, and retailers to ensure that products are delivered to customers in a timely and cost-effective manner. It also involves managing inventory levels, transportation, and logistics to ensure that products are available when and where they are needed (Mentzer et al, 2001; Wieland, 2021).

Mentzer et al. (2001) propose philosophical characteristics suggesting that supply chain managers should utilize the capabilities of their supply chain to meet customer expectations. Over the past decade, this philosophical approach has been expanded upon by Mentzer and colleagues, with a focus on consumer-driven proposals that unify logistics, operations, and sourcing (Lambert et al., 2005). Additionally, there has been an increased emphasis on value creation, efficiency, and satisfaction outcomes (Stock & Boyer, 2009; Gligor & Maloni, 2021), as well as calls for more detailed and specific empirical reflection (Naslund & Williamson, 2010; Min, Zacharia & Smith,

2019). These advancements contribute to a more comprehensive understanding and application of logistics and supply chain management principles.

Logistics management constitutes a pivotal component of the supply chain process, encompassing the strategic planning, execution, and oversight of the seamless and efficient flow and storage of goods, services, and associated information from the point of origin to the point of consumption, with the primary aim of meeting customer requirements. Within this framework, logistical resources, which may include tanks, pipelines, and ships, play a crucial role in facilitating the smooth movement of products, equipment, and raw materials throughout various processes, ultimately aiming to optimize profitability (Calixto, 2016). As articulated by Bramel and Simchi-Levi (1997), logistics management is characterized as the systematic process involving the planning, execution, and oversight of the efficient and effective flow and storage of goods, services, and associated information. This process extends from the point of origin to the point of consumption and is fundamentally geared towards ensuring compliance with customer requirements.

2.9. Business Performance

The topic of business performance holds considerable significance in management, with accurate measurement being crucial for effective managerial decision-making (Örnek & Ayas, 2015; Almaududi et al., 2022). While business performance is often associated with financial aspects, obtaining precise estimates in research poses challenges, particularly for business units operating across diverse industries and within the private sector. Both types of businesses encounter difficulties accessing data due to sensitivity or reluctance to share proprietary information (Eniola & Entebang, 2015; Almaududi et al., 2022).

The assessment of business performance encompasses financial and non-financial metrics, employing both objective and subjective measurements. Quantitative data is well-suited for objective assessments, while perceptual questions can be utilized to gauge subjective measures based on competition or business expectations (Zehrer et al., 2017; Almaududi et al., 2022). Objective financial indicators, such as increased sales, profitability, investments, achievement of sales targets, and equity capital, are commonly used to evaluate financial performance (Van Looy & Shafagatova, 2016; Almaududi et al., 2022). Non-financial performance measurements rely on subjective indicators, including market share, the introduction of new products, product quality, marketing activities, and technological advancements (Singh et al., 2015; Almaududi et al., 2022).

Both objective (financial) and subjective (non-financial) indicators contribute to the assessment of business performance and can be measured using the balanced scorecard methodology (Zula & Chermack, 2016; Almaududi et al., 2022). Market-based and value-based metrics provide more precise insights into evaluating business performance than accounting-based measures (Rajapathirana & Hui, 2018). Concerning the reflection of a company's financial objectives, the objective performance metrics approach is considered the dominant and reputable method.

2.10. History of PT Sinergitas Bara Borneo

PT Sinergitas Bara Borneo is a dynamic and forward-thinking company that was established in 2023, marking its entry into the competitive energy market. Despite being a relatively young organization, it has quickly gained recognition for its expertise and strong business acumen. One of the key strengths of PT Sinergitas Bara Borneo lies in its possession of essential permits for trading operations. The company holds an IUPK (Izin Usaha Pertambangan Khusus) license, which grants it the legal authority to engage in

trading activities specifically related to coal. This permit underscores the company's compliance with regulatory requirements and demonstrates its commitment to operating within the boundaries of the law.

Furthermore, PT Sinergitas Bara Borneo also possesses an ET (Eksportir Terdaftar) license, which allows the company to engage in the exportation of coal. This license serves as a testament to the company's adherence to quality standards and export regulations, enabling it to expand its reach and explore international markets. With these permits in place, PT Sinergitas Bara Borneo is well-positioned to capitalize on the vast opportunities within the coal trading industry. It can confidently navigate the complex landscape of mining, trading, and exporting coal, ensuring that it meets the demands of both domestic and global markets.

In addition to its permits, PT Sinergitas Bara Borneo has adopted a strategic approach to its operations. The company combines its deep industry knowledge with cutting-edge technologies and market insights to optimize its trading activities. By staying abreast of market trends and leveraging advanced analytical tools, the company can make informed decisions and seize lucrative opportunities in the ever-evolving energy sector. PT Sinergitas Bara Borneo's commitment to sustainability extends beyond its compliance with regulations.

The company recognizes the importance of responsible resource management and seeks to minimize its environmental impact. It employs innovative mining techniques, implements robust reclamation practices, and invests in clean energy initiatives, thereby demonstrating its dedication to sustainable practices and long-term environmental stewardship. As PT Sinergitas Bara Borneo continues to grow and expand its operations, it remains dedicated to fostering strong relationships with its stakeholders. The company actively engages with local communities, striving to contribute to their socio-economic development and promote mutually beneficial partnerships. By prioritizing open communication, transparency, and ethical business practices, PT Sinergitas Bara Borneo aims to build enduring relationships that drive shared success.

In summary, PT Sinergitas Bara Borneo is a young and dynamic company that has made remarkable strides in the energy industry since its establishment in 2023. With its IUPK and ET permits, the company demonstrates its legal compliance and readiness for coal trading and exportation. By combining industry expertise, technological advancements, and sustainability practices, PT Sinergitas Bara Borneo is poised for continued growth and success in the coal trading sector.

2.11. Previous Research

Table 2.1 Previous Research

Title of Research	Author and Year of Publica-tion	Relevant of Research	Types of Research	Result of Research
Inductive content analysis: A guide for beginning qualitative researchers. *Focus on Health Professional Education: A Multi-Professional Journal*.	Vears & Gillam (2022)	Content Analysis	Qualitative	Content analysis serves as a practical method for examining qualitative data in cases where statistical techniques are not suitable. It has the potential to augment the robustness of the examination and remains accessible and replicable, even for researchers new to the field.
Supplier Relationship Management of Coal Trading Center on Perspective of Supply Chain Platform.	Han & Dong (2017)	Supply Chain	Qualitative	This study analyzed coal trading center supplier relationship management through a supply chain platform. It emphasized the importance of effective supplier relationship strategies for operational efficiency, cost

				reduction, and reliable coal supply. Key findings stressed the need for strong supplier relationships, collaboration, and transparent communication. Utilizing supply chain platforms can enhance processes, inventory management, and competitiveness in the coal trading industry.
Strategic planning of coal shipping ports for supporting the efficiency of the coal supply chain in Indonesia.	Marpaung Arsi & Hasibuan (2016)	Supply Chain	Qualitative	This study focused on improving coal supply chain efficiency at Indonesian ports. It emphasized the importance of strategic port development, including location selection, infrastructure, and stakeholder coordination. The findings identified congestion and limited storage capacity as challenges and suggested policy changes, infrastructure upgrades, and better coordination to enhance the industry's efficiency, reduce costs, and boost competitiveness.
Strategic Management Models & Indian Epics	Aithal & Acharya (2016)	Strategic Management	Qualitative	Investigating the relationship between the resources of a company and its ability to maintain a competitive advantage over time, this study expands upon the premise that strategic resources are unevenly distributed among firms and that these disparities remain consistent over an extended period.

Analysis of Logistics Distribution Patterns and Coal Infrastructure for Small Scale Power Plant	Triswan (2017)	Logistics Management	Quantitative	The study investigates coal distribution channels, offering insights into the entire process. It aims to improve our understanding of the system's efficiency and potential areas for enhancement, benefitting the coal industry.
Analysis of Core Capacity of POSCO Smart Factory: Focusing on the VRIO Model.	Choi & Park (2020)	VRIO Framework	Quantitative	The study analyzed the core capacity of POSCO Smart Factory using the VRIO Model. The findings highlighted the valuable and unique resources and capabilities of the factory, indicating its competitive advantage. This understanding allows firms to make strategic decisions to sustain its position in the market.
The employment of persons with disabilities as a strategic asset: A resource-based-view using the value-rarity-imitability-organization (VRIO) framework.	Miethlich & Oldenburg (2019)	Vrio Framework RBV	Qualitative	This Research yielded valuable insights. It shows how emphasizing the need for organizational adaptation to fully leverage the potential of persons with disabilities, compliance with legal and ethical considerations, and the broader importance of promoting inclusivity and diversity in the workplace for both ethical and strategic reasons.
Corporate Governance and Business Performance. Theories and Evidence about	Alhares & Dominic (2021)	Business Performance	Qualitative	This research underscores the vital role of effective corporate governance in influencing business performance, offering various theories and evidence for companies to tailor their governance

Corporate Governance.				practices. It emphasizes the importance of empirical evidence in decision-making and the need for continuous adaptation in corporate governance.
Introduction business performance measurement: Unifying theories and integrating practice.	Neely (2007)	Business Performance	Qualitative	research highlights the significance of a holistic approach to business performance measurement, integrating theory and practice. It emphasizes alignment with an organization's strategic objectives, fostering a culture of continuous improvement through regular evaluation and adaptation in performance measurement systems to remain relevant and effective.
A decision support system application module - for PESTLE analysis - competitive intelligence algorithm.	Simões (2020)	PESTLE Analysis	Qualitative	This study develops a decision support system module that combines PESTLE analysis and a competitive intelligence algorithm. It aims to enhance decision-making by providing organizations with comprehensive insights into their external business environment. By integrating these tools, organizations can gain a competitive edge and make informed strategic decisions.

Macro Environment of Indian Life Insurance Business: A PESTLE Analysis.	Barik & Kumar (2018)	PESTLE Analysis	Qualitative	This research conducts a comprehensive PESTLE analysis to examine how macro-environmental factors influence the Indian life insurance industry. It enhances understanding of these external influences, offering valuable insights for industry stakeholders, regulators, and policymakers to navigate challenges and opportunities.

This research brings two contributions. First, limited studies that focus on strategy to optimize hauling operations, while previous studies mainly focus on exploring the strategic planning of coal shipping ports in Indonesia within the framework of the supply chain. Their research underscores the significance of strategic development for ports, encompassing aspects like site selection, investments in infrastructure, and coordination among stakeholders (Marpaung, Arsi, and Hasibuan, 2016). Another study by Han & Dong focuses on the supplier relationship management of coal trading centers within the supply chain of the coal trading sector. It explores the crucial role of efficient supplier relationship strategies in improving operational efficiency, cutting costs, and ensuring a dependable coal supply. Other study by Triswan (2017). focuses on analysis of logistics distribution patterns and coal infrastructure for small scale power plants.

Second, the majority of previous studies employed quantitative approaches (Triswan, 2017; Choi & Park, 2020), while other studies used qualitative with PESTLE (Barik & Kumar, 2018; Simões, 2020), VRIO (Choi and Park, 2020; Miethlich and Oldenburg, 2019), content analysis (Vears & Gillam, 2022). This study expands the qualitative analysis method by applying AHP (Analytical Hierarchy Process) to devise strategic solution.

2.12. Research Framework

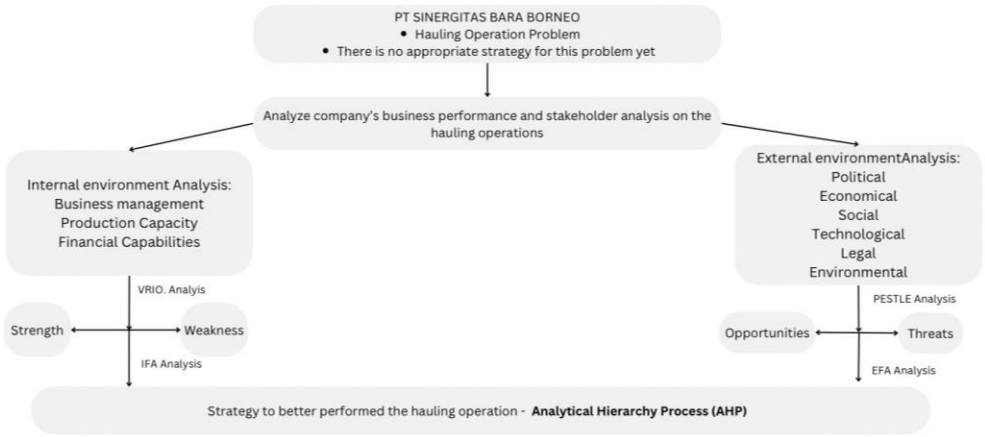


Figure 0.6 Research Framework

The present study employs a theoretical framework to address the problems faced by PT. Sinergitas Bara Borneo in Kalimantan, with a particular focus on the Logistics Operation perspective. The research framework comprises two main sections, namely an analysis of the internal environment, an evaluation of the external environment, and the application of the Analytical Hierarchy Process (AHP) to devise strategic solutions.

The first section centers on an intricate examination of the internal environment, emphasizing critical aspects such as logistics operation management, transportation infrastructure, and performance capabilities. Through a comprehensive assessment of these internal factors, the study endeavors to identify the strengths and weaknesses inherent in the Company's logistics processes and performance, thereby illuminating potential areas for improvement.

The second section entails a thorough evaluation of the external environment, encompassing government regulations, market dynamics, and competitive forces. This analysis aims to elucidate the external factors exerting an impact on the logistics operations of PT. Sinergitas Bara Borneo. By discerning both the opportunities and threats that arise from the external

environment, the study aims to formulate strategies that leverage favorable conditions and mitigate potential risks.

The final section of the research framework revolves around the application of the Analytical Hierarchy Process (AHP) as a decision-making tool to devise effective strategies. AHP facilitates the systematic evaluation and prioritization of diverse factors based on their relative importance. In this study, AHP will be employed to assess various strategic options and rank them based on their potential to address the logistics challenges faced by coal traders and mining companies. The analysis will consider factors such as cost-effectiveness, resource allocation, operational efficiency, and risk management.

By implementing this research framework, the study endeavors to contribute valuable insights and develop well-informed strategies tailored to the specific needs of coal traders and mining companies in Kalimantan. The strategies will be based on a comprehensive analysis of both the internal and external environments and will be prioritized using the Analytical Hierarchy Process (AHP). Ultimately, the study aims to enhance the efficiency, cost-effectiveness, and overall performance of logistics operations within the coal industry in Kalimantan.

CHAPTER III
RESEARCH METHOD

3.1. Research Design

According to McCombes (2019), a research design, also known as a research strategy, is a structured plan devised to address a specific set of questions or objectives. In light of this, a design research initiative was undertaken to explore and propose effective solutions for developing a strategy for establishing a car showroom. The research encompasses the overall strategy chosen by the researcher to integrate different components of the study in a logical and effective manner, ensuring alignment with the research objectives and appropriate data analysis methods (Creswell, 2010).

This research employed qualitative research design, distinct from quantitative research design which emphasizes numerical data, focuses on understanding the "whys" and "hows" of a phenomenon (Maxwell, J.A. 1996). It employs methods of observation and inquiry to explore and describe life experiences in a subjective manner. Qualitative research, as defined by Moser and Korstjens (2017), delves into real-world problems, offering deeper insights through exploration. At its essence, qualitative research poses open-ended questions that delve into the "how" and "why," rather than focusing solely on numerical data, as noted by Tenny et al. (2022). Cleland (2017) highlights that due to the open-ended nature of the inquiries, the design of qualitative research often lacks the linear structure typical of quantitative research. This flexible and exploratory approach allows researchers to uncover rich and nuanced understandings of complex phenomena, providing valuable insights into various aspects of the research topic.

Table 3.1 Research Design

No.	Purposes of The Research	Data Collection Technique	Data Analysis Technique	Output
1.	To understand the hauling operations of PT Sinergitas Bara Borneo (SBB) and its aspects of this process that contribute to the overall business performance.	Interview	Content Analysis & SWOT	To find out the hauling operations of PT Sinergitas Bara Borneo (SBB) and the factors within this process that influence the overall business performance.
2.	Analyze the conditions of internal and external factors that may influence the business performance of PT Sinergitas Bara Borneo	Interview	IFA & VRIO Analysis EFA & PESTLE	To analyze the internal and external challenges that influence the hauling operations of PT Sinergitas Bara Borneo (SBB) and its effect on the company's efficiency and business performance.
3.	Formulating business strategy to	Interview	AHP (Analytical	To formulate strategic recommendations aimed at enhancing

	overcome the logistics challenges faced by PT Sinergitas Bara Borneo		Hierarchy Process)	the efficiency and business performance of PT Sinergitas Bara Borneo (SBB) in its hauling operations.

The data collection and analysis technique mentioned above includes various components aimed at addressing the research objectives. This study will be accomplished through interviews with key personnel, allowing for a comprehensive understanding of the company's core capabilities and an assessment of the macro environmental factors that may impact its operations. The data gathered from these interviews will be subjected to content analysis and SWOT, enabling the identification of the current core capabilities, competitiveness and macro environmental factors affecting PT Sinergitas Bara Borneo.

Another component of the research design focuses on analyzing the internal and external factors that may influence the direction of the company's business strategy. Interviews will be conducted with relevant stakeholders to gather insights into these factors. Additionally, analytical tools such as the Internal Factor Analysis (IFA) and VRIO (Value, Rarity, Imitability, Organization) analysis will be utilized to assess the internal factors, while the External Factor Analysis (EFA) and PESTLE (Political, Economic, Social, Technological, Legal, Environmental) analysis will be employed to examine the external factors shaping PT Sinergitas Bara Borneo's strategy.

Furthermore, the research design entails formulating a business strategy to overcome the logistics challenges faced by the company. Interviews will be conducted to obtain valuable insights and perspectives on these challenges. The collected data will then be analyzed, and the Analytical Hierarchy Process (AHP) will be utilized to develop plans and strategies aimed at addressing the identified logistics challenges and improving PT Sinergitas Bara Borneo's overall logistics operations.

3.2. Population and Sampling

In this study, a qualitative approach was employed, utilizing semi-structured interviews as the primary method of data collection. The sample selection process involved the use of purposive sampling, guided by specific criteria as follows: 1) selecting professional experts with significant experience in the coal trading field and a deep understanding of the operational aspects of coal hauling; 2) choosing individuals directly involved in the coal hauling process. Consequently, a set of questions was presented to five (5) experts holding key roles within the company under investigation, namely PT. Sinergitas Bara Borneo and members of the Indonesian Energy Board, and professionals from logistics management.

3.3. Data Collection Method

Data can be categorized into two main types based on primary and secondary sources. The research utilized in-depth interviews to gather primary data, as well as secondary data from various sources. The in-depth interview method was employed to gain deeper insights into the participants' perspectives and experiences related to PT Sinergitas Bara Borneo. This method involved detailed questioning and probing to elicit rich and detailed responses. The interview participants were purposely sampled and included key stakeholders such as the Board of Directors, Managers, and subject matter experts. These participants were selected based on their expertise and relevance to the research topic.

Interviews were used to compare the Analytical Hierarchy Process (AHP) among experts in the field. This method allowed for the collection of

data and facilitated the comparison and analysis of experts' opinions and judgments. The questions were designed to gather specific information related to the AHP and were administered to experts in the relevant field. The primary data collection process also involved field observations conducted at PT Sinergitas Bara Borneo. These observations provided valuable firsthand insights into the company's operations and practices, further enhancing the understanding of its impact on stakeholders.

Secondary data sources were utilized to complement the primary data and provide a broader context for the research. Literature reviews were conducted, incorporating books, journals, internet sources, expert opinions, and company publications. These sources offered additional perspectives and insights into PT Sinergitas Bara Borneo and the Coal trading industry. By combining primary and secondary data sources, the research aimed to achieve a comprehensive and in-depth analysis of PT Sinergitas Bara Borneo, its operations, and its impact on stakeholders. The inclusion of multiple data sources enhanced the validity and reliability of the findings and provided a holistic view of the company and its implications for the Coal trading Industry.

3.4. Data Analysis Technique

This research employs a qualitative data analysis methodology that encompasses the exploration of information expressed through diverse channels such as verbal descriptions, conceptual frameworks, and visual representations

The utilization of qualitative data analysis in this study allowed for an in-depth exploration of PT Sinergitas Bara Borneo, providing comprehensive insights into the company's operations, stakeholder relationships, and impact on the coal trading industry. By examining verbal accounts, conceptual frameworks, and visual representations, the research team gained valuable perspectives from key stakeholders. The systematic

analysis of the collected data facilitated the identification of recurring patterns, emerging themes, and interconnected constructs, leading to a deep understanding of the organization's functioning and dynamics. This holistic approach contributes to the existing knowledge about PT Sinergitas Bara Borneo and offers valuable insights for practitioners and policymakers in the coal trading industry.

3.4.1. Internal Factor Analysis

The Internal Factor Evaluation (IFE) Matrix serves as a strategic instrument employed to evaluate a company's internal landscape, pinpointing its strengths and weaknesses. David (2009) introduced this concept in his book "Strategic Management," alongside the External Factor Evaluation (EFE) Matrix. Utilizing the Internal Factor Evaluation (IFE) matrix enables leveraging strengths effectively while also strategizing to address weaknesses by devising potential solutions (Nogalski et al, 2021). The research methodology for Internal Factor Analysis involves assigning weights to each factor through the "paired comparison" technique. These weights are derived by assessing the relative importance of each factor compared to all others using the Kinnear formula (1983).

$$ai = \frac{Xi}{\sum_{i}^{n}=1Xi}$$

Rating or ranking by giving a rating pays attention to the value on IFE

Information :

ai = weight of the i-factor

Xi = value of the i-factor

n = number of factors

i = 1, 2, 3, …

4 = major power

3 = minor strength

2 = minor weakness

1 = major weakness

IFA analysis is a valuable tool for organizations to assess their internal factors, identify strengths and weaknesses, and make informed decisions. In this study, IFA used to analyze the conditions of internal factors that

may influence the business performance of PT Sinergitas Bara Borneo. The IFA analysis contributes to effective strategic management, fostering organizational growth and long-term success.

Table 3.2 Internal Factor Analysis

Key Internal Factors	Weight	Rating	Score
Strength			
1.	….	….	….
Weakness			
2.	….	….	….

3.4.2. External Factor Analysis

EFA is described as directing attention towards the desired result or objective of a movement, such as concentrating on the path of a thrown ball when aiming at a basket. In contrast, IFA involves directing attention to the specific movements of the body or their mechanics, like focusing on the hand's movement (Wulf, 2013; Psotta et al., 2020). EFA analysis serves as a valuable instrument for organizations, allowing them to scrutinize both external factors impacting the business performance of PT Sinergitas Bara Borneo. Through identifying external opportunities and tackling potential threats, organizations can adjust to market changes, allocate resources efficiently, and bolster their competitive standing. EFA analysis plays a crucial role in strategic management, empowering organizations to navigate the intricate external landscape and attain sustained success.

Table 3.3 External Factor Analysis

Key External Factors	Weight	Rating	Score
Strength			
1.	….	….	….
Weakness			
2.	….	….	….

The research approach for External Factor Analysis employs the Weighting of each factor through the "paired comparison" method. Weights are determined by assessing the significance of each factor relative to all others using the Kinnear formula (1983).

$$ai = \frac{Xi}{\sum_{i=1}^{n} Xi}$$

Rating or ranking by giving a rating pays attention to the value on EFE

Information :

ai = weight of the i-factor

Xi = value of the i-factor

n = number of factors

i = 1, 2, 3, …

4 = Very good

3 = Good

2 = Not Good

1 = Very Not Good

3.4.3. SWOT Analysis

SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is widely recognized as one of the oldest and most widely employed strategy tools globally, as acknowledged by Puyt et al. (2023). SWOT analysis offers organizations a systematic and structured approach to assess their internal capabilities and external environment. In this study, SWOT used to understand the hauling operations of PT Sinergitas Bara Borneo (SBB) and

its aspects of this process that contribute to the overall business performance. The SWOT analysis serves as a foundation for developing strategies that leverage strengths, address weaknesses, seize opportunities, and mitigate threats, ultimately leading to sustained competitive advantage and organizational success.

3.4.4. VRIO Analysis

The VRIO model holds significant importance in strategic analysis as it helps reveal unique attributes and potential sources of enduring advantage for companies. One of its key dimensions, the value aspect, evaluates whether resources and capabilities positively impact the firm's performance and competitive standing. This dimension underscores the significance of resources that empower firms to capitalize on opportunities, mitigate threats, and generate value for customers, as emphasized by Astawa (2022).

The VRIO model offers a thorough and structured method for evaluating a company's internal resources and capabilities to ascertain its competitive advantage. Through a multifaceted analysis, this model enables organizations, including PT Sinergitas Bara Borneo, to assess the value, rarity, inimitability, and organization of their resources. This assessment aids in formulating effective strategies and making informed decisions by delving into both internal and external factors influencing business performance.

3.4.5. PESTLE Analysis

The PESTLE analysis framework proves essential for organizations across various industries, including PT Sinergitas Bara Borneo. By

scrutinizing both internal and external factors that consists of politic, environment, social, technology, legal and economic, this study aims to understand the dynamics shaping the business performance. Ultimately, leveraging the insights from PESTLE analysis becomes instrumental in fostering sustainable development and ensuring long-term success in the ever-evolving and intricate business landscape.

3.4.6. Content Analysis

Content analysis is a systematic and objective approach used to analyze qualitative data in various fields such as social sciences, communication studies, and market research. It involves the rigorous examination of textual, visual, or audio content to identify patterns, themes, and meanings within the data. This analysis technique allows researchers to derive meaningful insights and draw valid conclusions from the collected information.

During content analysis, researchers carefully examine the content by coding and categorizing it into meaningful units. This process involves breaking down the data into smaller segments, such as words, sentences, or paragraphs, and assigning descriptive codes to each segment. These codes can be predefined based on existing theories or emergent from the data itself. By categorizing the data into different themes or categories, researchers can identify patterns and relationships within the content (Krippendorff, 2018).

Content analysis offers researchers a systematic approach to analyze large volumes of qualitative data efficiently. It allows for the identification of recurring themes, the exploration of variations in perspectives, and the examination of how certain concepts or ideas are represented in the data. This method is particularly useful when analyzing open-ended survey

responses, interviews, social media posts, articles, or other forms of textual or visual data (Krippendorff, 2018).

Through a methodical analysis and classification of written or visual material, researchers can reveal patterns, themes, and meanings present in the data. The goal of content analysis is to comprehend the hauling operations of PT Sinergitas Bara Borneo (SBB) and identify aspects of this process that impact the overall business performance.

3.4.7. Analytical Hierarchy Process

The Analytic Hierarchy Process (AHP) is a multi-criteria decision-making method that helps individuals or organizations evaluate and prioritize alternatives based on a set of criteriaProfessor Thomas L. Saaty developed the AHP in the 1970s to support researchers who were analyzing complex decision problems (Golden, Wasil, & Harker, 1989). The AHP is based on a pairwise comparison of the elements in each level of the hierarchy (Khan and Ali, 2020.

Figure 0.1 AHP Framework

Sources:

In AHP, decision-makers start by defining the overall goal or objective they want to achieve. They then identify the criteria that are relevant to the decision and arrange them in a hierarchical structure, with the goal at the top and the criteria at the lower levels. The criteria can be further divided into sub-criteria, forming a tree-like structure.

Once the hierarchy is established, decision-makers assess the relative importance or weights of the criteria through pairwise comparisons. Pairwise comparisons involve comparing each criterion to every other criterion and assigning a numerical value indicating their relative importance. These comparisons are typically done using a scale, such as Saaty's 1-9 scale, which represents the degree of importance or preference.

After the pairwise comparisons, the AHP calculates the weights of the criteria using mathematical algorithms. These weights reflect the relative importance of each criterion in achieving the overall goal. The consistency of the judgments is also checked to ensure the reliability of the decision-making process.

Once the criteria weights are determined, decision-makers proceed to evaluate the alternatives against each criterion. Again, pairwise comparisons are used to assess the performance or effectiveness of each alternative in relation to the criteria. The judgments are converted into numerical values using the same scale as before.

The AHP then synthesizes the evaluations by combining the criteria weights and alternative assessments. This synthesis process generates a priority ranking of the alternatives based on their overall performance and contribution to the goal.

AHP is widely used in various fields, including business, engineering, healthcare, and environmental management, to make complex decisions involving multiple criteria. It provides a structured and systematic approach to decision-making, allowing decision-makers to consider both qualitative and quantitative factors, prioritize alternatives, and justify their choices based on a rigorous methodology.

This study will utilize the onlineoutput.com as the AHP Tools to helps formulating improvement in competitiveness and performance of PT Sinergitas Bara Borneo (SBB) to Formulating business strategy to overcome the logistics challenges faced by PT Sinergitas Bara Borneo and create specific strategies can be identified and recommended for achieving these objectives.

CHAPTER IV
FINDINGS, ANALYSIS, AND DISCUSSION

4.1. Respondent Profile

The findings of this research are based on a series of in-depth interviews conducted from December 2023 to March 2024. A comprehensive set of questions was presented to a diverse group of five experts, each holding key roles within the company under investigation, PT. Sinergitas Bara Borneo. Additionally, insights were gathered from members of the Indonesian Energy Board and professionals specializing in logistics management. The goal was to obtain a well-rounded perspective on various aspects related to the coal trading industry, with a specific focus on the hauling process. The table shown below is the detail of the interviewee:

Table 4.1 Interviewee Profile

Name	Institution	Role	Years of Experiences
Internal of PT. SBB			
Rayhan Haryono	PT. SBB	Director	
Rezky Linzonia	PT. SBB	President Director	
Dandie Handar	PT. SBB	Operational Staff	
Syamsu Daliend	Ministry of Energy and Resources	Ex head of division	
Toni Haryono	Independent	Owner of Mining License	

4.2. Content Analysis

The hauling operations are strategically positioned as a critical component of the overall business strategy, emphasizing a robust process for transporting coal from mining sites to export ports with meticulous planning for efficiency, cost-effectiveness, and compliance with safety and environmental standards. Key aspects contributing significantly to business performance include the optimization of transportation routes, efficient loading and unloading processes, and effective coordination with supply chain partners. These aspects directly impact operational costs, timelines, and the overall competitiveness of SBB in the coal trading industry.

Table 4.2 Content Analysis

Questions	Result
Hauling Operation and Business Performance	
1. Hauling definition	Hauling process involves the transportation of coal from mining sites to export ports.
2. Key aspect of hauling process	• Fleet management • Transportation route optimization • Maintenance protocols • Adherence to safety standards • Efficient scheduling and coordination • Efficient loading and unloading process
3. Factors within hauling operation that affect business performance	• The reliability of transportation logistics • Compliance with regulatory standards • The seamless integration of technology to enhance monitoring and control. • Fuel efficiency

	• Vehicle maintenance • Vehicle scarcity • Driver competency • The ability to adapt to market demands. • Economic factors, such as fuel prices and market demand for energy resources
Internal and External Factor Analysis	
4. Internal factors	• The hauling contractor's fleet • Maintenance practices • Employee training • Internal logistics management • Effective internal communication and coordination • Ensuring the continuous improvement
5. External factors	• Regulatory changes • Economic fluctuations • Geopolitical events • Environmental considerations • The energy market's volatility and global demand for coal and other resources • Adaptability with external dynamics
Challenges and Efficiency Hauling Operation	
6. Internal challenges	• Vehicle breakdowns • Maintenance delays • Workforce management. • Transporting delays
7. External challenges	• Regulatory requirement • Infrastructure limitations

	• Environmental concerns. • Fluctuating demand • Geopolitical events
8. Effort to analyze challenges	• Collaborating with industry experts • Conducting studies • Implementing corrective measures.
Business Strategy	
9.	• Strategic planning • Investment in technology • Continuous improvement in operational processes. • Adjusting with internal capabilities and current facilities

The hauling operations are strategically positioned as a critical component of the overall business strategy, emphasizing a robust process for transporting coal from mining sites to export ports with meticulous planning for efficiency, cost-effectiveness, and compliance with safety and environmental standards. Key aspects contributing significantly to business performance include the optimization of transportation routes, efficient loading and unloading processes, and effective coordination with supply chain partners. These aspects directly impact operational costs, timelines, and the overall competitiveness of SBB in the coal trading industry.

The analysis delves into internal and external factors influencing business performance. Internally, factors such as workforce skillset, hauling contractor fleet conditions, and maintenance programs are identified as substantial influencers. External factors like regulatory changes, market demands, and geopolitical considerations are recognized, emphasizing the

need for adaptability in hauling operations to maintain resilient business performance.

The challenges and efficiency in hauling operations are explored, encompassing both internal challenges (e.g., route optimization, maintenance, technology utilization) and external challenges (e.g., infrastructure limitations, environmental concerns, market fluctuations). The respondent has actively participated in efforts to analyze the impact of these challenges on efficiency, contributing to proactive strategies for operational resilience. Assessment of the current business performance in relation to hauling operations acknowledges robustness but recognizes ongoing challenges. The need for continuous improvement, addressing challenges, optimizing processes, and implementing strategic initiatives is emphasized for further efficiency and performance enhancement.

The formulation of business strategy highlights logistics challenges in hauling operations, such as optimizing transportation routes, ensuring regulatory compliance, and adopting sustainable practices. Specific recommendations are made, aligning strategies with the company's capabilities and existing facilities, avoiding the forced use of large hauling fleets that may compromise infrastructure. The suggestion to focus on efficiency rather than pursuing quantity without infrastructure support is underscored, exemplified by the case of choosing a more road-friendly truck like PS 45 over DT 10 in specific conditions.

4.3. Internal Environment Analysis

This internal environment analysis utilize the findings from the interview by assessing Internal Factor Analysis (IFA) and VRIO Analysis offers a comprehensive overview of PT. Sinergitas Bara Borneo's (SBB) internal environment. Notably, SBB exhibits several strengths, including its data-driven assessment approach, successful operational history in

Dondang, strong regulatory compliance, and commitment to sustainability. These strengths align with SBB's strategic goals and contribute positively to its competitiveness. However, the analyses also reveal areas of weakness, such as discrepancies in hauling figures, inefficiencies in the hauling process, potential technology gaps, and financial constraints. Addressing these weaknesses is crucial for SBB to optimize its operational efficiency and maintain competitiveness in the industry. By leveraging its strengths and implementing strategic initiatives to mitigate weaknesses, SBB can adapt its business strategy effectively and sustain a competitive edge in the face of external challenges.

4.3.1. Internal Factor Analysis

The Internal Factor Analysis (IFA) Matrix serves as a strategic tool employed to assess a company's internal environment, highlighting both its strengths and weaknesses. Fred R. David introduced the internal and external factor evaluation matrices in his book "Strategic Management" (David, 2009). Assigning weights to each key factor is a crucial step, ranging from 0.0 (indicating low importance) to 1.0 (indicating high importance). These weights signify the significance of each factor in determining a company's success within its industry. The internal matrix ratings gauge the strength or weakness of each factor within a firm, ranging from 4 (major strength) to 1 (major weakness), with 3 indicating a minor strength and 2 representing a minor weakness. The final score is determined by multiplying the weight by the rating for each key factor. Accumulating the individual weighted scores results in the total weighted score. It is noteworthy that a firm may attain the same total score ranging from 1 to 4 in both matrices.

Table 4.3 IFA Analysis PT. SBB

Key Internal Factors	Weight	Rating	Score	TOTAL

STRENGTH				
1. Data-driven assessment approach	0.10	2	0.20	1.05
2. Successful operation history in Dondang	0.05	2	0.10	
3. Regulatory compliance				
4. Commitment to Sustainability	0.175	4	0.7	
	0.025	2	0.05	
WEAKNESS				
1. Discrepancies in hauling figures in Samboja	0.10	2	0.20	1.85
2. Inefficiencies in the hauling process	0.20	2	0.40	
3. Potential technology gaps	0.05	1	0.05	
4. Financial constraint	0.30	4	1.20	
TOTAL	1	-	(0.8)	

The results of the Internal Factor Analysis (IFA) Matrix provide a comprehensive view of the company's internal environment. With a Total Score Strength of 1.05, the company demonstrates identifiable internal factors that contribute positively to its overall competitiveness and performance. This score indicates areas of strength within the organization that can be leveraged for success. However, the Total Score Weakness of 1.85 suggests the presence of internal factors that pose challenges or weaknesses. A higher score in this category indicates the potential impact of internal weaknesses on the company's performance. The Total Score Strength-Weakness, calculated as -0.8, reflects an overall negative balance, indicating

that the identified weaknesses outweigh the strengths in the internal factors. This underscores the importance of addressing internal challenges and optimizing strengths to improve the company's overall competitiveness and performance. The results emphasize the need for strategic initiatives aimed at mitigating weaknesses and capitalizing on identified strengths within the internal environment.

4.3.2. VRIO Analysis

In essence, the weights, rankings, and scores derived in this analysis are grounded in the insights gleaned from the interview results, specifically referencing the internal factor analysis. This analysis gives due consideration to crucial factors and aspects deemed significant for PT. SBB. It provides a nuanced understanding of the resources and core competencies inherent to PT. SBB, allowing for a comprehensive evaluation. Additionally, the research employs the VRIO Analysis as a tool for internal analysis. This strategic tool zeroes in on pinpointing resources within PT. SBB that hold characteristics of being Valuable, Rare, Inimitable, and Organized to Capture Value. The VRIO Analysis, therefore, contributes to a deeper examination of PT. SBB's internal landscape, shedding light on the distinctive qualities of its resources and their potential impact on creating and sustaining value for the organization.

Table 4.4 VRIO Analysis PT. SBB

Resources	V	R	I	O	Competitive Implication
Operational					
Data-driven assessment approach	√	x	x	x	Temporary competitive advantage
Successful operation history in Dondang	√	x	x	x	Temporary competitive advantage
Organizational					
Commitment in sustainability	√	√	x	x	Sustained competitive advantage
Regulation					
Regulatory compliance	√	x	x	x	Temporary competitive advantage

In the VRIO analysis of PT. Sinergitas Bara Borneo's resources and capabilities, several factors are evaluated for their potential to provide a sustained competitive advantage. Firstly, the data-driven assessment approach is acknowledged as valuable for enabling informed decision-making and operational optimization based on data insights. However, its rarity is questioned, as similar approaches may be employed by competitors in the industry.

Similarly, the successful operation history in Dondang is recognized as valuable for providing valuable experience, but its rarity is uncertain, as other companies may also boast successful histories in different regions. Conversely, the commitment to sustainability is identified as both valuable and rare, enhancing the company's reputation and potentially reducing costs

through sustainable practices, thus constituting a sustained competitive advantage.

Lastly, regulatory compliance is deemed valuable for ensuring legal adherence but may lack rarity unless PT. Sinergitas Bara Borneo's practices surpass industry standards. Overall, while some resources and capabilities possess value and rarity, others may require further assessment to ascertain their potential as sources of sustained competitive advantage.

4.4. External Environment Analysis

The External environment analysis utilize the finding of the interview by assessing External Factor Analysis (EFA) and the PESTLE analysis offers a comprehensive insight into PT. Sinergitas Bara Borneo's (SBB) external environment, with each PESTLE indicator closely linked to relevant EFA indicators. Opportunities identified in the EFA, such as Kalimantan's strategic geographical location and the presence of the Kalimantan Free on Board (FOB) Barge system, align with economic and legal aspects highlighted in the PESTLE analysis. These opportunities underscore the potential for market expansion, efficient transportation, and strategic partnerships, facilitated by favorable economic trends and supportive government regulations and licensing. Conversely, threats identified in the EFA, including infrastructure challenges, regulatory complexity, intense competition, and customer satisfaction concerns, correspond to political, economic, social, legal, and environmental aspects outlined in the PESTLE analysis. These threats emphasize the need to address issues such as bureaucratic hurdles, regulatory compliance, environmental degradation, and competition from illegal mining, while strategically maximizing opportunities for growth and resilience. By integrating insights from both analyses, SBB can formulate effective strategies to navigate external

challenges, capitalize on opportunities, and bolster its competitiveness in the dynamic coal trading sector.

4.4.1. External Factor Analysis

The External Factor Analysis (EFA) Matrix is a strategic tool utilized to evaluate a company's internal environment, emphasizing both its opportunities and threats. Fred R. David introduced the internal and external factor evaluation matrices in his book "Strategic Management" (David, 2009). The pivotal step in this process involves assigning weights to each key factor, a critical range from 0.0 (indicating low importance) to 1.0 (indicating high importance). These weights signify the relevance of each factor in influencing a company's success within its industry. Ratings within the internal matrix reflect the strength or weakness of each factor within a firm, scored on a scale from 4 (major strength) to 1 (major weakness), with 3 indicating a minor strength and 2 denoting a minor weakness. The final score is computed by multiplying the weight by the rating for each key factor, and the accumulation of individual weighted scores yields the total weighted score. It is important to note that a company may achieve an equivalent total score, ranging from 1 to 4, in both matrices.

Table 4.5 EFA Analysis PT. SBB

Key External Factors	Weight	Rating	Score	Total
OPPORTUNITY				
1. Kalimantan as strategic geographical location 2. Kalimantan *Free on Board* Barge system	0.125	3	0.375	

3. Potential strategic partnership 4. Market expansion opportunity	0.20 0.5 0.05	4 4 2	 0.80 0.2 0.10	1.475
THREAT				
1. Infrastructure challenges 2. Regulatory complexity 3. Intense competition 4. Customer satisfaction concern	0.20 0.10 0.05 0.225	4 2 1 4	0.80 0.20 0.05 0.9	1.95
TOTAL	1	-		(0.47)

The outcomes of the External Factor Analysis (EFA) Matrix shed light on the dynamics of the company's external environment. A Total Score Strength of 1.475 indicates the presence of external factors that contribute positively to the company's overall competitiveness or performance, suggesting a potential for leveraging opportunities or possessing mitigating factors against external threats. On the contrary, a Total Score Threat of 1.95 suggests the existence of external factors posing challenges or threat. A higher score in this category points to the severity of external challenges that could negatively impact the company's performance.

The Total Score Opportunity-Threat, calculated at -0.475, reflects an overall negative balance, indicating that, on the whole, external threat outweigh the opportunity. This underscores the significance of addressing external challenges strategically and maximizing external opportunity to

improve the company's overall competitiveness and resilience in response to its external landscape. The negative balance highlights the need for strategic initiatives aimed at navigating external challenges and optimizing strengths to better position the company in its external context.

4.4.2. PESTLE Analysis

Conducting a PESTLE analysis of PT Sinergitas Bara Borneo illuminates the various external factors influencing its operations. By comprehensively assessing political, economical, social, technological, legal and environmental of PT Sinergitas Bara Borneo that describe on the table 4.6 below can strategically plan for future success while mitigating potential risks.

Table 4.6 PESTLE Analysis Kalimantan

Politic	• Complex bureaucracy • Competition with llegal mining
Economic	• The economic performance of Benua Etam continuing its positive trend in 2022 with a growth rate of 5.28% (yoy), where its only 3.28% (yoy) in 2021
Social	• Low human resource in mining industry (Djamalludin, 2020)
Technology	• Potential gap in technology adoption
Legal	• Government Regulation (PP) Number 96 of 2021 concerning the Implementation of Mineral and Coal Mining Business Activities. • IUPK license and ET license
Environment	• Removal of massive amounts of topsoil leads to erosion, loss of habitat, and pollution. (WWF)

	• Causes acid mine drainage, which causes heavy metals to dissolve and seep into ground and surface water. (WWF) • Decision of the Minister of State for the Environment Number 113 of 2023 regarding waste water quality standard for coal mining business or/and activities

Kalimantan mining industry is subject to various external factors that shape its operating environment. In terms of politics, the industry contends with a complex bureaucracy, posing challenges in regulatory compliance and operational efficiency. Additionally, there is intense competition with illegal mining activities, further complicating the regulatory landscape.

Economically, Kalimantan specifically for Benua Etam / coal industry has experienced a positive trend with a growth rate of 5.28% (yoy) in 2022, surpassing the 3.28% (yoy) recorded in 2021. This economic growth influences investment opportunities and financial stability within the mining sector.

Socially, the mining industry faces a challenge of low human resources, as highlighted by Djamalludin (2020). The scarcity of skilled labor can impact overall productivity and efficiency in mining operations. On the technological front, there is a potential gap in technology adoption, indicating a need for the industry to embrace and integrate advanced technologies for sustainable development.

Legally, the government has introduced regulations such as Government Regulation (PP) Number 96 of 2021, outlining the implementation of mineral and coal mining activities. Additionally, possessing IUPK and ET licenses is crucial for regulatory compliance and business operations.

Concerns about environmental impact are significant in the mining sector. The removal of massive amounts of topsoil leads to erosion, loss of habitat, and pollution, as reported by WWF. Acid mine drainage is another

environmental challenge, causing heavy metals to dissolve and seep into ground and surface water, further emphasizing the need for environmentally sustainable practices. The decision of the Minister of State for the Environment Number 113 of 2023 sets waste water quality standards, emphasizing the legal obligations for environmental preservation in coal mining activities. Overall, these factors collectively shape the Pestle analysis for the Kalimantan mining industry, highlighting areas of influence and challenges that need strategic consideration.

4.5. SWOT Analysis

Analyzing the strengths, weaknesses, opportunities, and threats (SWOT) of PT Sinergitas Bara Borneo unveils a comprehensive understanding of its internal capabilities and external challenges. By conducting a thorough SWOT analysis in table 4.7 below, PT Sinergitas Bara Borneo can leverage its strengths, address its weaknesses, capitalize on opportunities, and navigate potential threats with informed decision-making and strategic planning.

Table 4.7 SWOT Analysis PT. SBB

STRENGTHS	WEAKNESSES
1. Data-driven assessment approach 2. Successful operation history in Dondang 3. Regulatory compliance 4. Commitment to Sustainability	1. Discrepancies in hauling figures in Samboja 2. Inefficiencies in the hauling process 3. Potential technology gaps 4. Financial constraint
OPPORTUNITY	THREAT

1. Kalimantan as strategic geographical location 2. Kalimantan *Free on Board* Barge system 3. Potential strategic partnership 4. Market expansion opportunity	1. Infrastructure challenges 2. Regulatory complexity 3. Intense competition 4. Customer satisfaction concern

In terms of strengths, SBB's data-driven approach to assess hauling performance demonstrates a commitment to operational transparency, offering insights into expected versus actual hauling figures. Successful operations history in the Dondang region showcases adaptability and effectiveness in specific operational contexts. Regulatory compliance, evidenced by possession of IUPK and ET licenses, provides a strong foundation for sustainable and regulated coal trading activities. Furthermore, SBB's commitment to sustainability, reflected in innovative mining techniques and clean energy initiatives, enhances its reputation and aligns with the growing demand for environmentally responsible business practices.

However, there are weaknesses to address. Discrepancies in hauling figures in Samboja highlight a weakness in meeting expected hauling levels, potentially affecting contractual obligations and customer satisfaction. Operational bottlenecks attributed to infrastructure, logistics, and environmental concerns represent challenges that hinder business development. There may be potential technology gaps in adoption that could be explored for further operational efficiency. Additionally, financial constraints due to limited resources may impact the company's ability to invest in necessary infrastructure improvements and technological upgrades.

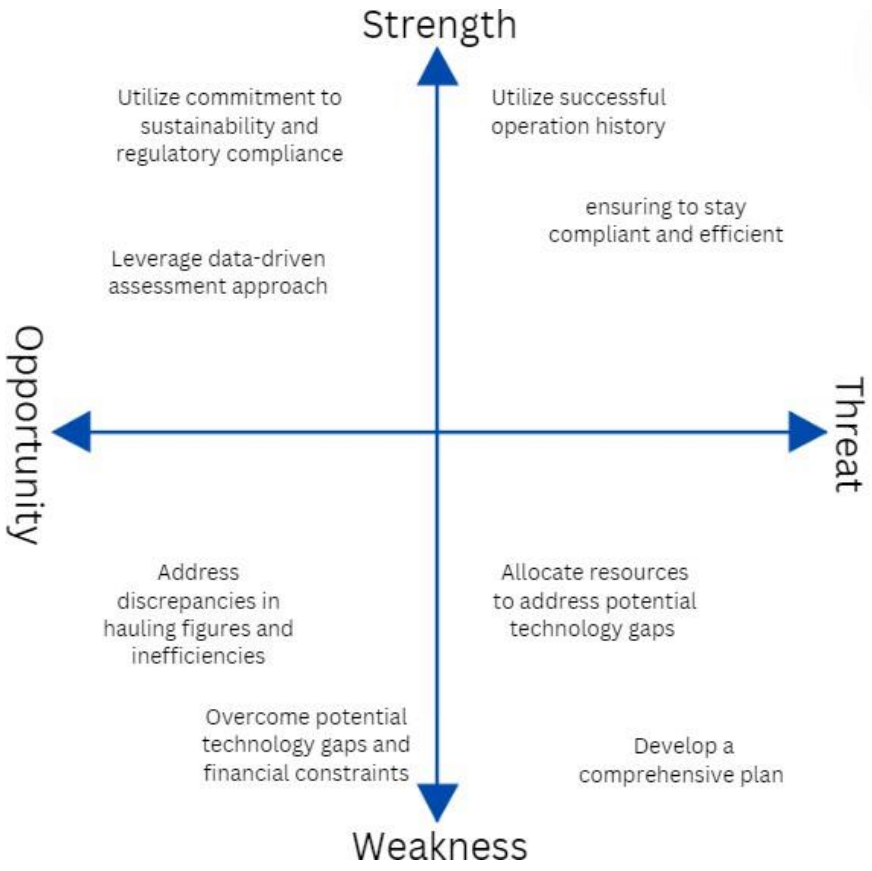
In terms of opportunities, PT. Sinergitas Bara Borneo (SBB) possesses several strengths that provide avenues for growth. The strategic

geographical location of Kalimantan contributes significantly to the coal industry, facilitating efficient transportation and export. The utilization of the Free on Board (FOB) barge system enhances flexibility and cost-effectiveness, making it a preferred choice in the coal trading industry. Forming strategic partnerships and collaborations is identified as an opportunity to enhance efficiency and competitiveness within the coal trading sector. Leveraging the IUPK and ET permits, SBB can explore opportunities for market expansion, both domestically and internationally, taking advantage of its legal standing and expertise.

However, there are notable threats and challenges that SBB faces. Infrastructure challenges, such as rugged terrain and inadequate infrastructure, hinder the efficient movement of coal, leading to delays and increased costs. Navigating a complex regulatory landscape at both national and local levels poses ongoing challenges, emphasizing the need for continuous compliance with environmental regulations and safety standards. Intense competition from other coal-producing regions globally necessitates continuous efficiency in the hauling process to maintain competitiveness. Additionally, concerns related to customer satisfaction may arise due to discrepancies in hauling figures, potentially impacting long-term relationships.

4.6. SFAS

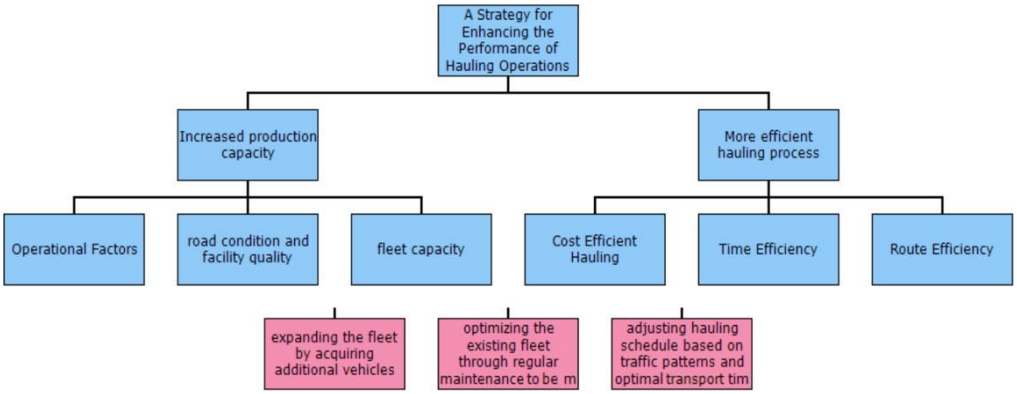
QUADRANT	STRATEGIES
S – O	1. Leverage data-driven assessment approach and successful operational history to capitalize on Kalimantan's strategic geographical location and market expansion opportunities. 2. Utilize commitment to sustainability and regulatory compliance to form potential strategic partnerships and improve market positioning.
W – O	1. Address discrepancies in hauling figures and inefficiencies in the process by utilizing Kalimantan's Free on-Board Barge system to streamline operations. 2. Overcome potential technology gaps and financial constraints by seeking strategic partnerships to boost technological capabilities and financial stability.
S – T	1. Applying data-driven approach to address infrastructure challenges and regulatory complexities, ensuring to stay compliant and efficient. 2. Utilize successful operation history and commitment to sustainability to differentiate from intense competition and enhance customer satisfaction.
W – T	1. Develop a comprehensive plan to manage discrepancies and inefficiencies in the hauling process to mitigate the impact of infrastructure challenges and regulatory complexity. 2. Allocate resources to address potential technology gaps and improve financial management to better handle intense competition and enhance customer satisfaction.



To effectively address the identified factors, leverage your data-driven assessment approach and successful operation history to exploit Kalimantan's strategic geographical location and market expansion opportunities, enhancing your competitive edge. Use your commitment to sustainability and regulatory compliance to form strategic partnerships that can help navigate infrastructure challenges and regulatory complexities. Simultaneously, address internal weaknesses by improving discrepancies and inefficiencies in the hauling process through Kalimantan’s Free on Board Barge system, and seek partnerships to overcome technology gaps and financial constraints. Proactively manage infrastructure and regulatory challenges by employing your data-driven methods and operational experience, which will also help differentiate you from intense competition and improve customer satisfaction. Overall, align your internal strengths and weaknesses with external opportunities and threats to develop a robust strategy for sustainable growth and competitive advantage.

4.7. Analytical Hierarchy Process

To expand further on the outcomes derived from the Analytic Hierarchy Process (AHP) regarding key factors, the table below presented indicates that the primary emphasis lies in optimizing the efficiency of the hauling process.



This finding resonates with the recommendations outlined in "A Strategy for Enhancing the Performance of Hauling Operations." Following this, the subsequent priorities are allocated towards augmenting production capacity in alignment with the respective weights obtained through the analysis.

Table 4.8 Priorities with respect to A Strategy for Enhancing the Performance of Hauling Operations

Rank	Name	Weight
2	Increased production capacity	0.467
1	More efficient hauling process	0.533

The emphasis on operational factors takes precedence, as illustrated in the table below, as indicated by their ranking as the primary priority. Following this, attention is directed towards addressing road conditions and

facility quality, as well as enhancing fleet capacity, in accordance with their respective weights obtained through the analysis.

Table 4.9 Priorities with respect to Increased production capacity

Rank	Name	Weight
1	Operational Factors	0.387
2	Road condition and facility quality	0.31
3	Fleet capacity	0.303

In accordance with the analysis of achieving a more efficient hauling process, Time Efficiency emerges as the foremost priority. Subsequently, emphasis is placed on optimizing Route Efficiency and fostering Cost-Efficient Hauling. These priorities have been determined based on their respective weights obtained from the analysis.

Table 4.10 Priorities with respect to More efficient hauling process

Rank	Name	Weight
1	Cost efficiency	0.309
2	Time efficiency	0.347
3	Route efficiency	0.344

In accordance with the analysis of achieving a more efficient hauling process, Time Efficiency emerges as the foremost priority. Subsequently, emphasis is placed on optimizing Route Efficiency and fostering Cost-Efficient Hauling. These priorities have been determined based on their respective weights obtained from the analysis.

Table 4.11 Weights with respect to Route Efficiency

Rank	Name	Weight
2	Expanding the fleet by acquiring additional vehicles	0.313

3	Optimizing the existing fleet through regular maintenance to be more efficient	0.307
1	Adjusting hauling schedule based on traffic patterns and optimal transport time	0.38

In alignment with the focus on Time Efficiency, the primary priority involves adapting hauling schedules to align with traffic patterns and achieve optimal transport durations. Following this, attention is directed towards expanding the fleet through the acquisition of supplementary vehicles and optimizing the efficiency of the existing fleet via regular maintenance. These priorities have been delineated based on their respective weights obtained from the analysis.

Table 4.12 Weights with respect to Time Efficiency

Rank	Name	Weight
2	Expanding the fleet by acquiring additional vehicles	0.311
3	Optimizing the existing fleet through regular maintenance to be more efficient	0.295
1	Adjusting hauling schedule based on traffic patterns and optimal transport time	0.394

As outlined in the table below, within the realm of Cost Efficient Hauling, the primary priority involves aligning hauling schedules with traffic patterns and optimal transport durations. Following this, emphasis is placed on enhancing the efficiency of the existing fleet through regular maintenance and expanding the fleet by acquiring additional vehicles. These priorities have been determined based on their respective weights obtained from the analysis.

Table 4.13 Weights with respect to Cost Efficiency

Rank	Name	Weight
3	Expanding the fleet by acquiring additional vehicles	0

2	Optimizing the existing fleet through regular maintenance to be more efficient	0.351
1	Adjusting hauling schedule based on traffic patterns and optimal transport time	0.649

As indicated in the table below, within the context of fleet capacity, the primary priority lies in expanding the fleet through the acquisition of additional vehicles. Subsequently, attention is directed towards optimizing the efficiency of the existing fleet through regular maintenance and adjusting hauling schedules to align with traffic patterns and achieve optimal transport durations. These priorities have been determined based on their respective weights obtained from the analysis.

Table 4.14 Weights with respect to Fleet Capacity

Rank	Name	Weight
1	Expanding the fleet by acquiring additional vehicles	0.389
2	Optimizing the existing fleet through regular maintenance to be more efficient	0.315
3	Adjusting hauling schedule based on traffic patterns and optimal transport time	0.297

In accordance with the analysis of road condition and facility quality, the primary priority is to adjust hauling schedules to align with traffic patterns and achieve optimal transport durations. Following this, attention is directed towards optimizing the efficiency of the existing fleet through regular maintenance and expanding the fleet by acquiring additional vehicles. These priorities have been determined based on their respective weights obtained from the analysis.

Table 4.15 Weights with respect to road condition and facility quality

Rank	Name	Weight
3	Expanding the fleet by acquiring additional vehicles	0.31

2	Optimizing the existing fleet through regular maintenance to be more efficient	0.311
1	Adjusting hauling schedule based on traffic patterns and optimal transport time	0.379

As per the analysis of Operational Factors, the primary priority is to expand the fleet by acquiring additional vehicles. Following this, attention is directed towards adjusting hauling schedules to synchronize with traffic patterns and achieve optimal transport durations. Subsequently, efforts are focused on optimizing the efficiency of the existing fleet through regular maintenance measures. These priorities have been determined based on their respective weights obtained from the analysis.

Table 4.16 Weights with respect to Operational Factors

Rank	Name	Weight
1	Expanding the fleet by acquiring additional vehicles	0.349
3	Optimizing the existing fleet through regular maintenance to be more efficient	0.312
2	Adjusting hauling schedule based on traffic patterns and optimal transport time	0.339

As indicated in the table below, within the framework of achieving a more efficient hauling process, the primary priority is to adjust hauling schedules in accordance with traffic patterns and optimal transport times. Following this, efforts are directed towards optimizing the efficiency of the existing fleet through regular maintenance procedures. Subsequently, attention is given to expanding the fleet by acquiring additional vehicles. These priorities have been determined based on their respective weights obtained from the analysis.

Table 4.17 Weights with respect to More efficient hauling process

Rank	Name	Weight
3	Expanding the fleet by acquiring additional vehicles	0.216

2	Optimizing the existing fleet through regular maintenance to be more efficient	0.316
1	Adjusting hauling schedule based on traffic patterns and optimal transport time	0.469

As depicted in the table below, within the framework of Increased Production Capacity, the primary priority is to expand the fleet by acquiring additional vehicles. Following this, attention is directed towards adjusting hauling schedules to align with traffic patterns and optimize transport times. Subsequently, efforts are focused on optimizing the efficiency of the existing fleet through regular maintenance measures. These priorities have been determined based on their respective weights obtained from the analysis.

Table 4.18 Weights with respect to Increased production capacity

Rank	Name	Weight
1	Expanding the fleet by acquiring additional vehicles	0.349
3	Optimizing the existing fleet through regular maintenance to be more efficient	0.312
2	Adjusting hauling schedule based on traffic patterns and optimal transport time	0.338

As outlined in the table below, in accordance with the strategy for enhancing the performance of hauling operations, the primary priority is to adjust hauling schedules to align with traffic patterns and optimal transport times. Following this, attention is directed towards optimizing the efficiency of the existing fleet through regular maintenance measures. Subsequently, efforts are focused on expanding the fleet by acquiring additional vehicles. These priorities have been determined based on their respective weights obtained from the analysis.

Table 4.18 Weights with respect to A Strategy for Enhancing the Performance of Hauling Operations

Rank	Name	Weight
3	Expanding the fleet by acquiring additional vehicles	0.278
2	Optimizing the existing fleet through regular maintenance to be more efficient	0.315
1	Adjusting hauling schedule based on traffic patterns and optimal transport time	0.408

4.8. Result and Discussion

1. **To understand the hauling operations of PT Sinergitas Bara Borneo and its aspects that contribute to efficiency and business performance:** Hauling process involves transporting coal from mining sites to export ports. Key aspects of this process include fleet management, transportation route optimization, maintenance protocols, safety standards adherence, efficient scheduling and coordination, and streamlined loading and unloading processes. Factors within hauling operations that significantly impact business performance encompass the reliability of transportation logistics, regulatory compliance, technology integration for monitoring and control, fuel efficiency, vehicle maintenance, driver competency, adaptability to market demands, and economic factors like fuel prices and energy resource demand.
2. **Analyzing internal and external challenges influencing PT Sinergitas Bara Borneo's hauling operations and their effects on efficiency and business performance:** Reveals various strengths, weaknesses, opportunities, and threats. Noteworthy strengths include SBB's data-driven approach to haulage performance assessment, successful operations history in Dondang showcasing adaptability, and regulatory compliance bolstered by possessing necessary licenses. However, weaknesses such as discrepancies in hauling figures in Samboja, operational bottlenecks, potential

technology gaps, and financial constraints need addressing. Opportunities lie in strategic partnerships, leveraging geographical advantages, and market expansion, while threats include infrastructure challenges, regulatory complexities, global competition, and customer satisfaction concerns.

3. **Developing strategic recommendations for enhancing efficiency and business performance involves leveraging insights from the Analytical Hierarchy Process (AHP):** Prioritizing a more efficient hauling process is crucial, focusing on optimizing time, routes, and costs to lay the groundwork for operational excellence. Simultaneously, emphasizing operational factors to increase production capacity underscores the importance of resource allocation and maintenance optimization in driving productivity. These strategic priorities aim to address challenges, capitalize on opportunities, and position PT Sinergitas Bara Borneo for sustained competitiveness and growth in its hauling operations.

CHAPTER V
CONCLUSION AND RECOMMENDATION

5.1. Conclusion

In conclusion, this research provides a thorough understanding of PT. Sinergitas Bara Borneo's hauling operations and business performance, derived from a series of in-depth interviews conducted with key experts from December 2023 to January 2024. The diverse perspectives obtained from internal company experts, members of the Indonesian Energy Board, and logistics management professionals contribute to a well-rounded analysis of the coal trading industry, focusing specifically on the hauling process. Highlighted points in this study are:

4. Content analysis reveals that the hauling operations are strategically vital to the overall business strategy, emphasizing efficiency, cost-effectiveness, and compliance with safety and environmental standards. Key aspects contributing significantly to business performance include optimized transportation routes, efficient loading/unloading processes, and effective coordination with supply chain partners. Through SWOT analysis, internal and external factors influencing business performance are explored, recognizing the need for adaptability in hauling operations and continuous improvement in internal factors for sustained operational excellence.
5. The challenges and efficiency analysis underscores both internal challenges (route optimization, maintenance, technology) and external challenges (infrastructure limitations, environmental concerns, market fluctuations), with a call for proactive strategies to

enhance operational resilience. The IFA analysis highlights identifiable internal factors contributing to competitiveness and performance, urging strategic initiatives to address weaknesses and optimize strengths.

6. The EFA analysis unveils external factors influencing competitiveness, emphasizing the importance of navigating external challenges and maximizing strengths to position the company effectively. The SWOT analysis identifies internal strengths and weaknesses, along with external opportunities and threats, providing a comprehensive strategic overview. The VRIO analysis emphasizes the valuable, rare, and not easily imitable aspects of SBB's operations, showcasing its distinctive strengths and competitive advantages.
7. PESTLE analysis highlights the political, economic, social, technological, legal, and environmental factors influencing the Kalimantan mining industry. It identifies challenges such as complex bureaucracy, competition with illegal mining, and a potential gap in technology adoption, while also recognizing opportunities for growth and legal compliance. Environmental concerns, as indicated by WWF and government regulations, emphasize the need for sustainable practices.
8. The findings derived from the Analytical Hierarchy Process (AHP) offer invaluable insights into the strategic priorities essential for enhancing the performance of hauling operations. The prioritization of a more efficient hauling process underscores the imperative of optimizing time, routes, and costs, laying the foundation for operational excellence. Concurrently, the emphasis on operational factors within the ambit of increased production capacity highlights the pivotal role of resource allocation and maintenance optimization in driving productivity.

5.2. Recommendation

5.2.1. Theoretical

By examining the strategies, methodologies, and best practices employed by PT. Sinergitas Bara Borneo, the thesis provides actionable guidance applicable to similar coal trading companies. Furthermore, the case study approach enables a comprehensive understanding of the challenges and opportunities specific to the coal trading industry in Kalimantan. This detailed analysis not only explores the operational strategies of PT. Sinergitas Bara Borneo but also facilitates comparative assessments with other companies or industries, fostering broader insights into operational strategy formulation and implementation. Additionally, the thesis contributes to the academic discourse on operational management by offering empirical evidence and theoretical frameworks tailored to the coal trading sector. However, to be comprehensively analyze the operational strategy, further research is recommended to use cost benefit analysis. By addressing the industry's unique challenges and dynamics, it enriches existing operational management literature, expanding its scope to encompass a wider range of contexts and sectors.

5.2.2. Practical

The comprehensive analysis conducted on PT. Sinergitas Bara Borneo's hauling operations and business performance offers invaluable insights into the strategic priorities crucial for its success. The research, spanning from December 2023 to January 2024, synthesized inputs from

internal company experts, members of the Indonesian Energy Board, and logistics management professionals, resulting in a multifaceted understanding of the coal trading industry, with a specific focus on hauling processes. The study underscores the strategic significance of hauling operations, emphasizing the paramount importance of efficiency, cost-effectiveness, and adherence to safety and environmental standards. Key drivers of business performance identified include optimized transportation routes, efficient loading/unloading procedures, and effective collaboration within the supply chain network. Both internal and external factors impacting operational efficiency were thoroughly examined, emphasizing the necessity of adaptability in addressing challenges and pursuing continuous improvement for sustained excellence.

Moreover, the research sheds light on the complex challenges facing hauling operations, ranging from internal hurdles like route optimization and technology adoption to external factors such as infrastructure limitations and market fluctuations. In response, proactive strategies aimed at enhancing operational resilience are recommended, including investments in route optimization technologies, robust maintenance programs, and advocacy for infrastructure improvements. Strategic initiatives derived from the Internal Factor Analysis (IFA) and External Factor Analysis (EFA) are pivotal in capitalizing on strengths, mitigating weaknesses, and navigating external opportunities and threats effectively. Furthermore, the SWOT analysis offers a comprehensive strategic overview, guiding the formulation of targeted strategies to maintain competitiveness and drive growth.

Environmental concerns highlighted in the PESTLE analysis underscore the importance of embracing sustainable practices within hauling operations. Compliance with environmental regulations, adoption of eco-friendly technologies, and integration of sustainability initiatives into business strategies are imperative in minimizing ecological impact and fostering long-term sustainability. Finally, the strategic priorities identified through the Analytical Hierarchy Process (AHP) offer a roadmap for

enhancing hauling operations' performance, focusing on optimizing time, routes, and costs, as well as supporting increased production capacity and maintenance optimization initiatives. By embracing these theoretical recommendations, PT. Sinergitas Bara Borneo can navigate the evolving landscape of hauling operations, driving efficiency, resilience, and sustainability while maintaining its competitive edge in the industry.

5.3. Limitation and Further Research

Despite the valuable insights gained from the current research on PT. Sinergitas Bara Borneo and the coal trading industry in Kalimantan, Indonesia, there are several notable limitations that should guide future research endeavors. The study's geographical focus is confined to a specific region, limiting the generalizability of findings to other coal-producing areas globally. The temporal constraints of the data collection period, spanning from December 2023 to January 2024, might not fully capture long-term industry trends. Moreover, the research primarily draws on the perspectives of experts within the company, the Indonesian Energy Board, and logistics management professionals, potentially overlooking other stakeholders such as local communities and environmental advocacy groups. Additionally, a more qualitative exploration of stakeholder expectations and cost benefit analysis could offer nuanced insights that go beyond the current study's scope. Addressing these limitations in future research endeavors will contribute to a more comprehensive understanding of the coal trading industry, fostering the development of robust strategies for sustainable and competitive operations.

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APPENDIX

Appendix 1 Interview Rezky Linzonia

Andrew: Halo Ki

Rezky: ya halunduh

Andrew: nah gini Ki, jadi gue pengen interview ini soal tesis gue jadi gue ada mau nanya beberapa pertanyaan nih Ki untuk lo jadi narasumber di tesis gue, lo bersedia kan?

Rezky: Aman, apa-apa lo mau nanya pertanyaan apa? Coba-coba, langsung aja kita, gimana-gimana

Andrew: Oke, jadi gue mau nanya nih ada 4 bagian Ki, yang pertama itu kita langsung mulai aja lah ya, yang pertama itu pertanyaan pertama gimana sih menurut lo pt kita lo bisa gak deskripsiin holding operationnya SBB itu seperti apa?

Rezky: Oke, holding operationnya SBB ya menurut gue tuh holding operationnya SBB itu yang kita terapin saat ini kita balik lagi apa sih holding operation ya, holding operationnya kita mindahin batu atau batu bara atau kargo kita dari stock room yang ada di pit tambang ke jetty jadi kita mindahin batu bara yang kita punya di stock room ke jetty expor seperti itu

Andrew: Oke, pindah ke pertanyaan kedua ya Ki Menurut lo aspek-aspek yang jadi kunci untuk process holding yang bisa berkontribusi ke bisnis performancenya SBB itu apa aja ya?

Rezky: Oke, aspek kunci ya Kalau menurut gue aspek kunci yang bisa ini tuh pemilihan jalan holding yang tepat Kalau menurut gue, jadi melihat potensi jalan holding yang tepat untuk kita ke depannya bergerak seperti apa, itu yang pertama Yang kedua itu menurut gue Proses loading dan unloading dari tracking nya itu

sendiri Jadi kita menggunakan ekskavator jangan yang dikit-dikit mati Nah itu juga penting tuh menurut gue

Andrew: Pertanyaan ketiga ya Ki Menurut opini lo nih, faktor yang mempengaruhi operasi holding yang bisa mempengaruhi performance SBB itu apa ya?

Rezky: Menurut gue ya, faktor-faktor yang bisa mempengaruhi bisnis performance SBB itu reliability dari logistik transportasi kita Jadi kita tuh harus milih juga nih fleet yang bagus Jangan yang fleet yang udah tua, yang dikit-dikit mogok atau yang dikit-dikit ngerusak jalan Nah itu tuh mempengaruhi juga tuh di faktor-faktor holding kita tuh Jadi kalau misalkan ini kan kita pasti holding logistiknya bermasalah itu kan pasti nanti ada delay, ada apa nah nanti malah nggak ikut ke timeline schedule kita

Andrew: Kita masuk ke section yang kedua ya Yang kedua, what are the internal factor nih Ki? Kayak faktor-faktor internal yang punya impact ke bisnis performancenya SBB

Rezky: Menurut gue ya, internal factornya itu ada paling penting ya itu skills dari pekerja kita

Andrew: Kenapa?

Rezky: Karena skills dari pekerja yang ada di jalan yang nyetir, contohnya itu mempengaruhi juga Karena apa? Kalau misalkan mereka nggak jago nyetir itu jalan holding yang berkelok-kelok itu mereka pasti akan merusak jalannya Gitu sih kalau menurut gue, terus juga kondisi dari mobil atau truck yang kita sewa itu juga mempengaruhi menurut gue

Andrew: oke, kalau menurut lu Tadi kan kita bicara yang internal tuh, sekarang kita bicara yang eksternal Menurut lu yang eksternal itu apa?

Rezky: Oke, yang eksternal itu kalau menurut gue perubahan peraturan itu paling mempengaruhi sama kondisi geopolitik Indonesia itu mempengaruhi banget

Andrew: kita masuk ke bagian ketiga nih Ki Menurut lu internal challenge-nya SBB itu apa sih?

Rezky: Oke, internal challenge-nya SBB ya Menurut gue tuh ya yang paling penting tuh ya ini sih maintenance dari holding fleet kita Holding fleet kontraktor kita itu paling penting karena Kadang-kala tuh kita lagi holding, tengah jalan ada yang mogok lah Itu paling menyebabkan delay itu Itu yang paling bikin BT mana batu udah ada di bucketnya mereka kan Di bucketnya mereka itu BT banget sih Kayaknya menurut gue tuh itu sih yang paling mempengaruhi

Andrew: kalau tadi kan internal nih sekarang eksternal nih Menurut lu apa nih kalau external challenge-nya?

Rezky: Eksternal challenge ya? Eksternal challenge Kalau menurut gue sih eksternal challenge itu yang paling penting tuh Navigating atau mengarahkan perusahaan gimana ngelihat kayak limitasi infrastruktur yang ada Jadi, ya itu tuh limitasi infrastruktur tuh Selain yang tadi ya, yang holding fleet itu kan internal Kalau misalkan eksternal itu infrastruktur Kalau misalkan infrastrukturnya jelek, jalan yang nggak bisa dilewatin itu paling mempengaruhi Kalau menurut gue

Andrew: Oke, kita lanjut ya ke pertanyaan ketiga Menurut lu business performance SBB nih di bidang holding tuh sekarang kayak gimana, Ki

Rezky: Gue sih menilainya tuh business performance SBB sekarang itu tuh bagus Cuman kita tetap masih ada challenge Dimana challenge-challenge ini tuh tetap harus kita lewatin Kalau misalkan berjalan mulus banget tuh, gue bisa bilang belum bagus banget

Andrew: Bagian terakhir nih Menurut lu, menurut opini lu Logistic challenge apa sih yang dihadapin sama SBB di holding?

Rezky: Menurut gue logistic challenge di operasi holding itu Contohnya mencakup optimisasi rute transportasi itu, itu penting Terus kita juga perlu adjust the limitasi dari infrastruktur yang ada Nah, dari situ kita seamlessly improve gitu I think the challenge itu sih tantangan yang kita hadapin

Andrew: move on ke pertanyaan terakhir ya Ki So, menurut opini lu specific, lu punya strategi specific yang bisa lu rekomendasikan ke SBB untuk Enhance the efficiency and business performance dari SBB sendiri di bidang holding

Rezky: menurut gue strateginya yang bisa dikasih itu Melihat kemampuan dari perusahaan sih sebetulnya Jadi melihat resource, melihat kemampuan kita menyewa holding fleet yang mana itu, itu harus kita pertimbangkan itu menjadi strategi itu Terus melihat infrastruktur yang ada, melihat fasilitas yang ada itu Itu menurut gue, itu harus diterapin Jadi kayak contohnya di Sambuja kemarin, menurut gue tuh Memang gue ngambil decision itu terlalu cepat Jadi karena kita perlu ngejar quantity tuh Nah, kita ngambil keputusan terlalu tergesa-gesa Karena gue waktu itu nggak sempet ngelihat gimana kondisinya di sana Dan mereka bilang jalan holdingnya bisa dilewatin sama DT Roda 10, gue pikir fine-fine aja Nggak taunya baru dilewatin beberapa kali rusak Dan tetap setelah maintenance, gue tetap maksa pakai DT Roda 10 karena udah ngejar waktu tuh Nggak taunya malah nggak dapet Jadi harusnya tuh kemarin kita tuh optimisasi penggunaan route holding itu dengan lebih baik lah Kayak contohnya bisa kita pakai PS45 atau kita bisa pakai jalan holding yang lain mungkin Menurut gue sih itu sih strateginya

Andrew: Oke, thank you for your time ya Ki I think that's all Thank you Ki

Appendix 2 Interview Rayhan

Andrew: halo Ray. In this opportunity I'd like to interview you for my thesis.

Rayhan: Oh ya, tentu, tentu , gimana? Ahahahaha

Andrew: Ya, jadi gini Ray, gue ada beberapa pertanyaan buat lo soal tesis gue ngebahas SBB. Kita langsung mulai aja lah ya.

Rayhan:Boleh, boleh.

Andrew: Oke, pertanyaan yang pertama ya,ini kita ngebahas holding operations dan business performance. So the first question is how would you describe the holding operation?

Rayhan: holding operation ya. So in my opinion, the holding operation at PTSDB is a very critical component of our overall business strategy. We have strategically developed a robust holding process that involves the transportation of coal from the mining site or stock room all the way into the export jetty. This process is planned to ensure efficiency and cost effectiveness in adherence to the safety and environmental standards. That's what SBB holding operation.

Andrew: Okay, thank you Ray. Next up is can you identify the key aspect of the holding process that could contribute significantly to the overall business performance?

Rayhan:key aspect ya? Key aspect of the holding process that significantly contribute to, I think in my opinion, what most crucial is optimization of the transportation routes. And then efficient loading and unloading process, terus ada juga effective coordination with the supply chain partner or our holding fleet partner. I think these aspects directly impact our operational costs, timeliness or timelines and ultimately our competitiveness in the market.

Andrew: Okay, thank you Ray. Next up, the third question. In your opinion, what are the factors within the holding operation that influence the overall business performance?

Rayhan: I think the factor is the reliability of the transportation logistics, the fleets, terus compliance with regulatory standards and seamless integration of technology. I think it's the factor to enhance monitoring and control. These things are needed to be done since we have a target to have a enhance holding process, meaning we ensure a steady supply chain to meet the market demands and developing our market position. I think that's all for that question.

Andrew: Next up, we move on to the second section Ray. We're gonna talk about the internal and external factor of SBB. So the first question is, what are the internal factors that you believe have a very substantial impact on the business performance of SBB?

Rayhan: Hm, In my opinion, skillset of our employees, terus the effectiveness of our minor maintenance program, minor maintenance is where they maintain the holding road, and then the condition of our contractors fleet, holding contractors fleet. I think these factors significantly impact our business performance since these factors should be managed to ensure the continuous improvement of our operational. I think that's all.

Andrew: Okay, thank you Ray. The second question for this section, in your opinion, what are the external, tadi kan internal, now is the external, what do you think?

Rayhan: so the external factors, itu kayak, in my opinion ya, itu geopolitical events yang terjadi. I think currently the geopolitical condition in Indonesia, ito affecting why since a lot of pejabat comes to Kalimantan, it could affect our operations. Kayak

contohnya, if president come to Balikpapan, then we must stop our holding since he might visit IKN, so the road might be closed, something like that, it could affect our operation. Ya, I think that's all for the external factor.

Andrew: So, we move on to the third section ya. The third section is going to talk about the challenge and efficiency in holding operation ya Ray. Okay, so the first question is, can you identify any internal challenges within the holding operation of SBB that affect the company's efficiency?

Rayhan: internal challenge within our holding operations so far include mitigating delays, ito our challenge. Nah, tapi we optimize the routes to mitigate the delays gitu loh. Next up ito kita ada ensuring the timely maintenance of our contractors holding fleet and the miners route gitu. And then I think the third one is

continuously utilizing the newest technology to stay competitive. Contohnya tuh, we use HT ya, to monitor the holding fleet, something like that. I think it's influential for the challenge.

Andrew: Okay Ray, thank you. So, the next up is the external challenge. What are the external challenge Ray?

Rayhan: Okay, for external challenge itu I think involving navigating infrastructure limitation tuh. I think it's crucial ya. Terus addressing the environmental concern, for example kayak kita harus, we need to maintain the road jangan merusak seperti itu. Terus, I think adapting to the fluctuation of the market. I think those three are the challenges that necessarily needed strategic planning to enhance the efficiency of our holding operation and maintain our overall business performance.

Andrew: hm sure, I get the answer. Okay, next up, how would you assess the current business performance of SBB in relation to its holding operation?

Rayhan: In my opinion, the current business performance of SBB in relation to holding operation is very robust. But, we still do have a few challenges that we have to face. Therefore, in my opinion, I think we're 60 to 70 percent strong.

Andrew: Okay, and then what are your, what do you think? What do you think further Ray?

Rayhan:Talking about the current business performance, we have a commitment to, among us, we have a commitment to improve our performance. This includes like addressing challenges, terus we optimize process juga, and then we implement strategic initiative to elevate our efficiency and performance.

Andrew: Okay, I get it. Okay, lastly Ray, last part Ray. About the strategy. This is the fourth section Ray. So, the question is, in your opinion, what logistic challenges does SBB face in its holding operation? Logistic challenges, what is it?

Rayhan: So, the logistic challenge in holding operation, I think involve the optimization or optimizing transportation routes, addressing the infrastructure

limitation as what I said before, and ensuring the seamless flow of information across the team. I think this challenge necessitate how innovative solution to enhance the overall efficiency and performance of SBB itself.

Andrew: last question Ray. What specific strategies would you recommend to enhance the efficiency and business performance of SBB in its holding operation?

Rayhan: Okay, the strategy. We need to overcome our problem in Sambuja. I think in my opinion, the strategy is to look at the company's capabilities and the existing facilities. Why? We need to have a closer identification like how our finance or how our resources, itu posisinya dimana, and then we have to like look at the facilities that are available in the mine. The mine route itu kondisinya seperti apa? I think it's better, for example in Sambuja, I think it's better for us not to use the big holding fleet or use DT 10 by pursuing the quantity, but ignoring the fact that the holding route will be broken if you insist on using DT 10. I think that's the strategy that I would choose. I think we prefer to use either we prefer to use another holding route or we could use another types of fleet. We can use PS45 to transport our cargo, right? I think PS45 would not break the holding route in my opinion. I think that's all.

Andrew: Okay, thank you Ray, thank you for your answer. Thank you for your time.

Appendix 3 Interview Shamsu

Andrew: Selamat siang Om Shamsu

Shamsu: Iya selamat siang Andrew

Andrew: Iya Om jadi gini Di kesempatan kali ini aku pengen interview om Untuk jadi narasumber Di tesis aku om Tesis aku ini pengen apa Nge highlight soal Performance nya PT SBB om

Shamsu:Oke Terus pertanyaan ini gimana

Andrew: Jadi gini om Aku udah siapin Satu set of questions Untuk interview ini Jadi nanti bakal nge highlight Kayak holding performance Dan lain-lainnya Nanti aku akan pertanyakan Question nya satu per satu Ke om

Shamsu:Yaudah boleh Langsung aja kita mulai ke pertanyaannya

Andrew: oke untuk pertanyaan yang pertama om aku mau nanya nih gimana pandangan om shamsu terhadap holding operation it self holding operation itu tersendiri gitu boleh dideskripsiin om

Shamsu: Baik jadi holding itu atau operasi holding itu adalah dimana batu bara atau komoditas lain di transport atau dipindahkan dari extraction point ke destinasi yang dituju jadi holding operation itu adalah proses pembindahan kalau di case nya ini di case nya sbb ini kan memindahkan batu bara dari pit ke jeti nah jadi holding operation itu proses pembindahan barang atau komoditas dari suatu tempat ke tempat tujuan seperti itu nah holding operation ini apa involving beberapa specialized vehicles jadi kayak beberapa kendaraan-kendaraan khusus contohnya seperti truck yang beda dan lain-lain nah alat-alat ini digunakan sama perusahaan-perusahaan itu untuk make sure bahwa barang yang diantar ini safe terus apa memenuhi timeline schedule yang dikejar itu mengapa holding itu menggunakan specialized vehicle ini

Andrew: kita lanjut ke pertanyaan kedua ya om baik untuk pertanyaan kedua aku mau nanya nih ke om soal key aspect atau aspek-aspek yang menjadi kunci dari proses holding yang bisa berkontribusi signifikan ke business performance nya sebuah perusahaan

Shamsu: Baik untuk aspek kunci aspek yang menjadi kunci di holding proses ini itu sebenarnya ada beberapa cuman yang bisa berkontribusi itu salah satu contohnya adalah manajemen fleet atau manajemen alat yang akan dipakai untuk operasional contohnya memanage tracking memanage apa ya basically tracking nya dan lain-lain terus ada optimisasi yang digunakan terus protokol maintenance terus

protokol maintenance itu apakah dia mengikuti standar safety pit tambangnya dan lain-lain terus ada juga scheduling yang efisien ada koordinasi juga banyak sebetulnya jadi dari semuanya ini kalau misalkan kita menggunakan kita optimisasi key aspek ini itu bisa make sure bahwa delivery barang yang di holding kan itu sesuai schedule terus nantinya akan berimpak positif terhadap business performance dan satis fasi atau kepuasan dari consumer atau yang menerima barang yang di holding kan seperti itu sih kurang lebihnya

Andrew: oke pertanyaan yang ketiga opini om terhadap faktor yang apa aja sih faktor yang menyebabkan yang menginfluensi business performance terhadap holding operation sendiri

Shamsu: Hm, untuk faktor-faktor nya banyak sebetulnya faktor-faktor nya holding operation itu bisa mencakup dari maintenance dari kendaraannya maintenance dari truck nya atau bisa juga fuel efficiency bisa juga fuel scarcity bisa vehicle scarcity atau kelangkaan-kelangkaan yang ada di lapangan terus juga ada kompetensi supirnya ada regulatory compliance atau standard compliance terus juga ada ability atau kemampuan kita tuh untuk apa masuk di demand nya market misalkan apa namanya ada demand untuk holding 10000 metric ton tetapi apa namanya kita cuma bisa sewa karena scarcity vehicle atau trucking nya itu rare kita nggak bisa sewa itu kita juga harus bagaimana caranya itu kita harus adapt to the market demand jadi misalkan kita cuma bisa pakai DT ya kita cari DT tapi kita cari apa namanya PS ya kita harus cari PS gitu lho kita harus menggunakan apa yang ada di market jadi kita nggak harus berpaku dalam suatu standar seperti itu sih kurang lebihnya terus ada economic factors terus economic factors ini mencakup harga bensin terus harga komoditi-komoditi lain yang menyangkut paut terhadap operasi holding tersendiri gitu kalau misalkan biasanya kalau misalkan apa namanya harga batu bara naik biasanya harga holding juga naik gitu atau harga solar naik harga holding juga naik seperti itu sih

Andrew: oke baik saya sudah terima jawabannya kita lanjut ke pertanyaannya yang kedua nih sesi yang kedua mengenai internal dan eksternal faktor dari perusahaan SBB Om ini kan selalu mengawasi dan mengikuti perkembangan perusahaan ini

Om nah menurut Om apa sih faktor internal yang Om percaya memiliki impact yang substansial ke bisnis performance nya SBB

Shamsu: Baik untuk internal faktor yang substansial ke bisnis performance nya SBB itu bisa jadi di kondisinya si holding contractors fleet jadi kondisi tracking nya si holding contractor terus ada juga maintenance practice itu bisa juga sebagai internal fractors terus ada juga employee training terus ada juga internal logistic management itu yang saya rasa apa menjadi internal faktor oh iya ini juga effective communication di dalam internal kalian koordinasi itu penting untuk addressing problems di operational challenges nya yang kalian hadapin jadi koordinasi itu bisa membantu menyelesaikan operational challenge efficiently gitu sih menurut Om

Andrew: oke untuk pertanyaan selanjutnya kalau dari pandangan Om faktor eksternal yang mempengaruhi apa ya sama seperti yang internal tadi aku mau nanya sekarang yang eksternalnya nih Om

Shamsu: baik untuk yang eksternalnya menurut Om itu ada beberapa yang pertama itu perubahannya peraturan dari pemerintah itu bisa terus fluktuasi ekonomi terus ada geopolitik tahun politik seperti tahun 2024 itu juga bisa mempengaruhi terus kondisi environment kondisi lingkungan di sekitar tempat holding itu bisa mempengaruhi terus sama yang terakhir menurut Om adalah volatility global demand untuk market nya batu bara karena kalau misalkan harga batu bara naik otomatis ya bisnis performance pasti akan di menjotok gitu

Andrew: oke baik Om aku sudah terima jawabannya untuk sekarang aku mau lanjut ke sesi pertanyaan yang ketiga ya Om yaitu challenge dan efficiency dari holding operation nih nah pertanyaan yang pertama bisa gak sih Om boleh gak identify atau tunjukkan apa aja sih internal challenge yang ada di holding operation yang di hadapin sama SBB yang bisa memberikan efek terhadap efficiency nya perusahaan

Shamsu: challenge nya itu bisa jadi adalah mobil yang bermasalah jadi ada yang apa namanya ada yang mogok truck yang mogok terus ada delay karena maintenance bisa juga terus ada juga workforce management jadi kita harus memanage pekerja-pekerja di mana holding proses itu harus berjalan se-efficient

mungkin nah untuk menyelesaikan challenge-challenge ini itu harus memiliki strategi planning terus ada investment in technology jadi kita harus memilih truck yang dan operational yang selalu improve di dalam prosesnya itu dalam artian apa jadi kan seperti vehicle breakdown itu kita harus improve mobilnya biar gak breakdown lagi dan tidak ada delay-delay maintenance yang terjadi seperti itu sih kurang lebihnya oke untuk pertanyaan selanjutnya aku tadi udah terima sih om jawabannya

Andrew: Oke aku udah nangkep selanjutnya pertanyaan selanjutnya adalah external factor nya om kalau tadi kan internal challenge sekarang external challenge seperti itu

Shamsu: Kalau external challenge yang bisa mempengaruhi itu seperti perubahan apa yang tadi om sempet bilang juga di factor itu ada regulatory change atau perubahan peraturan terus ada limit of infrastructure jadi infrastructure jalan yang memang tidak cukup memadai ada juga concern untuk dari dari sisi lingkungan terus juga ada dinamika market external itu bisa apa mempengaruhi juga soal apa operational sbb karena apa fluktuasi permintaan dan geopolitical kondisi geopolitik di indonesia itu bisa mempengaruhi efisiensi dari sbb operational sbb tersendiri itu

Andrew: Oke baik om selanjutnya aku ada pertanyaan om menurut om gimana sih om menilai business performance yang sekarang sbb dapat terhadap kayak holding operation yang dijalani sama sbb

Shamsu: Oke berarti om menilai nih ya kalau menurut om your guys current business performance di sbb itu enggak terlalu satisfactory satisfactory enggak terlalu satisfied lah om ngeliatnya tapi dengan adanya on going effort yang kalian keluarkan untuk menyelesaikan beberapa permasalahan untuk enhance efficiency and ensure sustain growth atau sustain improvement dari performance kalian itu harus tetap setakna naik dan harus juga alain ya sama energy apa peraturan-peraturan yang diberikan sama kementerian gitu jadi kenapa om bisa bilang kurang memuaskan karena ya dari beberapa masalah yang kebelakang soal yang sambodja yang holding salah pilih fleet dan lain-lain itu menunjukkan ya performance kalian cukup buruk itu kurang lebihnya menurut menurut om seperti itu

Andrew: oke baik om nah ini kita masuk ke sesi pertanyaan yang terakhir om pertanyaannya itu menurut opini om nih sebenarnya masalah logistik yang dihadapin sama sbb itu apa sih

Shamsu: Jadi kalua masalah yang dihadapin sama sbb itu itu adalah optimizing transportation route karena waktu di sambodja itu rute yang kalian pakai itu kan memang rute yang limit infrastruktur jadi jalannya jelek dan lain-lain terus kalian juga harus mengikuti peraturan dari pemilik jalan terus ada juga kalian harus mengikuti peraturan soal sustainable practice toh nah ini adalah logistik challenge-challenge atau tantangan logistik yang kalian memang hadapin ya nah tapi challenge-challenge ini ya memang harus kalian hadapi bagaimana kalian bisa mengikuti perkembangan teknologi dan infrastruktur itu juga krusial coba kita ambil contoh ya waktu kalian ada di sambodja dimana jalannya itu gampang sekali untuk rusak tapi kalian masih memaksakan untuk menggunakan truck yang berukuran besar dt10 untuk mengejar quantity tapi kalian itu enggak take into consideration kalau kalian enggak mikirin gimana infrastrukturnya bisa handle atau enggak jalannya bisa handle atau enggak dilewatin sama si dt roda 10 itu kenapa kalian enggak mengkonsider kalau opini om ya kalian itu lebih wise atau lebih bijak itu jangan terlalu mengandalkan apa mengejar quantity kalau misalkan kalian kontinuous menggunakan ps45 itu quantity nya pasti akan terkejar memang waktunya itu pasti akan lama waktunya untuk ter reach itu pasti akan lama jadi kalau menurut opini om kalian itu waktu itu tuh sempat salah ambil apa namanya salah optimizing the transportation routes jadi harusnya kalian pakai ps5 ps45 tapi kalian malah ngambil dt10 padahal ps45 itu kemungkinan masih bisa menjaga kondisi jalannya seperti itu

Andrew: oke baik om saya terima nah ini ada pertanyaan terakhir menurut om strategi apa sih yang bisa direkomendasi untuk improve efficiency sama bisnis performance sbb di bidang operasi holding

Shamsu: Menurut om ini strateginya ada beberapa sebetulnya strateginya yang pertama bisa melihat kemampuan perusahaan dan fasilitas yang ada lebih baik dan jangan memaksakan penggunaan fasilitas holding dengan mengejar kuantitas tetapi

jalan yang tidak mendukung kenapa seperti itu karena akan terjadinya ya apa apa yang saya bilang tadi misalkan jalannya rusak itu nanti akan maintenance delay dan lain lain sebagainya itu harusnya bisa dihindari dengan beberapa strategi itu sekalian bisa optimizing transportation route yang tadi saya bilang kalau misalkan fasilitas jalannya memang jelek kalian harus juga pilih vehicle atau kendaraan yang memang bisa tidak merusak sebisa mungkin tidak merusak jalanannya atau kalian bisa menggunakan jalan-jalur holding yang lain dengan jt yang lain seperti itu sih karena kan pasti opsinya banyak ini kalau menurut om kurang lebihnya seperti itu

Andrew: oke baik om saya sudah terima pertanyaan jawabannya terima kasih atas waktunya selamat siang om

Appendix 4 Interview Tony

Andrew: selamat sore om toni, gimana kabarnya om? Kayanya sudah agak lama ya kita ga jumpa

Tony: Waduh iya sudah lama ya hampir 2 minggu, baik baik, kamu gimana ndrew? Ada yang bisa saya bantu?

Andrew: baik juga om. jadi gini aku pengen interview om Untuk jadi narasumber Di tesis aku om Tesis aku ini pengen ngebahas soal Performance nya PT SBB om

Tony: Ohh oke oke, gimana nih sistemnya?

Andrew: Aku udah siapin Satu set of questions yang nge highlight Kayak holding performance Dan lain-lainnya Nanti aku tanyain Question nya satu per satu Ke om

Tony: I see, okay mulai aja ndrew kalua begitu

Andrew: Oke, untuk pertanyaan yang pertama, Om, saya ingin tahu bagaimana pandangan Om Tony terhadap operasi holding. Bisa Om jelaskan?

Tony: Tentu, operasi holding atau operasi pemindahan adalah ketika batu bara atau komoditas lain dipindahkan dari titik ekstraksi ke destinasi. Ini melibatkan beberapa kendaraan khusus seperti truk untuk memastikan pengiriman aman dan sesuai jadwal. Faktor-faktor seperti manajemen armada, optimisasi, dan protokol perawatan sangat penting untuk keberhasilan operasi ini.

Andrew: Baik, kita lanjut ke pertanyaan kedua. Apa saja aspek kunci dalam proses holding yang dapat berkontribusi signifikan terhadap kinerja bisnis perusahaan?

Tony: Aspek kunci dalam operasi holding mencakup manajemen armada, optimisasi, protokol perawatan, dan koordinasi. Dengan mengoptimalkan semua aspek ini, kita dapat memastikan pengiriman sesuai jadwal, yang akan berdampak positif pada kinerja bisnis dan kepuasan konsumen.

Andrew: Oke, pertanyaannya sudah saya terima. Kita lanjut ke pertanyaan selanjutnya. Bagaimana pandangan Om terhadap faktor-faktor yang mempengaruhi kinerja bisnis dalam operasi holding?

Tony: Ada banyak faktor, termasuk maintenance kendaraan, efisiensi bahan bakar, ketersediaan kendaraan, kompetensi supir, kepatuhan regulasi, dan kemampuan untuk beradaptasi dengan permintaan pasar. Faktor ekonomi, geopolitik, dan fluktuasi permintaan global juga dapat berdampak.

Andrew: Baik, kita beralih ke sesi kedua mengenai faktor internal dan eksternal perusahaan SBB. Menurut Om, faktor internal apa yang memiliki dampak substansial pada kinerja bisnis SBB?

Tony: Faktor internal yang berdampak pada kinerja bisnis SBB melibatkan kondisi armada kontraktor holding, praktik maintenance, pelatihan karyawan, manajemen logistik internal, dan komunikasi efektif. Koordinasi internal sangat penting untuk mengatasi tantangan operasional.

Andrew: Oke, selanjutnya adalah faktor eksternal. Bagaimana pandangan Om terhadap faktor eksternal yang mempengaruhi SBB?

Tony: Faktor eksternal yang mempengaruhi SBB melibatkan perubahan regulasi pemerintah, fluktuasi ekonomi, geopolitik, kondisi lingkungan, dan volatilitas permintaan global. Semua faktor ini dapat memengaruhi efisiensi operasional SBB.

Andrew: Baik, kita masuk ke sesi ketiga, yakni tantangan dan efisiensi dalam operasi holding. Pertanyaan pertama, apa saja tantangan internal yang dihadapi SBB yang dapat memengaruhi efisiensinya?

Tony: Tantangan internal melibatkan kendaraan yang bermasalah, mogok truk, keterlambatan karena maintenance, dan manajemen tenaga kerja. Strategi perencanaan dan investasi dalam teknologi diperlukan untuk mengatasi tantangan ini.

Andrew: Oke, kita lanjut ke tantangan eksternal. Apa saja faktor eksternal yang memengaruhi efisiensi operasi holding SBB?

Tony: Faktor eksternal melibatkan perubahan regulasi, keterbatasan infrastruktur, kekhawatiran lingkungan, dan dinamika pasar. Semua faktor ini dapat memengaruhi operasional SBB dan perlu diatasi dengan strategi yang bijak.

Andrew: Terima kasih atas jawabannya. Selanjutnya, bagaimana Om menilai kinerja bisnis SBB saat ini dalam operasi holding?

Tony: Menurut Om, kinerja bisnis SBB saat ini kurang memuaskan, terutama karena masalah dalam pemilihan armada di masa lalu. Namun, upaya berkelanjutan untuk meningkatkan efisiensi dan pertumbuhan berkelanjutan dapat membawa perubahan positif.

Andrew: Baik, kita masuk ke pertanyaan terakhir. Menurut Om, strategi apa yang bisa direkomendasikan untuk meningkatkan efisiensi dan kinerja bisnis SBB dalam operasi holding?

Tony: Om merekomendasikan melihat kemampuan perusahaan dan fasilitas dengan lebih baik. Jangan memaksa penggunaan fasilitas holding untuk mengejar kuantitas tanpa memperhitungkan ketersediaan infrastruktur. Selain itu, optimalkan rute

transportasi dan pilih kendaraan yang tidak merusak jalanannya. Semua strategi ini dapat meningkatkan efisiensi operasional SBB.

Andrew: Oke, terima kasih banyak atas waktunya dan jawabannya. Selamat sore, Om.

Appendix 5 Interview Dandy

Andrew: Selamat siang Mas Dandy, apa kabar?

Dandy: Baik Apa kabar juga Andrew?

Andrew: Alhamdulillah, baik masku Jadi gini nih mas, aku nih lagi ngadain skripsi atau tesis Nah, skripsi atau tesis aku itu lagi ngebahas soal bisnis performance-nya si PT kita ini mas PT Sinergitas Bara Borneo Nah, aku mau nanya-nanya sedikit nih, Mas Dandy jadi narasumber Buat jadi practitioner expert di tesis aku Nah, aku nih udah nyiapin beberapa pertanyaan untuk Mas Dandy Nah, ini boleh aku langsung mulai mas, buat interview

Dandy: Siap-siap, silahkan silahkan, gimana dulu?

Andrew: Oke, jadi pertanyaan ini aku pecah jadi 4 bagian mas Nah, bagi yang pertama inti, aku pengen nge-highlight soal holding operation sama bisnis performance-nya SBB Jadi untuk pertanyaan yang pertama, gimana sih Mas Dandy menjelaskan operasi holding-nya PT SBB tersendiri?

Dandy: jadi gini Operasi holding di PT Sinergitas Bara Borneo atau PT SBB Itu adalah komponen yang kritis dari bisnis strategi secara keseluruhannya SBB Nah, kita nih udah mengembangkan proses holding yang kuat secara strategis Yang melibatkan beberapa hal, contohnya transportasi batu bara dari lokasi pernambangan atau pit, main pit ke pelabuhan ekspor atau jetty Nah, proses ini itu perusahaan rencanakan dengan memastikan efisiensi efektivitas biaya dan kepatuhan terhadap standar-standar yang ada Seperti keamanan sama lingkungan

Jadi overall, operasi holding di SBB itu, kritiknya kita bisa menjelaskannya itu adalah proses pengangkutan batu bara dari bibir tambang ke jetty ekspor Gitu, dimana tongkang merapatnya disana Nah, PT SBB itu udah nerapin beberapa strategi untuk menambah efektivitas operasi ini, contohnya nanti mungkin akan kami bahas, kita bahas

Andrew: Oke, selanjutnya untuk pertanyaan kedua ya bang Abang bisa gak nih identifikasi aspek-aspek yang menjadi kunci dari proses holding yang bisa ngasih kontribusi signifikan terhadap kinerja performance-nya si SBB secara keseluruhan

Dandy: Hm, oke untuk aspek-aspek kunci ya, dari proses holding yang memiliki kontribusi yang signifikan ke business performance-nya SBB itu Ada beberapa sebetulnya, cuman mungkin yang paling mencolok itu ya optimisasi rute transportasinya Jadi, aspek ini tuh yang paling menghighlight dimana secara langsung bisa mempengaruhi biaya operasional jangka waktu dan pada akhirnya juga daya saing perusahaan di industri batu bara ini Jadi, bisa dibilang aspek kunci dari proses holding SBB yang paling signifikan itu menurut saya itu adalah optimisasi rute transportasi kurang lebihnya itu

Andrew: baik, untuk pertanyaan ketiga nih bang, menurut pendapat abang faktor-faktor dalam operasi holding itu apa aja sih yang mempengaruhi business performance-nya secara keseluruhan

Dandy: seperti apa yang tadi abang bilang, dalam operasi holding ini faktor-faktor yang mempengaruhi itu banyak sebetulnya, cuman yang paling mempengaruhi itu ya tadi seperti kepanjangan dari optimisasi rute transportasinya Jadi, contohnya keandalan logistik transportasi, kepatuhan terhadap standar regulasi, integrasi teknologi yang lancar untuk meningkatin pemantauan dan kontrol Proses holding ini bisa kuat dan bisa memastikan stability di mana barang itu akan sampai seperti jadwal atau target Jadi, menurut saya faktor-faktor yang mempengaruhi itu sebenarnya ada banyak, tapi salah satunya itu ya kepanjangan dari tadi optimisasi rute atau logistik transportasinya itu sih yang paling penting

Andrew: Oke bang, untuk kita sekarang masuk ke pertanyaan bagian kedua ya bang, tentang analisis faktor dan internal, faktor internal dan external di perusahaan SBB Jadi gini bang, menurut abang nih faktor internal apa yang memiliki dampak signifikan ke bisnis performance-nya SBB

Dandy: Oke, jadi kalau internal, internal ini berarti dalam perusahaan tuh, nah itu ada beberapa tuh menurut abang Jadi yang pertama itu ada skill dari pekerja kita, itu yang pertama Yang kedua itu kondisi armada holding-nya, yang ketiga tuh ada kontraktor holding kita Nah yang keempat nih ada efektivitas dari maintenance yang dilakukan di jalannya Nah, ini empat yang tadi abang sebut itu punya dampak yang sangat signifikan ke bisnis performance kita Jadi memastikan perbaikan terus menerus dari faktor internal ini penting juga untuk perkembangan bisnis performance-nya si SBB

Andrew: Oke bang, aku udah dapet jawabannya Kalau sekarang ini pertanyaan selanjutnya yang external nih bang, gimana menurut abang

Dandy: kalau external ini sebetulnya ada beberapa Contohnya ada perubahan regulasi dari pemerintah, terus ada pertimbangan geopolitik, kayak tahun pemilu ini Itu punya peran yang cukup penting dalam membentuk landscape bisnis kita gitu Tapi tetap memperhatikan dinamika external ini itu penting untuk menyesuaikan operasi holding kita tuh bisa tetap kuat dan efisien gitu Jadi kita harus mikirin itu juga karena kalau lagi tahun-tahun politik ini biasanya polisi itu suka ngatur jam untuk holding itu agak-agak keras dia Jadi balik lagi tadi geopolitik itu sih

Andrew: baik bang Nah, untuk sekarang ini masuk ke bagian yang ketiga nih bang Tentang challenge atau tantangan sama efisiensi di operasi holding Oke, gimana gimana Nah, ini pertanyaan yang pertama ya bang Abang bisa ngasih tau apa aja sih tantangan internal di operasi holding yang mempengaruhi efisiensi perusahaan

Dandy: tantangan ya, tantangan internal Tantangan internal di operasi holding SBB itu bisa sama kayak yang faktor yang tadi abang sebut Jadi ada optimisasi rute untuk mengurangi keterlambatan, ini kepanjangan dari yang tadi nih Jadi make

sure keterlambatan itu kenapa bisa terjadi Contohnya ada pemiliharaan yang tepat waktu, terus armadanya juga tidak merusak jalan Jadi gimana pun caranya tantangan-tantangan itu harus kita overcome gitu Salah satu caranya ya kita maintenance di waktu yang pas, terus armadanya penggunaannya yang sesuai Jadi kita optimisasi rute holding kita sesuai dengan peruntukannya dan tidak memaksa Itu kurang lebihnya Jadi menggunakan infrastruktur sebaik mungkin

Andrew: Oke, baik bang Nah, lanjut nih bang ke pertanyaan selanjutnya Tantangan external apa? Kalau tadi kan yang internal, kalau sekarang yang external nih yang pengaruhin efisiensi di SBB itu gimana bang?

Dandy: kalau external itu pembatasan infrastruktur masuk kayaknya deh Jadi infrastruktur yang dimiliki oleh tambang itu kan external dari perusahaan kita Itu juga harus kita pertimbangkan itu jadi external faktor Karena kan kita bayar tau untuk lewat jalan orang Nah, terus kalau jalannya rusak itu kan harus kita pertimbangkan juga tantangannya Nah, terus ada juga kita harus patuh sama lingkungan apa segala Terus ada fluktuasi harga juga di pasar itu juga mempengaruhi Kalau misalkan fluktuasi harga batu bara naik, otomatis biasanya harga holding itu naik Atau misalkan harga solar naik, harga holding pasti naik gitu Jadi banyak hal yang mempengaruhi gitu

Andrew: Oke bang, nah pertanyaan yang ketiga nih bang Gimana bang menilai bisnis performance-nya SBB bang? Terkait operasi yang kita lakuin di Sambuja dulu bang Sama bisnis, eh bisnis, operasi holding SBB sekarang

Dandy: Ini abang jawab ya Sebenarnya kinerja bisnis SBB saat ini terkait dengan operasi holding itu kuat tapi tidak tanpa challenge Karena kenapa? Karena masih ada beberapa challenge yang memang harus kita lewati Kayak contohnya tadi yang sempet saya sebut juga Nah, tapi perusahaan itu tetap terus improve atau ningkatin untuk nangani tantangan ini untuk mengoptimisasi proses holding kita Terus implementasi kayak strategi-strategi Dimana itu kita apply buat meningkatkan efisiensi dari operasi holding ini Terus, pokoknya kita memang saat ini kuat Saya bisa bilang kuat karena baru-baru ini kan kita holding bagus ya di Sambuja Iya, di

Sambuja karena kita sekarang sudah mengerti cara optimisasi rute dari pembelajaran yang kemarin

Andrew: Nah, terus bang kita masuk ke bagian keempat ya bang Nah, bagian keempat ini perumusan strategi bisnis bang Nah, pertanyaan yang pertama nih bang Menurut abang tantangan logistik apa aja sih yang dihadapi SBB di holding ini?

Dandy: Oke, abang jawab nih Kayak logistik challenge ya Nah, logistik challenge dalam operasi holding itu melibatkan yang tadi abang bilang Optimisasi rute transportasi itu juga yang pertama Yang kedua, kayak mengatasi pembatasan infrastruktur Itu yang kedua Terus tiga, memastikan aliran koordinasi antar tim itu lancar gitu Nah, dari tiga ini challenge ini atau tantangan ini Ini perlu solusi yang inovatif Harus, kita tuh harus bekerja strategis untuk meningkatkan efisiensi secara keseluruhan Jadi gitu,

Andrew: nah Yang terakhir nih bang, oke aku terima Yang terakhir nih bang Menurut abang strategi khusus apa sih yang bisa kita rekomendasiin Abang rekomendasiin untuk meningkatin efisiensi sama kinerja SBB di operasi holding yang kemarin

Dandy: abang jawab ya Strategi adalah melihat, strategi yang bagus nih ya Melihat kemampuan perusahaan dan fasilitas yang ada lebih baik menurut abang Karena apa? Karena kemarin ini kita itu Memaksa penggunaan armada pengangkutan yang terlalu besar dengan mengejar kuantitas Tapi ngacuhin fakta di mana jalan tersebut tuh tidak mendukung adanya penggunaan fasilitas tersebut Jadi kita harus melihat kemampuan itu lebih baik gitu Paling itu sih dari abang

Andrew: Oke, baik bang, terima kasih abang atas waktunya bang

Appendix 6 Interview Result

Questions	Answer	Summary
Section 1: Hauling Operation and Business Performance		
How would you describe the hauling operations ?	Rezky: Holding operationnya SBB ya menurut gue tuh holding operationnya SBB itu yang kita terapin saat ini kita balik lagi apa sih holding operation ya, holding operationnya kita mindahin batu atau batu bara atau kargo kita dari stock room yang ada di pit tambang ke jetty jadi kita mindahin batu bara yang kita punya di stock room ke jetty expor seperti itu. Rayhan: The holding operation at PTSDB is a very critical component of our overall business strategy. We have strategically developed a robust holding process that involves the transportation of coal from the mining site or stock room all the way into the export jetty. This process is planned to ensure efficiency and cost effectiveness in adherence to the safety and environmental standards. Shamsu: Holding itu atau operasi holding itu adalah dimana batu bara atau komoditas lain di transport atau dipindahkan dari extraction point ke destinasi yang dituju jadi holding operation itu adalah proses pembindahan kalau di case nya ini di case nya sbb ini kan memindahkan batu bara dari pit ke jeti nah jadi holding operation itu proses pembindahan barang atau komoditas dari suatu tempat ke tempat tujuan seperti itu nah holding operation ini apa involving beberapa specialized vehicles jadi kayak beberapa kendaraan-kendaraan khusus contohnya seperti truck yang beda dan lain-lain nah alat-alat ini digunakan sama perusahaan-perusahaan itu untuk make sure bahwa barang yang diantar ini safe terus apa memenuhi timeline schedule yang dikejar itu mengapa holding itu menggunakan specialized vehicle ini. Tony: Operasi holding atau operasi pemindahan adalah ketika batu bara atau komoditas lain dipindahkan dari	The hauling operations at PT Sinergitas Bara Borneo (SBB) are a critical component of our overall business strategy. We have strategically developed a robust hauling process that involves the transportation of coal from mining sites to export ports. This process is meticulously planned to ensure efficiency, cost-effectiveness, and adherence to safety and environmental standards.

	titik ekstraksi ke destinasi. Ini melibatkan beberapa kendaraan khusus seperti truk untuk memastikan pengiriman aman dan sesuai jadwal. Faktor-faktor seperti manajemen armada, optimisasi, dan protokol perawatan sangat penting untuk keberhasilan operasi ini. Dandy: Operasi holding di PT Sinergitas Bara Borneo atau PT SBB Itu adalah komponen yang kritis dari bisnis strategi secara keseluruhannya SBB Nah, kita nih udah mengembangkan proses holding yang kuat secara strategis Yang melibatkan beberapa hal, contohnya transportasi batu bara dari lokasi pernambangan atau pit, main pit ke pelabuhan ekspor atau jetty Nah, proses ini itu perusahaan rencanakan dengan memastikan efisiensi efektivitas biaya dan kepatuhan terhadap standar-standar yang ada Seperti keamanan sama lingkungan Jadi overall, operasi holding di SBB itu, kritiknya kita bisa menjelaskannya itu adalah proses pengangkutan batu bara dari bibir tambang ke jetty ekspor Gitu, dimana tongkang merapatnya disana Nah, PT SBB itu udah nerapin beberapa strategi untuk menambah efektivitas operasi ini, contohnya nanti mungkin akan kami bahas, kita bahas	
Can you identify the key aspects of the hauling process that could contribute significantly to the overall business performance	Rezky: Aspek kunci ya Kalau menurut gue aspek kunci yang bisa ini tuh pemilihan jalan holding yang tepat Kalau menurut gue, jadi melihat potensi jalan holding yang tepat untuk kita ke depannya bergerak seperti apa, itu yang pertama Yang kedua itu menurut gue Proses loading dan unloading dari tracking nya itu sendiri Jadi kita menggunakan ekskavator jangan yang dikit-dikit mati Nah itu juga penting tuh menurut gue. Rayhan: Key aspect of the holding process that significantly contribute to, I think in my opinion, what most crucial is optimization of the transportation routes. And then efficient loading and unloading process, terus ada juga effective coordination with the	Key aspects of the hauling process that significantly contribute to our overall business performance include the optimization of transportation routes, efficient loading and unloading processes, and effective

	supply chain partner or our holding fleet partner. I think these aspects directly impact our operational costs, timeliness or timelines and ultimately our competitiveness in the market. Shamsu: Aspek yang menjadi kunci di holding proses ini itu sebenarnya ada beberapa cuman yang bisa berkontribusi itu salah satu contohnya adalah manajemen fleet atau manajemen alat yang akan dipakai untuk operasional contohnya memanage tracking memanage apa ya basically tracking nya dan lain-lain terus ada optimisasi yang digunakan terus protokol maintenance terus protokol maintenance itu apakah dia mengikuti standar safety pit tambangnya dan lain-lain terus ada juga scheduling yang efisien ada koordinasi juga banyak sebetulnya jadi dari semuanya ini kalau misalkan kita menggunakan kita optimisasi key aspek ini itu bisa make sure bahwa delivery barang yang di holding kan itu sesuai schedule terus nantinya akan berimpak positif terhadap business performance dan satis fasi atau kepuasan dari consumer atau yang menerima barang yang di holding kan seperti itu sih kurang lebihnya Tony: Aspek kunci dalam operasi holding mencakup manajemen armada, optimisasi, protokol perawatan, dan koordinasi. Dengan mengoptimalkan semua aspek ini, kita dapat memastikan pengiriman sesuai jadwal, yang akan berdampak positif pada kinerja bisnis dan kepuasan konsumen. Dandy: Untuk aspek-aspek kunci ya, dari proses holding yang memiliki kontribusi yang signifikan ke business performance-nya SBB itu Ada beberapa sebetulnya, cuman mungkin yang paling mencolok itu ya optimisasi rute transportasinya Jadi, aspek ini tuh yang paling menghighlight dimana secara langsung bisa mempengaruhi biaya operasional jangka waktu dan pada akhirnya juga daya saing perusahaan di	coordination with our supply chain partners. These aspects directly impact our operational costs, timelines, and, ultimately, the competitiveness of SBB in the coal trading industry.

	industri batu bara ini Jadi, bisa dibilang aspek kunci dari proses holding SBB yang paling signifikan itu menurut saya itu adalah optimisasi rute transportasi kurang lebihnya itu.	
In your opinion, what are the factors within the hauling operations that influence the overall business performance?	Rezky: Faktor-faktor yang bisa mempengaruhi bisnis performance SBB itu reliability dari logistik transportasi kita Jadi kita tuh harus milih juga nih fleet yang bagus Jangan yang fleet yang udah tua, yang dikit-dikit mogok atau yang dikit-dikit ngerusak jalan Nah itu tuh mempengaruhi juga tuh di faktor-faktor holding kita tuh Jadi kalau misalkan ini kan kita pasti holding logistiknya bermasalah itu kan pasti nanti ada delay, ada apa nah nanti malah nggak ikut ke timeline schedule kita Rayhan: I think the factor is the reliability of the transportation logistics, the fleets, terus compliance with regulatory standards and seamless integration of technology. I think it's the factor to enhance monitoring and control. These things are needed to be done since we have a target to have a enhance holding process, meaning we ensure a steady supply chain to meet the market demands and developing our market position. I think that's all for that question. Shamsu: Faktor-faktor nya banyak sebetulnya faktor-faktor nya holding operation itu bisa mencakup dari maintenance dari kendaraannya maintenance dari truck nya atau bisa juga fuel efficiency bisa juga fuel scarcity bisa vehicle scarcity atau kelangkaan-kelangkaan yang ada di lapangan terus juga ada kompetensi supirnya ada regulatory compliance atau standard compliance terus juga ada ability atau kemampuan kita tuh untuk apa masuk di demand nya market misalkan apa namanya ada demand untuk holding 10000 metric ton tetapi apa namanya kita cuma bisa sewa karena scarcity vehicle atau trucking nya itu rare kita nggak bisa sewa itu kita juga harus bagaimana caranya itu kita harus adapt to the market demand jadi misalkan kita cuma	Within the hauling operations, factors influencing our business performance include the reliability of transportation logistics, compliance with regulatory standards, and the seamless integration of technology to enhance monitoring and control. A robust hauling process ensures a steady supply chain, meeting market demands and enhancing our market position.

	bisa pakai DT ya kita cari DT tapi kita cari apa namanya PS ya kita harus cari PS gitu lho kita harus menggunakan apa yang ada di market jadi kita nggak harus berpaku dalam suatu standar seperti itu sih kurang lebihnya terus ada economic factors terus economic factors ini mencakup harga bensin terus harga komoditi-komoditi lain yang menyangkut paut terhadap operasi holding tersendiri gitu kalau misalkan biasanya kalau misalkan apa namanya harga batu bara naik biasanya harga holding juga naik gitu atau harga solar naik harga holding juga naik seperti itu sih. Tony: Ada banyak faktor, termasuk maintenance kendaraan, efisiensi bahan bakar, ketersediaan kendaraan, kompetensi supir, kepatuhan regulasi, dan kemampuan untuk beradaptasi dengan permintaan pasar. Faktor ekonomi, geopolitik, dan fluktuasi permintaan global juga dapat berdampak. Dandy: Dalam operasi holding ini faktor-faktor yang mempengaruhi itu banyak sebetulnya, cuman yang paling mempengaruhi itu ya tadi seperti kepanjangan dari optimisasi rute transportasinya Jadi, contohnya keandalan logistik transportasi, kepatuhan terhadap standar regulasi, integrasi teknologi yang lancar untuk meningkatin pemantauan dan kontrol Proses holding ini bisa kuat dan bisa memastikan stability di mana barang itu akan sampai seperti jadwal atau target Jadi, menurut saya faktor-faktor yang mempengaruhi itu sebenarnya ada banyak, tapi salah satunya itu ya kepanjangan dari tadi optimisasi rute atau logistik transportasinya itu sih yang paling penting.	
Section 2: Internal and External Factors Analysis		
What internal factors do you believe have a substantial impact on the business	Rezky: , internal factornya itu ada paling penting ya itu skills dari pekerja kita. Karena skills dari pekerja yang ada di jalan yang nyetir, contohnya itu mempengaruhi juga Karena apa? Kalau misalkan mereka nggak jago nyetir itu jalan holding yang berkelok-kelok itu mereka pasti akan merusak jalannya	Internal factors such as the skillset of our workforce, the condition of our hauling contractor's fleet,

performance of SBB?	Gitu sih kalau menurut gue, terus juga kondisi dari mobil atau truck yang kita sewa itu juga mempengaruhi menurut gue . Rayhan: In my opinion, skillset of our employees, terus the effectiveness of our minor maintenance program, minor maintenance is where they maintain the holding road, and then the condition of our contractors fleet, holding contractors fleet. I think these factors significantly impact our business performance since these factors should be managed to ensure the continuous improvement of our operational. Shamsu: Baik untuk internal faktor yang substansial ke bisnis performance nya SBB itu bisa jadi di kondisinya si holding contractors fleet jadi kondisi tracking nya si holding contractor terus ada juga maintenance practice itu bisa juga sebagai internal fractors terus ada juga employee training terus ada juga internal logistic management itu yang saya rasa apa menjadi internal faktor oh iya ini juga effective communication di dalam internal kalian koordinasi itu penting untuk addressing problems di operational challenges nya yang kalian hadapin jadi koordinasi itu bisa membantu menyelesaikan operational challenge efficiently gitu sih menurut Om. Tony: Tantangan internal melibatkan kendaraan yang bermasalah, mogok truk, keterlambatan karena maintenance, dan manajemen tenaga kerja. Strategi perencanaan dan investasi dalam teknologi diperlukan untuk mengatasi tantangan ini. Dandy: jadi kalau internal, internal ini berarti dalam perusahaan tuh, nah itu ada beberapa tuh menurut abang Jadi yang pertama itu ada skill dari pekerja kita, itu yang pertama Yang kedua itu kondisi armada holding-nya, yang ketiga tuh ada kontraktor holding kita Nah yang keempat nih ada efektivitas dari	and the effectiveness of our miner maintenance programs significantly impact our business performance. Ensuring the continuous improvement of these internal factors is imperative for sustained operational excellence.

	maintenance yang dilakukan di jalannya Nah, ini empat yang tadi abang sebut itu punya dampak yang sangat signifikan ke bisnis performance kita Jadi memastikan perbaikan terus menerus dari faktor internal ini penting juga untuk perkembangan bisnis performance-nya si SBB .	
In your view, what external factors could influence the business performance of SBB?	Rezky: Eksternal itu kalau menurut gue perubahan peraturan itu paling mempengaruhi sama kondisi geopolitik Indonesia itu mempengaruhi banget. Rayhan: The external factors, itu kayak, in my opinion ya, itu geopolitical events yang terjadi. I think currently the geopolitical condition in Indonesia, ito affecting why since a lot of pejabat comes to Kalimantan, it could affect our operations. Kayak contohnya, if president come to Balikpapan, then we must stop our holding since he might visit IKN, so the road might be closed, something like that, it could affect our operation. Shamsu: Baik untuk yang eksternalnya menurut Om itu ada beberapa yang pertama itu perubahannya peraturan dari pemerintah itu bisa terus fluktuasi ekonomi terus ada geopolitik tahun politik seperti tahun 2024 itu juga bisa mempengaruhi terus kondisi environment kondisi lingkungan di sekitar tempat holding itu bisa mempengaruhi terus sama yang terakhir menurut Om adalah volatility global demand untuk market nya batu bara karena kalau misalkan harga batu bara naik otomatis ya bisnis performance pasti akan di menjotok gitu. Tony: Faktor eksternal melibatkan perubahan regulasi, keterbatasan infrastruktur, kekhawatiran lingkungan, dan dinamika pasar. Semua faktor ini dapat memengaruhi operasional SBB dan perlu diatasi dengan strategi yang bijak.	External factors like regulatory changes, market demands, and geopolitical considerations play a crucial role in shaping our business landscape. Staying attuned to these external dynamics is essential for adapting our hauling operations and maintaining a resilient business performance.

	Dandy: Kalau external ini sebetulnya ada beberapa Contohnya ada perubahan regulasi dari pemerintah, terus ada pertimbangan geopolitik, kayak tahun pemilu ini Itu punya peran yang cukup penting dalam membentuk landscape bisnis kita gitu Tapi tetap memperhatikan dinamika external ini itu penting untuk menyesuaikan operasi holding kita tuh bisa tetap kuat dan efisien gitu Jadi kita harus mikirin itu juga karena kalau lagi tahun-tahun politik ini biasanya polisi itu suka ngatur jam untuk holding itu agak-agak keras dia Jadi balik lagi tadi geopolitik itu sih.	
Section 3: Challenges and Efficiency in Hauling Operations		
Can you identify any internal challenges within the hauling operations of SBB that affect the company's efficiency?	Rezky: internal challenge-nya SBB ya Menurut gue tuh ya yang paling penting tuh ya ini sih maintenance dari holding fleet kita Holding fleet kontraktor kita itu paling penting karena Kadang-kala tuh kita lagi holding, tengah jalan ada yang mogok lah Itu paling menyebabkan delay itu Itu yang paling bikin BT mana batu udah ada di bucketnya mereka kan Di bucketnya mereka itu BT banget sih Kayaknya menurut gue tuh itu sih yang paling mempengaruhi Rayhan: For external challenge itu I think involving navigating infrastructure limitation tuh. I think it's crucial ya. Terus addressing the environmental concern, for example kayak kita harus, we need to maintain the road jangan merusak seperti itu. Terus, I think adapting to the fluctuation of the market. I think those three are the challenges that necessarily needed strategic planning to enhance the efficiency of our holding operation and maintain our overall business performance. Shamsu: challenge nya itu bisa jadi adalah mobil yang bermasalah jadi ada yang apa namanya ada yang mogok truck yang mogok terus ada delay karena maintenance bisa juga terus ada juga workforce management jadi kita harus memanage pekerja-pekerja di mana holding proses itu harus berjalan se-efficient	Internal challenges within our hauling operations include optimizing routes to mitigate delays, ensuring the timely maintenance of our hauling fleet and road, and continuously utilizing the newest technology infrastructure to stay competitive.

	mungkin nah untuk menyelesaikan challenge-challenge ini itu harus memiliki strategi planning terus ada investment in technology jadi kita harus memilih truck yang dan operational yang selalu improve di dalam prosesnya itu dalam artian apa jadi kan seperti vehicle breakdown itu kita harus improve mobilnya biar gak breakdown lagi dan tidak ada delay-delay maintenance yang terjadi seperti itu sih kurang lebihnya oke untuk pertanyaan selanjutnya aku tadi udah terima sih om jawabannya Tony: Tantangan internal melibatkan kendaraan yang bermasalah, mogok truk, keterlambatan karena maintenance, dan manajemen tenaga kerja. Strategi perencanaan dan investasi dalam teknologi diperlukan untuk mengatasi tantangan ini. Dandy: tantangan ya, tantangan internal Tantangan internal di operasi holding SBB itu bisa sama kayak yang faktor yang tadi abang sebut Jadi ada optimisasi rute untuk mengurangi keterlambatan, ini kepanjangan dari yang tadi nih Jadi make sure keterlambatan itu kenapa bisa terjadi Contohnya ada pemiliharaan yang tepat waktu, terus armadanya juga tidak merusak jalan Jadi gimana pun caranya tantangan-tantangan itu harus kita overcome gitu Salah satu caranya ya kita maintenance di waktu yang pas, terus armadanya penggunaannya yang sesuai Jadi kita optimisasi rute holding kita sesuai dengan peruntukannya dan tidak memaksa Itu kurang lebihnya Jadi menggunakan infrastruktur sebaik mungkin	
What external challenges do you believe influence the efficiency of SBB's hauling operations and	Rezky: Eksternal challenge Kalau menurut gue sih eksternal challenge itu yang paling penting tuh Navigating atau mengarahkan perusahaan gimana ngelihat kayak limitasi infrastruktur yang ada Jadi, ya itu tuh limitasi infrastruktur tuh Selain yang tadi ya, yang holding fleet itu kan internal Kalau misalkan eksternal itu infrastruktur Kalau misalkan	External challenges involve navigating infrastructure limitations, addressing environmental

overall business performance?	infrastrukturnya jelek, jalan yang nggak bisa dilewatin itu paling mempengaruhi Kalau menurut gue Rayhan: For external challenge itu I think involving navigating infrastructure limitation tuh. I think it's crucial ya. Terus addressing the environmental concern, for example kayak kita harus, we need to maintain the road jangan merusak seperti itu. Terus, I think adapting to the fluctuation of the market. I think those three are the challenges that necessarily needed strategic planning to enhance the efficiency of our holding operation and maintain our overall business performance. Shamsu: Kalau external challenge yang bisa mempengaruhi itu seperti perubahan apa yang tadi om sempet bilang juga di factor itu ada regulatory change atau perubahan peraturan terus ada limit of infrastructure jadi infrastructure jalan yang memang tidak cukup memadai ada juga concern untuk dari dari sisi lingkungan terus juga ada dinamika market external itu bisa apa mempengaruhi juga soal apa operational sbb karena apa fluktuasi permintaan dan geopolitical kondisi geopolitik di indonesia itu bisa mempengaruhi efisiensi dari sbb operational sbb tersendiri itu Tony: Tantangan eksternal melibatkan perubahan regulasi, keterbatasan infrastruktur, kekhawatiran lingkungan, dan dinamika pasar. Semua faktor ini dapat memengaruhi operasional SBB dan perlu diatasi dengan strategi yang bijak. Dandy: kalau external itu pembatasan infrastruktur masuk kayaknya deh Jadi infrastruktur yang dimiliki oleh tambang itu kan external dari perusahaan kita Itu juga harus kita pertimbangkan itu jadi external faktor Karena kan kita bayar tau untuk lewat jalan orang Nah, terus kalau jalannya rusak itu kan harus kita	concerns, and adapting to market fluctuations. These challenges necessitate strategic planning to enhance the efficiency of our hauling operations and maintain overall business performance.

	pertimbangkan juga tantangannya Nah, terus ada juga kita harus patuh sama lingkungan apa segala Terus ada fluktuasi harga juga di pasar itu juga mempengaruhi Kalau misalkan fluktuasi harga batu bara naik, otomatis biasanya harga holding itu naik Atau misalkan harga solar naik, harga holding pasti naik gitu Jadi banyak hal yang mempengaruhi gitu	
What do you think about SBB's business performance?	Rezky: Gue sih menilainya tuh business performance SBB sekarang itu tuh bagus Cuman kita tetap masih ada challenge Dimana challenge-challenge ini tuh tetap harus kita lewatin Kalau misalkan berjalan mulus banget tuh, gue bisa bilang belum bagus banget Rayhan: In my opinion, the current business performance of SBB in relation to holding operation is very robust. But, we still do have a few challenges that we have to face. Therefore, in my opinion, I think we're 60 to 70 percent strong. Talking about the current business performance, we have a commitment to, among us, we have a commitment to improve our performance. This includes like addressing challenges, terus we optimize process juga, and then we implement strategic initiative to elevate our efficiency and performance Shamsu: Oke berarti om menilai nih ya kalau menurut om your guys current business performance di sbb itu enggak terlalu satisfactory satisfactory enggak terlalu satisfied lah om ngeliatnya tapi dengan adanya on going effort yang kalian keluarkan untuk menyelesaikan beberapa permasalahan untuk enhance efficiency and ensure sustain growth atau sustain improvement dari performance kalian itu harus tetap setakna naik dan harus juga alain ya sama energy apa peraturan-peraturan yang diberikan sama kementerian gitu jadi kenapa om bisa bilang kurang memuaskan karena ya dari beberapa masalah yang kebelakang soal yang sambodja yang holding salah pilih fleet dan lain-lain itu menunjukkan ya performance kalian cukup	Yes, most of the interviewee have been actively involved in efforts to analyze the impact of both internal and external challenges on the efficiency of SBB. These analyses contribute to the formulation of proactive strategies to mitigate challenges and enhance our operational resilience.

	buruk itu kurang lebihnya menurut menurut om seperti itu Tony: Menurut Om, kinerja bisnis SBB saat ini kurang memuaskan, terutama karena masalah dalam pemilihan armada di masa lalu. Namun, upaya berkelanjutan untuk meningkatkan efisiensi dan pertumbuhan berkelanjutan dapat membawa perubahan positif. Dandy: Ini abang jawab ya Sebenarnya kinerja bisnis SBB saat ini terkait dengan operasi holding itu kuat tapi tidak tanpa challenge Karena kenapa? Karena masih ada beberapa challenge yang memang harus kita lewati Kayak contohnya tadi yang sempet saya sebut juga Nah, tapi perusahaan itu tetap terus improve atau ningkatin untuk nangani tantangan ini untuk mengoptimisasi proses holding kita Terus implementasi kayak strategi-strategi Dimana itu kita apply buat meningkatkan efisiensi dari operasi holding ini Terus, pokoknya kita memang saat ini kuat Saya bisa bilang kuat karena baru-baru ini kan kita holding bagus ya di Sambuja Iya, di Sambuja karena kita sekarang sudah mengerti cara optimisasi rute dari pembelajaran yang kemarin	
Section 4: Formulating Business Strategy		
In your opinion, what logistics challenges does SBB face in its hauling operations?	Rezky: Menurut gue logistic challenge di operasi holding itu Contohnya mencakup optimisasi rute transportasi itu, itu penting Terus kita juga perlu adjust the limitasi dari infrastruktur yang ada Nah, dari situ kita seamlessly improve gitu I think the challenge itu sih tantangan yang kita hadapin Rayhan: So, the logistic challenge in holding operation, I think involve the optimization or optimizing transportation routes, addressing the infrastructure limitation as what I said before, and ensuring the seamless flow of information across the team. I think this challenge necessitate how innovative	Logistics challenges in hauling operations involve optimizing transportation routes, addressing infrastructure limitations, and ensuring the seamless flow of information

	solution to enhance the overall efficiency and performance of SBB itself. Shamsu: Jadi kalua masalah yang dihadapin sama sbb itu itu adalah optimizing transportation route karena waktu di sambodja itu rute yang kalian pakai itu kan memang rute yang limit infrastruktur jadi jalannya jelek dan lain-lain terus kalian juga harus mengikuti peraturan dari pemilik jalan terus ada juga kalian harus mengikuti peraturan soal sustainable practice toh nah ini adalah logistik challenge-challenge atau tantangan logistik yang kalian memang hadapin ya nah tapi challenge-challenge ini ya memang harus kalian hadapi bagaimana kalian bisa mengikuti perkembangan teknologi dan infrastruktur itu juga krusial coba kita ambil contoh ya waktu kalian ada di sambodja dimana jalannya itu gampang sekali untuk rusak tapi kalian masih memaksakan untuk menggunakan truck yang berukuran besar dt10 untuk mengejar quantity tapi kalian itu enggak take into consideration kalau kalian enggak mikirin gimana infrastrukturnya bisa handle atau enggak jalannya bisa handle atau enggak dilewatin sama si dt roda 10 itu kenapa kalian enggak mengkonsider kalau opini om ya kalian itu lebih wise atau lebih bijak itu jangan terlalu mengandalkan apa mengejar quantity kalau misalkan kalian kontinuous menggunakan ps45 itu quantity nya pasti akan terkejar memang waktunya itu pasti akan lama waktunya untuk ter reach itu pasti akan lama jadi kalau menurut opini om kalian itu waktu itu tuh sempat salah ambil apa namanya salah optimizing the transportation routes jadi harusnya kalian pakai ps5 ps45 tapi kalian malah ngambil dt10 padahal ps45 itu kemungkinan masih bisa menjaga kondisi jalannya seperti itu Tony: -	across the supply chain. These challenges necessitate innovative solutions to enhance overall efficiency.

	Dandy: Oke, abang jawab nih Kayak logistik challenge ya Nah, logistik challenge dalam operasi holding itu melibatkan yang tadi abang bilang Optimisasi rute transportasi itu juga yang pertama Yang kedua, kayak mengatasi pembatasan infrastruktur Itu yang kedua Terus tiga, memastikan aliran koordinasi antar tim itu lancar gitu Nah, dari tiga ini challenge ini atau tantangan ini Ini perlu solusi yang inovatif Harus, kita tuh harus bekerja strategis untuk meningkatkan efisiensi secara keseluruhan Jadi gitu,	
What specific strategies would you recommend to enhance the efficiency and business performance of SBB in its hauling operations?	Rezky: Menurut gue strateginya yang bisa dikasih itu Melihat kemampuan dari perusahaan sih sebetulnya Jadi melihat resource, melihat kemampuan kita menyewa holding fleet yang mana itu, itu harus kita pertimbangkan itu menjadi strategi itu Terus melihat infrastruktur yang ada, melihat fasilitas yang ada itu Itu menurut gue, itu harus diterapin Jadi kayak contohnya di Sambuja kemarin, menurut gue tuh Memang gue ngambil decision itu terlalu cepat Jadi karena kita perlu ngejar quantity tuh Nah, kita ngambil keputusan terlalu tergesa-gesa Karena gue waktu itu nggak sempet ngelihat gimana kondisinya di sana Dan mereka bilang jalan holdingnya bisa dilewatin sama DT Roda 10, gue pikir fine-fine aja Nggak taunya baru dilewatin beberapa kali rusak Dan tetap setelah maintenance, gue tetap maksa pakai DT Roda 10 karena udah ngejar waktu tuh Nggak taunya malah nggak dapet Jadi harusnya tuh kemarin kita tuh optimisasi penggunaan route holding itu dengan lebih baik lah Kayak contohnya bisa kita pakai PS45 atau kita bisa pakai jalan holding yang lain mungkin Menurut gue sih itu sih strateginya. Rayhan: We need to overcome our problem in Sambuja. I think in my opinion, the strategy is to look at the company's capabilities and the existing facilities. Why? We need to have a closer identification like how our finance or how our resources, itu posisinya dimana, and then we have to like look at the facilities	The strategy is to look at the company's capabilities and existing facilities, it is better not to force the use of big hauling fleet by pursuing quantity but ignoring the facts that the roads will not support it.

	that are available in the mine. The mine route itu kondisinya seperti apa? I think it's better, for example in Sambuja, I think it's better for us not to use the big holding fleet or use DT 10 by pursuing the quantity, but ignoring the fact that the holding route will be broken if you insist on using DT 10. I think that's the strategy that I would choose. I think we prefer to use either we prefer to use another holding route or we could use another types of fleet. We can use PS45 to transport our cargo, right? I think PS45 would not break the holding route in my opinion. I think that's all. Shamsu: Menurut om ini strateginya ada beberapa sebetulnya strateginya yang pertama bisa melihat kemampuan perusahaan dan fasilitas yang ada lebih baik dan jangan memaksakan penggunaan fasilitas holding dengan mengejar kuantitas tetapi jalan yang tidak mendukung kenapa seperti itu karena akan terjadinya ya apa apa yang saya bilang tadi misalkan jalannya rusak itu nanti akan maintenance delay dan lain lain sebagainya itu harusnya bisa dihindari dengan beberapa strategi itu sekalian bisa optimizing transportation route yang tadi saya bilang kalau misalkan fasilitas jalannya memang jelek kalian harus juga pilih vehicle atau kendaraan yang memang bisa tidak merusak sebisa mungkin tidak merusak jalanannya atau kalian bisa menggunakan jalan-jalur holding yang lain dengan jt yang lain seperti itu sih karena kan pasti opsinya banyak ini kalau menurut om kurang lebihnya seperti itu Tony: Om merekomendasikan melihat kemampuan perusahaan dan fasilitas dengan lebih baik. Jangan memaksa penggunaan fasilitas holding untuk mengejar kuantitas tanpa memperhitungkan ketersediaan infrastruktur. Selain itu, optimalkan rute transportasi dan pilih kendaraan yang tidak merusak jalanannya.	

	Semua strategi ini dapat meningkatkan efisiensi operasional SBB. Dandy:	

Appendix 7 Dondang Graph Data

DATA REKAP JUMLAH HAULING RAW MATERIAL KE STOCKPILE JETTY KKT

RUT					ASM				
Nmr	Tgl Haulling	Jumlah Ritase	Jumlah Tonase Bersih	Catatan	Nmr	Tgl Haulling	Jumlah Ritase	Jumlah Tonase Bersih	Catatan
1	17/11	11 Rit	151.720 Mt	Parting	1	17/11	44 Rit	464.980 Mt	RM
2	17/11	36 Rit	376.650 Mt	RM	2	21/11	116 Rit	1,353.33 Mt	
3	19/11	94 Rit	1,028.060 Mt	RM	3			Mt	
4	22/11	57 Rit	634.970 Mt		4			Mt	
5			Mt		5			Mt	
6			Mt		6			Mt	
7			Mt		7			Mt	
8			Mt		8			Mt	
9			Mt		9			Mt	
10			Mt		10			Mt	
JUMLAH		**198 Rit**	**2,191.400** Mt		**JUMLAH**		**160 Rit**	**1,818.310** Mt	

Catatan dari Cheker :	
Total Tonase RUT+ASM	*4,009.710 Mt*
Jml Parting	*151.720 Mt*
Jml Raw Material	*3,857.990 Mt*
Total Ritase RUT+ASM	***358 Rit***
Ritase Parting	***11 Rit***
Ritase Raw Material	***347 Rit***

Data dari KKT	
Total Tonase	*2,085 Mt*
Total Ritase	*185 Rit*

Appendix 8 Samboja Graph Data

No.	No. Polisi	Pengemudi	Surat Jalan	Berat Bersih
1	8608 AR	BARI	175	6
2	8807 QS	KING	176	6
3	8870 CF	JIMI	177	6
4	8761 RD	MOKO	178	6
5	8968 GL	PATIKNO	179	6
6	8402 EI	WANTO	180	6
7	8954 EB	YONO	181	6
8	8732 AV	NARSUM	182	6
9	8608 AR	BARI	183	7
10	8807 QS	KING	184	7
11	8322 KN	MARDI	185	6
12	8049 LC	MENYE	186	6
13	8970 CF	JIMI	187	6
14	8761 RD	MOKO	188	6
15	8402 KI	WANTO	189	6
16	8783 CO	INDRA	190	6
17	8968 GL	PAFITNO	191	6
18	8954 EB	YONO	192	6
19	8722 CG	JURAI	193	6
20	8732 AV	TARSUM	194	6
21	8608 AR	BARI	195	7
22	8807 OS	KING	196	7
23	8049 LC	PENYE	197	6
24	8215 LE	TIMAN	198	6
25	8761 RD	MOKO	199	6
26	8870 CF	JIMI	200	7
27	8402 KL	WANTO	201	7
28	8403 KL	SIDIK	202	7