

AN OVERVIEW OF INDONESIAN LOGISTIC PERFORMANCE AND THE SISLOGNAS 2012

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ABSTRACT

Indonesian Logistic Performance Ranking is lower than other ASEAN Countries so it needs a lot of concerns, because the economy is strongly influenced by the condition and system of the logistics. The purpose of this article is to find out Indonesian Logistics Performance by analyzing the World Bank indicators and description, compare it to the opinion of the practitioners in the logistics sector. Indonesian government is facing this logistic problem as a system to increase the national competitiveness and support the implementation of the Acceleration of Indonesian Economy Development Masterplan 2011-2025. By applying the “Wilcoxon Sign Test”, proofing that there are no significant differences between the World Bank and the logistic practitioners in scoring the logistics indicators.

Keywords: *Logistic Performance, Sislognas, Logistic Performance Scoring*

Background

Knowing the Logistics Performance Index (LPI) is an important input in mapping Indonesia's logistics performance conditions. So, we can evaluate, make plans and strategies for the future; both for the benefit of the industry as well as for decision makers in setting the regulations. This is in line with the opinion of the World Bank: LPI was made with the intentions an indicator for benchmarking to help a country identify challenges and opportunities as well as to improve their logistics performance. In this study, the benchmark LPI is a publication issued by an independent institution that the World Bank expected to become a valuable objective input. Based on the World Bank publication, it turns out that LPI Indonesia is still far below the countries of Southeast Asia. From this information, the writer is interested to analyze it. The competition happen today is among the supply chain and the logistics sector has an

important role in improving the competitiveness of a country. Indonesia logistics cost to GDP is around 24% (<http://www.worldbank.org/in/news/press-release/2013/09/06/high-logistics-costs-impede-higher-economic-growth-for-indonesia>) while the logistics cost in another country is about 10% -20% for developed and developing countries. Of course, this condition has inspired many countries to make the arrangement and formulate their national policy in the logistics sector. Indonesia will not be a developed country with the logistics mindset as it is now, therefore, the logistics would be one indicator in enhancing people's welfare.

Indonesian Government itself has to formulate national policies by issuing Government Regulation, Peraturan Pemerintah No. 26 tahun 2012, on developing the National Logistics System (Sislognas) Blueprint as one of the infrastructure in building national competitiveness and to support the implementation of the Master Plan for the Acceleration and Expansion of Indonesian Economic Development from 2011 to 2025. Thus, government regulations are needed as guides or guidelines for relevant stakeholders in the form of the National Logistics System (Sislognas) Blueprint. As we know, logistics is defined as the art and science of governing and controlling the flow of goods, energy, information, and other resources, such as products, services, and people, from the source of production to the market. Manufacturing and marketing would be difficult to do without logistic support. Logistics also includes the integration of information, transportation, inventory, warehousing, and packaging. In other words, logistics management is a part of the supply chain process that serves to plan, implement, and control the efficiency and effectiveness of the storage and flow of goods, services and related information from the starting point(point of origin) to the point of consumption (point of consumption) in its aim to meet customers' needs. From the definition above, logistics related to physical problems such as transportation, inventory, warehousing, and the packaging. It looks so complex---of course it has an impact on the number of variables that affect the logistics performance, especially for coverage of a country. Hold on to this fact, the author is interested to see the position of Indonesian logistics indicators and how government policy in determining Sislognas in the future with the hope to be input for logistics performers (PL) and the provider of logistics services (PES).

In this paper, the author used descriptive research method according to Arikunto (2005) in Chairunnisa and Sunarto (2012). Because it is not intended to test a particular hypothesis, before starting the research, it must first be determined default based on a firm foundation; for example, laws, regulations,

results of workshops and so on. Furthermore, these standards are used as indicators, the extent to which the phenomenon reaches an agreeable standard.

In addition to know whether there are differences in Logistics Performance Index issued by the World Bank with the practitioner opinion, the authors use the Test Sequence analysis tools of Wilcoxon Signed taken from Hasan (2005: 304). The test measures Wilcoxon Signed in this study are:

- a. Determining the hypothesis formulation;
Ho: There is no difference between the assessment of the World Bank's LPI Indonesia and Practitioners (no difference between pairs of data).
H1: There is a difference between the assessment of the World Bank's LPI Indonesia and Practitioners (there is a difference between pairs of data).
- b. Determining the real level (alpha) with the T table;
- c. Specifying testing criteria;
Ho accepted if $T_o \geq T$
Ho rejected if $T_o < T$
- d. Determining the value of a statistical test (T_o value);
- e. Making Conclusions.
Conclusion, Ho accepted or rejected

Result and Discussion

Logistics Performance Index

In the World Bank's Jakarta paper, from the seminar of "Strengthening Human Resources (HR) National Logistics Facing ASEAN Free Market 2013" in STMT Trisakti (2012), Logistics Performance Index is: Survey of logistics professionals working in multinational freight-forwarders and major express-carrier companies. It measured logistics performance for 155 countries to create awareness of the logistics situation, to stimulate public-private dialogue and to trigger momentum for reform. The LPI can also be used to flag potential policy areas for intervention and monitor the progress of reform, although more country specific metrics are needed for a detailed analysis (such as Dwell Time study). There are two components of International LPI (Qualitative) and Domestic LPI (Quantitative). It is further mentioned that the six indicators of logistics performance are: Efficiency of the clearance process, Quality of trade and transport infrastructure, Ease of arranging competitively priced shipments, Competence and quality of logistics services, Track and trace consignments when shipping to a specific country and Timeliness. Furthermore, in 2012, World Bank released data on Logistics Performance Index (LPI). In research of LPI 2012, Indonesia managed to rise through the ranks from position 75 in

2010 to position 59 in 2012 with the increase in the index of 2.76 into 2.94. This increase was not able to bring Indonesia to be the best in Southeast Asia. However, it showed significant improvement, while neighboring countries, except Singapore, showed down grading. Moreover, this index is achieved in the condition to the completion of major logistics infrastructure development, such as new ports and soft infrastructure as a supporter.

According to Cipto Pramono, Director of Human Resources and General PT Pelabuhan Indonesia II (Persero), who also doubles as Acting Director, General Manager Branch of TanjungPriok, LPI results in line with the rise in productivity improvement program that began proclaimed in the region of Pelabuhan Indonesia II, especially the Port of Tanjung Priok as the main gateway of international shipping.

(<http://www.tribunnews.com/bisnis/2012/06/15/peringkat-logistic-performance-index-ri-2012-soaring>).

Infrastructure

Efficiency in logistics cannot be separated from the availability of infrastructure. State budget allocation for infrastructure development is just under 3% (compared to Thailand; 15.6%). It was the cause of lagging logistics infrastructure in Indonesia compared to other countries. Whereas, the geographical condition of over 17,000 islands, Indonesia requires greater infrastructure. In other words, the planning of infrastructure development should receive greater attention by the government. At this time, Indonesia's infrastructure is in a poor condition and needs special attention. In 1994/1995, length of the damage road was still around 109.820 km and in 2003 length of the damage road had reached nearly 170.000 km. Estimated that to repair the road needs funding around Rp 6.5 trillion. Until now, the level of damage in Sumatra highway (2343.5 km) has reached 25%, while the northern coast with a length of 1172.2 km has a decay rate of around 22% and needs costs to fix them around Rp 5.3 trillion. If this situation continues, then in the next 10 years the economic lost in this field will reach 40-50 trillion rupiah.

Indeed, Indonesia's infrastructure problems caused by not optimum service quality road infrastructure; as there are many roads were damaged in the economy lines; the limited access from production area center to market area, as well as to outlet or urban area, also the traffic track has not been optimum to support regional development. Moreover, there were the declining quality of road infrastructure in the economic lines, especially in East Sumatera and the northern coast of Java, due to excessive load and dimensions and the limited

maintenance funds. As a result, vehicle operating costs and distribution costs of goods becomes expensive, while competitive level decreases. Indeed, the low competitiveness of Indonesian products in international trade related with high economic costs, more influenced by internal factors within the country. Some of them are: labor, credit interest rate/high borrowing costs, bureaucratic/political cost no less, and infrastructure --- which will be presented further to analyze the causes of high cost economy in Indonesia, so impacted on the weak power competitiveness of domestic products compared to China's products ([http://ekonomi.kompasiana.com/bisnis/2011/01/18/high-cost-economy-dan-daya-saing-indonesia/high cost economy and the competitiveness of Indonesia](http://ekonomi.kompasiana.com/bisnis/2011/01/18/high-cost-economy-dan-daya-saing-indonesia/high%20cost%20economy%20and%20the%20competitiveness%20of%20Indonesia)). According to [Tribunnews.com](http://tribunnews.com) - Friday, June 15, 2012, the highest increase in these indicators occurred in the area of soft infrastructure that includes logistics competence handler. Handler logistics competence indicator increased from 2.47 in the range of 2010 to 2.85 in 2012.

Tracking & Tracing

The index number, the owner's ability to know where the goods are currently located (tracking and tracing) index figures rose from 2.77 in the range of 2010 to 3.12 in 2012. Furthermore, the ease of tracking and tracing will be more effective when Indonesia Logistics Community System (ILCS), an online system in collaboration with Pelabuhan Indonesia II and PT Telkom began to be applied. In real time, ILCS will allow the owner to get information about the goods arrangement. This system will begin to be tested on July 1, 2012, as well as e-payment gateway logistics services nation with four services; such as port community system services, in a port net, domestic manifest and tracking system. The existence of this system is a part of transformation services of Pelabuhan Indonesia II in managing his ports in order to further streamline the logistics system in Indonesia --- so owners can easily know where the goods are currently located, what the administrative process must be completed, and how much should be paid. Everything is easily accessible and transparent.

Timelines of Shipments in Reaching Destination

In Doing Business 2011 report, the time required to import goods from abroad at 27 (twenty seven) days, much longer when compared to other several ASEAN countries; Malaysia 14 (fourteen) days, Thailand 13 (thirteen) days, the Philippines 16 (sixteen) days, even Vietnam only 21 (twenty one) day (Appendix Presidential Decree No. 26 in 2012).

According to Didik J. Rachbini (2012); Distance, Lead Time and Logistics Cost Indonesia compared to other countries can be seen in the following table:

	Export Time and Cost						Import Time and Cost					
	Port or airport supply chain ^a			Land supply chain ^b			Port or airport supply chain ^c			Land supply chain ^d		
	Distance (Km)	Lead time (days)	Cost ^e (US\$)	Distance (Km)	Lead time (days)	Cost ^e (US\$)	Distance (Km)	Lead time (days)	Cost ^e (US\$)	Distance (Km)	Lead time (days)	Cost ^e (US\$)
India	302.73	2.34	660	458.18	4.78	976	421.74	5.31	1.267	616.55	5.36	972
Russian Federation	948.79	3.97	1.310	1.510.95	5.97	1.661	908.56	2.88	1.145	2.056.13	5.67	2.280
Brazil	222.06	2.80	1.614	491.95	3.39	1.024	202.97	3.88	1.570	212.13	3.48	1.414
China	163.74	2.77	419	150.00	2.00	3.71	156.68	2.56	376	564.62	3.56	658
Indonesia	277.22	2.12	379	300.00	4.00	1.000	492.98	5.35	1.624	75.00	10.00	3.000
Singapore	224.07	2.17	422	119.06	2.38	298	75.00	1.78	335	241.03	2.51	409
Malaysia	172.30	2.64	354	188.99	2.29	266	212.13	2.75	330	150.00	3.46	354

Source: Rachbini (2012)

Logistics Performer's Competence and Local Service Providers

The time required to start a business in Indonesia is 47 (forty seven) days with over 9 (nine) procedures while in other ASEAN countries; such as Malaysia 17 (seventeen) days with 9 (nine) procedures, Thailand 32 (thirty-two) days with 7 (seven) procedures, and Vietnam 50 (fifty) days with 11 (eleven) procedure (Appendix Presidential Decree No. 26 in2012).

Furthermore, Rachbini (2012) said that time transactions handling for starting a business in Indonesia compared to the other country in ASEAN can be seen in the following table

Table1.LicensingTransaction Costs Starting a Business

COUNTRY	RANK	DAYS	PROCEDUR	COST (% against Income per Capita)
Singapura	1	3	3	0,7
Malaysia	18	6	4	16,4
Thailand	17	29	5	6,2
Brunei	83	101	15	11,8
Vietnam	98	44	9	10,6
INDONESIA	129	45	8	17,9
Filipina	136	35	15	19,2
Kamboja	138	856	9	109,7
Laos	165	93	7	7,6

In addition, the Director General of Domestic Trade, Subagyo said; that the making of the national logistics system is one of the efforts to strengthen national competitiveness in the face of the ASEAN-China free market. According to him, the government also continued to simplify the rules in service to the business world, especially the provision of a business license in order to eliminate the high cost economy, such as to obtain SIUPB (Trading License). The Ministry of Commerce has set the maximum SIUP granting completed in three days and is free of charge. However, the implementation of the rules needs to get attention and close supervision, SIUPB is given by local governments. Indeed, there is a 12 day implementation but there is also up to three months, even some of that pay up to millions of rupiahs. However, to facilitate service to the community, there is also local government that already has integrated one stop service unit (<http://www.antaranews.com/berita/1267004858/pp-sistem-logistik-nasional-diterbitkan-maret> (24/01/2011)).

Customs

Services at the harbor are also still required a relatively long time. Based on JICA's study (2004), the required time to do inbound goods at the port of Tanjung Priok reached an average of 7 (seven) days. It is longer than the customs process that requires time 5.5 (five point five) days, given in Singapore only 1 (one) day, the USA and Germany 2 (two) days, and Japan 3.1 (three point one) day (Appendix Presidential Decree No. 26 in 2012).

Logistics costs

In terms of logistics costs in the country, the position of Indonesia is 92 (ninety two) of 150 (one hundred and fifty) countries. LPEMUI study in 2005 stated that compared to the cost of production, the percentage of logistics costs in Indonesia is 14.0% (fourteen percent); within bound 7.2% (seven point two per cent), Industry 2.9% (two point nine percent), and outbound 4.0% (four percent). Furthermore, other studies from various sources as shown in Table 2.2 which displays a comparison of logistics costs in several countries.

Table 2. Indonesian Logistics Costs Compared to Developed Countries

Country	% Logistics Cost against GDP	% Logistics Cost against COGS
Amerika Serikat	9,9%	9,4%
Jepang	10,6%	5,9%
Korea Selatan	16,3%	12,5%
Indonesia	27% *)	

*) Centre of Logistics and Supply Chain ITB

Table 2. above shows the lowest cost of logistics per Gross Domestic Product (GDP) is United States and Japan which is 9.9% (nine point nine percent) and 10.6% (ten point six percent). Although, the US logistics costs are relatively lower than Japan, Japan still looks more efficient. This efficiency level is measured through indicators of the proportion of logistics cost per sale; Japan is only 5.9% (five point nine percent) while the United States 9.4% (nine point four percent). Meanwhile, South Korea was able to reduce the cost of logistics per GDP amount to 16.3% (sixteen point three per cent) to the cost of logistics per sales amount to 12.5% (twelve point five percent) --- moderate Indonesia does not have exact figures - - estimated, the national logistics costs reached 27% (twenty-seven per cent) of GDP. Then, according to calculations made by the Ministry of Industry using Input-Output analysis in 2005, the ratio of logistics cost to the Gross Value Added in the industrial sector for 24 (twenty four) Industrial sector amount to 61.1% (sixty-one point one percent), while the ratio of logistics cost to the industry is the industrial sector output amount to 16.3% (sixteen point three percent). The high cost of domestic logistics costs in Indonesia is not only caused by the high cost of land and sea transportation, but also caused by other factors associated with regulation, human resources, inefficient process management and logistics, and lack of professionalism of the perpetrators and providers national logistics company, causing inefficient domestic courier/freight forwarding services (Appendix Presidential Decree No. 26 in 2012). Other variables that could also affect the High Cost Economy in Business Logistics is the National Logistics System (SLN) itself, as submitted by Subagyo; Director General of Domestic Trade. The government will issue a presidential decree on the National Logistics System in March that is expected will be efficient and effective of the national logistics system. So, the movement of goods in the country will become more efficient and local products will be more competitive even for export (<http://www.antaranews.com/berita/1267004858/pp-sistem-logistik-nasional> diterbitkan-maret (24/01/2011).

Rachbini (2012) said the result of the high logistics costs is to bring the high cost of economic conditions that affect:

1. Barriers industrialization for most developing countries is the production inefficiency.
2. Inefficiencies arise as a result of the onset of production costs that are not supposed to occur in the production process, resulting in a high cost economy.

3. The high cost economy is one of the problems that led to a decline in the competitiveness of national industries.
4. The cause of the decline in Indonesia competitiveness is indicated on widespread practice of extortion that lead to high economic costs on activities in the industrial sector.

According to Rajasa (2012), there is some blueprint that could have implications for the logistics cost reduction, such as:

1. Modernization of main port facilities and port in the eastern region of Indonesia to improve connectivity (Economy Minister: "Using SAL" - Press Conference 24/01/2012).
2. Short Sea Shipping (SSS) Operation in the waterways of Java, Sumatra, Kalimantan, Sulawesi, Nusa Tenggara and Papua.
3. Increasing the role of rail freight in Java and Sumatra.
4. Development of e-Logistics (INALOG) to support the transaction B2G, B2B, and global trade.
5. Increasing transport capacity of national fleets pioneer and eastern Indonesia.
6. The increasing role of BUMN (Pos, BGR and Bulog) in the Rural Logistics.
7. Development of Regional Distribution Centers and Strategic Commodities Principal in each economic corridor.

National Logistics System

As we know, the National Logistics System is still not optimum, with the high national logistics costs reached 27% (twenty seven percent) of Gross Domestic Product (GDP), as well as inadequate quality of service which is characterized by (a) the low level of provision both the quantity and quality infrastructure, (b) there is still no formal charges and transaction costs that led to high economic costs, (c) continued high export-import service time and operational obstacles in the port services, (d) the limited capacity and network services national logistics service providers, (e) the shortage and price fluctuations of basic material needs of society, especially in the days of national and religious, and even (e) the high price disparity in border areas, remote and outer. Under these conditions, of course, greatly affects the performance of national logistics sector. Based on the Logistics Performance Index survey (Logistics Performance Index / LPI) by the World Bank published in 2010, the position of Indonesia is ranked 75th out of 155 (one hundred and fifty-five) countries surveyed --- and are under performance of some ASEAN countries;

Singapore (ranked 2nd), Malaysia (ranked 29th), Thailand (ranked 35th), even under the Philippines (ranked 44th) and Vietnam (ranked 53rd). Besides facing the low logistics performance, Indonesia also had to face the competition between countries and between regional that began to shift from competition among products and among companies, to competition between logistics and supply chain network. In line with that, Indonesia also need to prepare itself for the integration of ASEAN logistics services in 2013, as part of the ASEAN single market by 2015 and global market integration. Of course, the preparation needs to be formulated and poured in a target and integrated policies through policy formulation Blueprint National Logistics System (PP No. 26 of 2012). Implementation of the 2011-2025 National Logistics System development is done gradually and continuously. According to Presidential Decree No. 26 in 2012, these stages are:

1. The main drivers development of commodity distribution system (for domestic and export).
2. Development of Logistics Performers (PL) and logistics service providers (PES).
3. Development of Transport Infrastructure.
4. The development of ICT infrastructure.
5. Development of Human Resource Management.
6. Regulation and Policy Development.
7. Institutional Development.

Regulatory Conditions and Current Logistics Policy and Sislognas Plans (2011 - 2015)

Current condition: The development of Indonesian logistics sector requires a strong regulatory protection. Currently, synchronization among regulations and laws is low. Regulations and laws should be prepared in the logistics perspectives that they do not overlap and can provide a clear direction for the future development. Inpreparing for the regulations and laws, benchmarking with regulations and laws of other countries regulation is Necessary. For realization and laws regulations, the enforcement is needed so that laws and regulations can be implemented effectively (Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2008 inYeni Sumantri, SimKimLau35: 2011).

Current Condition of Commodity Distribution System Development and Sislognas Plan (2011 - 2015)

The development of logistics sector should take into consideration the main commodities for international and domestic market. Each commodity has different production, marketing and material handling requirements. For the export market, Indonesia has priority commodities consisting of fuel, gas, crude palm oil (CPO), coal, agricultural products, forest products and containerized commodities such as textiles, pharmaceuticals, electronics, furniture, handicraft, food and office equipment processes. For domestic market, the main commodities involve; fuel and gas, agricultural products, cement fertilizer and liquid commodities such as cooking oil and milk (Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2008). Through understanding priority reviews these commodities, national logistics systems can focus on the need of the commodities. The production and marketing areas of the

commodities should be mapped into logistic strategy in order to understand the priority development area (Coordinating Ministry for Economic Affairs of the Republic of Indonesia, 2008 in Yeni Sumantri, Sim KimLau 35: 2011).Table 3. LPI According To Respondent Opinion Singapore and Indonesia

No.	INDICATOR	LPI ACCORDING TO RESPONDENT OPINION	LPI ACCORDING TO WORLD BANK	
		INDONESIA	INDONESIA	SINGAPORE
1.	Customs (Efficiency of Clearance Process, i.e. speed, simplicity and predictability of formalities, by border control agencies including custom).	2.80	2.53	4.10
2.	Infrastructure (Quality of trade and transport related Infrastructure e.g. port, railroads, road, information technology).	2.30	2.54	4.15
3.	International Shipments (Ease of arranging competitively Shipments)	3.05	2.97	3.99
4.	Logistics Competence (Competence and quality of logistics services, e.g. transport operator, customs brokers)	3	2.85	4.07
5.	Tracking & Tracing (Ability toTrack and Trace Consignments)	2.65	3.12	4.07
6.	Timeliness (Timeliness of shipments in reaching destination within the scheduled or expected delivery time)	3.35	3.61	4.39

Sislognas Plan (2011 - 2015):

1. Realization of Regional Distribution Centers and Strategic Commodities staple in every economic corridor.
2. Revitalization and development of export commodities supply chain networks.
3. Increase the effectiveness of the operation of the dry port (YeniSumantri, Sim Kim Lau 35: 2011).

Logistics Performance Index by Respondents

From the results tabulated, the average opinion of the respondents about the value of Logistics Performance Index (LPI) Indonesia is as the table below:

Source: World Bank 2012 processed by author.

Measurement Scales: 1 = 1 = Very Poor, 2 = Poor, 3 = Moderate/Fair, 4 = Good, 5 = Very Good

While using Wilcoxon test (The Signed Rank Test) obtained the following table:

Table 4. Wilcoxon test (The Signed Rank Test)

No.	Respondent Opinion (X)	World Bank Opinion (Y)	Difference (X-Y)	Range	Range Sign	
					+	-
1	2.8	2.53	-0.27	5		-5
2	2.3	2.54	0.24	3	3	
3	3.05	2.97	-0.08	1		-1
4	3	2.85	-0.15	2		-2
5	2.65	3.12	0.47	6	6	
6	3.35	3.61	0.26	4	4	
Average	2.86	2.94		Total	13	-8

Thus obtained value $T_0=8$ was $T_{table}=0.0$ which means that $T_0=8 > T_{0.05}=0.0$ or according to the criteria of hypothesis H_0 accepted meaning there is no real difference between pairs of data, thus it can be said that the opinion of respondents about LPI Indonesia, in this case some of them are practitioners in the logistics field and STMT Trisakti lecture, has the same opinion with the results of the World Bank assessment.

In addition, some practitioners who were interviewed said that:

1. World Bank needs to include data validation criteria.

2. World Bank should consider the data from BPS.
3. The low ratings for Customs Clearance indicator caused by the regulation, competence, one-stop service, and paperwork have not been applied appropriately.
4. The Causes of International Shipments (Ease of arranging competitively Shipment) is due to regulations and paperwork that is not proper.
5. The absence of logistics education as a course of study.
6. ITB and width was not fast enough.
7. Practitioners, academics and regulators work together to improve LPI.

CONCLUSION

From the above explanation, in general can be seen clearly how the World Bank saw Indonesia's logistics performance only based on less efficient various processes performed by customs and other border institution, the weak quality of transport, information technology and inadequate infrastructure, and has not been implemented easily and affordably of international delivery system. Therefore, to face increasingly fierce competition, Indonesia must improve itself in order to have competent human resources in the local logistics industry. By doing so, the owner could know exactly where the goods are located at that time, how much it costs to be incurred and when the goods arrived safely in the destination area. In line with statement above, infrastructure is not yet supporting LPI caused by a couple of things; such as allocating budget for only 3%, the length of damaged roads that can make high cost economy --- lead time logistic Indonesia is still longer than the other ASEAN countries --- as well as logistics costs in Indonesia 27% of GDP, while developed countries ranged between 9.9% -16.3% of GDP. By doing so, there is no difference of opinion about LPI assessment according the World Bank and the logistics business practitioners. In other words, LPI released by the World Bank considered the same as the opinion of the practitioners.

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